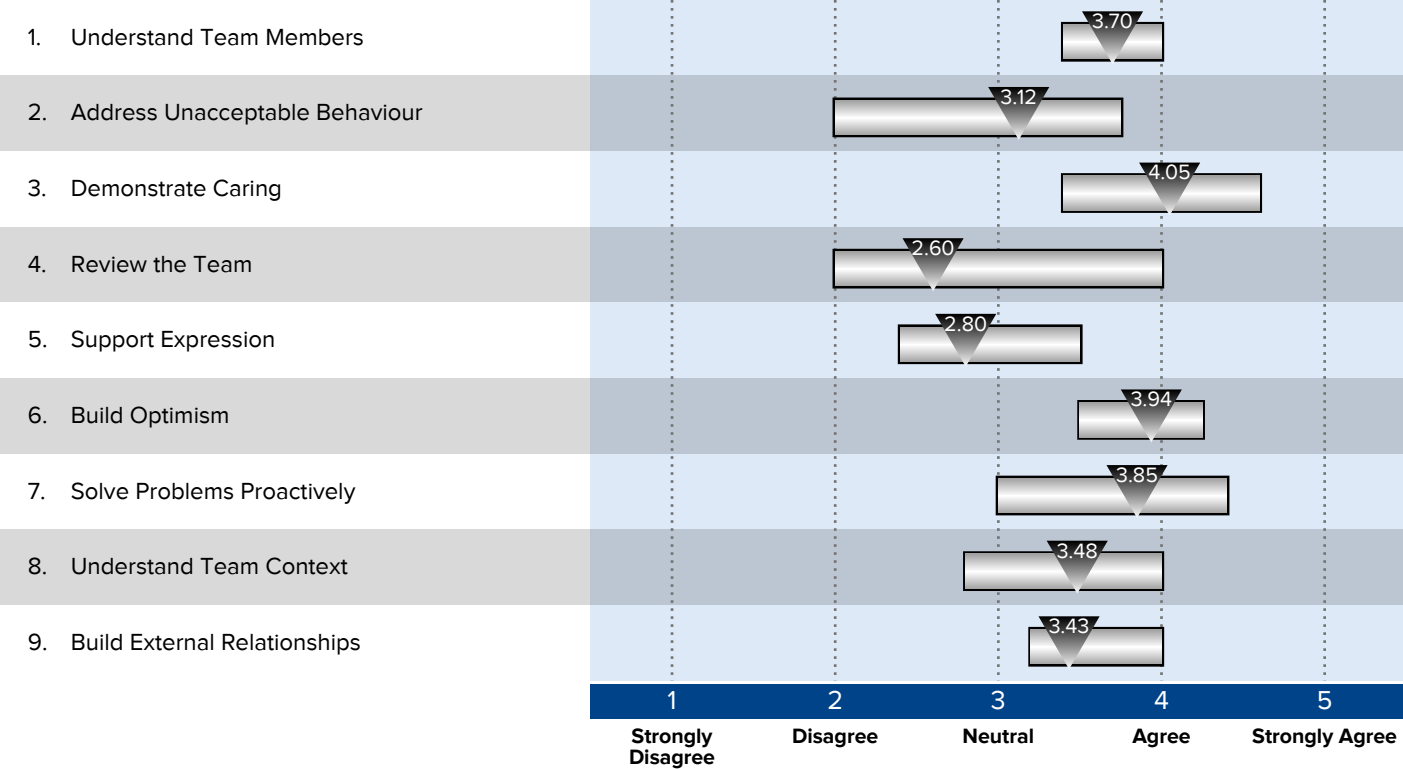


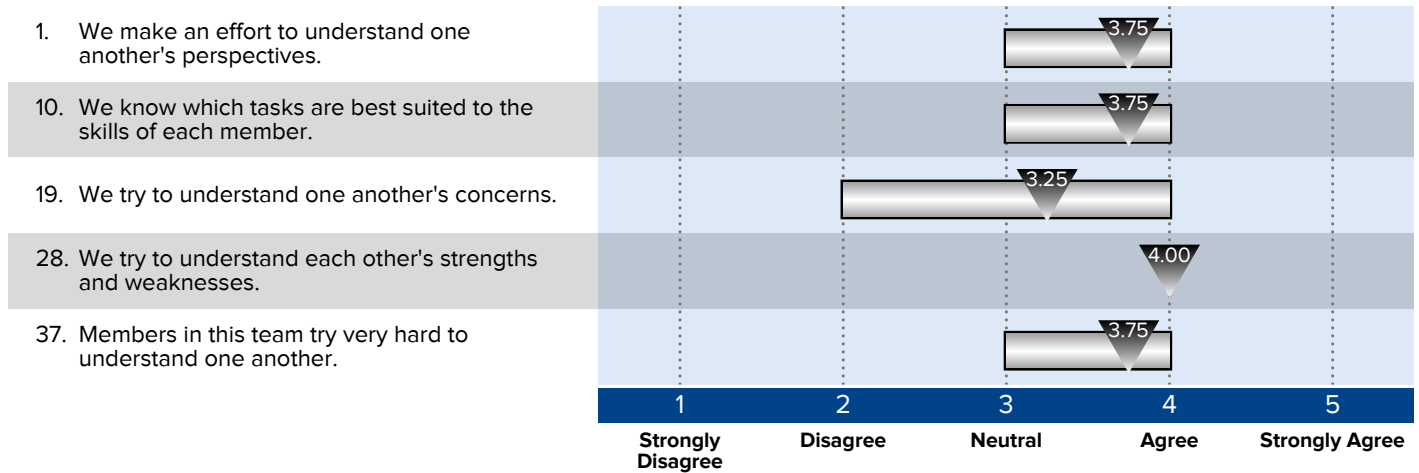
Team Emotional Intelligence Norms

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. Team EI