



TEAM PERFORMANCE ESSENTIALS

Based on the concept, research and survey of
Team Emotional Intelligence

Test2017052321630

May 23, 2017

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Introduction

This Report presents your team's responses to the Team Emotional Intelligence Survey. The Survey assesses team member perceptions of how strongly the team is guided by a set of norms (i.e., informal rules, habits, patterns of behavior) found by research to be exhibited by the highest performing teams.

This Report provides a team with reliable data about the team norms it currently demonstrates. It is useful for generating a discussion about how a team is currently operating and the team norms it could develop to improve its performance.

Research demonstrates a link between team performance and every norm in this survey. Yet, because each team's context is unique, the report does not provide solutions or information about which norms are most important for a team. Nor does it provide a prescription for how any norm should be executed; the application of each norm should be adapted to meet a team's unique situation.

Priorities for change and action steps for team improvement work best when they emerge from team discussions and shared agreements about the norms and actions that will best help the team achieve its goals.

Vanessa Urch Druskat, Ph.D. and Steven B. Wolff, D.B.A, developed the survey in 1999. It is based on over 20 years of research on emotional intelligence and team performance.

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Your Team Report

This Report is based on the concept, research, survey and framework of Team Emotional Intelligence, co-created by Drs. Vanessa Druskat and Steven B. Wolff.

The Team Emotional Intelligence Survey measures the strength of your team in three categories of behavior essential to team performance: Team EI Norms, Team Fundamentals, and Team Social Capital. These are explained below.

- **Team Fundamentals** provide a foundation for team performance but, by themselves, lead only to *average performance*.
- Assuming the Fundamentals are in place, operating with strong **Team EI Norms** will move the team *from average performance to high performance* by building Team Social Capital.
- **Team Social Capital** is an asset that increases commitment, improves the quality of team member interactions, and leads to *high performance*.

Team Emotional Intelligence Norms

3 Levels	9 Norms
Individual	1. Interpersonal Understanding
	2. Addressing Counterproductive Behavior
	3. Caring Behavior
Team	4. Team Self-Evaluation
	5. Creating Emotion Resources
	6. Creating an Affirmative Environment
	7. Proactive Problem-Solving
External	8. Organizational Understanding
	9. Building External Relations

Team Fundamentals	Social Capital
Goals & Objectives	Safety & Risk Taking
Meeting Processes	Team Identity
Roles & Responsibilities	Creating Debate

Team Performance Essentials

Presented below are three essential categories of behavior related to the high levels of team performance: Team Emotional Intelligence, Team Fundamentals, and Team Social Capital.

Team norms are informal rules, expectations and habits that make behavior in teams predictable. All teams have norms. In average-performing teams, norms tend to unconsciously emerge. High-performing teams consciously develop effective norms.

Team Emotional Intelligence is defined as a team culture that builds a productive social and emotional environment (i.e. social capital) that leads to constructive interactions, collaborative work processes and team effectiveness. Team Emotional Intelligence culture is created by a set of nine norms.

Team Emotional Intelligence differs from individual emotional intelligence. Individual emotional intelligence focuses on individual behavior; team emotional intelligence focuses on the team as a system and, specifically, on the team norms that influence patterns of behavior in a team.

Team Emotional Intelligence Norms

The 9 norms are divided into three categories that represent the three levels of interaction in the team:

- **individual team member interactions** - this category consists of norms that guide how team members interact with one another.
- **team interactions** – this category consists of norms that guide interactions in the team as a whole, i.e., how do we act as a team?
- **cross-boundary interactions** – this category consists of norms that guide interactions with stakeholders and others who can provide resources and affect the team's performance.

Team Fundamentals

- Team Fundamentals are structure and processes shown by six decades of research to affect a team's performance. Teams who do not develop these fundamentals struggle to reach even average-levels of performance.
- Team fundamentals include: clear goals and objectives, the use of effective meeting processes, and clear roles and responsibilities for team members.
- They provide a foundation from which Team EI Norms facilitate higher performance.

Social Capital

Operating with TEI Norms produces certain outcomes, called Team Social Capital, relational conditions that support team members' trust in one another and ability to work together. The four elements of social capital included in the Team Performance Survey are:

- Safety & Risk Taking
- Team Identity
- Creating Debate

Team Social Capital is necessary for achieving high levels of collaboration and performance, however, it cannot be commanded or required of a team; it emerges from team member relationships and interactions, which are shaped by team norms.

Interpreting and Using the Feedback

This report provides team member ratings for each of the nine Team EI Norms, the three Team Fundamentals, and the four elements of Team Social Capital. The ratings represent the average of all responses provided by the team members.

It is more helpful to look at the relative ratings across all of the norms and survey questions, than the norm averages alone. What are the team's relative strengths and opportunities for improvement? Keep in mind that every team is different and the importance of a specific norm for a team's functioning will vary depending on the team's work.

The report also includes information about the **range** of member responses on each question and for each norm. Long **range** bars usually mean that members are having different experiences of the team. This can be important for understanding a team's challenges. For example, wide **range** bars may reveal that some members feel included and respected by team members and some do not, which typically produces uneven participation and levels of engagement.

Avoid the trap of attempting to identify who in the team provided specific responses. Guesses are typically inaccurate. It is also important to consider that lower responses are coming from "truth tellers", which is often the case.

Purpose of the Survey

To:	Not to:
<ul style="list-style-type: none"> • Provide data-driven information about team's norms that can be used for development and improvement. • Generate team member dialogue that allows the team to take ownership for its norms and performance. • Help the team identify action steps that will best help it achieve its goals 	<p>Focus on individual team members. Blame team members or stakeholders.</p>

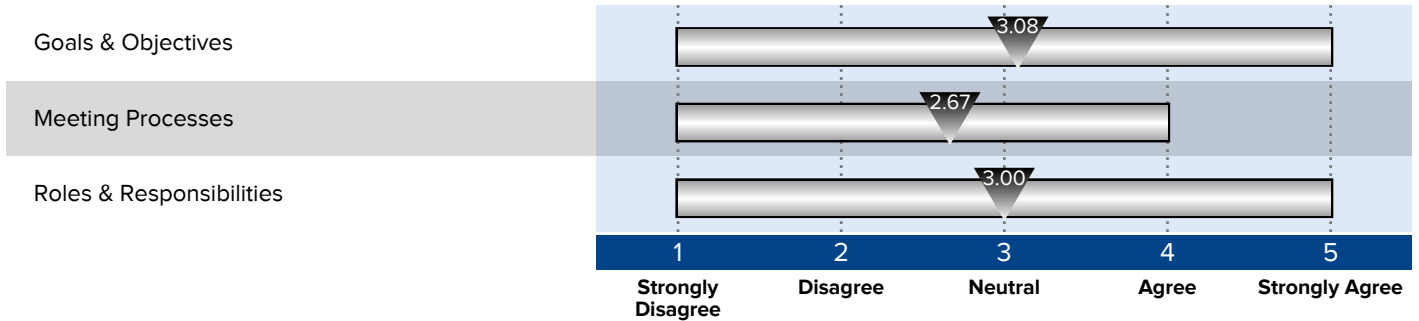
How to Read The Data

Scoring Key	How to read the graphs	How to review the data
1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree	<p>Each graph shows the mean score (average) in the middle of each bar.</p> <p>The bar represents the range of team member ratings from the lowest rating to the highest rating. The distribution of ratings is deliberately not shown because it is not relevant to understanding team functioning; even</p> <p>Each graph shows the mean score (average) in the middle of each bar. if one person has a particular view, this matters to the effectiveness of the team.</p>	<p>What stands out to you as something that might be hindering your team's collaboration and performance?</p> <p>What patterns or themes emerge from the data?</p> <p>What do the data suggest to be your team's current strengths and opportunities for improvement?</p>

