Building Norms for Three Levels of Group Emotional Intelligence

*Group emotional intelligence is about the small acts that make a big difference. It is not about a team member working all night to meet a deadline; it is about saying thank you for doing so. It is not about in-depth discussion of ideas; it is about asking a quiet member for his thoughts. It is not about harmony, lack of tension, and all members liking each other; it is about acknowledging when harmony is false, tension is unexpressed, and treating others with respect. **The attachment provides** some of the small things that groups can do to establish the norms that build group emotional intelligence.*

NORMS THAT CREATE AWARENESS OF EMOTIONS

Individual	Group	Cross Boundary
Interpersonal Understanding 1. Take time away from group tasks to get to know one another. 2. Make a "check in" at the beginning of the meeting – that is, ask how everyone is doing. 3. Assume that undesirable behavior takes place for a reason. Find out what that reason is. Ask questions and listen. Avoid negative attributions. 4. Tell your teammates what you're thinking and how you're feeling. *Perspective taking* 1. Ask whether everyone agrees with a decision. 2. Ask quiet members what they think. 3. Question decisions that come too quickly. 4. Appoint a devil's advocate.	*Team Self Evaluation* 1. Schedule time to examine team effectiveness. 2. Create measurable task and process objectives and then measure them. 3. Acknowledge and discuss group moods. 4. Communicate your sense of what is transpiring in the team 5. Allow members to call a "process check". (For instance. team members might say, "Process check: is this the most effective use or our time right now?") *Seeking Feedback* 1. Ask your "customers" how you are doing. 2. Post your work and invite comments. 3. Benchmark your processes.	*Organizational Understanding* 1. Find out the concerns and needs of others in the organization. 2. Consider who can influence the team's ability to accomplish its goals. 3. Discuss the culture and politics in the organization. 4. Ask whether proposed team actions are congruent with the organization's culture and politics.

NORMS THAT HELP REGULATE EMOTIONS

Individual	Group	Cross Boundary
Confronting 1. Set ground rules and use them to point out errant behavior. 2. Call members on errant behavior. 3. Create playful devices for pointing out such behavior. These often emerge from the group spontaneously. Reinforce them.	*Creating Resources for Working with Emotion* 1. Make time to discuss difficult issues, and address the emotions that surround them. 2. Find creative, shorthand ways to acknowledge and express the emotion in the group. 3. Create fun ways to acknowledge and relieve stress and tension. 4. Express acceptance of members' emotions.	*Building External Relationships* 1. Find out the concerns and needs of others in the organization. 2. Consider who can influence the team's ability to accomplish its goals. 3. Discuss the culture and politics in the organization. 4. Ask whether proposed team actions are congruent with the organization's culture and politics.
Caring 1. Support members: volunteer to help them if they need it, be flexible, and provide emotional support. 2. Validate members' contributions. Let members know they are valued. 3. Protect members from attack. 4. Respect individuality and differences in perspectives. Listen. 5. Never be derogatory or demeaning.	*Creating an Affirmative Environment* 1. Reinforce that the team can meet a challenge. Be optimistic. For example, say things like, "We can get through this" or "Noting will stop us." 2. Focus on what you can control. 3. Remind members of the group's important and positive mission. 4. Remind the group how it solved a similar problem before. 5. Focus on problem solving, not blaming. *Solving Problems Proactively* 1. Anticipate problems and address them before they happen. 2. Take the initiative to understand and get what you need to be effective. 3. Do it yourself if others aren't responding. Rely on yourself, not others.	*Building External Relationships* 1. Create opportunities for networking and interaction. 2. Ask about the needs of other teams. 3. Provide support for other teams. 4. Invite others to team meetings if they might have a stake in what you are doing.