culture is created by the following set of nine norms:



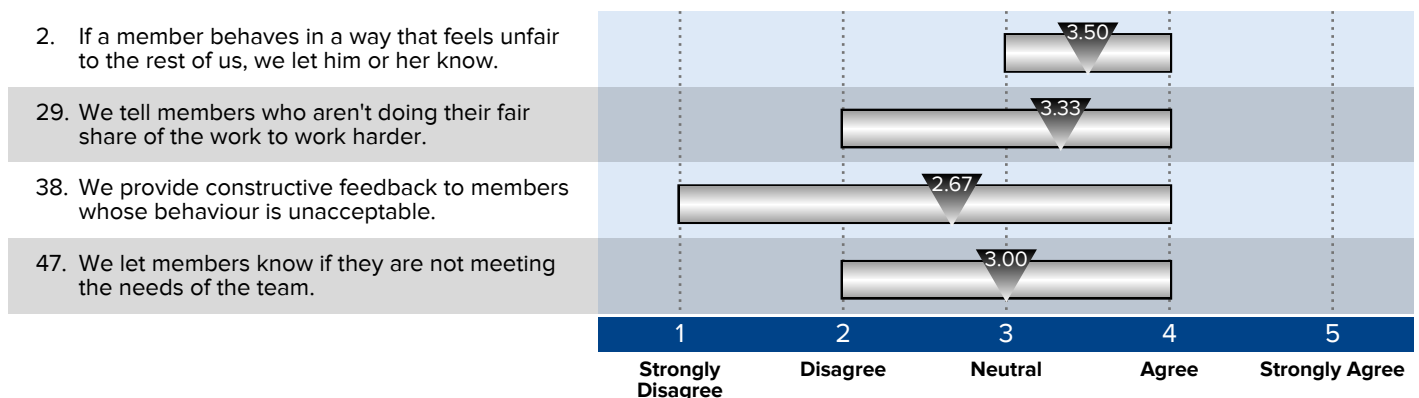
1. Understand Team Members

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.