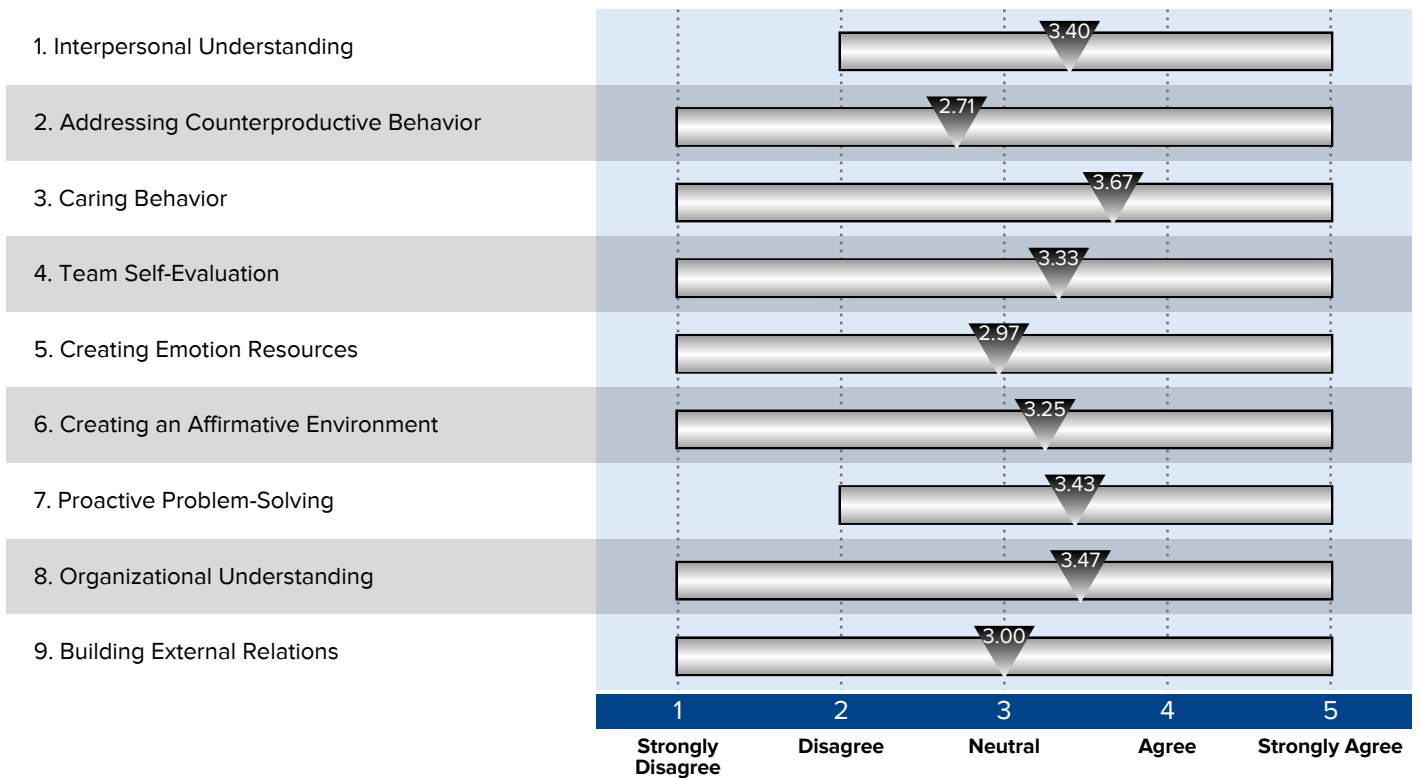
Team Performance Overview

KEY: The grey Bar represents the range of your team member responses.
 The Triangle represents the average of your team member responses.

