



Emotionally Intelligent Teamworking



Inaugural Programme

5/6 March 2012

A unique opportunity for internal consultants, facilitators, coaches, change agents and human resources professionals to be introduced to a framework for assisting teams to move towards higher performance through addressing the *emotional* aspects of teamworking.

Announcing a new aspect of 'Emotional Intelligence' work for Practitioners

We are proud to announce a new collaboration with Professor Vanessa Druskat and Dr Steven Wolff of GEI Partners, co-creators of the theory and concept of Group Emotional Intelligence.

Who is this for? Coaches, Change Agents, Practitioners and Learning & Development Specialists who wish to be at the cutting edge of emotional intelligence development work in teams.

Key benefits? Ei World can equip you in the skills, approach and methodology of **Group Emotional Intelligence**, which will allow you to help a team harness the *emotional* dimension of its work so that it can achieve its full *task* potential. In fact, you will discover in this programme that:

"Managing the emotional context of a team *is* needed for effective task work."

It has long been accepted that when teams create a healthy balance of task and relational processes, they are more likely to:

- Work effectively under intense pressure.
- Manage the constraints of ever-demanding deadlines, budgetary challenges and targets without losing focus or becoming embroiled in team conflict.
- Bring to fruition ideas for new products/services so there is a consistent and healthy level of innovation.
- Master the art of building trust so that relationships flourish inside the team and between the team and its key stakeholders.
- Maximise Team Effectiveness so that the team achieves its highest potential.

The Team Emotional Intelligence approach is in contrast to approaches which focus primarily on the *task* needs of the team, for example to set goals. Evidence shows that time spent on the task needs will not serve to generate the conditions for a high performing team unless the emotional dimensions are fully embraced and worked on.

The increasing complexity of teamwork in the 21st Century means that teams are unlikely to achieve superior performance through chance or the skillset of an able team leader....*What matters is how the team manages Emotion.*

"The team's awareness and regulation of emotion has a major impact on the team's ability to achieve the highest potential."

Professor Vanessa and Dr Steven Wolff

Harvard Business Review

Moving Beyond Individual Ei

It is now understood that the *collective* emotional intelligence of a team is not the same as the sum of individual team members' emotional intelligence. In other words a team of emotionally intelligent people does not necessarily produce an emotionally intelligent team. What's more...emotion in teams operates at three levels: within individual members, within the team as a whole (i.e., team-level emotion), and between the team and its external stakeholders.

Developing Team Emotional Intelligence

Team Emotional Intelligence is a culture created by a set of expectations about team behaviour. The presence and fulfilment of these expectations facilitate a productive social and emotional environment (i.e., trust) that enables team effectiveness.



How is this approach different to other team building approaches?

The Team Emotional Intelligence approach is in contrast to approaches that focus solely on the *task* needs of the team, for example goal-setting. Evidence shows that time spent on task needs is necessary, but alone, will not generate the conditions required for a high performing team.

Because every human interaction produces emotion, teams have been referred to as "incubators" for emotion. Thus, the highest performing teams not only manage their task needs, they also manage the team's emotional context in a way that increases constructive emotion (e.g., motivation) and reduces destructive emotion (e.g., negative conflict).

How does this get built in teams?

Emotionally intelligent teams build a constructive emotional context through the enactment of nine norms (i.e., persistent patterns of behaviour). Evidence shows that this set of norms generates team trust, team identity, team efficacy and external networks. These critical aspects of team functioning build a platform that allows each team member to bring his or her best ideas, information and effort to the process. Thus, together the work of all members produces a product or service that is superior to what members could have produced individually.

Evidence shows that a specific set of nine team behaviours can be nurtured in the everyday life of a team in support of the goals of the team. The presence of these serves to generate three critical aspects of team functioning - trust, team identity and group self-efficacy.

Team Emotional Intelligence is a culture created by a set of expectations about team behaviour. The presence and fulfilment of these expectations facilitate a productive social and emotional environment (i.e., trust) that leads to team effectiveness.

You will be able to learn how to facilitate Emotionally Intelligent Teamworking, in a unique learning context with both co-authors of Group Emotional Intelligence theory and survey tools - Professor Vanessa Druskat and Dr Steven Wolff.

