

Sample Only

Success Dynamics International



TmEIQ-10: Emotionally Intelligent (EIQ) Team Ten Individual Report

Emotionally Intelligent Teams

Never apologize for showing feeling. When you do so, you apologize for the truth.
~Benjamin Disraeli~

The colossal misunderstanding of our time is the assumption that insight will work with people who are unmotivated to change. Communication does not depend on syntax, or eloquence, or rhetoric, or articulation but on the emotional context in which the message is being heard. People can only hear you when they are moving toward you, and they are not likely to when your words are pursuing them. Even the choicest words lose their power when they are used to overpower. Attitudes are the real figures of speech.

~Edwin H. Friedman~

When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.

~Dale Carnegie~

Teams are the fundamental unit for performance in organizations. Peak performance is contingent upon the group coming together and using the team dynamic to amplify its power. To do this, Individual emotional intelligence creates a unified, empowered team. When the various factors of team emotional intelligence gel, they grow into powerful forces to tap into the best of teamwork.

Teams need to cultivate and nurture the factors that generate emotional intelligence. Latent abilities may never come together unless an active vision and focus is taken to see that the team excels. While team emotional intelligence begins with the basic factors of individual emotional intelligence, it is amplified as the group dynamic taps into potential and the possibilities of team emotional intelligence. Moreover, emotions are contagious. Whatever the pervasive spirit is within the team, it will be conveyed to and impact all the members. What are intelligent team emotions? Feelings that contribute to achieving targeted team results. Emotions that are counterproductive are to be avoided by effective teams.



Emotional Intelligence is a way of recognizing, understanding, and choosing how we think, feel, and act. It shapes our interactions with others and our understanding of ourselves. It defines how and what we learn; it allows us to set priorities; it determines the majority of our daily actions. Research suggests it is responsible for as much as 80% of the "success" in our lives.

EQ is based on an internal loop. It begins with awareness of emotions and temperament. For teams, this means recognizing and cultivating constructive feelings while minimizing counterproductive emotions. It continues on through understanding and moves towards discipline and management. After the initial personal cycle, it connects to the emotions of others. Emotional intelligence recognizes feelings and responds in an appropriate, focused way. These abilities heighten personal performance, empower relationships, and direct teamwork in a more result oriented manner.

Research indicates that emotional intelligence can be learned and is directly associated both with professional and personal success. This assessment serves to:

- Heighten awareness of the various areas of emotional intelligence
- Indicate relative strengths and weaknesses
- Provide a framework for personal and professional improvement
- Establish the foundation for emotionally intelligent teams
- Assure high quality team performance



Individual Section Scores:

3.6 or more: Area of strength; works well within a team context to build relationships and team spirit; constructive in generating positive, sustainable results.

2.8 to 3.5: Cautionary; average skill levels indicate that team engagement comes from intentional effort; results are predicated on desirable tasks or the interactions others initiate.

Below 2.8: Concern; these skills are below average and indicate an aversion to team activities; these should be addressed and managed .

Perspective score:

13.0 or more: shows a strong connection to team and commitment to get positive results; there is a strong connection with the vision of the group and positive energy to achieve.

8.6 to 12.9: indicates an average dedication to team success; these people tend to be inspired by external forces and tangible rewards; attitude may wax and wane dependent on the tasks and relative degree of achievement.

8.5 and below: tend to reveal free riders who are part of the team primarily due to external constraints; these are most likely to be free riders with little or no enthusiasm for team goals.

Process score:

17.5 or more: indicates excellent active skills while working in team contexts; positive engagement with others to explore possibilities and pursue different paths to results; dynamic engagement and interaction for success

10.5 to 17.4: displays mid-range skills in working with a team; attention and interest in working on project varies; personalities, tasks and context play significant roles in involvement or detachment; average levels of project engagement

10.4 and below: lacks energy and enthusiasm for team activities; needs significant external direction and input to focus performance; easily withdraws when facing obstacles

Impact score:

13.2 or more: shows a strong connection with the team to carry through to positive results; overcomes obstacles and avoids distractions; leverages relationships for long-term success

8.8 to 13.1: indicates an average set closure skills; can be diverted from task by various distractions; will tend to go along to get along; fails to optimize team connection