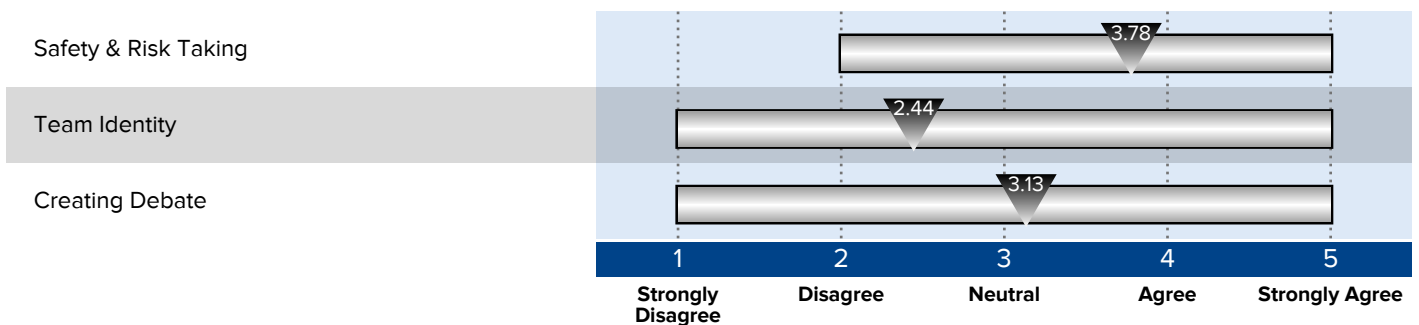
Team Fundamentals



Team Emotional Intelligence Norms



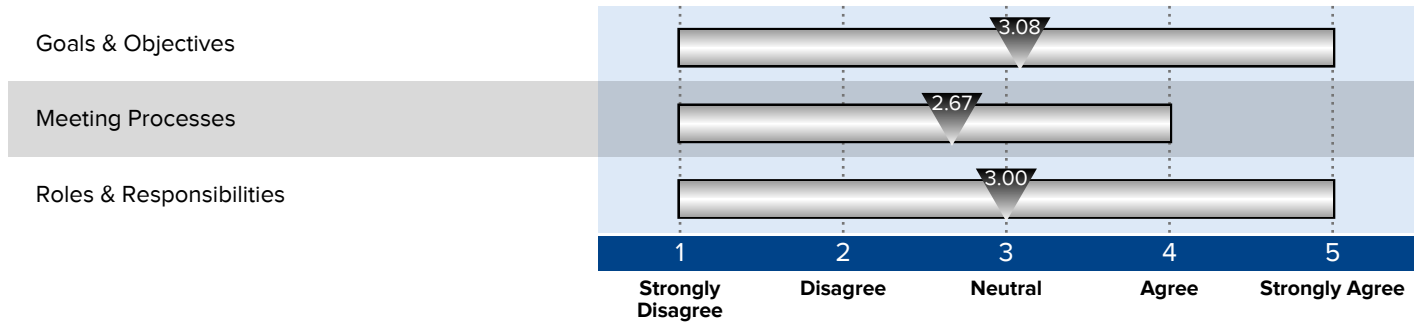
Social Capital



Team Fundamentals

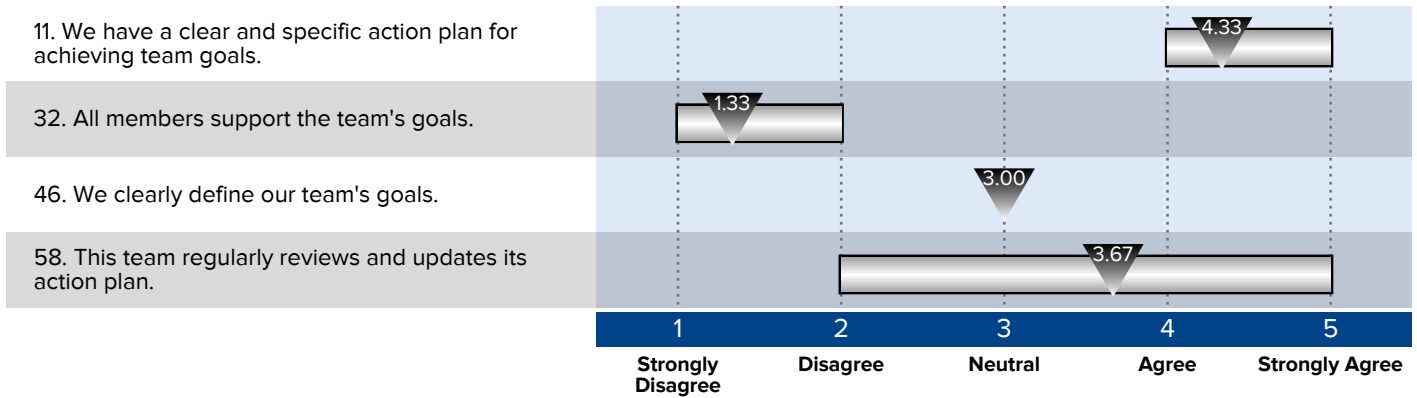
Three processes identified by six decades of research to be essential to a team's performance.

- Teams who do not build a strong foundation in these fundamental areas struggle to achieve even average-levels of performance.
- Team Fundamentals provide a foundation from which Team EI Norms facilitate higher performance.



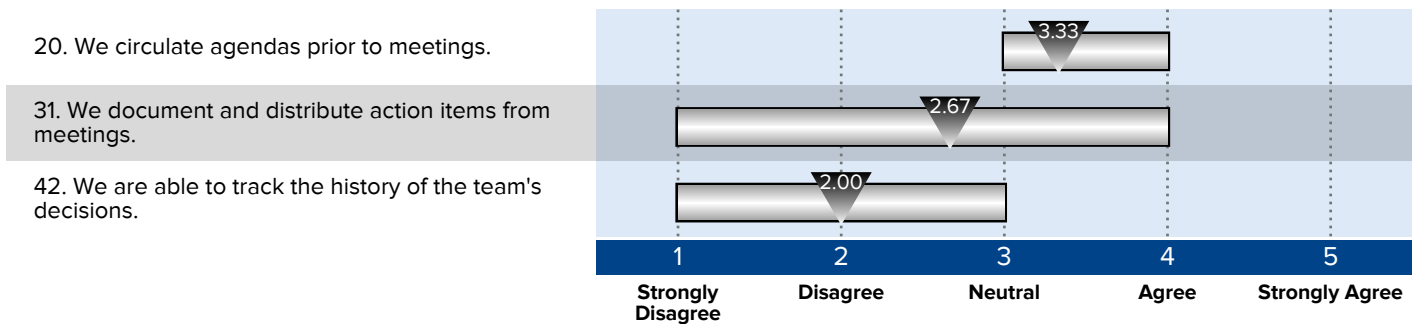
Goals & Objectives

The degree to which a team has shared goals and up-to-date action plans and timelines.



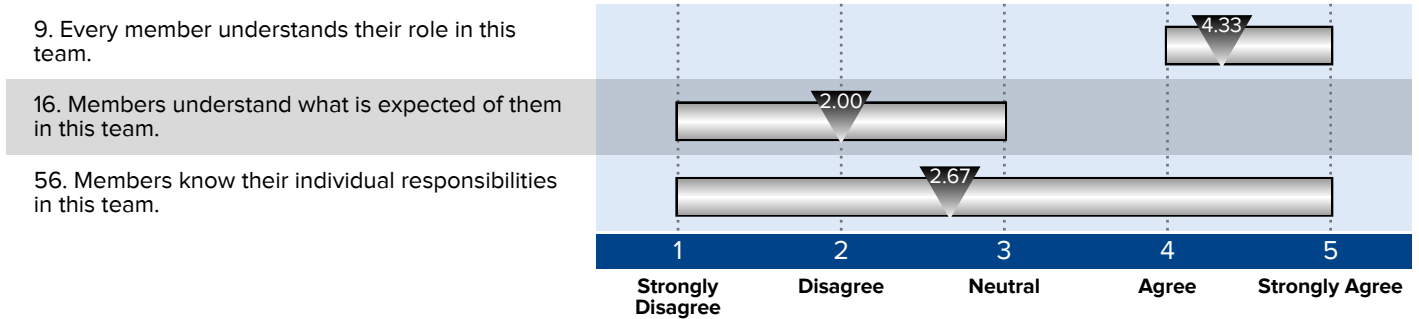
Meeting Processes

The degree to which a team organizes productive meetings.



