

# Group Emotional Intelligence

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"Group emotional intelligence isn't a question of dealing with a necessary evil - catching emotions as they bubble up and promptly suppressing them. Far from it. It's about bringing emotions deliberately to the surface and understanding how they affect the team's work."

## Prerequisites for handling emotions well:

→ Mutual trust among members

→ Sense of group identity

*A feeling among members that they belong to a unique and worthwhile group*

→ Sense of group efficacy

*The belief that the team can perform well and that group members are more effective working together than apart*

	<b>Creating awareness of emotions</b>	<b>Regulating emotions</b>
<b>Individual level</b>	<p><u>Interpersonal understanding</u> <i>Respect and take each member seriously</i></p> <p><u>Perspective taking</u> <i>Ask quiet members what they think</i></p>	<p><u>Confronting</u> <i>Set ground rules and enforce them</i></p> <p><u>Caring</u> <i>Volunteer to help, if some members need it</i></p>
<b>Group level</b>	<p><u>Team self-evaluation</u> <i>Schedule time to examine team effectiveness</i></p> <p><u>Seeking feedback</u> <i>Ask your "customers" how you are doing</i> <i>Benchmark your processes</i></p>	<p><u>Resources for working with emotions</u> <i>Make time to discuss difficult issues and address the emotions that surround them</i></p> <p><u>Affirmative environment</u> <i>Focus on the common goal and on what you can control</i></p> <p><u>Proactive problem-solving</u> <i>Anticipate problems and address them before they happen</i></p>
<b>Cross-boundary</b>	<p><u>Organizational understanding</u> <i>Find out the concerns and needs of others in the organization</i></p>	<p><u>Building external relationships</u> <i>Open the team. Cooperate with other teams and help them if needed</i></p>

According to: Vanessa Urch Druskat and Steven B. Wolff, *Building the Emotional Intelligence of Groups*, Harvard Business Review, March 2001