8.7 and below: shows a serious deficiency in impact; will drift from course with little cause; easily thrown off track by conflict and adversity; does not connect for the long-haul

Overall team score:

44 or more: strong team player; thrives in team environment; builds and cultivates powerful team relationships both long and short term

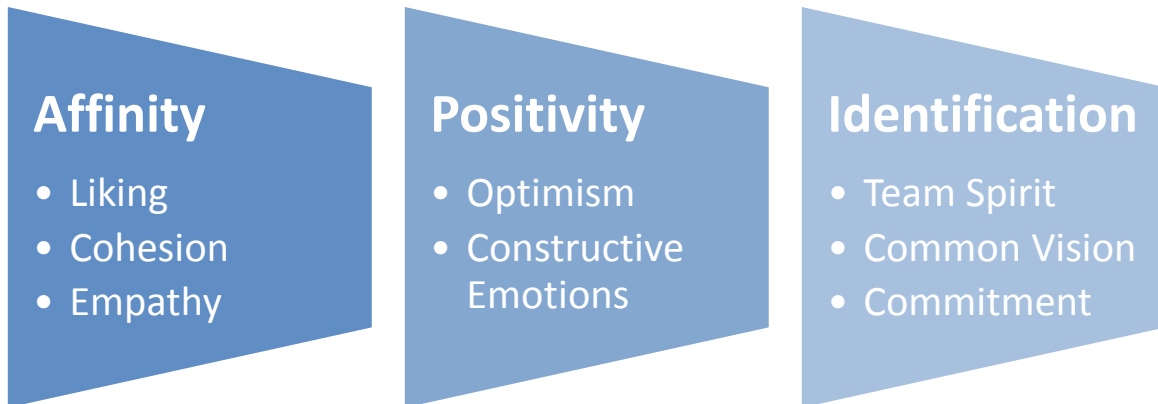
38 to 43: shows an average set of skills; will work well in team context but not excel; tends to go with group dynamic

37 and below: indicates team adverse; does not work well in team contexts; easily satisfied with limited results

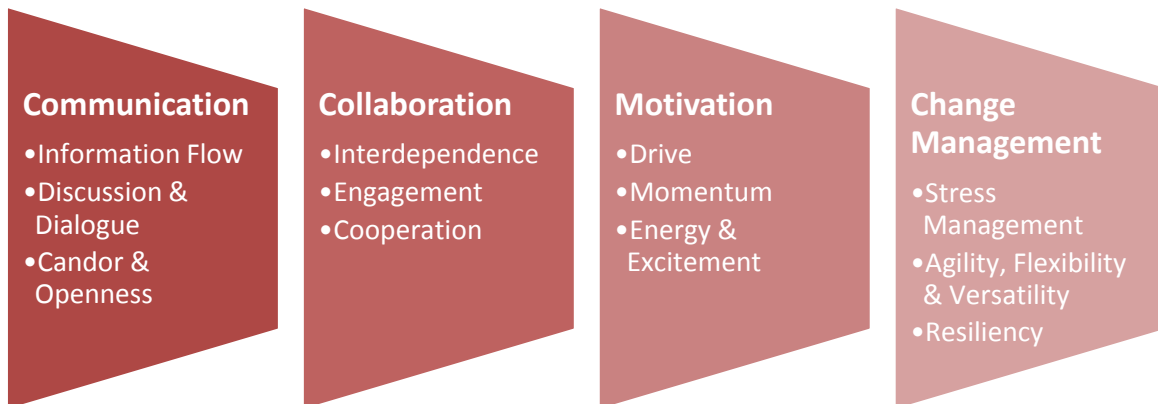


<p>SELF AWARENESS <i>Emotional self-awareness</i> <i>Accurate self-assessment</i> Self-confidence</p>	<p>SELF MANAGEMENT Emotional Self-Control Transparency (honest/ trustworthy) Adaptability Achievement Orientation Initiative Optimism</p>
<p>SOCIAL AWARENESS <i>Empathy</i> Organizational Awareness Service Orientation</p>	<p>RELATIONSHIP SKILLS Developing Others Inspirational Leadership Influence Change Catalyst Conflict Management Teamwork & Collaboration</p>