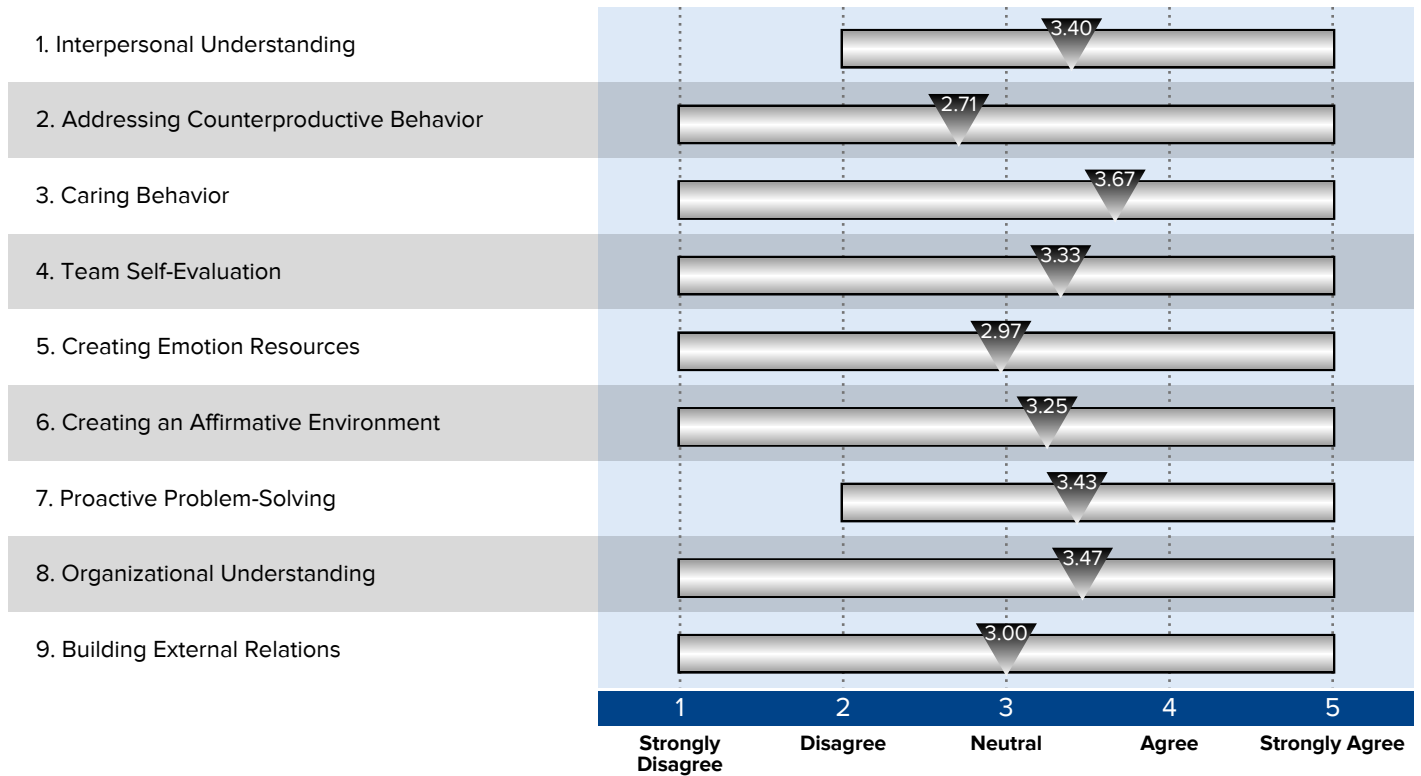
Roles & Responsibilities

The degree to which a team defines clear role expectations for each team member.



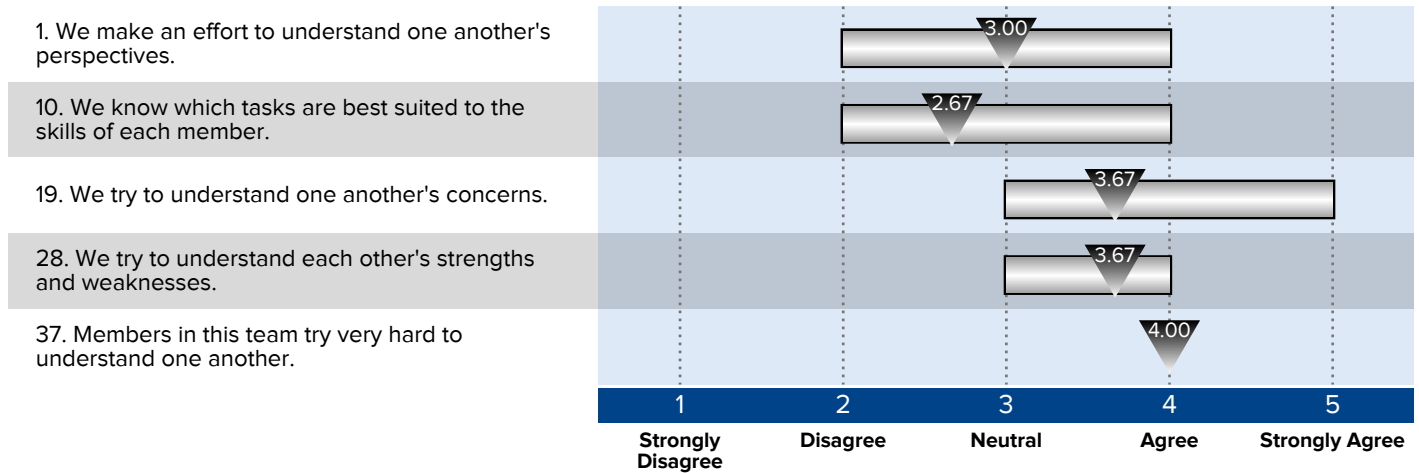
Team Emotional Intelligence Norms

Team Emotional Intelligence is defined as a team culture that builds a productive social and emotional environment (i.e. social capital) that leads to constructive interactions, collaborative work processes and team effectiveness. A Team Emotional Intelligence culture is created by a set of nine norms.



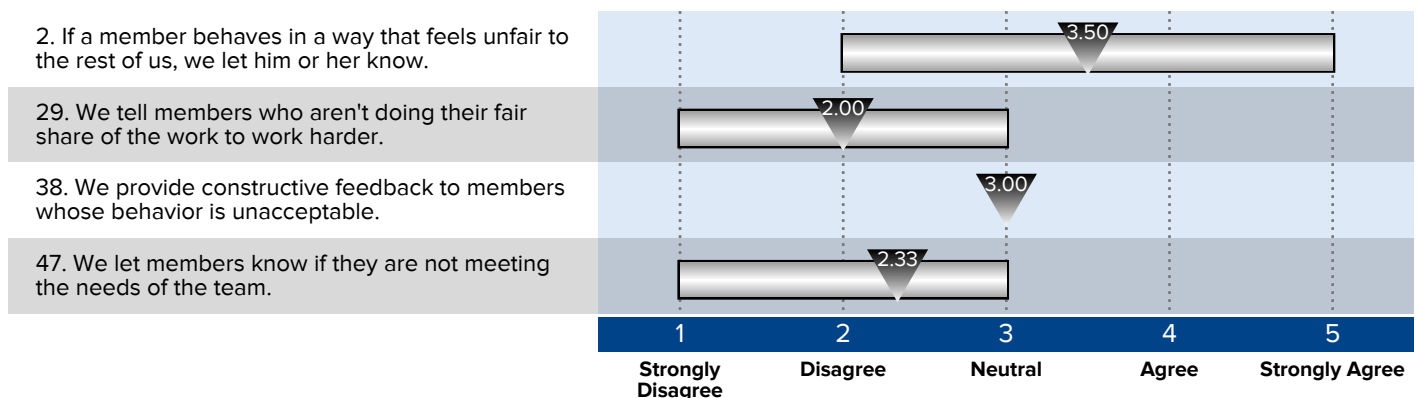
1. Interpersonal Understanding

The degree to which a team attempts to understand the needs, perspectives, skills, and emotions of its members. This norm affects the team's ability to build team psychological safety and an inclusive team identity.



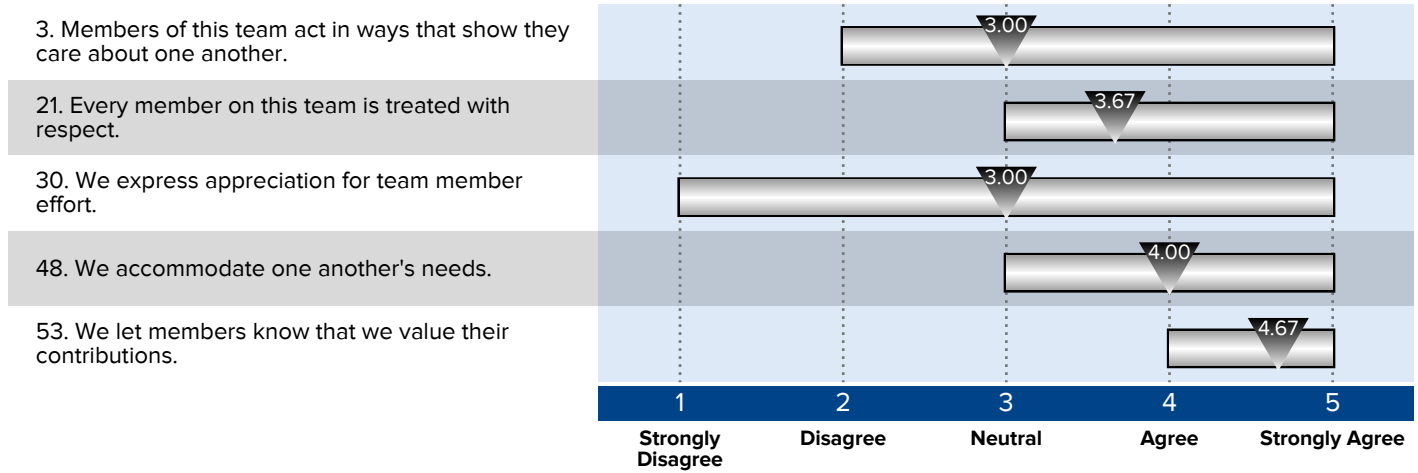
2. Addressing Counterproductive Behavior

The degree to which a team addresses behavior considered unacceptable or that harms team effectiveness. This norm affects team members' sense of accountability and builds team psychological safety.



