



**TEAM EI SURVEY ON-DEMAND ACCREDITATION PROGRAM**  
Based on the research and concept of Team Emotional Intelligence

**ACCREDITATION PROGRAM WORKBOOK**  
Program Led by: Ei World & GEI Partners

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## Introducing your Program Leaders

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

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

Founded in 1999, **Ei World** is a recognized 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 programs which support strategy execution/change programs, leadership development, organizational transformation, talent management, team effectiveness and executive coaching. We have delivered work in 37 countries. We serve public and private sector organizations with consultation, assessments and strategies that make a marked difference to the success of their people. We deliver customized solutions flexibly to suit our clients' requirements. We supply a full range of Emotional Intelligence products, tools and programs. We work closely with renowned test publishers, expert academics and licensed providers of proprietary technology.

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

- Emotional intelligence expertise in the design and development of organizational programs.
- 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 Team Ei accreditation by GEI Partners for in-house programs and small group training programs.

We pride ourselves on implementing programs which have impact and add value to our clients. Our projects produce long-term sustainable learning and behavioral change. We have a long track record of client satisfaction and success.

Steven B. Wolff, Ph.D.

## Co-Author - Concept of Team Emotional Intelligence, Survey, Tools and Training



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

His research has demonstrated the important role that team 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; organizational learning; and partnerships between business and public schools. Steven 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 organizations improve their bottom line through breakthrough innovation and agility by creating engaged leaders and world-class collaboration throughout the organization. Prior to GEI Partners, Steven worked at the Hay Group where he conducted research and analysis related to various aspects of leadership and organizational effectiveness including emotional intelligence, organizational climate, and effective leadership.

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

Steven holds undergraduate and graduate degrees in electrical engineering, an MBA and a DBA in organizational behavior.

He is a member of the Ei Consortium and has collaborated with Ei World since 2011.

Vanessa Druskat, Ph.D.

## Co-Author - Concept of Team Emotional Intelligence, Survey, Tools and Training



Vanessa is a world expert on team emotional intelligence.

Together with Steven Wolff, she co-authored a *Harvard Business Review* (HBR) article on Team Emotional Intelligence, which brought the topic of Team Emotional Intelligence to wider attention. The article remains one of HBR's top sellers and has been reproduced five times in HBRs' books of practical and highly regarded articles.

She is a co-creator of the concept of Team Emotional Intelligence and the co-author of the Team Emotional Intelligence Survey.

Vanessa is Associate Professor of Organizational Behavior at the Peter T. Paul College of Business & Economics at the University of New Hampshire. Prior to joining the faculty of the Paul College, she spent eight years on the faculty of the Department of Organizational Behavior at Case Western Reserve University.

Vanessa's 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, she argues, necessitates an understanding of emotion.

Vanessa's 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 award winning teach and an engaging speaker who conducts seminars around the world on the topics of high performing teams and emotional intelligence for leaders and teams in a wide variety of organizations ranging from global companies to local schools. Vanessa is based in Durham, New Hampshire, USA. She has collaborated with Ei World since 2011.

## Geetu Bharwaney, D.Sc.



Geetu Bharwaney is Managing Director of Ei World and is an experienced practitioner working globally in the application of Emotional Intelligence and Emotional Resilience, since 1999. She has 26 years' experience of behavior change, leadership development and talent management. She was nominated for the Coach of the Year Award by the European Coaching and Mentoring Council (2015) and

received a Doctorate in Science (DSc) in 2016 for her unique contribution to the application of Emotional Intelligence.

An experienced coach and program designer, Geetu has specialized in emotion-based research, development and evaluation since 1999. She has built large-scale programs based on emotion-based frameworks, tools and methodologies and has achieved proven measurable results from her work with a wide cross section of client groups. This has included working with leaders and their teams in a vast array of technical, non-technical, professional and executive roles across multiple sectors in 37 different countries.

Geetu leads projects involving leadership development, executive coaching, and the building of high performing collaborative teams in a cross-cultural context. She is a trusted advisor to many CEOs and senior leaders who want to transform the way they are operating through the application of Emotional Resilience and Emotional Intelligence. She has a keen interest in both individual and team aspects of emotional intelligence.

Geetu is author of *Emotional Resilience: Know How to be Agile, Adaptable and Perform at Your Best* (Pearson Education, 2015). She has also published numerous papers and chapters on emotional intelligence, including papers on Trait Emotional Intelligence (for the EMCC, 2013) and EQ and the Bottom Line (2011).

She was awarded an Honorary Doctorate of Science (July 2016) from Aston University (D.Sc. honoris causa). She holds a Master's degree in Psychology & Health (February 2005) with Distinction from City University, London. She is a Fellow of the Chartered Institute of Personnel & Development (CIPD) and a qualified trainer of the HeartMath system.

One of her key passions is to equip in-house professionals to develop the skills and capabilities for facilitating high performance through a focus on emotional intelligence, emotional resilience and effective team collaboration.

Exercise: What are the challenges for teams today?

## Exercise: What Underlies Typical Team Problems

In this section, we begin by examining the underlying forces that create the behaviour and challenges that we often experience in teams.

- Focus on column 1 and think about your explanations for each behaviour. There are blank rows on the next page, add the behaviours from the challenges you identified.
- We will come back to the remaining columns at a later point.