I. Team Perspective



II. Team Process



III. Team Impact





Developing and Applying Team Emotional Intelligence

Team Membership:

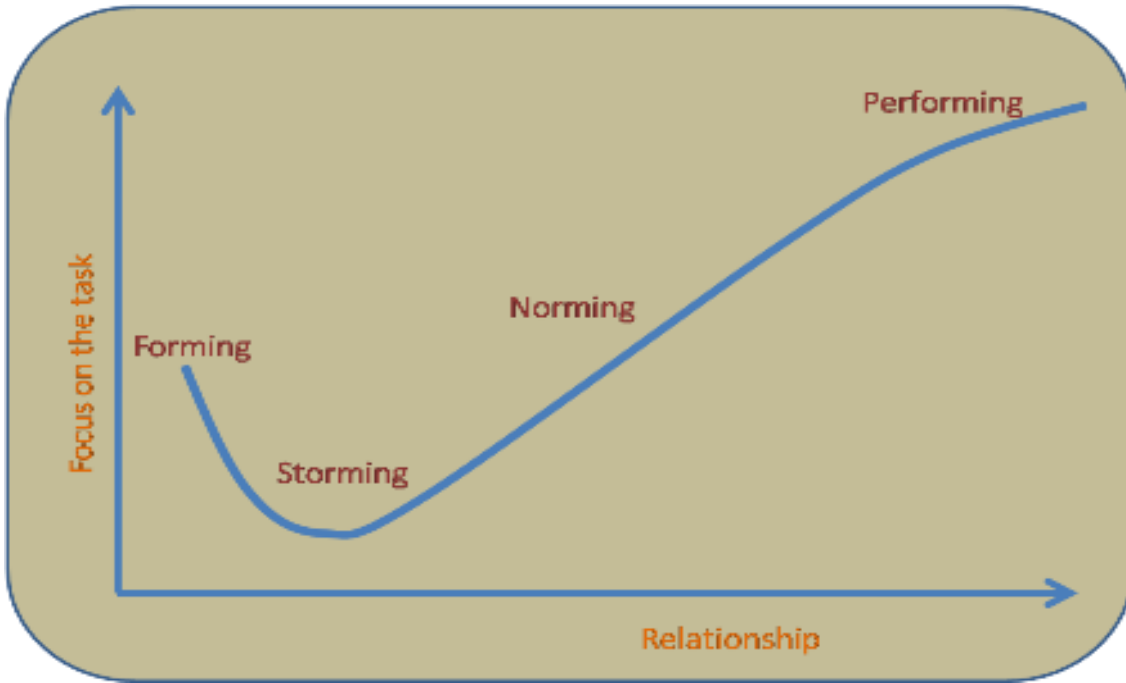
- Select team members who are willing and excited to be part of the team.
- Choose people based on their emotional competency and intelligence.
- Match individual talents, interests and skills to team roles and responsibilities.
- Determine that the team had ample resources to meet and exceed general goals.

Training and Development:

- Provide ongoing workshops for team building and emotional intelligence.
- Create shared experiences for team members to explore possibilities and personal learning.
- Establish vehicles for the team to manage both collective and group emotions.
- Tap the energy of constructive feelings and develop ways to handle negative emotions.
- Provide ongoing internal and external mentoring and coaching.
- Train for leadership and higher levels of emotional intelligence.

Provide support for:

- Expand potential, possibilities, and high expectations of team performance.
- Develop learning, cross-training, diversity and higher levels of team emotional intelligence.
- Sustained high quality performance and results.



