



2016

Webinar Program

# TEAM EMOTIONAL INTELLIGENCE

Survey Accreditation Program

Hosted by Ei World and GEI Partners

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# TEAM EMOTIONAL INTELLIGENCE

SURVEY ACCREDITATION

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## WEBINAR ACCREDITATION

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.

### WHY?

The increasing complexity of teamwork in the 21st Century means that teams are unlikely to achieve superior performance through chance or the skill-set of an able team leader alone. 21st century teams must harness and manage emotion effectively in order to achieve peak performance.

### 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.

### DEVELOPING TEAM EI

Team Ei is a culture created by a set of expectations about team behavior. The presence and fulfillment of these expectations facilitate a productive social and emotional environment that enables team effectiveness.

### 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.

This 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.

### KEY BENEFITS?

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.
- ▶ Maximize Team Effectiveness so that the team achieves its highest potential.

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

Professor Vanessa Druskat and Dr. Steven Wolff-  
Harvard Business Review

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# TEAM EMOTIONAL INTELLIGENCE

## HOW DOES THIS GET BUILT IN TEAMS?

Emotionally intelligent teams build a constructive emotional context through the enactment of nine *norms* or persistent patterns of behavior. 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 behaviors can be nurtured in the everyday life of a team in support of the goals of the team. The presence of these nine norms serves to generate three critical aspects of team functioning:

- TRUST
- TEAM IDENTITY
- GROUP SELF-EFFICACY

## IN THIS WEBINAR TRAINING YOU WILL HAVE THE OPPORTUNITY TO:

- Learn how to facilitate Emotionally Intelligent Team-working, in a unique learning context with both co-authors of Team Ei theory and survey tools - Professor Vanessa Druskat and Dr Steven Wolff.
- Grow your skills in the expanding field of team coaching.
- Build your capability to assist teams in these ever challenging organizational 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).
- Hear from Erin Velie, Personnel Manager at Schlumberger, on her use of the Team Ei Survey in her organization.
- Be part of a network of emotional intelligence focused practitioners at the cutting edge of the field of Ei.

## LEARNING OBJECTIVES

In particular you will be able to:

- Explain the practical relevance of the concept of *Team Emotional Intelligence*, drawing on a wide body of underpinning research and practical theory.
- Use the Team 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 likely reactions of a team to Survey results, and how to facilitate a team to face its challenges and move towards more effective levels of team-working.
- Demonstrate your knowledge of Team Emotional Intelligence in a short online assessment.
- By the end of this webinar program, you will be able to administer and facilitate emotionally intelligent teams using the GEI Team Survey.

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## Outline:

► Webinar Preparations (joining details, online survey, read articles, read materials in time for Part 1)

8:00am-11:00am Eastern Time Part 1 (followed by prep work for Part 2)

► 8:00am-11:00am Eastern Time Part 2 (followed by case submission and knowledge

test) Participants are advised to plan all logistics (fast broadband) for connecting via live video call as this is an accredited program and your full presence and active participation is needed.

which requires your full participation throughout the two days. If there is any challenge posed about this requirement, please inform us well in advance so that we can explore solutions.

## Part 1:

*(8:00-11:00AM)*

- Welcome & Scene Setting
- Introductions
- Learning Norms
- Team Ei Survey & Intro to High Performing Teams
- Analyzing a Team Ei Survey
- Case study analysis.

## Part 2:

*(8:00-11:00 AM)*

- Welcome and Recap of Part 1
- Gaining stakeholder commitment for Team Ei - Selling the Concept
- Implementation Challenges
- Team Ei Survey – Project Management & Logistics
- Administering the Team Ei Survey to a team

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## YOUR HOSTS

### EI WORLD



Ei World

Established in 1999, Ei World is a recognised leader in the field, one of the longest established providers of Emotional Intelligence accreditations in the world today. We use Emotional Intelligence tools in a variety of programmes to support strategy execution/change programmes, leadership development, organisational transformation, talent management, team effectiveness and executive coaching. We have delivered projects in 37 countries.

### GEI PARTNERS

GEI Partners is a partnership of researchers and consultants bringing organizations tools and techniques proven to create high-performing teams. GEI's specialism is assessing and developing Group Emotional Intelligence (GEI), a concept developed by GEI.



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## PROGRAM HOST: **GEETU BHARWANEY**

Geetu is the Founding Director of Ei World Limited. She has specialized in emotional intelligence research, development and evaluation since 1999 and is considered a pioneer in the field of emotional intelligence. Her main areas of interest are leadership development, professional effectiveness and coaching high achievers.

