



TEAM PERFORMANCE ESSENTIALS

Based on the research behind the concept of
Team Emotional Intelligence

Site Leadership Team

November 2017

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Introduction

This report presents your team's responses to the Team Emotional Intelligence Survey. The Team EI Survey assesses team member perceptions of how strongly the team is guided by a set of norms exhibited by the highest performing teams. Team norms are informal rules, expectations and habits that make behaviour in teams predictable. All teams have norms. In average-performing teams, norms tend to unconsciously emerge. High-performing teams deliberately develop effective norms.

Research shows a link between team performance and every norm in this survey. Still, 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, by the team, to meet its unique needs.

We recommend that your team discuss the data in this report to decide which norms would be most helpful for improving its process and performance. Priorities for change and the actions that will support change work best when they emerge from team discussions and agreements about the norms and actions that will 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

The Team Emotional Intelligence Survey measures the strength of your team in three essential areas that support 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

Team Emotional Intelligence (Team EI) 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 EI culture is created by a set of nine norms.

Team EI differs from individual emotional intelligence, which focuses on individual behaviour. Team EI focuses on the team as a system and, specifically, on the team norms that affect behaviour in a team.

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

3 Levels	9 Norms
Individual	1. Understand Team Members
	2. Address Unacceptable Behaviour
	3. Demonstrate Caring
Team	4. Review the Team
	5. Support Expression
	6. Build Optimism
	7. Solve Problems Proactively
External	8. Understand Team Context
	9. Build External Relationships

Team Fundamentals

- Team Fundamentals are actions and processes shown by six decades of research to affect team performance. Without these fundamentals, teams struggle to reach even average levels of performance.
- Team Fundamentals include: clear goals and objectives, effective meeting processes, and clear roles and responsibilities for team members.
- They provide a foundation from which Team EI Norms facilitate higher performance.

Goals & Objectives

Meeting Processes

Roles & Responsibilities

Team Social Capital

Operating with Team EI Norms produces Team Social Capital, relational conditions that support team members' trust and engagement in the team. The survey includes three elements of social capital:

Psychological Safety

Team Identity

Constructive Dialogue

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

The ratings in the report represent the average of all responses provided by team members. We recommend looking at the relative ratings across all of the norms and questions, rather than the averages alone. What are the team's relative strengths and opportunities for improvement? Keep in mind that every team is different and the relevance of specific norms will depend on the team's work.

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

Avoid the trap of attempting to identify who provided specific responses. Guesses are usually inaccurate. Lower ratings frequently come from brave "truth tellers".

Purpose of the Survey

To:	Not to:
<ul style="list-style-type: none"> • Provide data-driven information about a 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. 	<ul style="list-style-type: none"> • Focus on individual team members. • Blame team members or stakeholders.

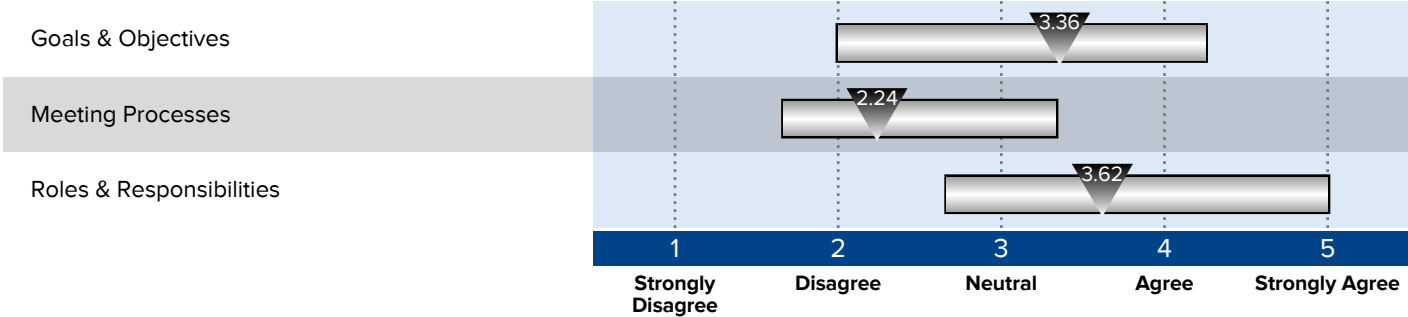
How to Read The Data

Scoring Key	How to read the graphs	Questions to ask when reading 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 length of the bar represents the range of team member ratings from the lowest rating to the highest rating. The distribution of ratings is not provided because it is not relevant to understanding team functioning. Even one person's view and behaviour can affect team collaboration and performance.</p>	<p>What do the data show to be your team's current strengths and opportunities for improvement?</p> <p>What patterns or themes emerge from the data?</p> <p>What stands out to you as behaviour that might be hindering your team's collaboration and performance?</p>