Team Ten Emotional Team Levels

	<u>Level 1</u>	<u>Level 2</u>
Affinity	Open to positive connection; interested in others; general passivity; tentativeness	Supportive, respectful professional connection; primarily cognitive
Celebration	Polite recognition and formal acknowledgement of others; primarily cognitive connection	Appreciative and professional applause; cognitive and behavioral support; respectful contact
Change Management	Awareness of shifts; tension and initial stress; indecision and disagreement; anxiety	Negotiation and bargaining for interests and positions; low issue/priority definition
Collaboration	Individual Isolation; independence; limited social engagement and involvement; lack of trust; cautious	Cliques and small groups form; in-group alliances develop; efforts are multi-focused efforts; minimal team definition
Communication	Information is shared in a structured, need to know basis; formal, non-personal communication prevails; guarded interaction	Dialogue and discussion are guarded; information is power; limited personal and emotional content
Identity	Rugged individuality; formal team structure; personal focus; marginal personal commitment	Shared vision; mutual acceptance; limited emotional engagement
Motivation	Basic compliance; attending to assignments; awaiting instructions; dominated by external factors	Initiative, curiosity and exploration; personal energy; preliminary internal reward structures
Positivity	General willingness to explore potential and possibilities; open	Happy feelings; positive expectations; constructive emotions
Resolution	Conflict and discord are not openly expressed; progress is limited	Confrontation tends to be limited; internal competition creates performance barriers
Responsiveness	Individuals use the team to meet personal needs (the team is not explicitly aware of these needs and wants)	Members buy-in for personal objectives; responsiveness is tacit and not thought through

	<u>Level 3</u>	<u>Level 4</u>
Affinity	Superficial emotional dialogue and personal disclosure; some preliminary emotional risk taking	Liking and establishment of personal ties; comradery; humor and warmth; interest in others
Celebration	Verbalized interpersonal and individual cheering; sincere preliminary professional and personal praise expressions	Meaningful appreciation of others; relationship satisfaction; mental and emotional celebration; formal acknowledgement
Change Management	Creativity, innovation, initiative and problem solving; exploring alternatives	Adapting and being flexible; versatile solutions; group energy; team agility; safe creativity
Collaboration	Cooperation and joint efforts; interdependence; role understanding and acceptance	Common fate; mutual reliance; participation and utilization; physical, mental and emotional involvement
Communication	Conversation and listening based on needs; result focus; superficial understanding; critique and feedback are guarded	Personal and professional connection; empathy; managed feedback; limited candor; implied trust
Identity	Internalization of values and mission; emotional connection to team; basic loyalty	Reframing group into team; personal identification as team member; team spirit and pride
Motivation	Social satisfaction; team effort; group enthusiasm; dedication	Internalized excitement; want and need relational motivation; focus on team success
Positivity	Energy; curiosity; excitement; positive team esteem; pride in membership	Abundance mentality; stamina; confidence; realistic optimism
Resolution	Internal focus diverts full attention from team goals; misunderstandings are recognized and overcome	Open discussion directs efforts; team thinking supports unity; persistence and tenacity
Responsiveness	Vision is internalized; personal responsibility generates team accountability	Emotional satisfaction is derived from team interaction; teamwork answers personal needs; wants and desires may be expressed

Level 5

Affinity	Interpersonal support, enjoyment of interaction; trust; emotional safety; mutual liking
Celebration	Team and individual enthusiasm; zest; positive impact; team expectancy; formal and informal recognition
Change Management	Synergy, consensus and team effort; reframing; change courage
Collaboration	Team energy; familiarity; mutual trust; enjoyment; social energy; invulnerability and invincibility
Communication	Open sharing; genuine interest; authenticity; common group perceptions and perspectives
Identity	Team ownership of issues; accountability and responsibility; mutual reliance; internalized membership value
Motivation	Re-energizing; ability to learn from setbacks; championship unity; pride in performance
Positivity	Fun and playfulness in group efforts; positive attitude; winning thoughts; great expectations
Resolution	Convergent thinking; constructive problem solving creates new opportunities; stick-to-itiveness continues long-term efforts
Responsiveness	Concerns are openly discussed and become explicit parts of team efforts; internal and external wants are met by team success

Constructive/Useful/Productive/Positive/Helpful Team Emotions

Emotions that support the team mission are to be recognized and cultivated. These include feelings that create greater unity; more team spirit; and greater likelihood of goal realization. Teams need to be aware of these and tap into the performance power they generate.

Effective leadership and influence demands recognition of team feelings and fostering optimal productivity. Less talented teams are more productive than superior ones when they can tap into the energy, excitement and enthusiasm of emotions. These are force multipliers.

