How to Use Emotional Intelligence to Help Your Team Succeed

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Icebreaker

1

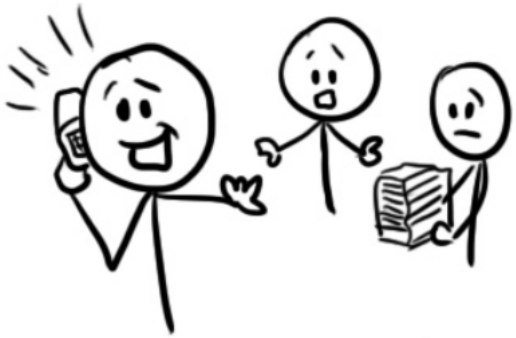
2

Team Problem Children

Holier than thou

Rose-colored glasses

Glass half-empty



Disengaged

Loafer

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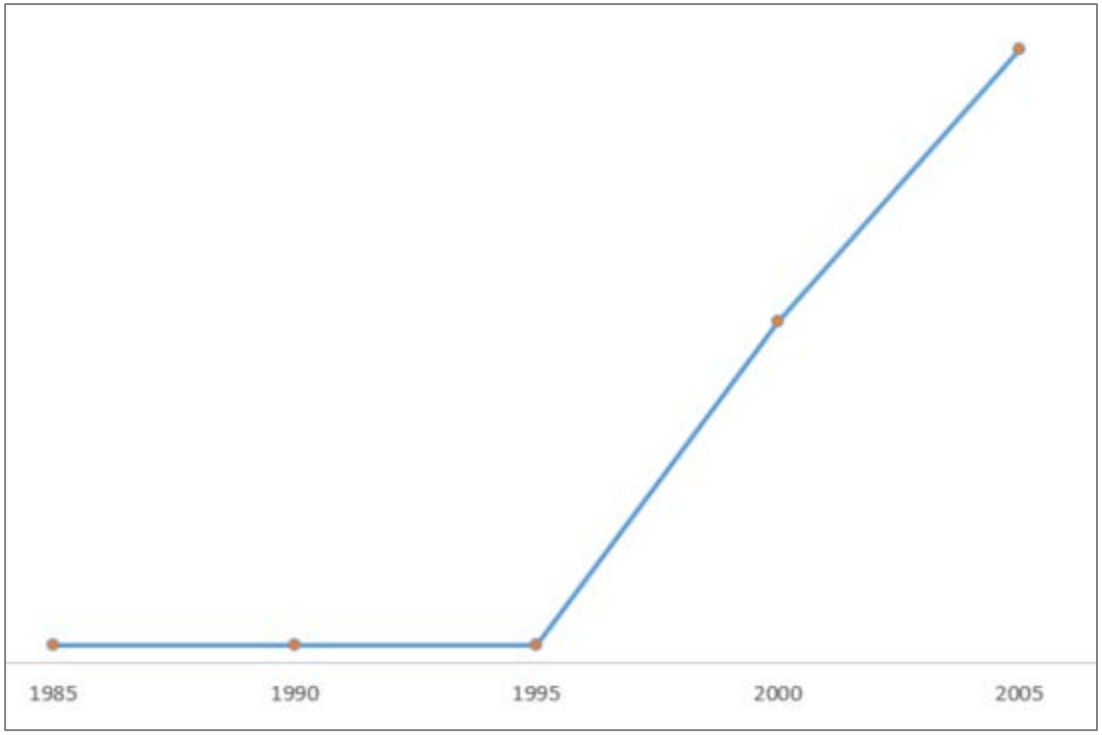
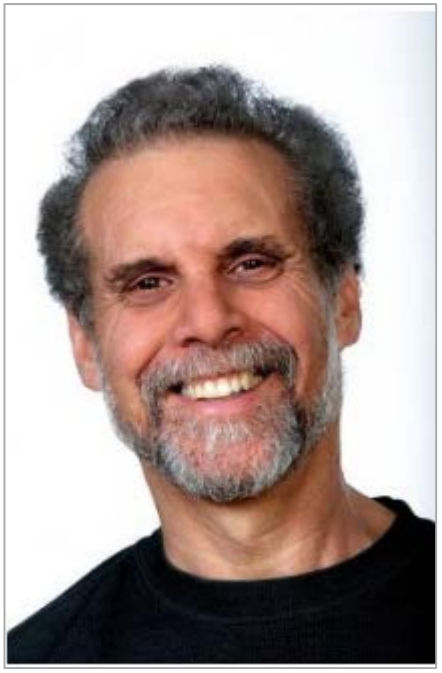
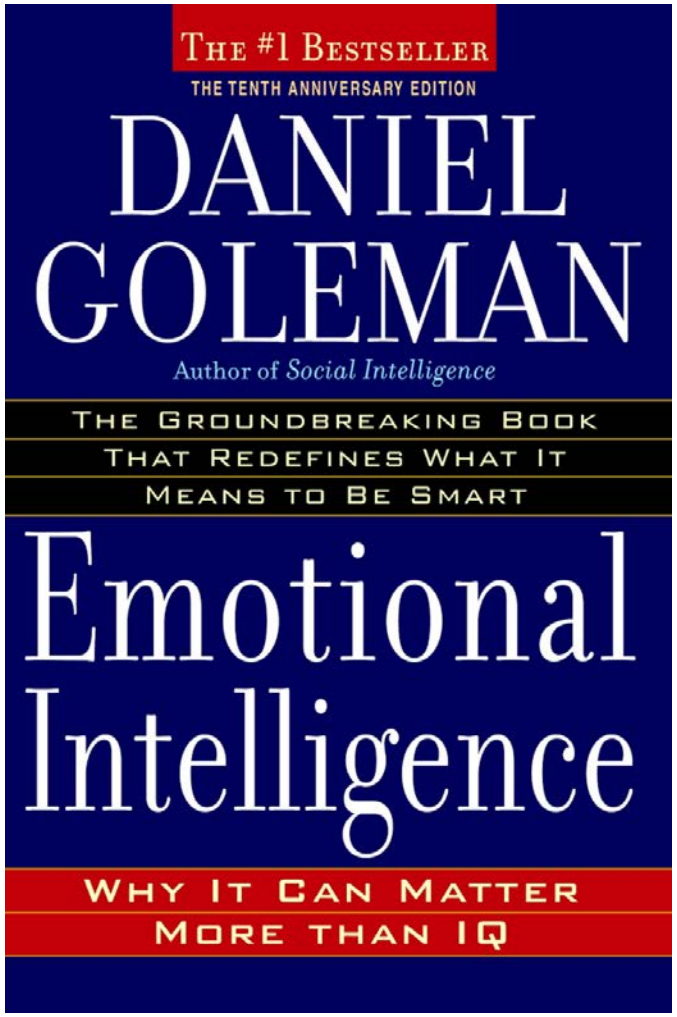
History