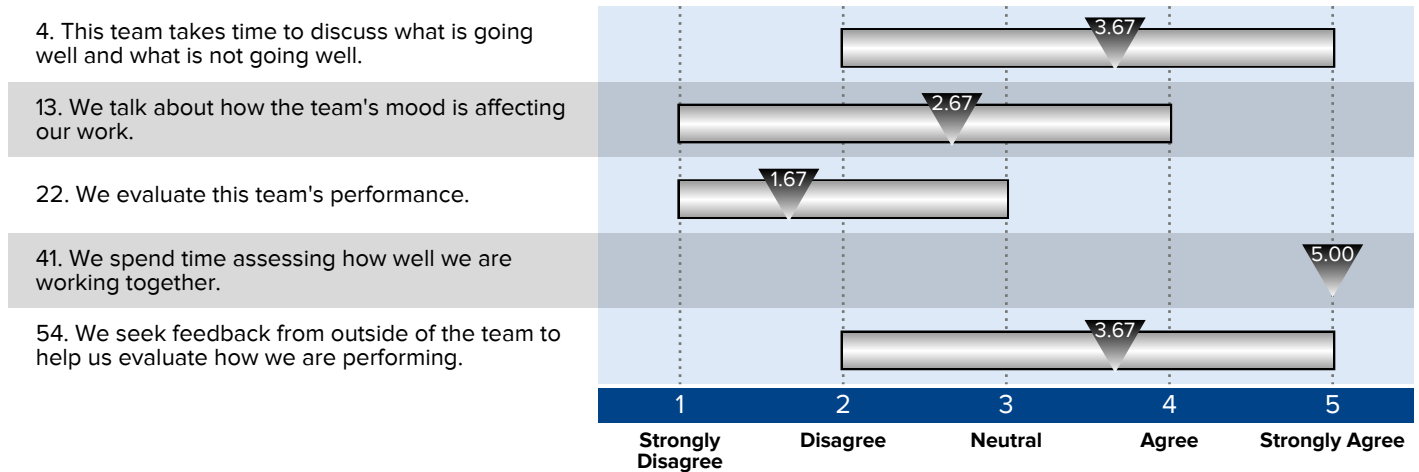
3. Caring Behavior

The degree to which a team cares for, supports and involves team members by treating them with respect. This norm affects the team's ability to build team psychological safety and develop an inclusive team identity.



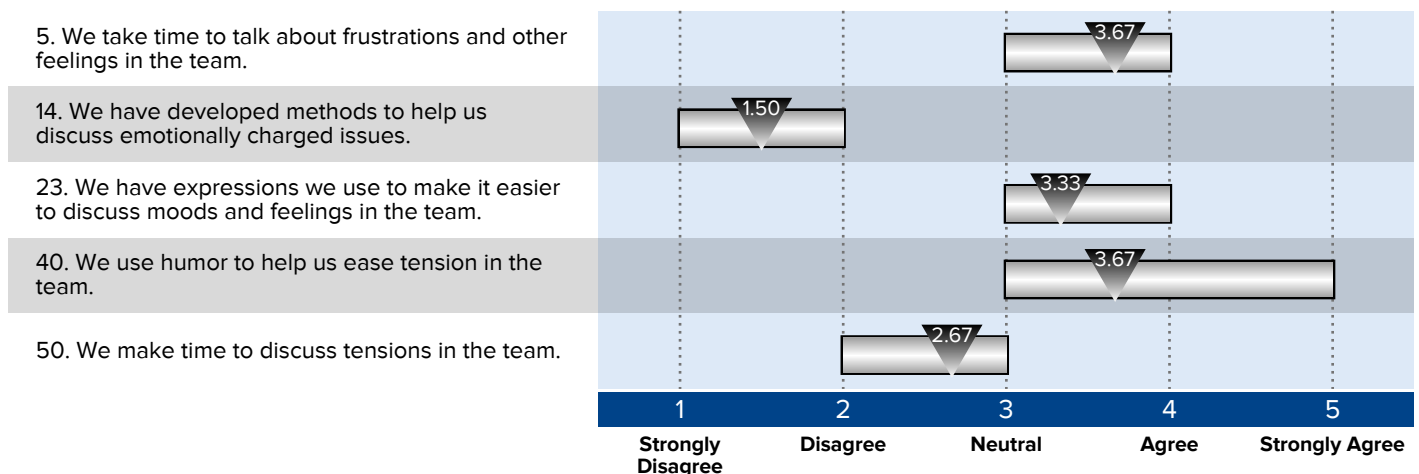
4. Team Self-Evaluation

The degree to which a team takes actions to assess the effectiveness of its norms, processes and performance. This norm affects the team's ability to build constructive dialogue and increase team innovation.



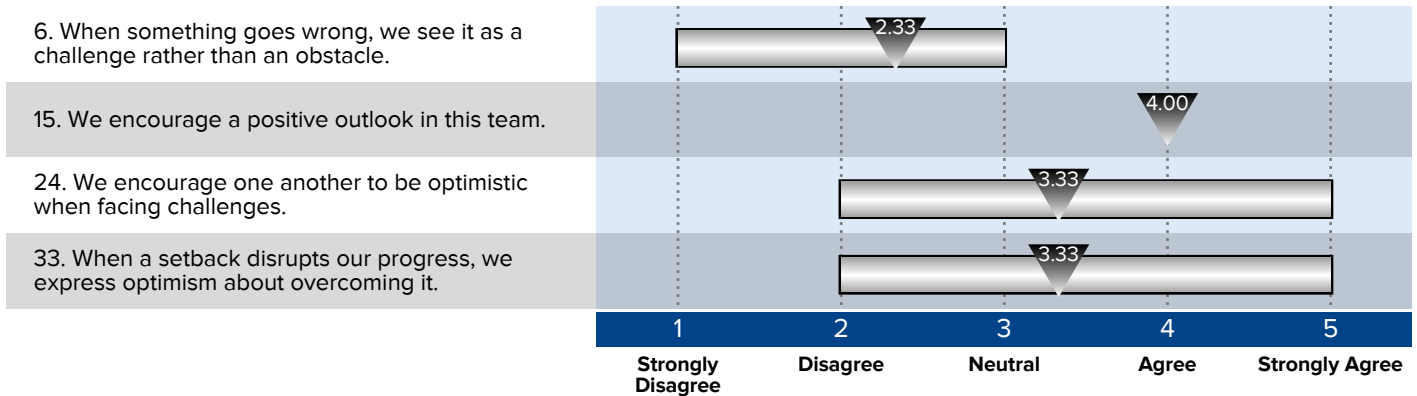
5. Creating Emotion Resources

The degree to which a team creates resources to enable members to more easily express honest thoughts and feelings. This norm affects the team's ability to build constructive dialogue and increase team innovation.