As teams meld to form functioning units, feelings become more critical. The focus shifts from tasks and structures to human interaction and relationships. There are situations where negative emotions may be useful however, these are the exceptions.

Affectionate
Alive
Amused
Accepted
Assured
Beautiful
Brave
Calm
Capable
Caring
Cheerful
Cherished
Comfortable

Competent
Concerned
Confident
Considerate
Content
Courageous
Curious
Delighted
Desirable
Eager
Engaged
Enthusiastic
Excited

Forgiving
Friendly
Fulfilled
Independent
Involved
Kind
Respected
Secure
Self-reliant
Sexy
Silly
Special
Strong

Supportive
Sympathetic
Tender
Generous
Glad
Grateful
Great
Happy

Humorous
Joyful
Lovable
Loving
Loved
Passionate
Peaceful
Playful

Pleased
Proud
Quiet
Relaxed
Relieved
Respected
Safe
Satisfied

Destructive/Useless/Counter-Productive/Negative Team Emotions

Emotions that waste resources and effort are negative. These tend to make goals and objectives more difficult to achieve if not outright impossible. Counter-productive emotions are expensive for teams. They consume resources and focus energies on activities that do not support the team's vision.

Leadership and team activities that misdirect emotions to these areas are destructive. When these types of feelings are allowed to grow and prevail, relationships are taxed and team efforts break down. More talented teams find that their efforts become far less fruitful.

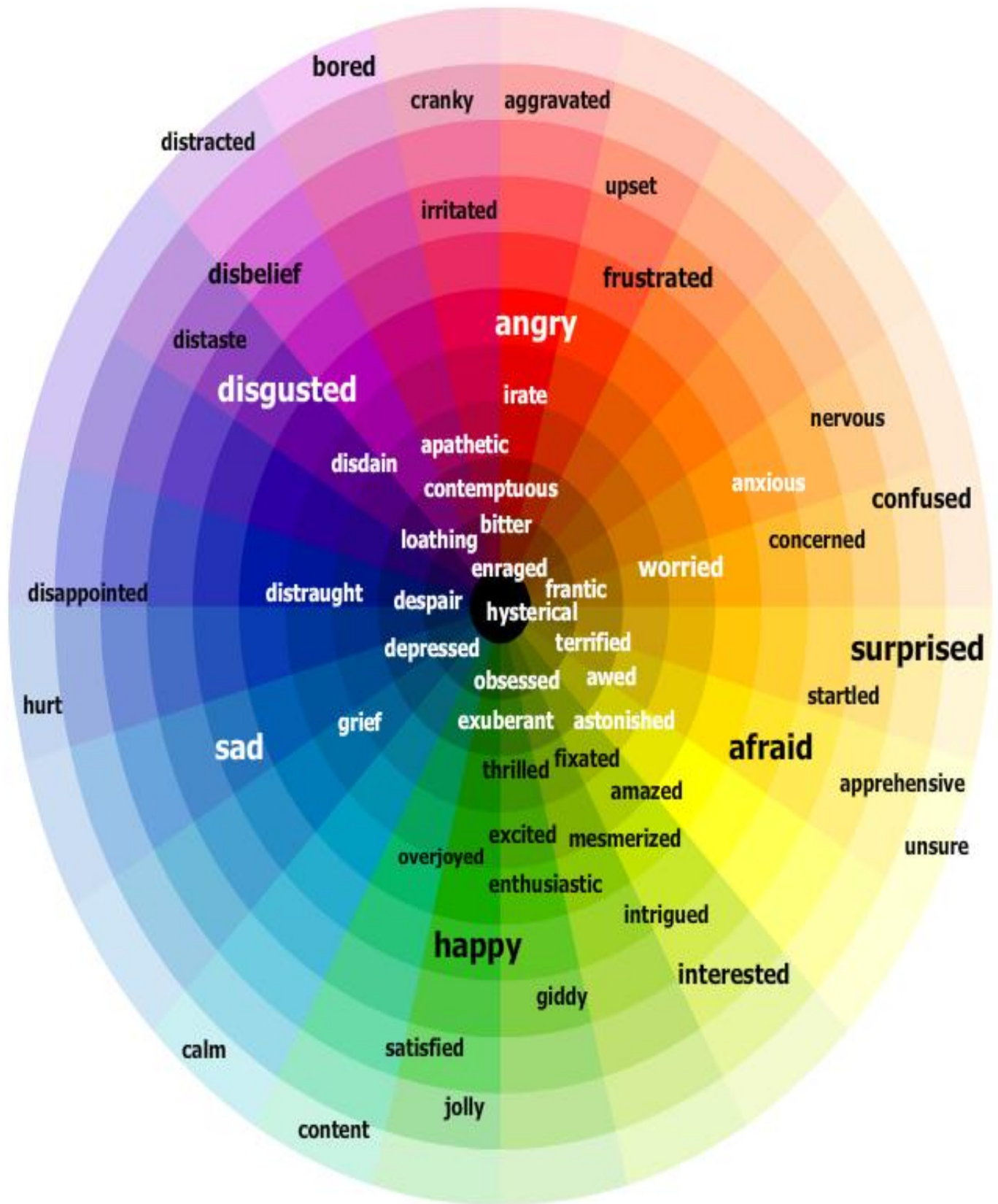
Dysfunctional emotions direct the team towards tasks and structure. They isolate members and cause interaction to be strained. As a group, efforts become more difficult. Individuals prefer isolated structures and individual efforts. Synergy cannot be achieved.