This is a unique opportunity to:

- **Grow your skills** in the expanding field of team coaching.
- **Build your capability** to assist teams in these ever challenging organisational contexts, where team members all over the world are being asked to work harder and yet achieve more with less.
- **Bring into your portfolio an empirically validated tool** for working with teams (the Team Ei Survey).
- **Be part of a network** of emotional intelligence focused practitioners at the cutting edge of the field of Ei.

This particular training is oriented towards people who are interested in bringing the power of emotional intelligence to teams. You will be able to add this to your portfolio of offerings, enabling your colleagues and clients to benefit from the cutting edge of emotional intelligence work.

Details of the training on 5/6 March 2012 can be found on the next page.



Facilitating Emotionally Intelligent Teamworking (2-day accreditation)

Learning Aim:

You will be able to incorporate Group Emotional Intelligence theory, tools and survey into your professional work as a coach, consultant or learning and development professional.

Learning Objectives:

By the end of this 2-day programme, you will be able to:

- Explain the practical relevance of the concept of 'Group Emotional Intelligence', drawing on a wide body of underpinning research and practical theory.
- Use the Group Emotional Intelligence Survey to introduce a starting point for building awareness, evaluating the team's current state, and creating a team development plan.
- Identify the main dysfunctions of a team and how to facilitate awareness so that a team can face its challenges and move towards a more effective level of team-working.
- Demonstrate your knowledge of Group Emotional Intelligence in a short online assessment.

Essential Preparation

- Comprehensive reading pack including HBR article, Sample Team Survey results (essential reading for a team activity on day 1).
- Completion of online team survey so that you can experience the questions that are usually asked of a team.
- Completion of 'Professional Background information' to enable us to support your

Day 1:

- Welcome and Introductions.
- Learning Norms.
- History of Group Emotional Intelligence Theory & Research.
- The Team Emotional Intelligence Model – overview / detail.
- Developing Fundamental Team Norms – Tips and Practices.
- The Team Ei Survey within the context of a team intervention.
- Case study of a work team in disarray (including review of the sample team survey sent before the programme).
- Group work on how to facilitate this particular team.

Day 2:

- Group presentations on how to facilitate the team
- Facilitating Team Development Sessions covering a variety of tools, techniques, unblocking groups, resources for working with emotion in groups.
- Introduction to Group Ei Resource Pack.

Style of Programme

The facilitation style used on this programme is based on adult learning principles. We find that providing both a structured process and a creative / conducive learning space aids the full achievement of both the workshop learning objectives and participants' personal learning goals. We have used accelerated learning principles in the design of this workshop so that all learning styles are taken into account. A combination of practical, reflective, theoretical and active exercises are used.



Professor Vanessa Druskat, Ph.D.

Co-Author, Group Emotional Intelligence training and tools



Vanessa is a world expert on group emotional intelligence. Together with Steven Wolff, she co-authored a Harvard Business Review article on Group Emotional Intelligence which brought the topic of Team Emotional Intelligence to wider attention.

She is Associate Professor of Organizational Behaviour and Management at the Whittemore School of Business & Economics at the University of New Hampshire. Prior to joining the faculty of the Whittemore School, she spent eight years on the faculty of the Department of Organisational Behaviour at Case Western Reserve University.

Her award winning research examines how teams and leaders effectively manage complex interpersonal and coordination challenges in cross-functional, cross-cultural and self-managing work environments – which always involves aspects of emotional intelligence.

Her research has appeared in prestigious journals such as the *Academy of Management Journal*, *Harvard Business Review*, *Human Relations*, the *Journal of Applied Psychology*, *Leadership Quarterly*, *Sloan Management Review*, and *Small Group Research*. She was the lead editor of the book *Linking Emotional Intelligence and Performance at Work* (Lawrence Erlbaum, 2006).

Professor Druskat is an engaging speaker who conducts seminars around the world on the topics of emotional intelligence and work team effectiveness for leaders and teams in a wide variety of public and private organisations ranging from global companies to local educational establishments.

She is a Founder member of the Ei Consortium.