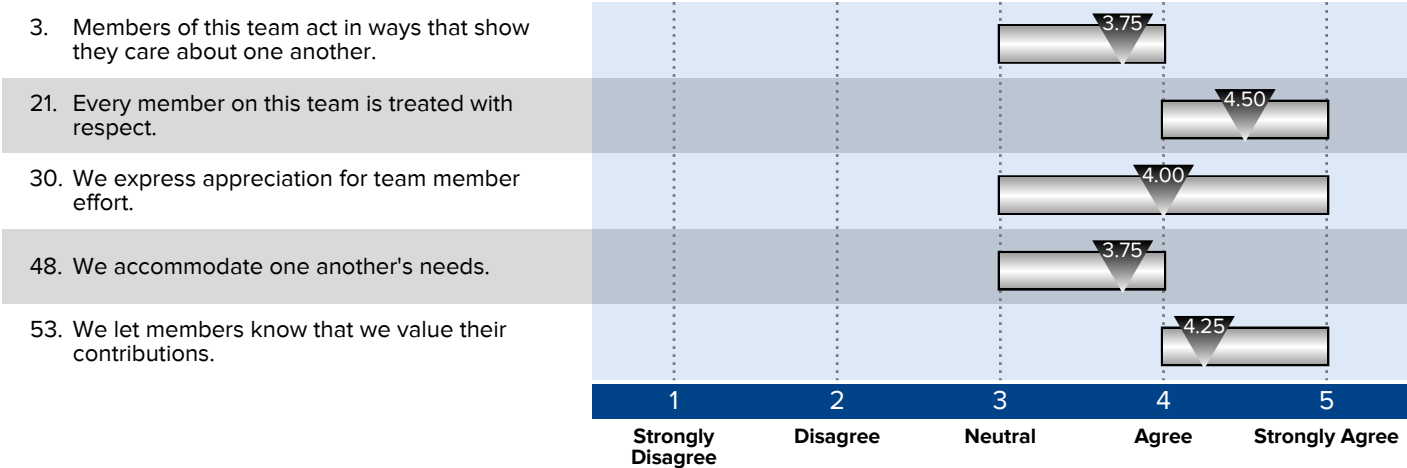
2. Address Unacceptable Behaviour

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



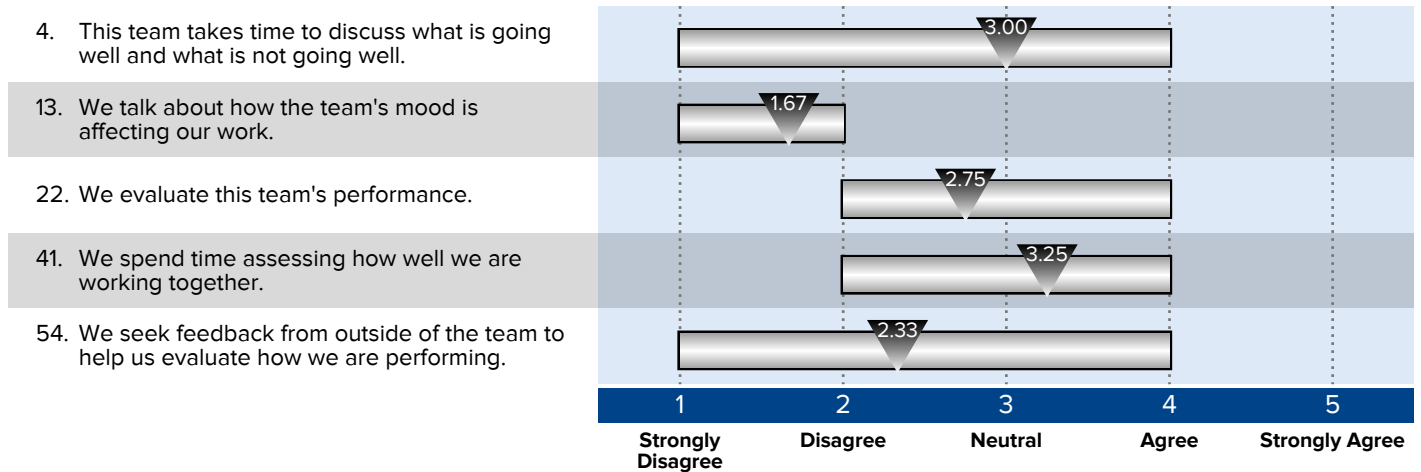
3. Demonstrate Caring

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.



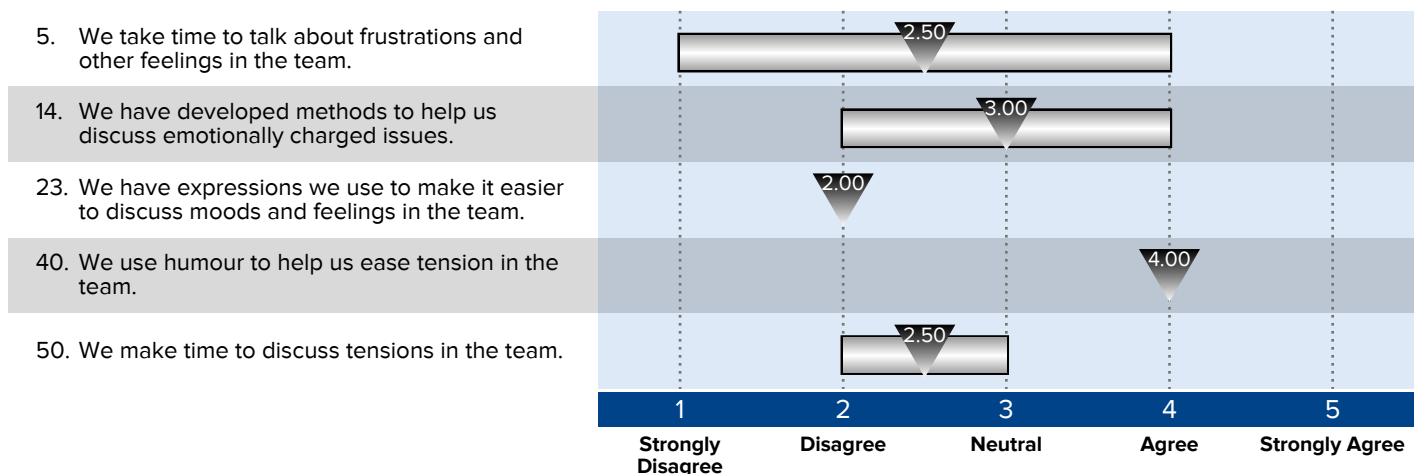
4. Review the Team

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.