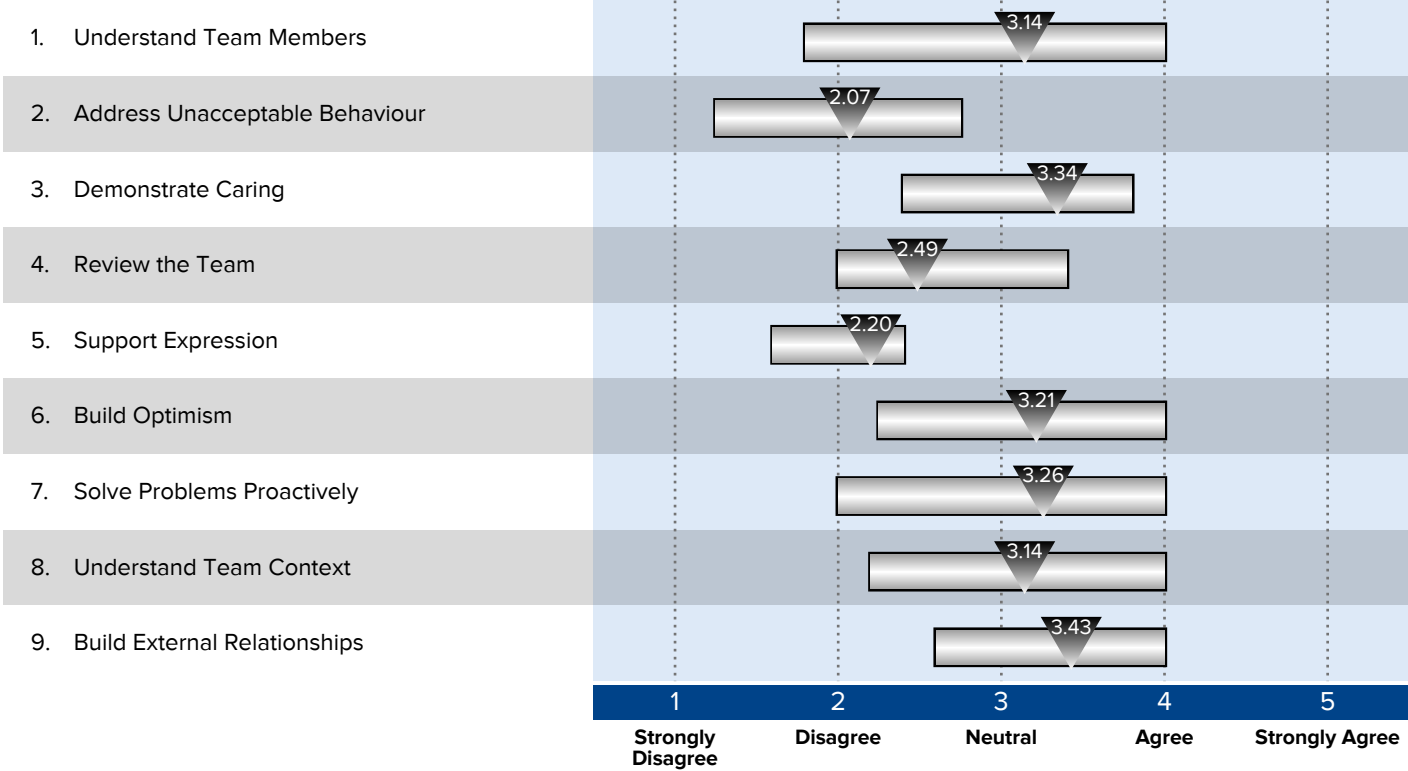
Team Performance Overview

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

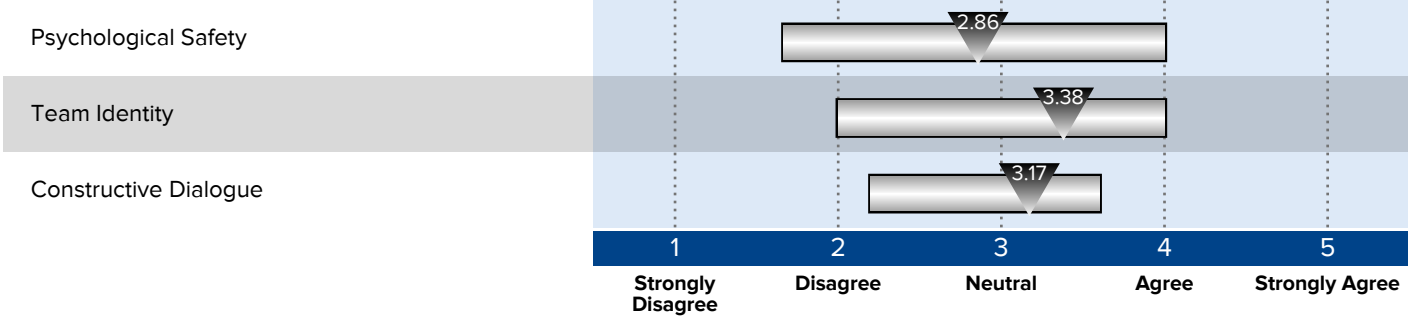
Team Fundamentals



Team Emotional Intelligence Norms

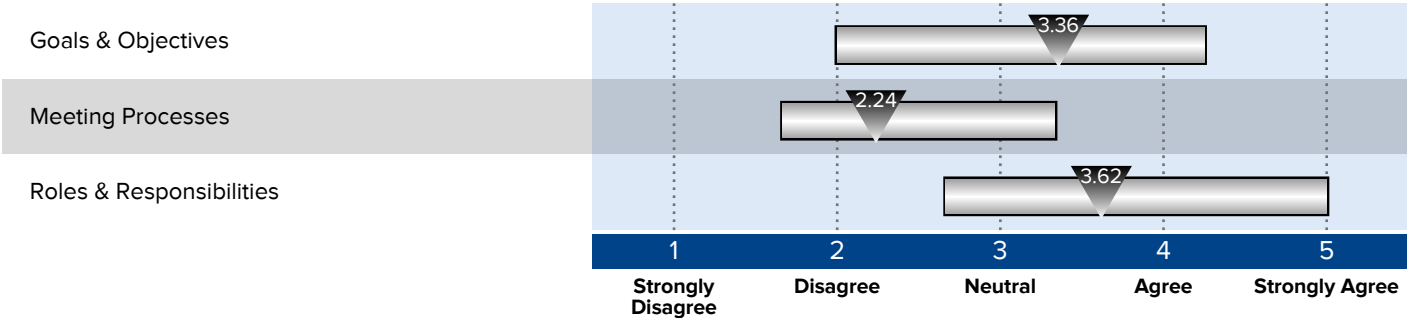


Team Social Capital



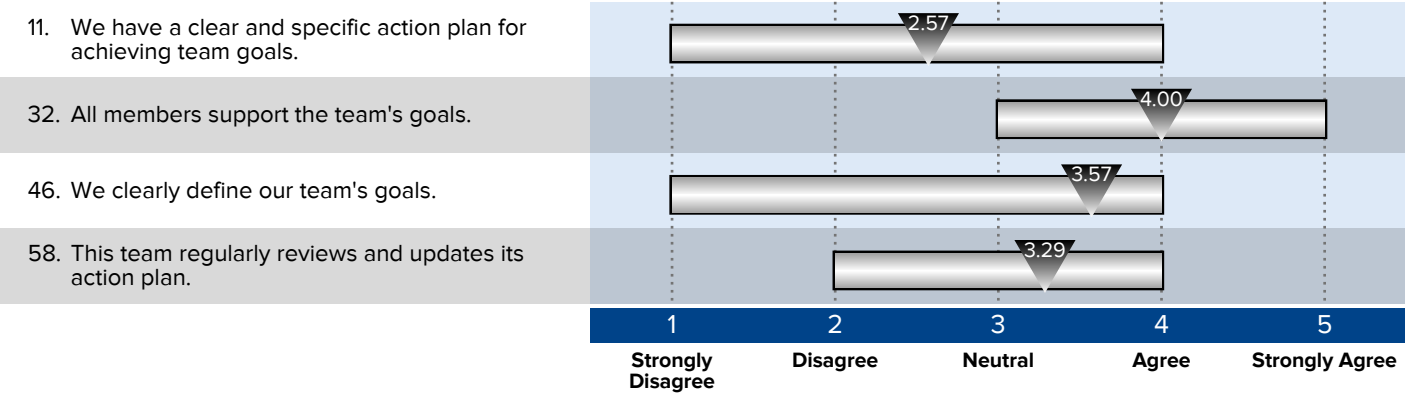
Team Fundamentals

The fundamentals consist of three actions and processes identified by six decades of research to be essential to a team's performance. Teams that 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.



