

Group Emotional Intelligence

"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

	Creating awareness of emotions	Regulating emotions
Individual level	<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>
Group level	<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>
Cross-boundary	<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