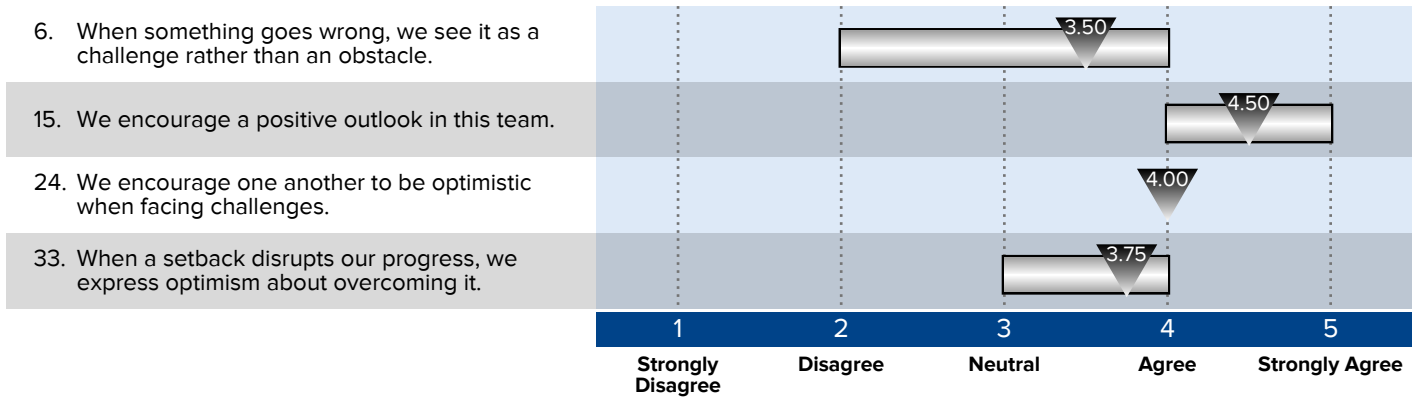
5. Support Expression

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.



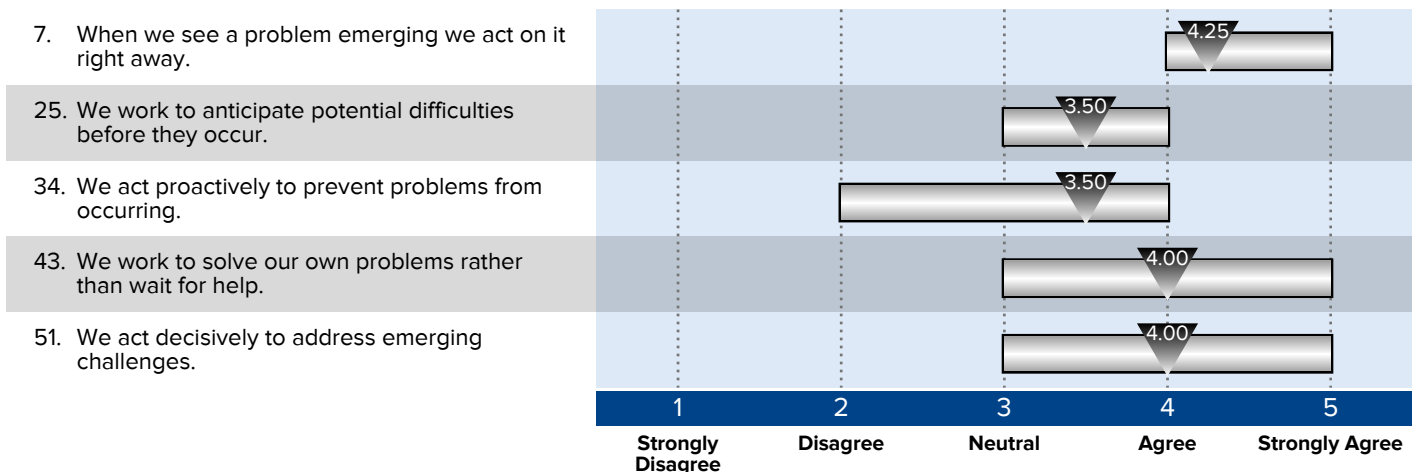
6. Build Optimism

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.