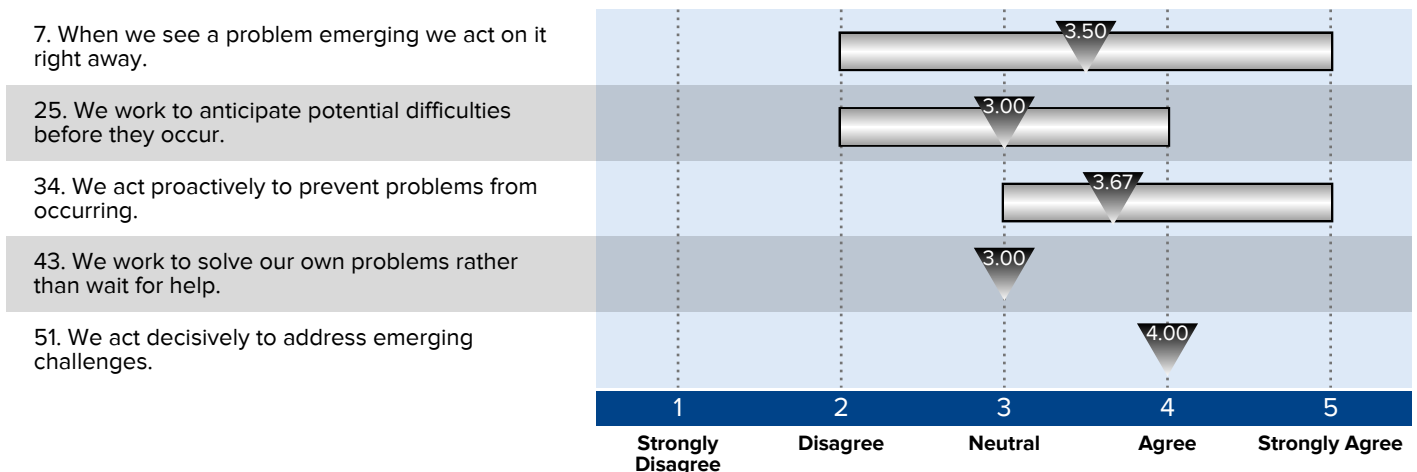
6. Creating an Affirmative Environment

The degree to which a team stays hopeful, optimistic, and constructive in the face of day-to-day and larger challenges. This norm affects the team's ability to build constructive dialogue and increase team innovation.



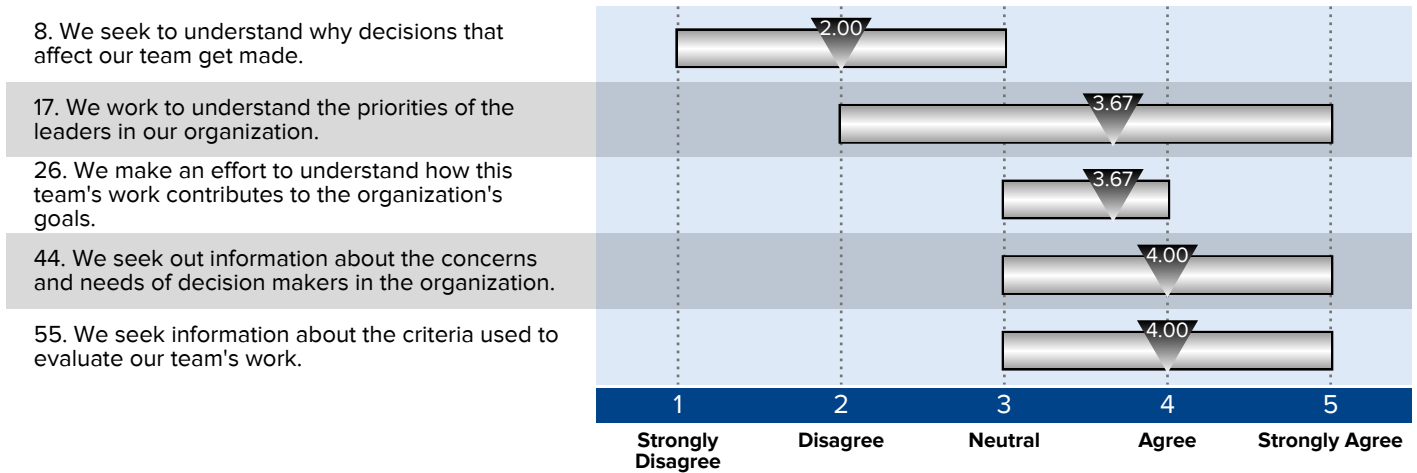
7. Proactive Problem-Solving

The degree to which a team anticipates problems (or challenges) and actively works to prevent or address them. Also, when a problem does arise, the degree to which the team takes quick action to solve it. This norm affects the team's ability to build constructive dialogue and increase team innovation.



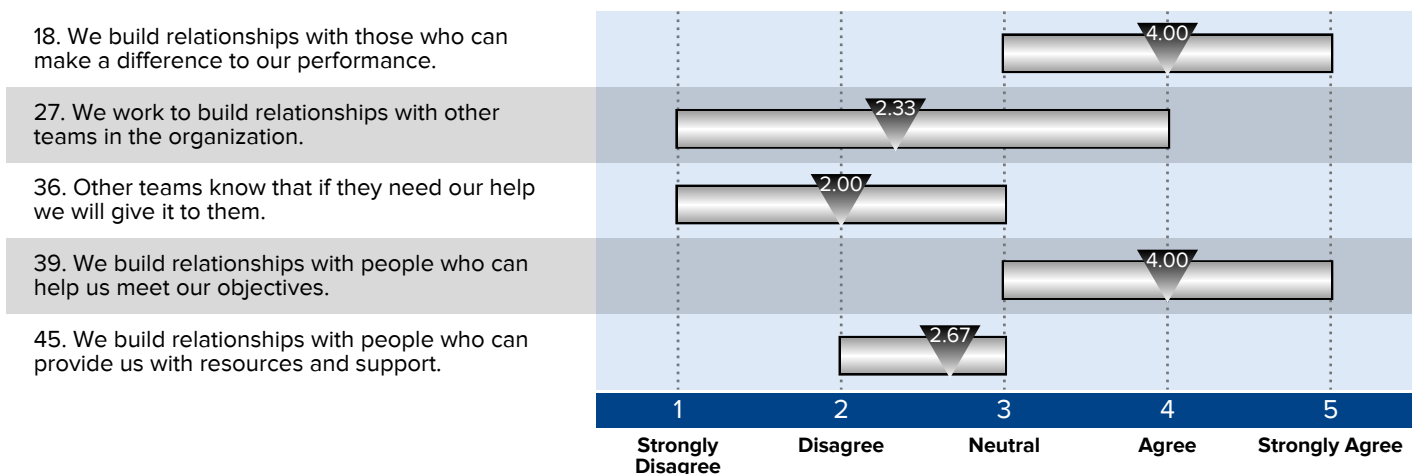
8. Organizational Understanding

The degree to which a team takes actions to understand the needs and concerns of its stakeholders and others who can provide resources and affect team performance. This norm affects the team's ability to build a strong team identity and increase team innovation.