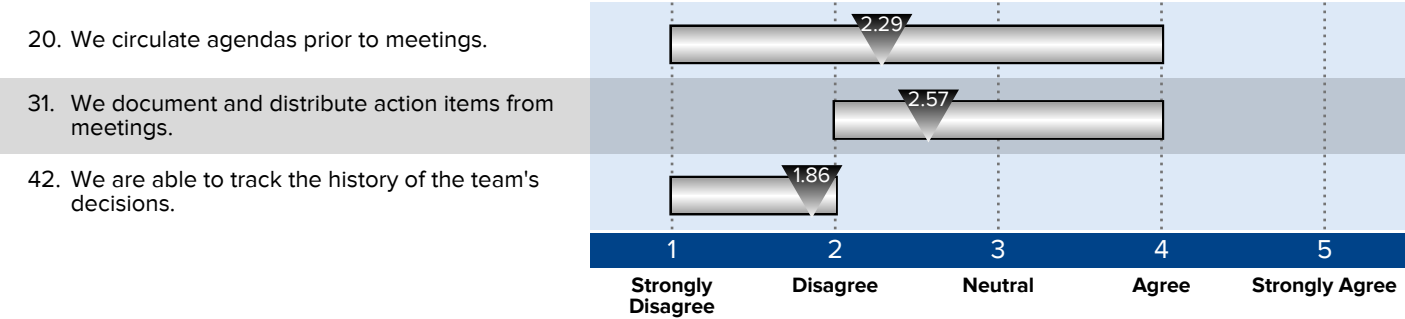
Goals & Objectives

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



Meeting Processes

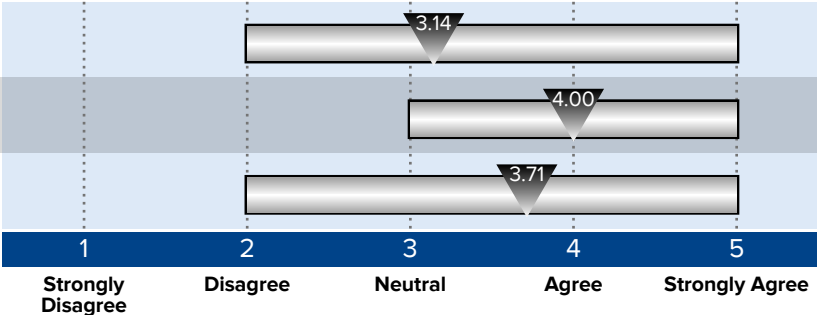
The degree to which a team organises productive meetings.



Roles & Responsibilities

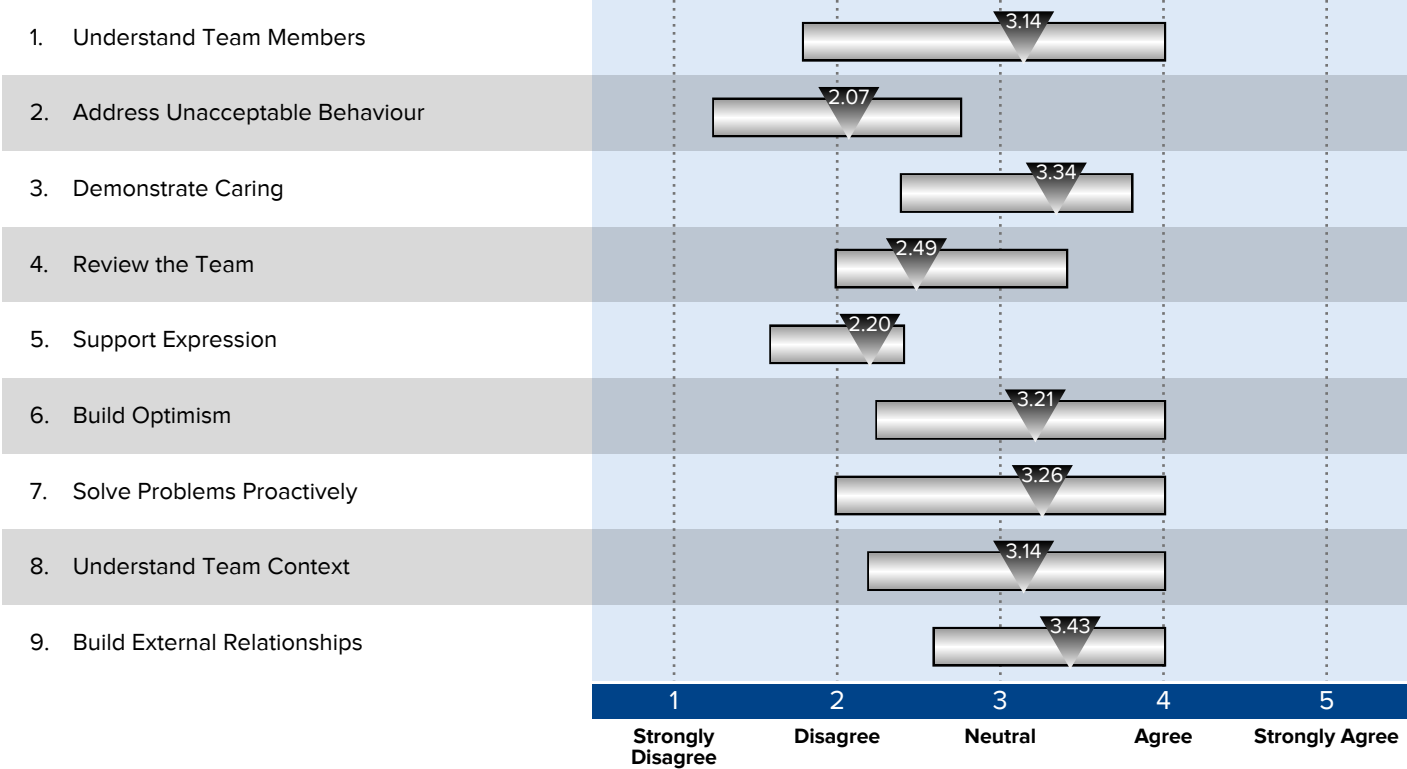
The degree to which a team defines clear role expectations for each team member.

- 9. Every member understands their role in this team.
- 16. Members understand what is expected of them in this team.
- 56. Members know their individual responsibilities in this team.