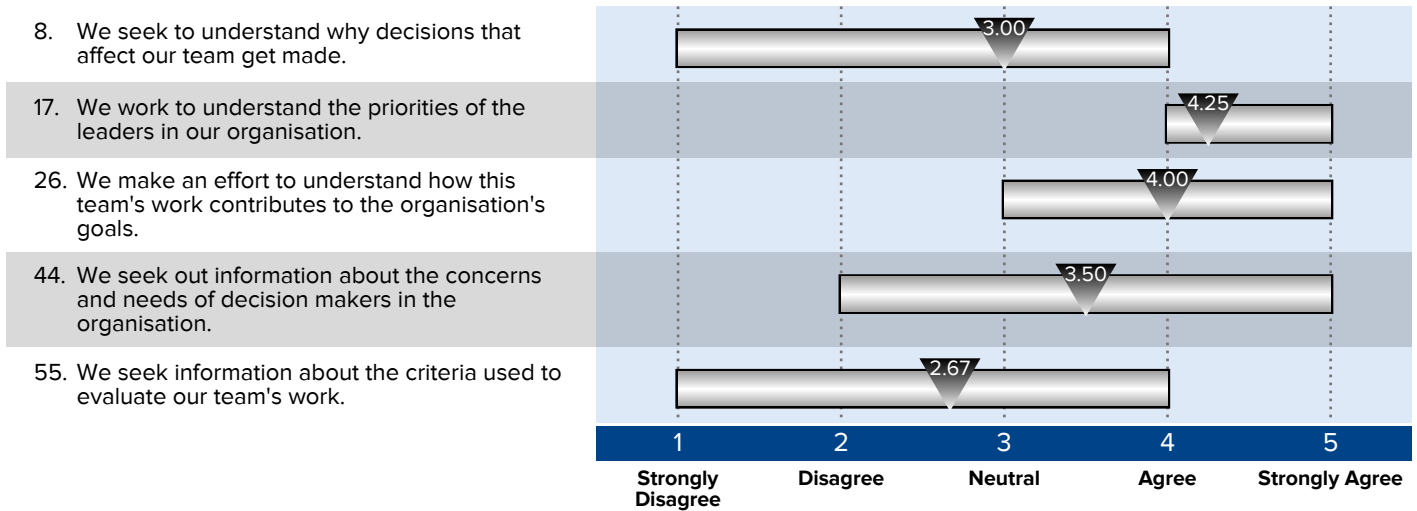
7. Solve Problems Proactively

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.



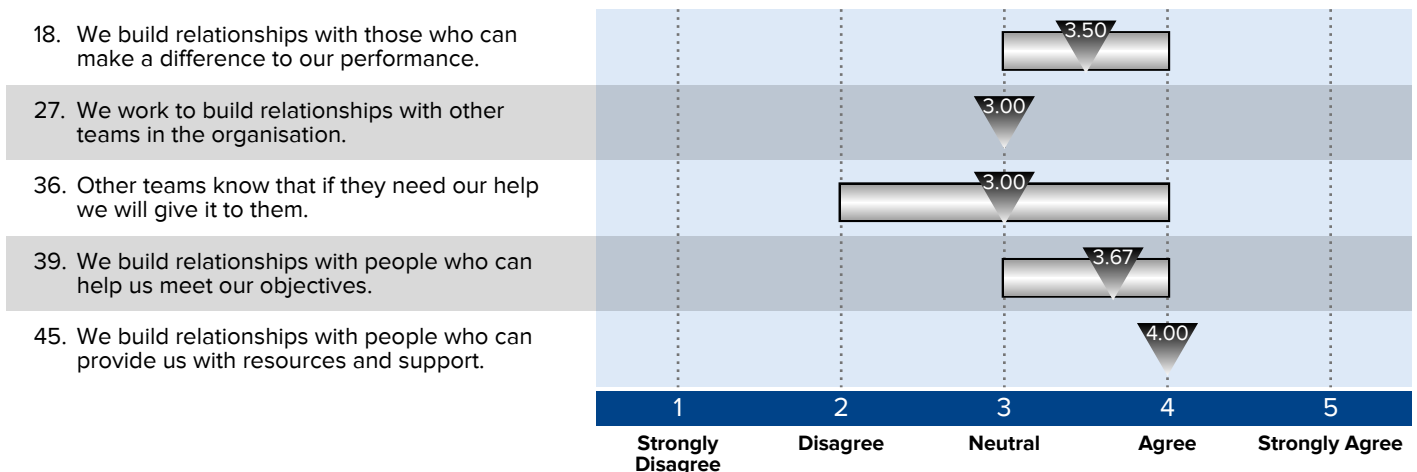
8. Understand Team Context

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.