9. Building External Relations

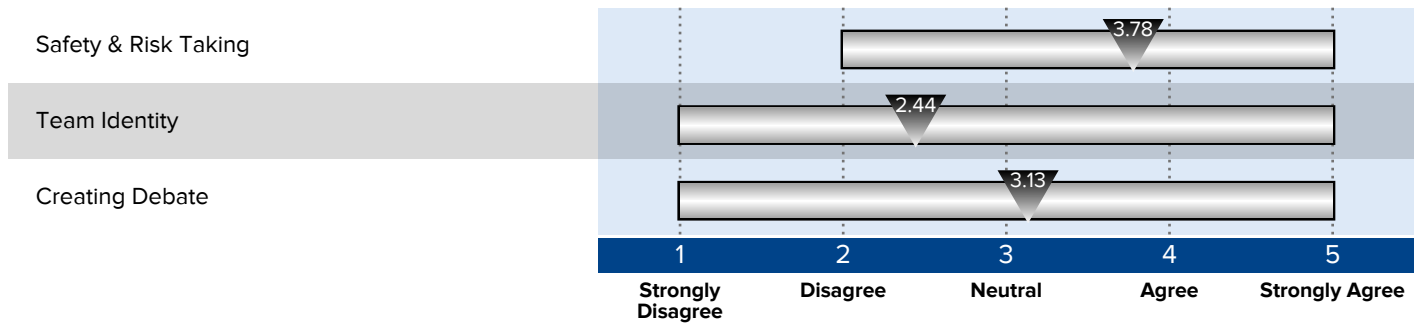
The degree to which a team actively builds relationships with stakeholders and those who can provide resources and affect team performance. This norm affects the team's ability to build a strong team identity and increase team innovation.



Social Capital

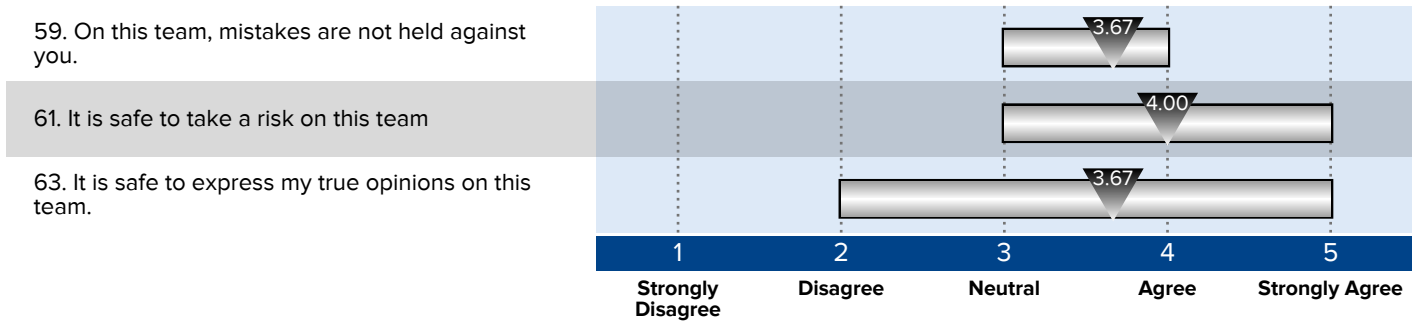
Operating with TEI Norms produces *Team Social Capital*, relational conditions that support team members' trust in one another and ability to work well together.

Team Social Capital is necessary for achieving high levels of collaboration and performance, however, it *cannot* be commanded or required of a team; it emerges from interactions, which are shaped by team norms.



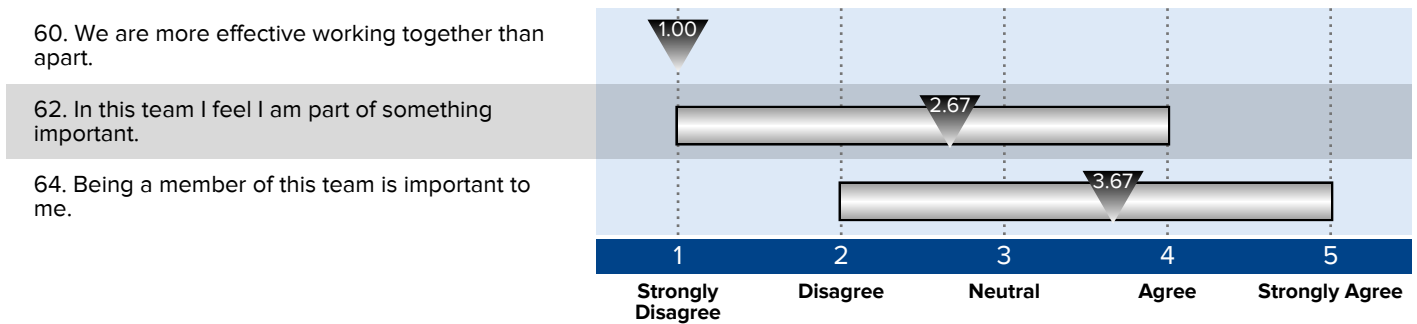
Safety & Risk Taking

The degree to which members feel free to speak openly and honestly and take risks in the team.



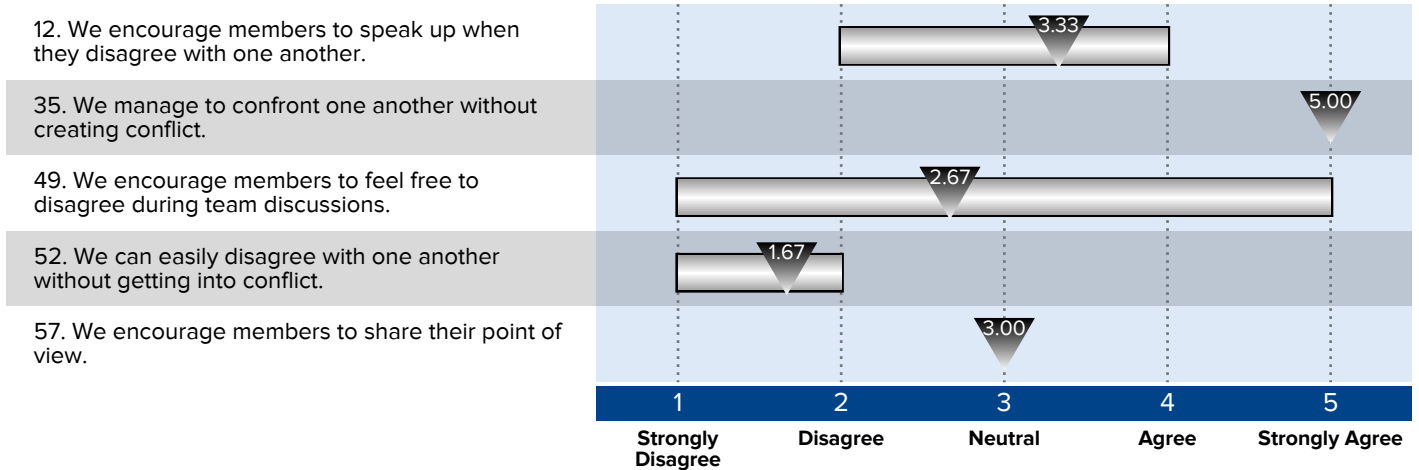
Team Identity

The degree to which team members feel they have a strong inclusive identity and feel good about belonging to the team.