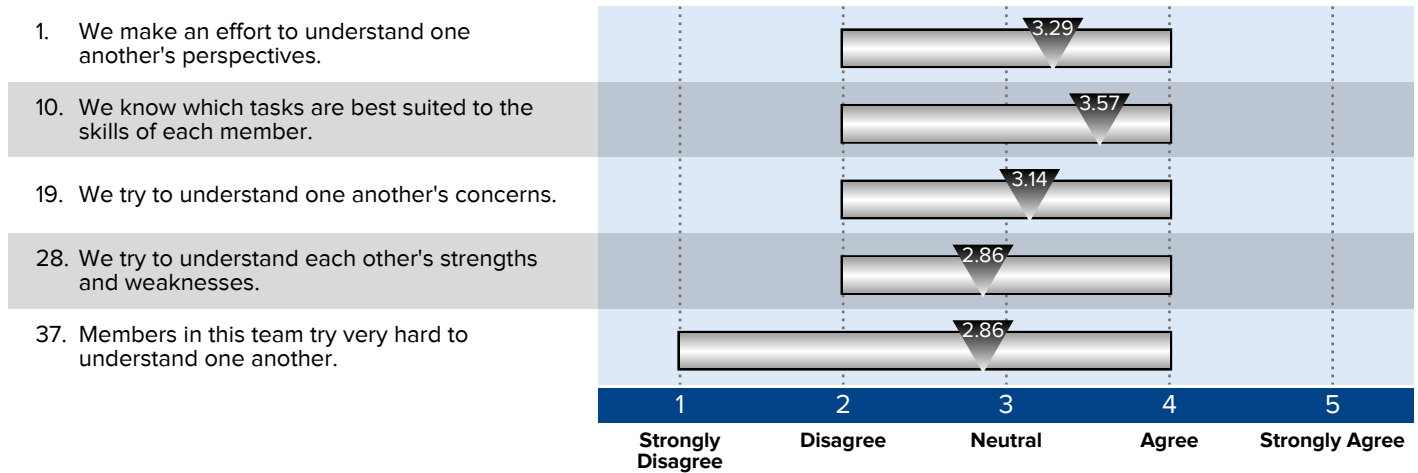
Team Emotional Intelligence Norms

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:



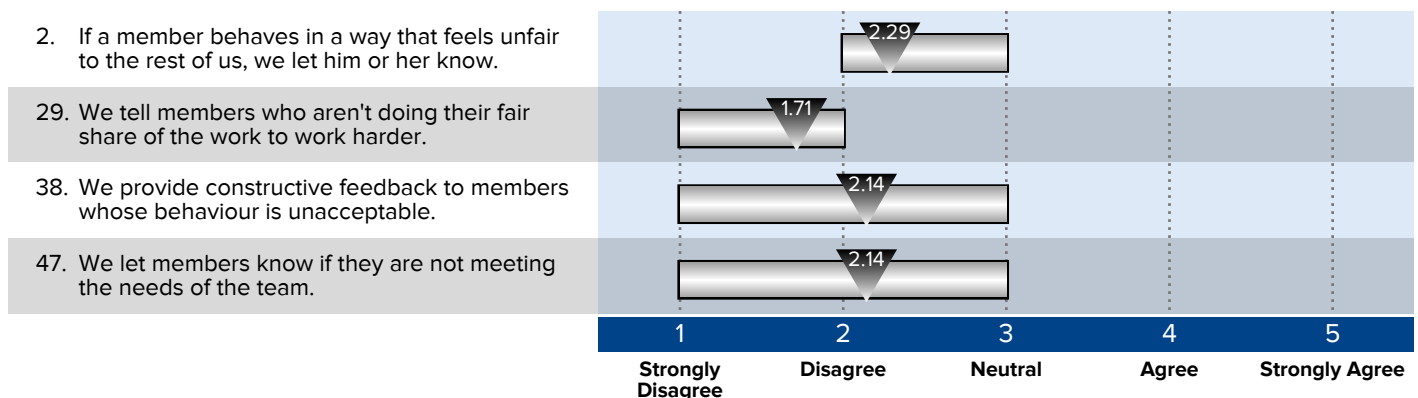
1. Understand Team Members

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.



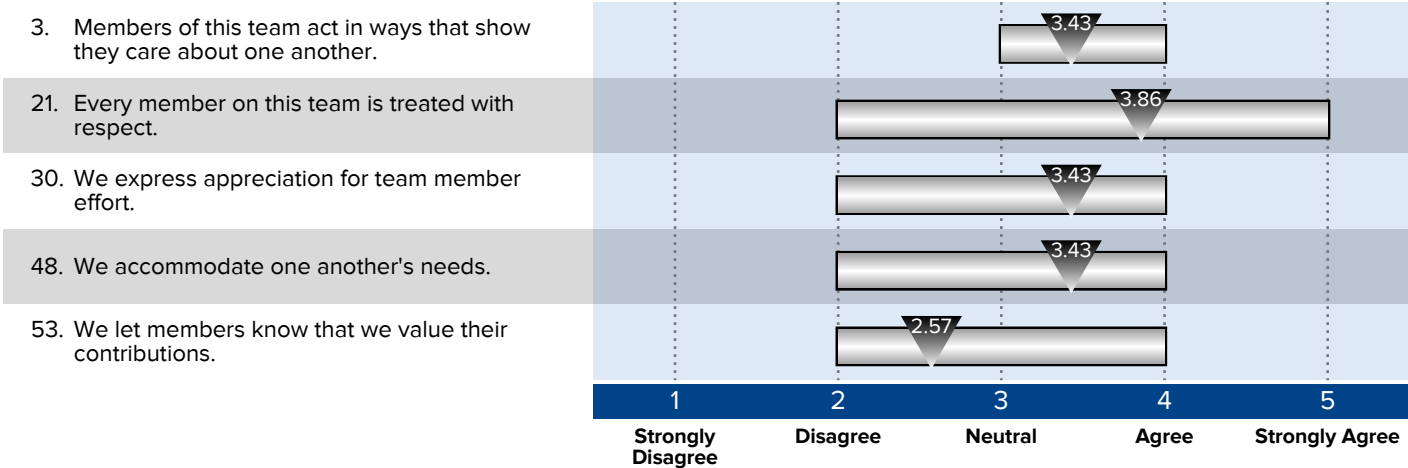
2. Address Unacceptable Behaviour

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.



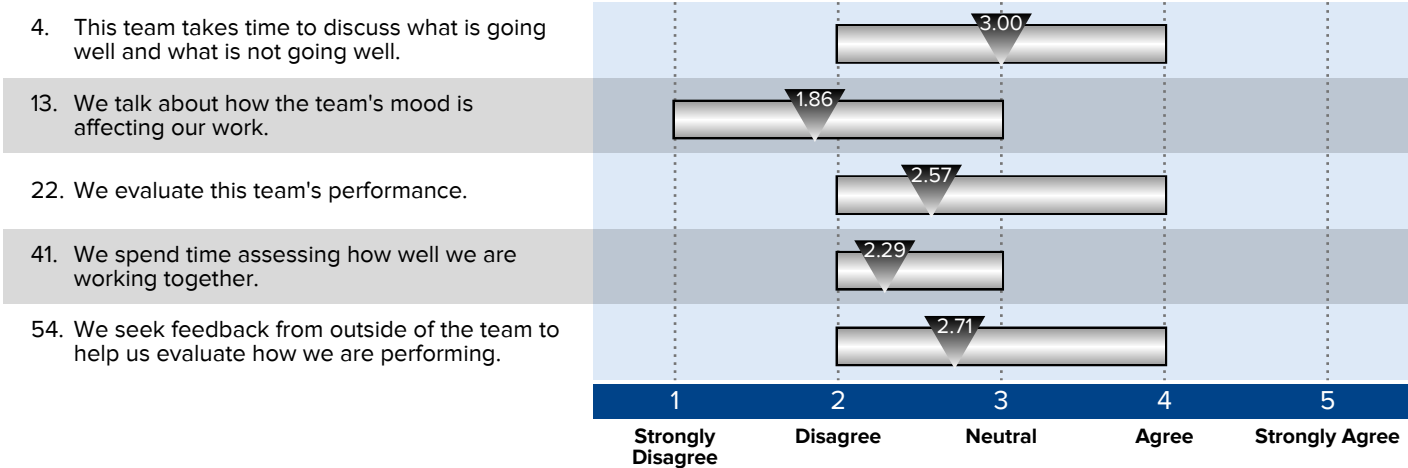
3. Demonstrate Caring

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.