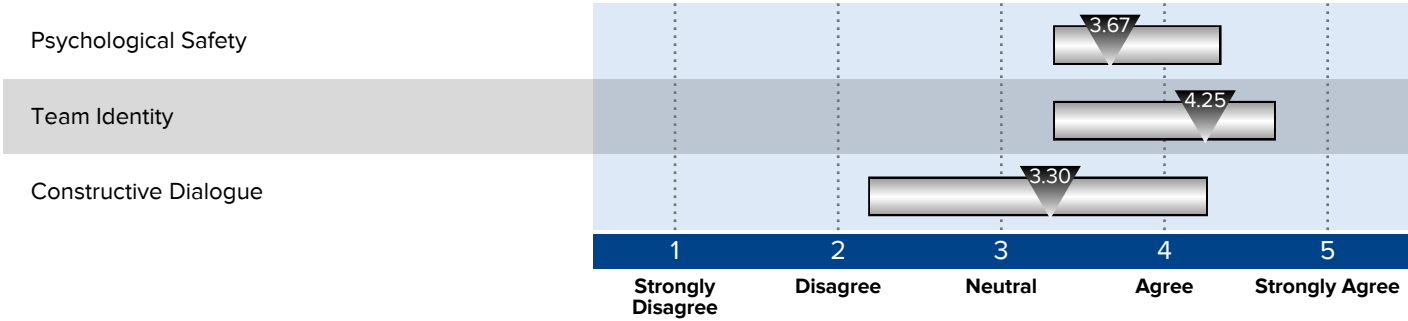
9. Build External Relationships

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.



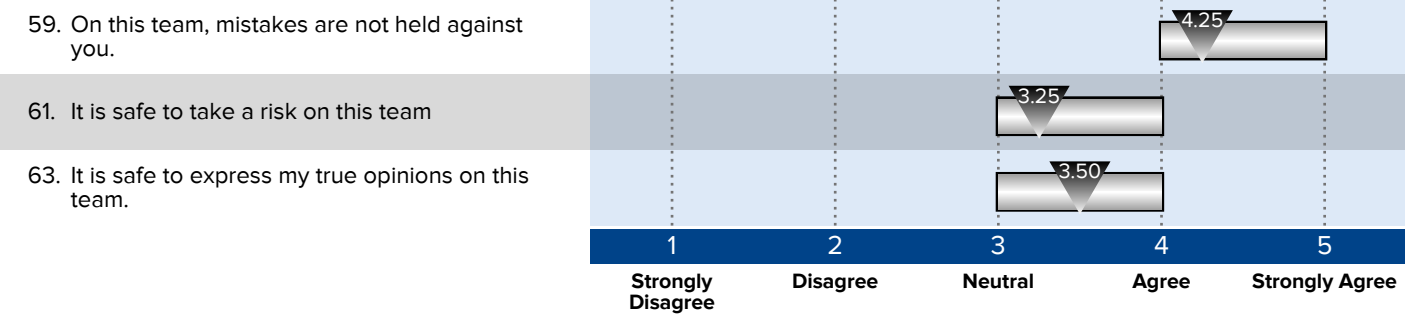
Team Social Capital

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.