### Team Scenarios: Exercise and Discussion

	1	2	3	4
Team Behaviour(s)	What is your instinct about why this is happening?	Based on learnings from the Case Studies, what additional insights do you now have into what might be happening?	What team norms (i.e. rules of interaction) might you want to create to produce a more collaborative pattern of behaviour?	How would team members operate if that norm were adopted?
Team meetings are a waste of time, many team members are bored or frustrated.				
A person who doesn't seem to "get it." (The team spends a lot of time waiting for them to understand the key points before they can move on.)				
Team members are polite –thus, tensions and disagreements are avoided. There are some good 1:1 relationships outside team meetings.				
The body language of one or more team members demonstrates disengagement from the meeting & discussion.				

	1	2	3	4
Team Behaviour(s) (Add behaviors from the challenges you've identified)	What is your best guess about why this is happening?	Based on learning from the Case Studies, what additional insights do you now have about team member behaviors?	What team norms (i.e. habits or informal rules of interaction) might you want to create to produce more collaborative behaviour?	How might team members operate if that norm were adopted?



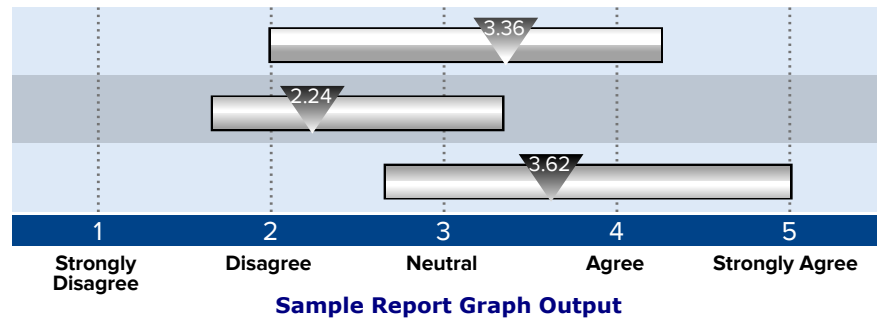
## Questions

1. What were your key learnings from the information conveyed in the video about Team Emotional Intelligence and about coaching teams?

2. From what you have learned so far, why is Team Emotional Intelligence needed in organizations?

## Notes: How to Interpret Team EI Survey Report

Please use the following section to make any notes from the 'How to Interpret Team EI Survey Report' lesson



## Exercise: Case Study 1

### Objectives of Analysing Case Study 1:

- To get familiar with data
- To get familiar with the questions/items
- Do a preliminary scan of the data to make an interpretation

### Site Leadership Team (Case Study 1):

#### Context:

- Project Commissioned by Team Leader at end of Executive Coaching Program.
- Senior Leadership Team of Manufacturing Site, producing products in Global Pharmaceutical Company.
- Team members are Engineers, half of team are focused on Production/Manufacturing, half are focused on Functions, high need for data-driven approaches.
- Significant Organizational Change, was acquired by large global company 3 years prior.
- Team leader recently promoted.
- Unsuccessful attempts at Team Development in the past.

## Questions

1. What 3-5 things about this team stood out in the survey report?  
**Look at the data first...**Reference specific items, charts, comments, numbers.
2. What are the team's strengths and opportunities for improvement?  
**Your Insights** based on the **data**.
3. What do you imagine is this team's "Story" or Modus Operandi?  
**Connect the data** with your **insights** to form hypotheses.

## Exercise: Key Learnings

Use this page to note your key lessons learned so far.

## Exercise: Case Study 2

### Questions for Case Study 2

1. What 3-5 phrases would you use to describe this team (e.g., task-focused)?
  
  
  
  
  
  
  
  
  
  
2. Given the rest of your analysis, what are your 3 key insights you could share with the leader/the team? (identify which data supports your insights)
  
  
  
  
  
  
  
  
  
  
- 3- What are the likely reactions of this team to this data?

## Case Study 2: Part 2

Focusing on the theme of 'Working in Silos', please answer the following questions

- 1- Taking a systemic view, how are the fundamentals/norms/social capital aspects (larger context) affecting this theme?
  
  
  
  
  
  
  
  
  
  
- 2- What ideas do you have on how to structure the intervention with the team? (e.g. **Sequence** of working on the norms within the team intervention).
  
  
  
  
  
  
  
  
  
  
- 3- Which coaching/development activities could you have in your back pocket if the team wanted to work on this theme? (Some ideas are provided in the 'Coach Resources' provided in the Accreditation).

## Case Study 2: Part 2

Focusing on the theme of 'Task Orientation', please answer the following questions

- 1- Taking a systemic view, how are the fundamentals/norms/social capital aspects (larger context) affecting this theme?
  
  
  
  
  
  
  
  
  
  
- 2- What ideas do you have on how to structure the intervention with the team? (e.g. **Sequence** of working on the norms within the team intervention).
  
  
  
  
  
  
  
  
  
  
- 3- Which coaching/development activities could you have in your back pocket if the team wanted to work on this theme? (Some ideas are provided in the 'Coach Resources' provided in the Accreditation).



## Case Study 2: Part 2

Focusing on the theme of 'Conflict Avoidance', please answer the following questions

- 1- Taking a systemic view, how are the fundamentals/norms/social capital aspects (larger context) affecting this theme?
  
  
  
  
  
  
  
  
  
  
- 2- What ideas do you have on how to structure the intervention with the team? (e.g. **Sequence** of working on the norms within the team intervention).
  
  
  
  
  
  
  
  
  
  
- 3- Which coaching/development activities could you have in your back pocket if the team wanted to work on this theme? (Some ideas are provided in the 'Coach Resources' provided in the Accreditation).

Please use the space below to make general notes on your learning throughout the course



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For further information about High-Performing Teams and Team Emotional Intelligence, please consult:

W: [eiworld.org](http://eiworld.org) | [geipartners.com](http://geipartners.com)