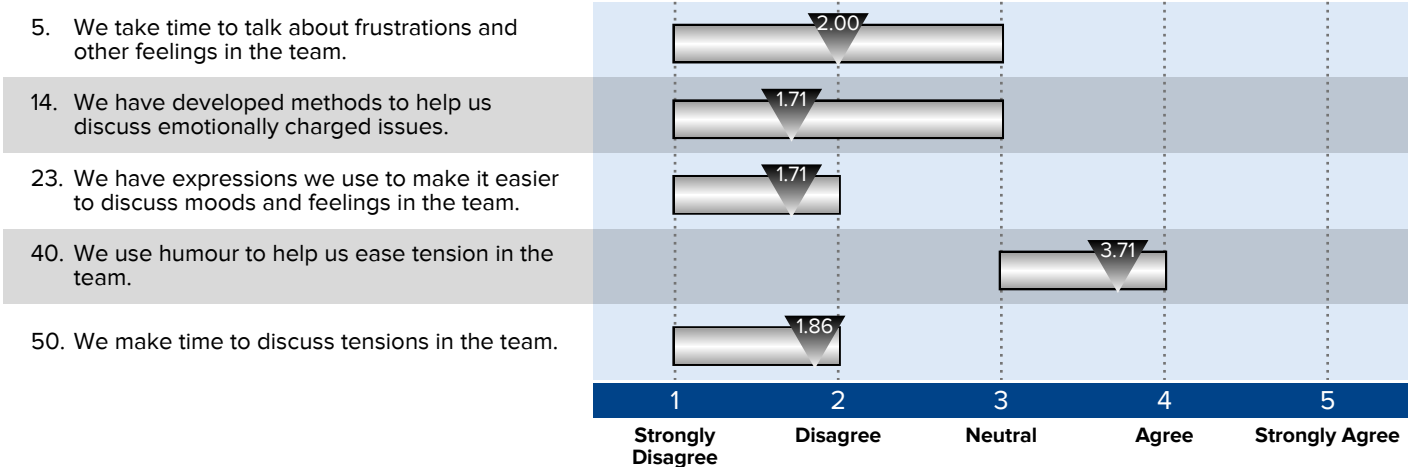
4. Review the Team

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.



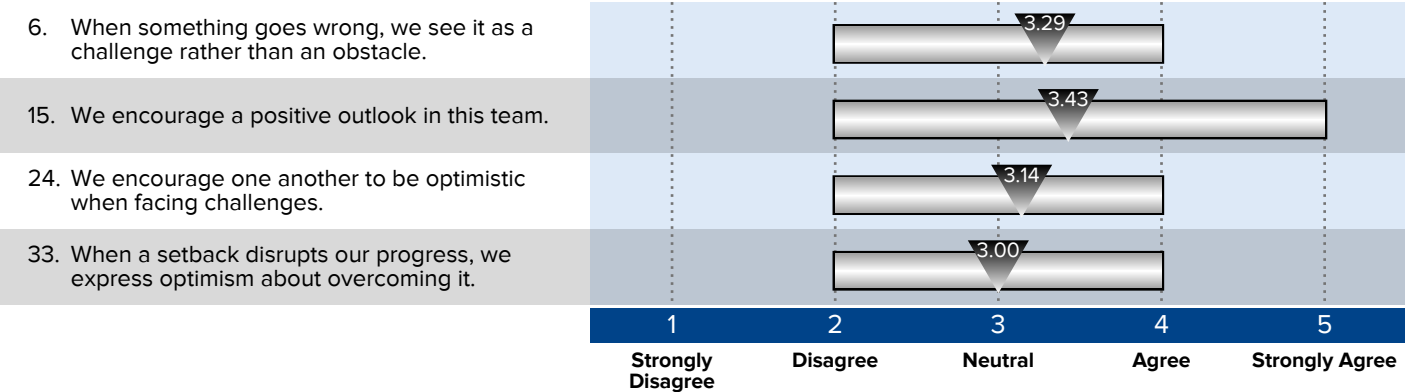
5. Support Expression

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.



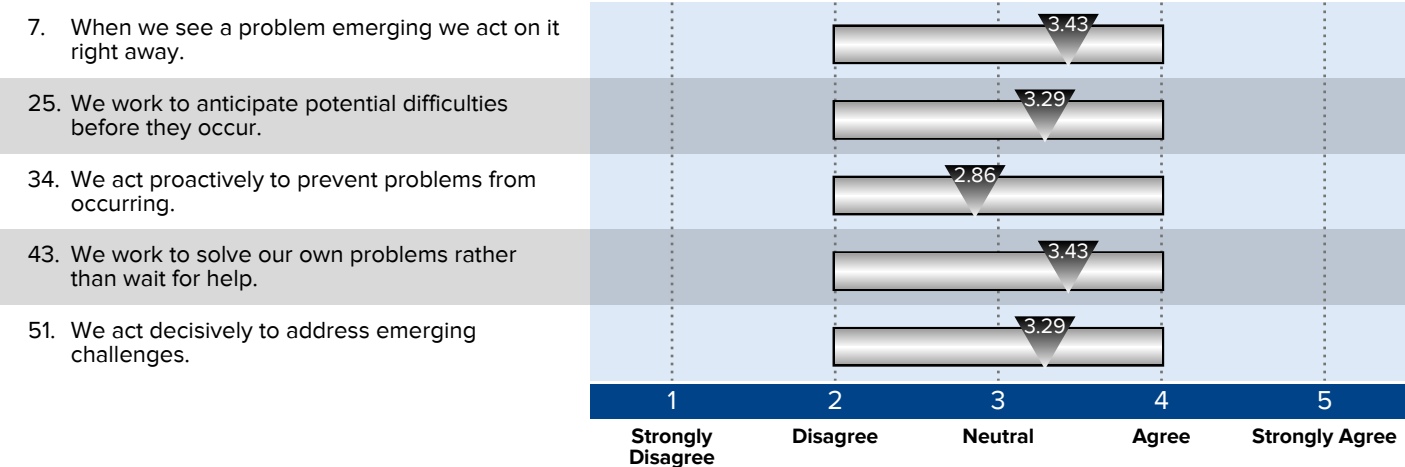
6. Build Optimism

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.