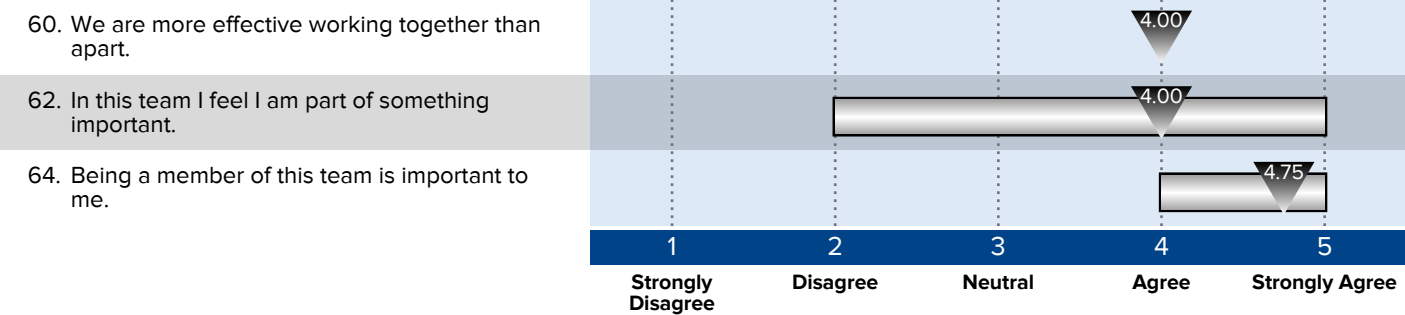
Psychological Safety

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



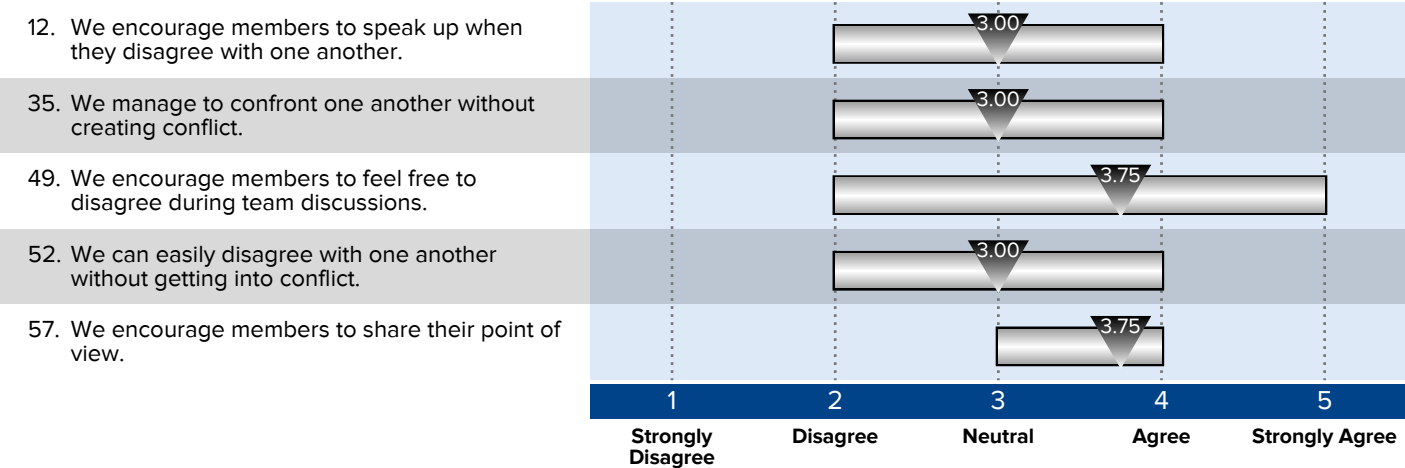
Team Identity

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



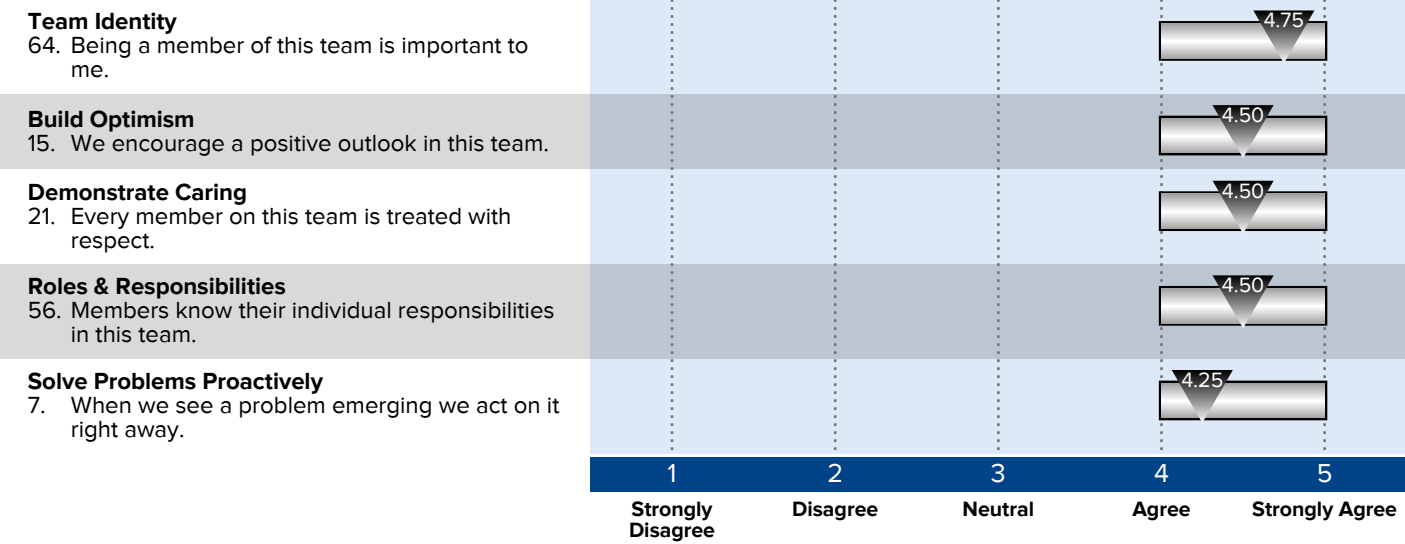
Constructive Dialogue

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

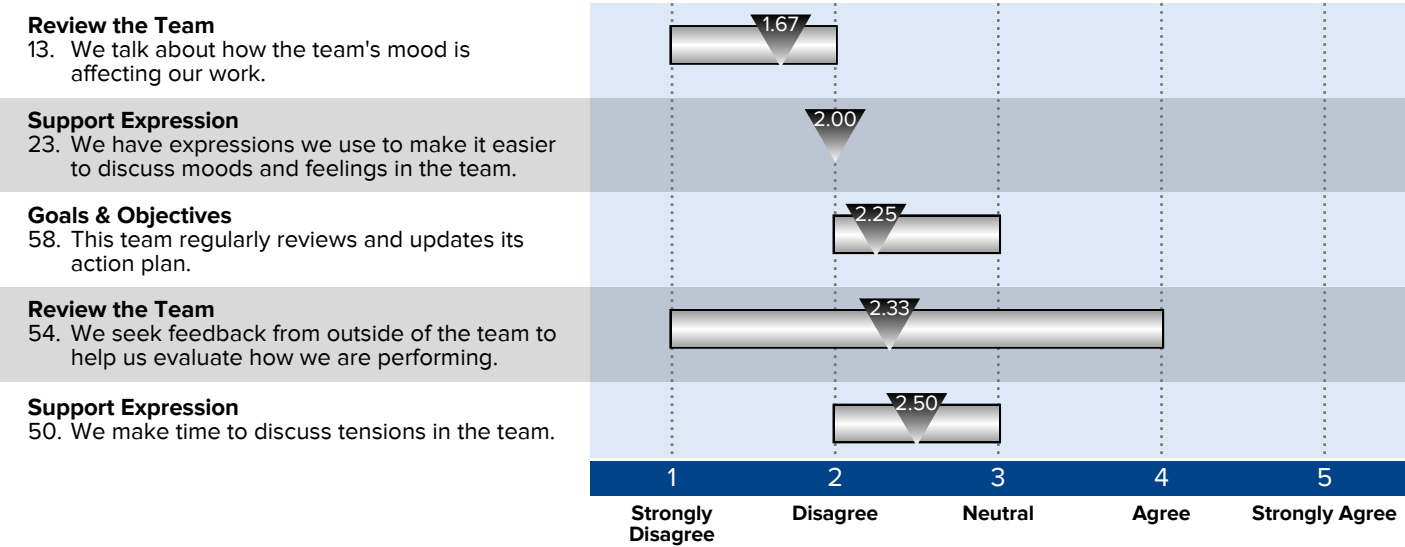


Highest & Lowest Scoring Questions

Highest:



Lowest:



Team EI Survey Report At-a-glance

Team Fundamentals		
	Range	Average
Goals & Objectives		
Q.11	2	2.75
Q.32	2	3.50
Q.46	1	3.75
Q.58	1	2.25
Meeting Processes		
Q.20	2	3.25
Q.31	3	2.75
Q.42	2	3.25
Roles & Responsibilities		
Q.9	1	3.75
Q.16	1	4.25
Q.56	1	4.50

Team Emotional Intelligence Norms		
	Range	Average
Understand Team Members		
Q.1	1	3.75
Q.10	1	3.75
Q.19	2	3.25
Q.28	0	4.00
Q.37	1	3.75
Address Unacceptable Behaviour		
Q.2	1	3.50
Q.29	2	3.33
Q.38	3	2.67
Q.47	2	3.00
Demonstrate Caring		
Q.3	1	3.75
Q.21	1	4.50
Q.30	2	4.00
Q.48	1	3.75
Q.53	1	4.25
Review the Team		
Q.4	3	3.00
Q.13	1	1.67
Q.22	2	2.75
Q.41	2	3.25
Q.54	3	2.33
Support Expression		
Q.5	3	2.50
Q.14	2	3.00
Q.23	0	2.00
Q.40	0	4.00
Q.50	1	2.50
Build Optimism		