She set up Ei (UK) in 1999, now Ei World, reflecting the company's growth internationally from its original UK roots. Geetu has assessed the emotional intelligence of over 6,500 individuals.

Geetu Bharwaney brings 22 years of experience coaching and developing organizational leaders. From a base in the United Kingdom, Geetu has implemented coaching and development projects in 25 countries throughout the States, Europe, Russia, South America (including Mexico, Brazil and Peru), across Africa, and South-East Asia (China, Australasia and India). Her clients make up a broad spectrum of industries including FTSE 100 and Fortune 50 companies, government agencies/service providers, sports associations and public-private partnerships.

Geetu has been hosting accreditation programs in psychometric tools since 1999 and brings a wealth of experience to the challenge of meshing business-relevant emotional intelligence assessment, psychometric validity and client-oriented learning and development. She set up one of the first companies entirely focused on emotional intelligence coaching, research, development and ROI evaluation.

As a scholar, Geetu has published numerous papers and chapters on emotional intelligence including EQ and the Bottom Line (2011). She is the author of "Ei Development Guide: for Self-Awareness and Self-Management", and 'Emotionally Intelligent Living' (Crown House Publishing, 2001, 2011) a book she wrote to increase awareness of the importance of emotional intelligence in society, and in business.

She is an approved trainer of the Team Emotional Intelligence Survey, Trait Emotional Intelligence Questionnaire and Paul Ekman's pioneering work on understanding and reading universal expressions of emotion. Geetu was awarded her masters degree in Psychology & Health with Distinction (City University, 2005). She is a member of the Ei Consortium ([www.eiconsortium.org](http://www.eiconsortium.org)), a qualified Human Resources professional (Fellow of the Chartered Institute of Personnel & Development) and a qualified counsellor in workplace contexts (Roehampton University, 1993).



**Ei World**



## SESSION CO-LEADER: **PROFESSOR VANESSA DRUSKAT, PH.D.**

### Co-Author, Team EI Framework accreditation and tools

Vanessa is a world expert on team 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 Behavior 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 Organizational Behavior 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 organizations ranging from global companies to local educational establishments.

She is a Founder member of the Ei Consortium. Vanessa has been collaborating with Ei World (hosts of this event) since 2009.





## SESSION CO-LEADER: **DR. STEVEN B. WOLFF**

### Co-Author, Team EI Framework accreditation and tools

Dr Steven B. Wolff is a world expert on team 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 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. 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 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, Steve worked at HayGroup where he conducted research and analysis related to various aspects of leadership and organizational effectiveness including emotional intelligence, organizational climate, and leadership.

Steven brings a strongly integrative approach, combining practitioner, academic, and technical experience. He has over ten years experience teaching organizational behavior, 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 organizational behavior. He is a member of the Ei Consortium. Steven has been collaborating with Ei World (hosts of this event) since 2009.





# *Team Emotional Intelligence Survey*



## **Why Team Emotional Intelligence:**

Emotions emerge during every human interaction and teams are hotbeds of emotion. Building a team culture that generates a productive emotional experience allows a team to achieve higher levels of collaboration and performance. If your team experiences any of the following issues, team emotional intelligence may be helpful:

- Unproductive conflict
- Lack of follow-through on commitments
- Low levels of creativity and innovation
- Wasted energy and time
- Lack of resilience or adaptability
- A sense that higher quality or performance are possible.

## **Advantages:**

- Team Emotional Intelligence is built while a team conducts its work.
- It builds a culture that generates productive emotion.
- Research shows that up to 25% of a team's performance is due to a team's level of Team Emotional Intelligence.
- The Team Emotional Intelligence Survey also measures foundational aspects of team functioning, e.g., clear goals, roles, and responsibilities.