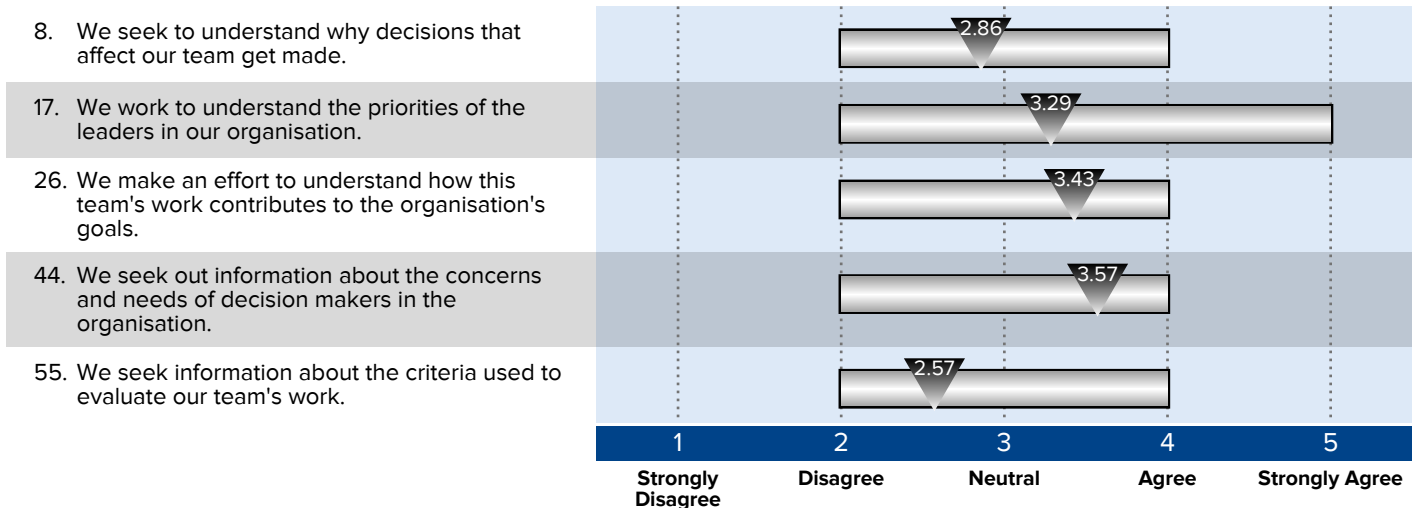
7. Solve Problems Proactively

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.



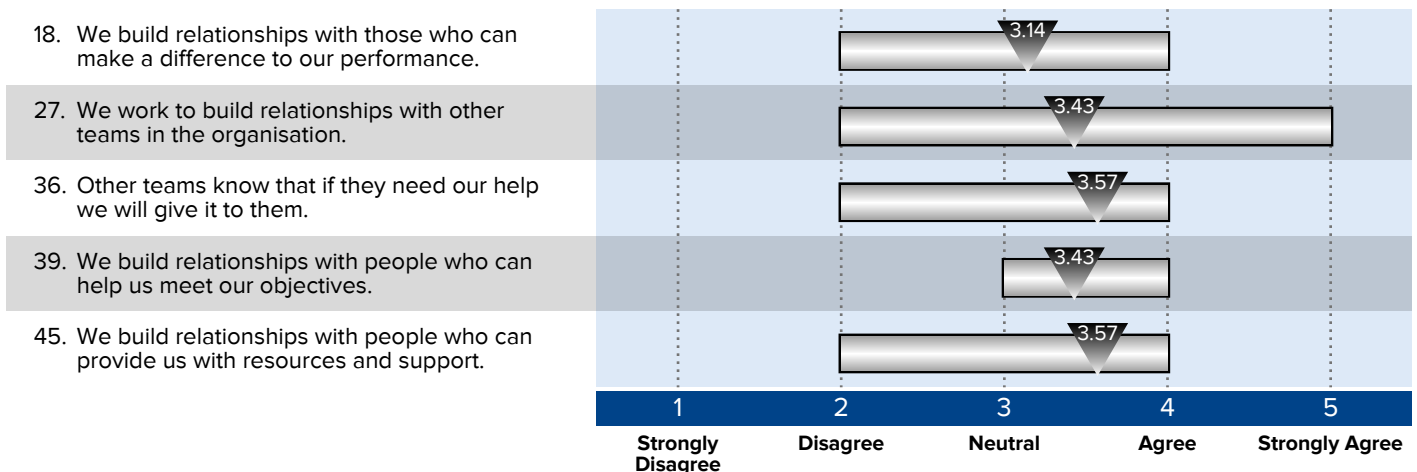
8. Understand Team Context

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.



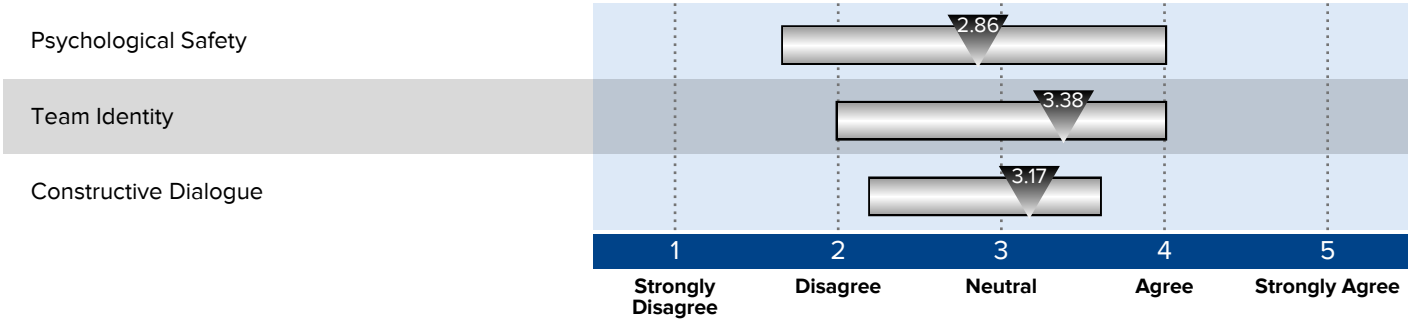
9. Build External Relationships

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.



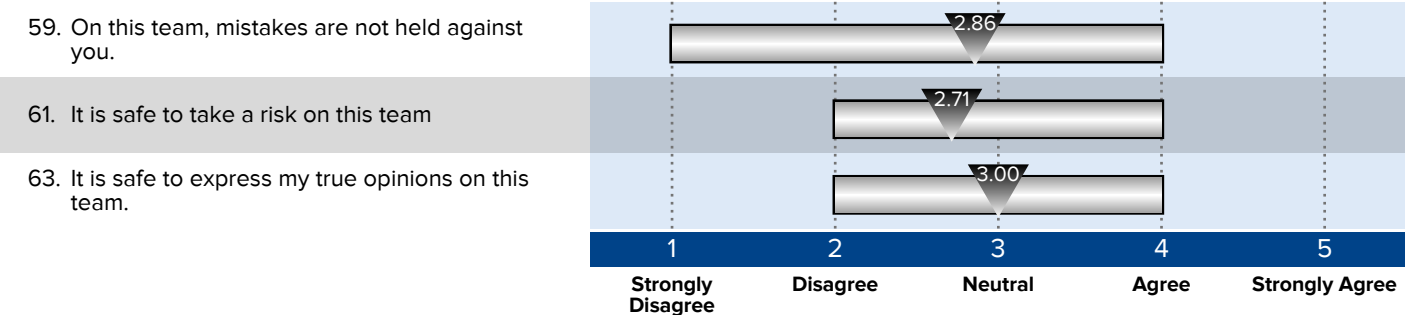
Team Social Capital

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.