Q.6	2	3.50
Q.15	1	4.50
Q.24	0	4.00
Q.33	1	3.75
Solve Problems Proactively		
Q.7	1	4.25
Q.25	1	3.50
Q.34	2	3.50
Q.43	2	4.00
Q.51	2	4.00
Understand Team Context		
Q.8	3	3.00
Q.17	1	4.25
Q.26	2	4.00
Q.44	3	3.50
Q.55	3	2.67
Build External Relationships		
Q.18	1	3.50
Q.27	0	3.00
Q.36	2	3.00
Q.39	1	3.67
Q.45	0	4.00

Team Social Capital		
	Range	Average
Psychological Safety		
Q.59	1	4.25
Q.61	1	3.25
Q.63	1	3.50
Team Identity		
Q.60	0	4.00
Q.62	3	4.00
Q.64	1	4.75
Constructive Dialogue		
Q.12	2	3.00
Q.35	2	3.00
Q.49	3	3.75
Q.52	2	3.00
Q.57	1	3.75

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

Responses to Open-Ended Questions

1. What is your team doing well and should continue doing?

Team's verbatim comments will appear here.

2. What is your team not doing now that it should start doing?

Team's verbatim comments will appear here.

3. What is your team doing now that it should stop doing?

Team's verbatim comments will appear here.

4. Is there anything else you would like us to know about your team and how it functions?

Team's verbatim comments will appear here.

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

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