Afraid	Dependent	Miserable
Alone	Despondent	Misunderstood
Angry	Devastated	Muddled
Anxious	Disappointed	Needy
Apprehensive	Discouraged	Old
Ashamed	Disgusted	Outraged
Awkward	Distrustful	Overwhelmed
Bitter	Embarrassed	Panicky
Bored	Envious	Fearful
Confused	Exasperated	Foolish
Contempt	Fearful	Frantic
Defeated	Melancholy	Frustrated
Dejected	Rageful	Furious

Guilty
Hateful
Helpless
Hopeless
Horrified
Hostile
Humiliated
Hurt
Ignored
Impatient
Inadequate

Incompetent
Indecisive
Inferior
Inhibited
Insecure
Irritated
Isolated
Jealous
Lonely
Sad

Touchy
Trapped
Troubled
Unappreciated
Unattractive
Uncertain
Uncomfortable
Uneasy
Unfulfilled



Six Families of Emotion Chart

Happy Content Ecstatic Joyous Pleased Cheerful Blissful Exultant Delighted Jovial Other: Other: Other: Other:	Depressed Sad Suicidal Melancholy Grieving Gloomy Miserable Heartbroken Distressed Apathetic Other: Other: Other: Other:	Surprised Shocked Dumbfounded Startled Astonished Amazed Stunned Flabbergasted Astounded Taken Aback Other: Other: Other: Other:
Anxious Fearful Worried Concerned Nervous Uneasy Restless Fretful Frightened Panicky Other: Other: Other: Other:	Angry Enraged Sarcastic Annoyed Furious Irritated Irate Livid Incensed Cross Other: Other: Other: Other:	Creative Imaginative Resourceful Artistic Inspired Innovative Ingenious Inquisitive Playful Pioneering Other: Other: Other: Other:

EIQ-2 Team Ten Workbook

Affinity: *an attraction; liking; connection; bonding; chemistry*

- *Cohesion*
- *Warmth; good humor*
- *Likeability*
- *Empathy*
- *Trust*
- *Respect*
- *Appreciation*
- *Simpatico*



The nice thing about teamwork is that you always have others on your side.
~Margaret Carty~

How do team members play active roles in developing the chemistry, climate and culture of the team?

Con't

Positivity: *constructive, upbeat feelings*

- *Affirmative attitude*
- *Confidence*
- *Optimism/
abundance/
hope*
- *Curiosity*
- *Happy, joyful emotions*
- *Self-esteem*
- *Fun/playfulness*



Teamwork represents a set of values that encourage behaviors such as listening and constructively responding to points of view expressed by others, giving others the benefit of the doubt, providing support to those who need it, and recognizing the interests and achievements of others.
~Jon R. Katzenbach and Douglas K. Smith~

Can the team define what positive, constructive emotions are helpful in their achievement of objectives? What are they? Are there others which should be cultivated? How are these fostered by the team?