This last decade [1990's] . . . has also seen an unparalleled burst of scientific studies of emotion. Most dramatic are the glimpses of the brain at work, made possible by innovative methods such as new brain-imaging technologies.

Pg. XI



What is emotional intelligence?

- Perceive and express ourselves
- Develop and maintain social relationships
- Cope with challenges
- Use emotional information in an effective and meaningful way

EI Models

- **ESCI (Emotional and Social Competency Inventory):** Daniel Goleman & Richard Boyatzis
- **MSCEIT:** John Mayer, Peter Salovey, David Caruso
- **Talent Smart:** Travis Bradberry
- **EQ-i 2.0:** Reuven Bar-On (now owned by MHS)

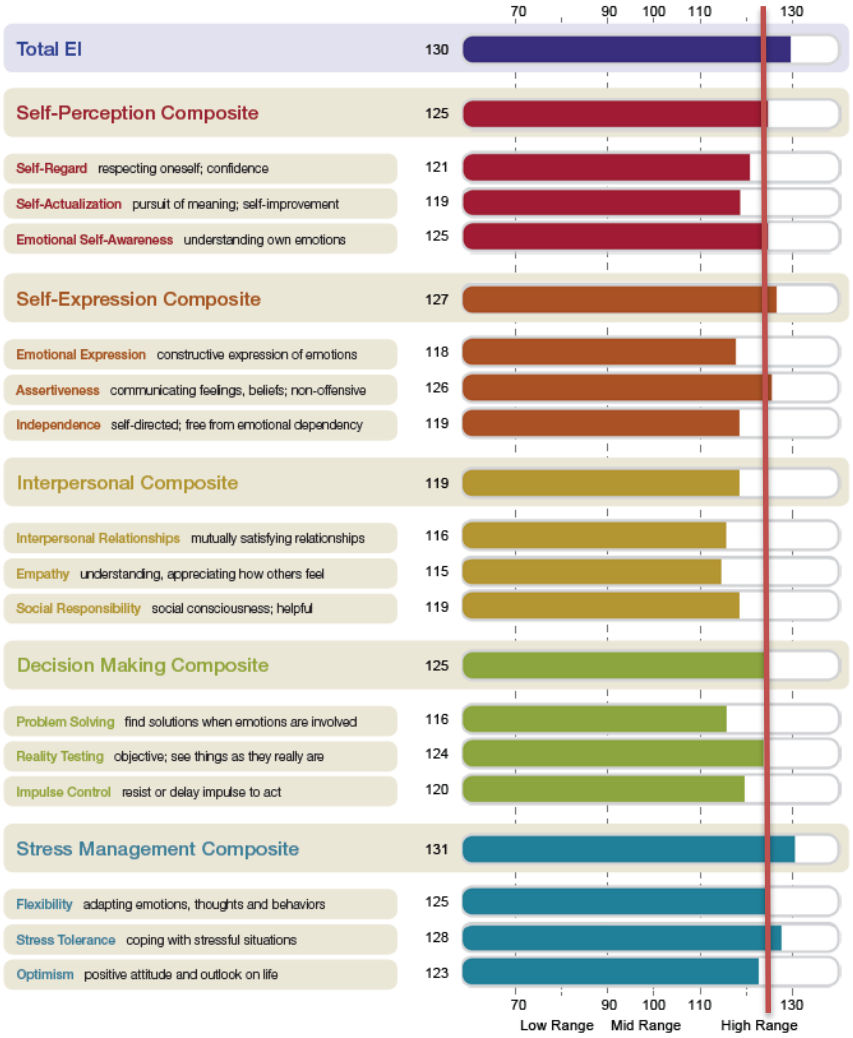
There are over 200 studies that have used the EQ-i or EQ-i 2.0. It has the best norms, reliability, and validity of any self-report instrument and was the first one reviewed in Buros Mental Measures Book.