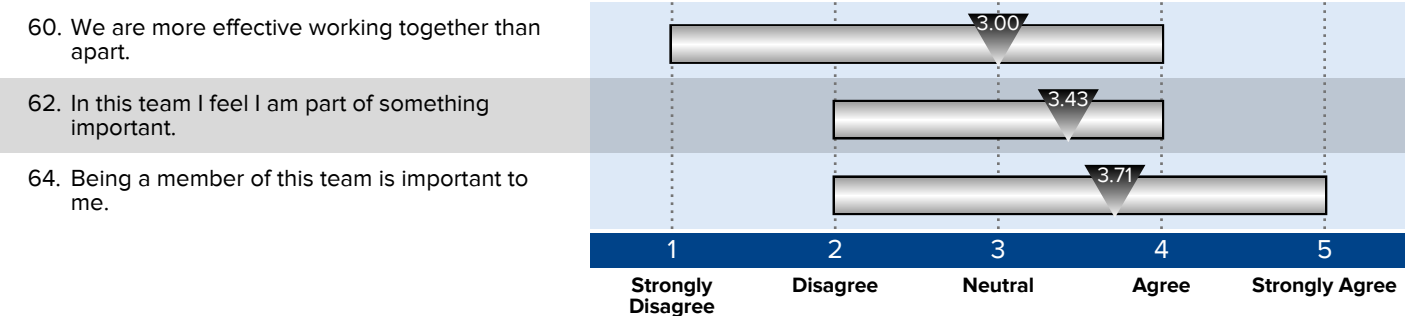
Psychological Safety

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



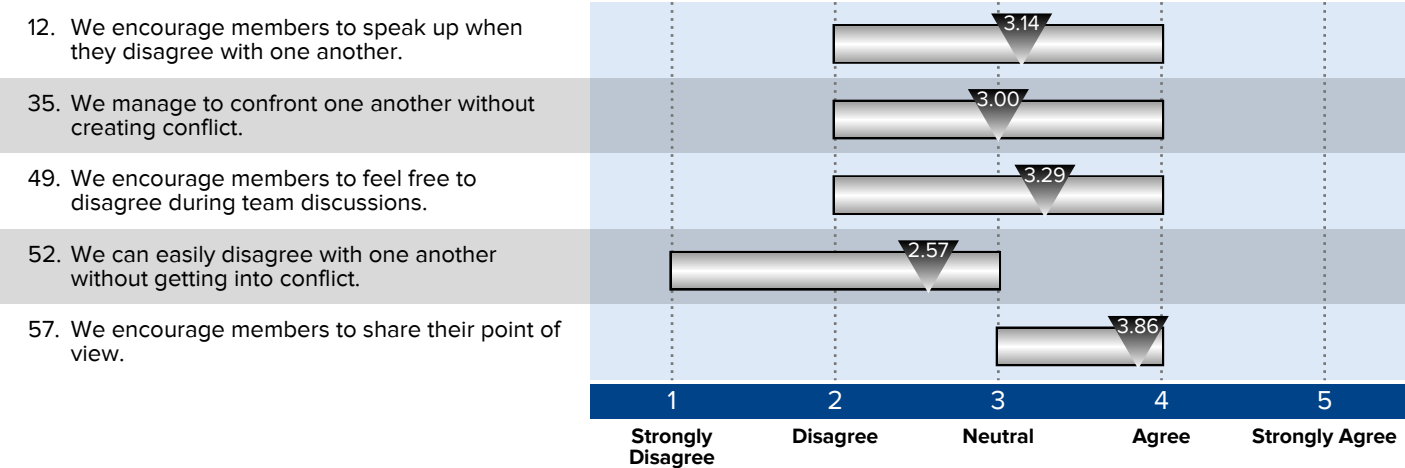
Team Identity

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



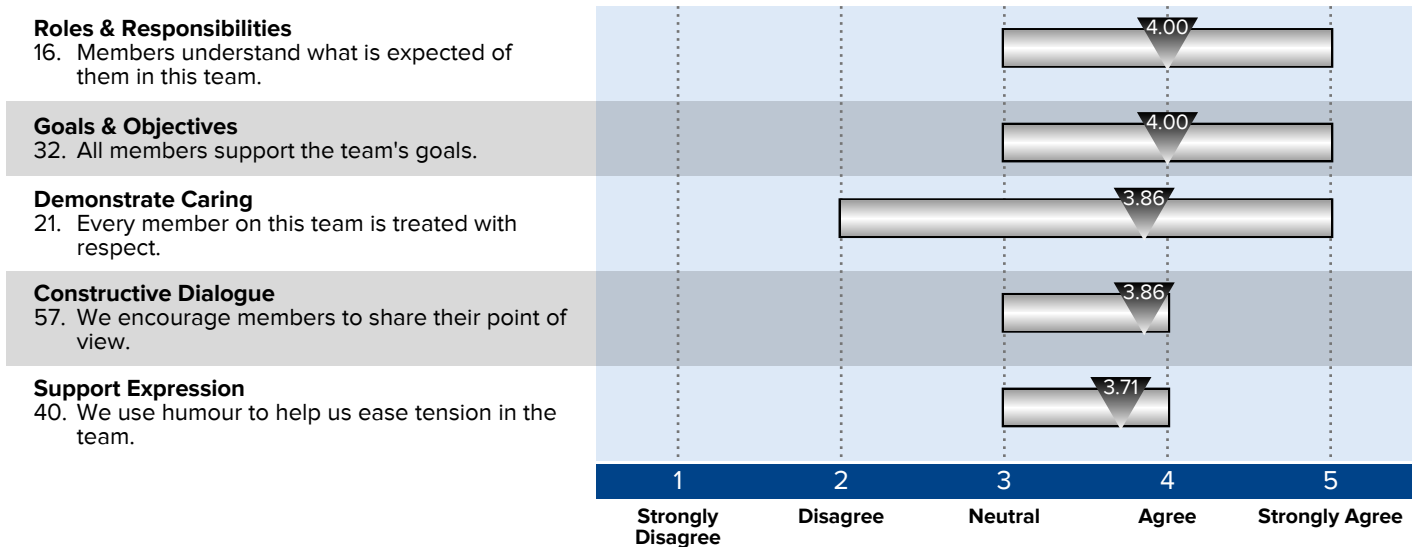
Constructive Dialogue

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

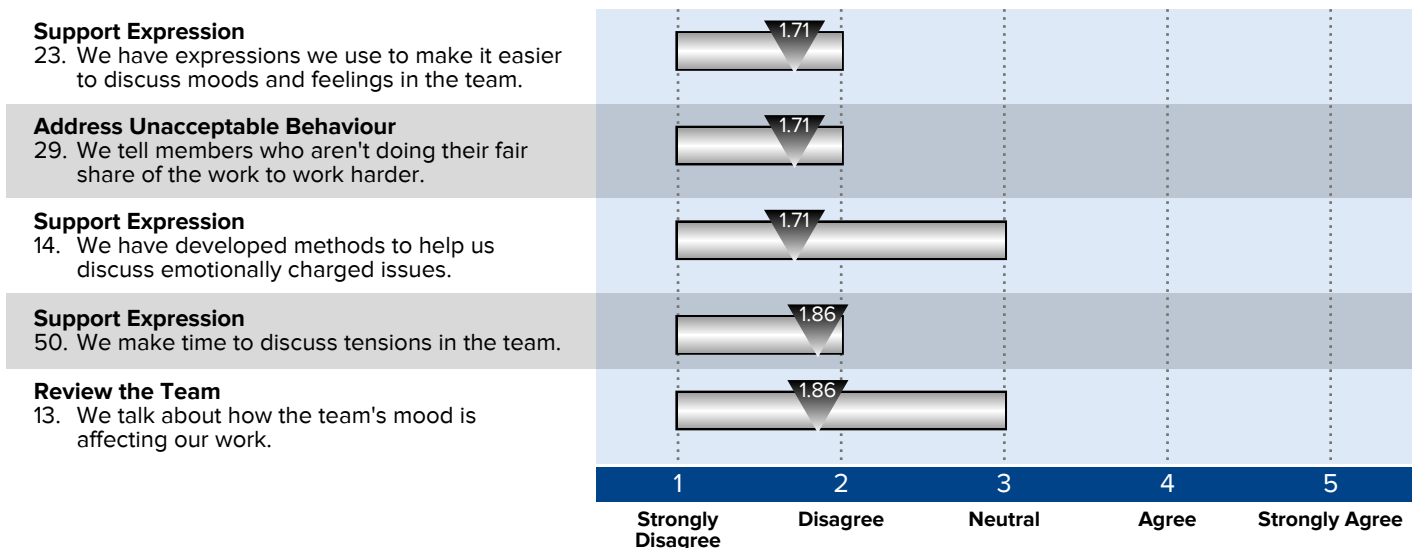


Highest & Lowest Scoring Questions

Highest:



Lowest:



Team EI Survey Report At-a-glance

Team Fundamentals		
	Range	Average
Goals & Objectives		
Q.11	3	2.57
Q.32	2	4.00
Q.46	3	3.57
Q.58	2	3.29
Meeting Processes		
Q.20	3	2.29
Q.31	2	2.57
Q.42	1	1.86
Roles & Responsibilities		
Q.9	3	3.14
Q.16	2	4.00
Q.56	3	3.71

Team Emotional Intelligence Norms		
	Range	Average
Understand Team Members		
Q.1	2	3.29
Q.10	2	3.57
Q.19	2	3.14
Q.28	2	2.86
Q.37	3	2.86
Address Unacceptable Behaviour		
Q.2	1	2.29
Q.29	1	1.71
Q.38	2	2.14
Q.47	2	2.14
Demonstrate Caring		
Q.3	1	3.43
Q.21	3	3.86
Q.30	2	3.43
Q.48	2	3.43
Q.53	2	2.57
Review the Team		
Q.4	2	3.00
Q.13	2	1.86
Q.22	2	2.57
Q.41	1	2.29
Q.54	2	2.71
Support Expression		
Q.5	2	2.00
Q.14	2	1.71
Q.23	1	1.71
Q.40	1	3.71
Q.50	1	1.86
Build Optimism		
Q.6	2	3.29
Q.15	3	3.43
Q.24	2	3.14
Q.33	2	3.00
Solve Problems Proactively		
Q.7	2	3.43
Q.25	2	3.29
Q.34	2	2.86
Q.43	2	3.43
Q.51	2	3.29
Understand Team Context		
Q.8	2	2.86
Q.17	3	3.29
Q.26	2	3.43
Q.44	2	3.57
Q.55	2	2.57
Build External Relationships		
Q.18	2	3.14
Q.27	3	3.43
Q.36	2	3.57
Q.39	1	3.43
Q.45	2	3.57

Team Social Capital		
	Range	Average
Psychological Safety		
Q.59	3	2.86
Q.61	2	2.71
Q.63	2	3.00
Team Identity		
Q.60	3	3.00
Q.62	2	3.43
Q.64	3	3.71
Constructive Dialogue		
Q.12	2	3.14
Q.35	2	3.00
Q.49	2	3.29
Q.52	2	2.57
Q.57	1	3.86

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?

Commitment to the business objectives and organization and earnestness in getting tactical deliverables completed. Strong performance with respect to site deliverables.

Working together to address issues that arise

The team responds well to events such as Mfg issues, Quality issues, potential safety issues

Supporting one another with regards to operational challenges

The team meets regularly and tends to go through, we should continue meeting but we need to discuss challenges and resolutions openly. Despite the relationships the site priorities are met

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