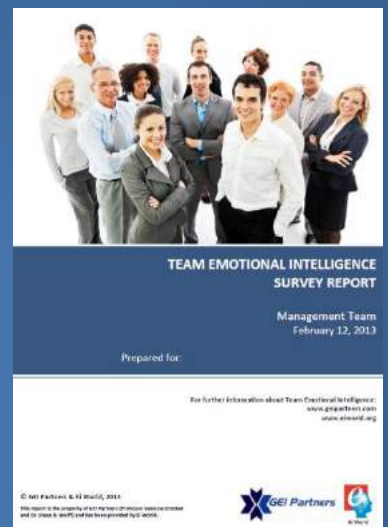
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# Team Emotional Intelligence Survey

## What is measured

The Team EI Survey measures nine team norms shown by fifteen years of research to be linked to higher team performance. The norms build a team culture that generates productive emotion and positive cooperation and collaboration. The nine norms focus on how well team members:

- Understand relevant information about one another's preferences and backgrounds.
- Address counterproductive behaviour that hurts team performance
- Respect, value, and support each other
- Continually evaluate the team's processes and products
- Build resources (e.g., time and language) for managing emotionally charged issues
- Maintain a "can-do," hopeful attitude.
- Proactively and decisively address problems.
- Continually build an awareness of relevant issues in the larger organization.
- Build relationships with stakeholders and influencers who can help the team achieve its goals.



## Final Words

It is impossible to avoid emotion in teams. But, how emotion is managed in a team affects its culture and performance. The Team EI Survey measures the effectiveness of a team's emotional and task-focused culture. Building Team Emotional Intelligence builds a productive team culture that enables cooperation, collaboration and the highest levels of team performance.

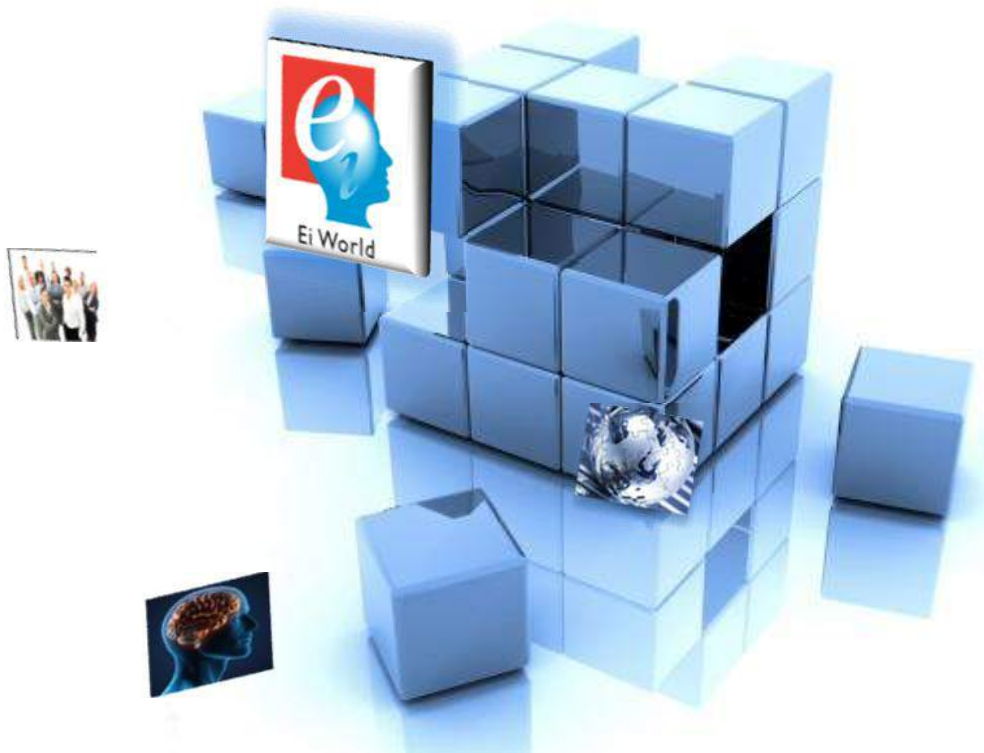
## Coach a team to a higher level of performance...



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# Team Emotional Intelligence Survey Accreditation (by webinar)

This program qualifies for 2.75 Core Competencies and 21.25 Resource Development CCEs,  
total 24 CCEs.



- With the co-creators of the concept of Team Emotional Intelligence.
- Practical, Actionable, Research-based.
- Comprehensively addresses Emotion in a Team.

See details at:

<http://www.eiworld.org/Events/Team-Emotional-Intelligence>

W: [eiworld.org](http://eiworld.org)

Call us if you would like to have a chat about this program:

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Ei World is a long-established provider of cutting-edge Emotional Resilience and Emotional Intelligence initiatives. Organisations build competitive advantage, through focused and timely investment in key individuals and teams. Ei World is a leading provider, experienced in providing coaching and development interventions across 37 countries.