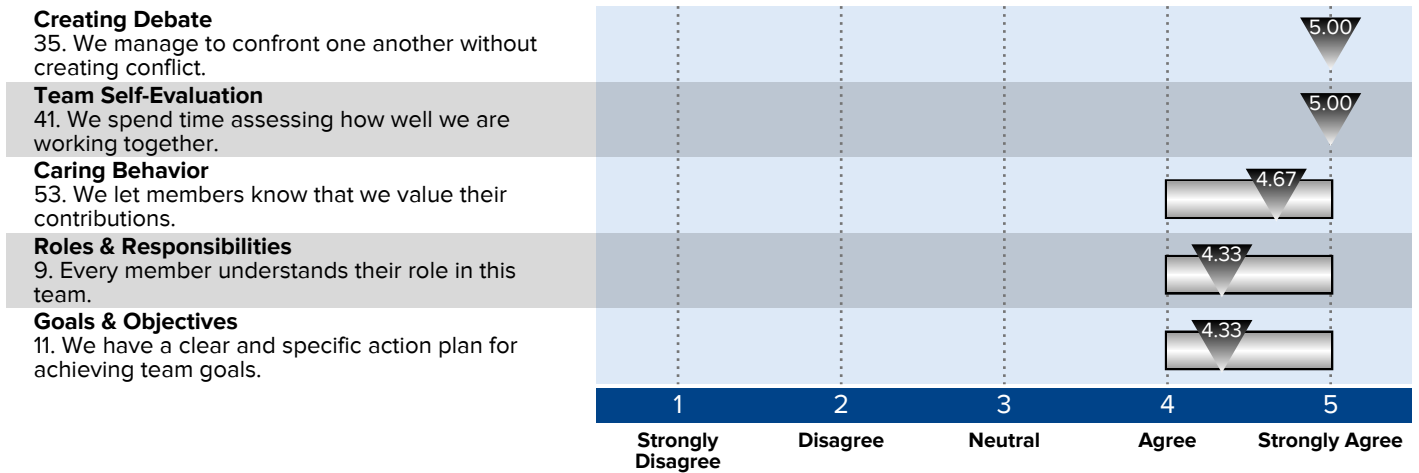
Creating Debate

The degree to which the team is able to generate constructive dialogue that explores and integrates divergent information and perspectives.

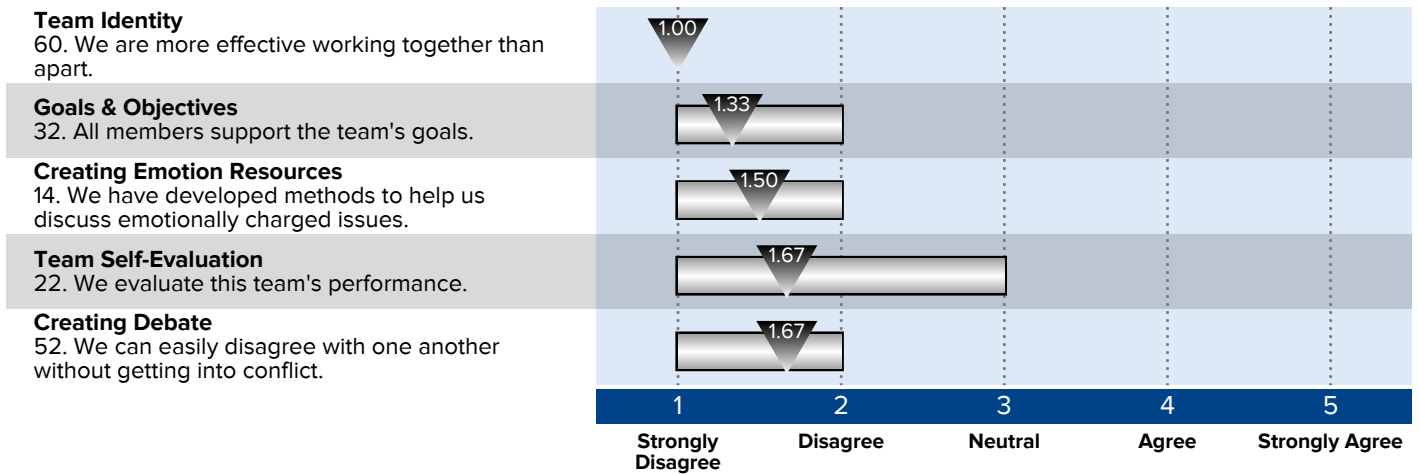


Highest & Lowest Scoring Questions

Highest:



Lowest:



Team EI Survey Report At-a-glance

Team Fundamentals

	Range	Average
Goals & Objectives		
Q.11	1	4.33
Q.32	1	1.33
Q.46	0	3.00
Q.58	3	3.67
Meeting Processes		
Q.20	1	3.33
Q.31	3	2.67
Q.42	2	2.00
Roles & Responsibilities		
Q.9	1	4.33
Q.16	2	2.00
Q.56	4	2.67

Team Emotional Intelligence Norms

	Range	Average
Interpersonal Understanding		
Q.1	2	3.00
Q.10	2	2.67
Q.19	2	3.67
Q.28	1	3.67
Q.37	0	4.00
Addressing Counterproductive Behavior		
Q.2	3	3.50
Q.29	2	2.00
Q.38	0	3.00
Q.47	2	2.33
Caring Behavior		
Q.3	3	3.00
Q.21	2	3.67
Q.30	4	3.00
Q.48	2	4.00
Q.53	1	4.67
Team Self-Evaluation		
Q.4	3	3.67
Q.13	3	2.67
Q.22	2	1.67
Q.41	0	5.00
Q.54	3	3.67
Creating Emotion Resources		
Q.5	1	3.67
Q.14	1	1.50
Q.23	1	3.33
Q.40	2	3.67
Q.50	1	2.67
Creating an Affirmative Environment		
Q.6	2	2.33
Q.15	0	4.00
Q.24	3	3.33
Q.33	3	3.33
Proactive Problem-Solving		
Q.7	3	3.50
Q.25	2	3.00
Q.34	2	3.67
Q.43	0	3.00
Q.51	0	4.00
Organizational Understanding		
Q.8	2	2.00
Q.17	3	3.67
Q.26	1	3.67
Q.44	2	4.00
Q.55	2	4.00
Building External Relations		
Q.18	2	4.00
Q.27	3	2.33
Q.36	2	2.00
Q.39	2	4.00
Q.45	1	2.67

Social Capital

	Range	Average
Safety & Risk Taking		
Q.59	1	3.67
Q.61	2	4.00
Q.63	3	3.67
Team Identity		
Q.60	0	1.00
Q.62	3	2.67
Q.64	3	3.67
Creating Debate		
Q.12	2	3.33
Q.35	0	5.00
Q.49	4	2.67
Q.52	1	1.67
Q.57	0	3.00

Key:

Range less than or equal to 2.5
Range greater than 2.5 to 3.5
Range greater than 3.5
Average of 4 to 5
Average of 3 to less than 4
Average less than 3

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

W: eiworld.org | geipartners.com