The team operates in sub-teams and lacks a true team identity. Many meetings that the team leader is not present there is a lack of enthusiasm, requirement to complete the work and more of a reflection of how can we check the box. The team and individuals need to be held accountable.

Focusing more strategically on our business plan with regards to financial forecasts, potential opportunities for new products, and operational improvements.

Identify ways to improve performance at the site and the senior leadership team's unique contribution to driving improved performance. Work effectively as one team to drive items to completion. Recognize and drive organizational performance- too much acceptance of substandard work.

Managing the headcount challenge seems like it's going to be difficult for this team.

Talk about some of the tensions between team members and how it affects the team dynamics.

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

Too much talk, too little action. Still tend to work in silos with functional versus a broader site view.

The details and metrics are a bit too much and we should stop having so many meetings to discuss topics that are handled by our respective departments.

Discussing the same topic over and over - questioning decisions already agreed to.

Too many projects, too many deviations and capa's, not going to be sustainable given the headcount challenge.

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

Alignment on what leadership is, the expectation of operating as leaders and not just as managers of functions. In my opinion we are not respected by the organization as Leaders and this needs to change.

Fundamentally a good team that will benefit from analyzing, understanding and reacting to issues/opportunities that prevent us from realizing collective success. We get the job done but there is power as a collective that we are not tapping into- will require the team to think and collaborate differently.

Overall I think we have a good team. Continued work together will allow us to be a strong team. With the challenges we continue to face outside the site, it will be very important for us to determine the best way we can act as one team in order to manage those influences appropriately.

The team has several members with extensive experience in other companies and they have a wealth of knowledge around dealing with some of the business challenges that we are facing.

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

W: eiworld.org | geipartners.com