Dr Steven B. Wolff

Co-Author, Group Emotional Intelligence training and tools



Dr Steven B. Wolff is a world expert on group emotional intelligence. Together with Vanessa Druskat, he has developed a theory of group emotional intelligence that extends the theory of individual emotional intelligence to the group level.

His research has demonstrated the important role that group emotional intelligence plays in the effectiveness of high-performing teams.

He has also conducted research in the areas of team effectiveness; managing performance in self-managed teams; team leadership; organizational leadership; C-Suite competencies; peer feedback; organisational learning; and partnerships between business and public schools. Steve also has extensive experience and expertise in survey design and psychometric analysis.

He is principal at GEI Partners, a consulting firm that brings together leading academics and practitioners to help organisations improve their bottom line through breakthrough innovation and agility by creating engaged leaders and world-class collaboration throughout the organisation.

Prior to GEI Partners Steve worked at HayGroup where he conducted research and analysis related to various aspects of leadership and organisational effectiveness including emotional intelligence, organisational climate, and leadership.

Steven brings a strongly integrative approach, combining practitioner, academic, and technical experience. He has over ten years experience teaching organisational behaviour, leadership, managing teams, and human resource courses and over 15 years of experience in the high-tech industry as an engineer and manager.

Steven holds degrees in electrical engineering, an MBA and a DBA in organisational behaviour.

He is a member of the Ei Consortium.

Your Hosts



This training represents a collaboration between Ei World and GEI Partners.

Founded in 1999, **Ei World** is a recognised leader in the field, one of the longest established providers of Emotional Intelligence accreditations in the world. We have used Emotional Intelligence tools in a variety of programmes which support strategy execution/change programmes, leadership development, organisational transformation, talent management, team effectiveness and executive coaching. We have delivered work in 25 countries.

We serve public and private sector organisations with consultation, assessments and strategies that make a marked difference to the success of their people. We deliver customised solutions flexibly to suit our clients' requirements. We supply a full range of Emotional Intelligence products, tools and programmes. We work closely with renowned test publishers, expert academics and licensed providers of proprietary technology.

As a recognised leader in the field of Emotional Intelligence, our strengths are:

- Emotional intelligence expertise in the design and development of organisational programmes.
- Applied research and evidence-based practice.
- Depth and quality of deliverables relating to research, training and coaching interventions.
- Strong values expressed and lived.
- An international network of specialists, associates and clients wishing to embark on leadership development based on emotional intelligence.
- Approved to deliver Group Ei accreditation by GEI Partners for in-house programmes and small group training programmes.

We pride ourselves on implementing programmes which have impact and add value to our clients. Our projects produce long-term sustainable behavioural change and learning and we have a track record of assisting clients.

Common features of our work:

- The development is implemented with a high priority group.
- Ei World expertise is tailored to the needs and to the budget available as well as the desirable split of using in-house versus external resources.
- All work is based on existing guidelines of best practice for introducing emotional intelligence into leadership development programmes (please enquire if you wish to have the specific references for this, they may be known to you already).
- Ei World is selected as a dedicated provider of choice.
- We equip practitioners in the tools we use.

GEI Partners is a partnership of researchers and consultants bringing our clients tools and techniques proven to create high-performing teams. Our specialty is assessing and developing Group Emotional Intelligence (GEI), a concept developed and introduced by our partners. GEI Partners is working in collaboration with Ei World to offer this accreditation.



Venue Information



Venue:

Nestled in the Bedfordshire (UK) countryside, **Doolittle Mill** is a dedicated and exquisite training facility for Ei World's accreditations and training. Situated close to junctions 12 and 14 of the M1, fast train services from St Pancras and only 20 minutes from Luton airport, Doolittle Mill is well placed for UK national and international training. We have negotiated preferential rates with a local hotel nearby (details available upon booking) for participants requiring hotel accommodation.

Contact Information and Booking Details:

To register for this programme, please email Neel Kamal, Ei World Client Support Manager - nkamal@eiworld.org
Or follow the links on our home page at eiworld.org

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Programme Pricing: £1999+VAT
Earlybird rate (available until 31 Jan 2012): £1500+VAT
We recommend you book early to avoid disappointment.
Places are limited.