Con't

Identity: *defining; creating scope, depth and direction; setting a framework*

- *Vision/purpose/goals/objectives/priorities*
- *Spirit/personality/pride*
- *Roles & responsibilities*
- *Boundaries/assertiveness*
- *Values/stories*
- *Commitment & loyalty*
- *Establishment of ownership and buy-in*



Even when you've played the game of your life, it's the feeling of teamwork that you'll remember. You'll forget the plays, the shots, and the scores, but you'll never forget your teammates.
 ~Deborah Miller Palmore~

Can you state, in two to three sentences, the mission of the team? Can everyone else? What is it?

Con't

Communication: *sending and receiving messages; verbal and nonverbal signals; effective interaction*

- *Listening, understanding, and empathy*
- *Trust & credibility*
- *Feedback*
- *Candor & transparency*
- *Dialogue & discussion*
- *Inclusion*
- *Message & meaning*
- *Perception & perspective*
- *Coordination*



Communication does not always occur naturally, even among a tight-knit group of individuals. Communication must be taught and practiced in order to bring everyone together as one.

~Mike Krzyzewski~

Is there time for open dialogue among team members? Does this include effective give and take?

Con't

Collaboration: *effective interaction; working together towards targeted results*

- *Accommodation*
- *Cooperation*
- *Interdependence*
- *Mutuality*
- *Synergy*
- *Engagement*
- *Utilization*



Teamwork is the ability to work together toward a common vision; the ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

~Andrew Carnegie~

Does everyone on your team feel engaged, important and necessary? How is this communicated?

Con't

Motivation: a drive to or away from; energizers that determine direction, intensity and duration

- Excitement
- Momentum
- Stamina
- Social satisfaction
- Positive emotional impactors motivate while negatives inhibit or demotivate



I don't believe in team motivation. I believe in getting a team prepared so it knows it will have the necessary confidence when it steps on a field and be prepared to play a good game.

~Tom Landry~

What is the team driven towards? What are the motivators that drive the team away from? Is there excitement in play?

Con't

Change management: handling transitions; coping with shifts; dealing with growth

- *Agility*
- *Versatility*
- *Flexibility*
- *Coping*
- *Stress Management*
- *Creativity*
- *Reframing*
- *Resiliency*



The key elements in the art of working together are how to deal with change, how to deal with conflict, and how to reach our potential...the needs of the team are best met when we meet the needs of individuals persons.
 ~Max DePree~

What does your team do to become and remain agile? How do you prepare to deal with shifts and necessary transitions?

Con't

Responsiveness: mutuality; accountability; effectiveness; results

- *Involvement*
- *Sharing*
- *Commonality*
- *Effectiveness*
- *Satisfaction*
- *Internal and external accommodation*



**Strive to build a team filled with camaraderie and respect comrades-in-arms
~John Wooden~**

Are team members emotionally engaged with the feelings of each other? How does this show?

Con't

Resolution: *determined; focused on a particular end; taking action; bringing to a conclusion; managing competition*

- *Handling conflict*
- *Decision making & execution*
- *Generating results*
- *Dealing with tensions*
- *Confrontation*
- *Tenacity/
persistence*



Real teams don't emerge unless individuals on them take risks involving conflict, trust, interdependence and hard work.
~Jon R. Katzenbach and Douglas K. Smith~

When discord happens, is it focused constructively or does it tend to flow into anger? How can it be positively channeled?

Con't

Celebration: *reward structures; praise; excitement; enjoyment; socialization*

- *Internal & external outcomes*
- *Connectivity*
- *Zest & vivacity*
- *Support*
- *Impact*
- *Expectancy*



Celebrate what you want to see more of.

~Tom Peters~

What traditions and achievements does the team take time to recognize and celebrate? Do they contribute to team success? How?

Con't

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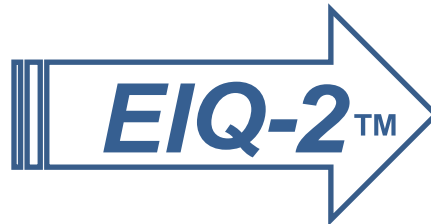
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