https://en.wikipedia.org/wiki/Emotional_intelligence

Name: Mr. Steve Sample •Age: 71 •Gender: M

EQ-i 2.0 assess. predict. perform.

Overview of Results



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MHS

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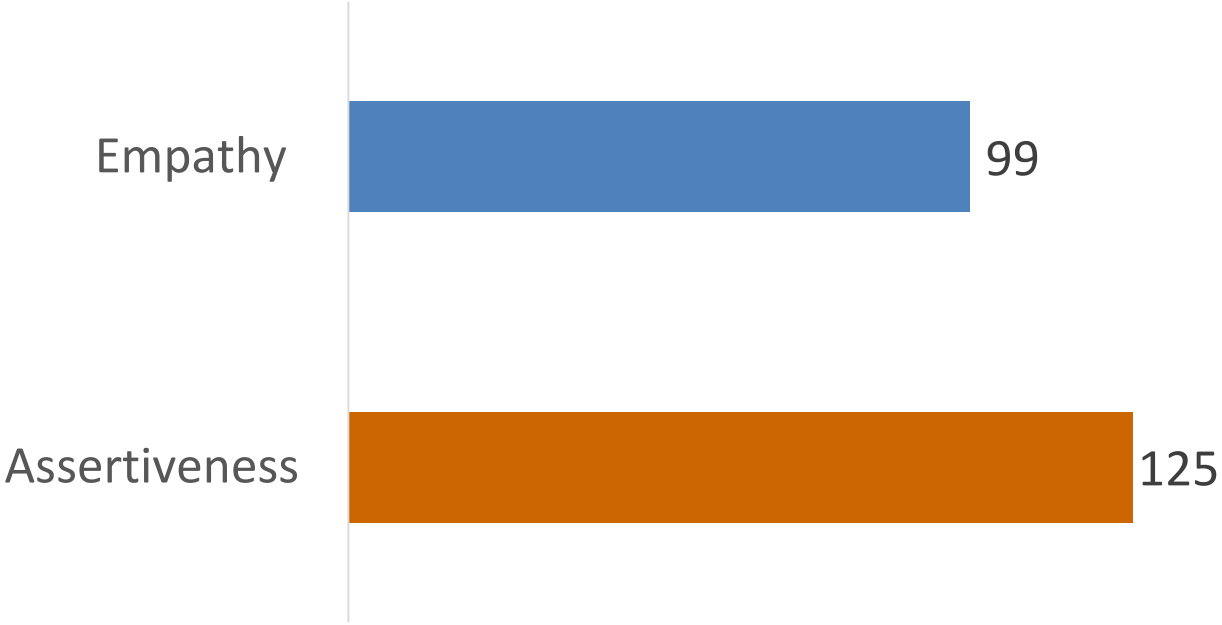
Empathy
99
Assertiveness
125

Teams

- Marc: Assistant Director of Accounting for University of Central Georgia. Recently promoted after working in the Accounting Office for seven years, he is now managing two direct reports, one of whom used to be his peer.

- Mary: worked with Marc for three years and worked at the university for five. She gets along with her colleagues and seems to enjoy her job.

- David: worked for another university for eight years. Marc hired him only three weeks after Marc's promotion. Marc wanted to wait so that he could settle into his new position before hiring someone to replace him, but the Director said they could not get end-of-year work done without an additional accountant.
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Questions

1. What might be some issues inherent in the situation, regardless of anyone's emotional intelligence (EI)?
2. Based on his Empathy and assertiveness, what challenges might Marc have regardless of others' EI? (Focus on his potential actions.)
3. Based on her empathy and assertiveness, what challenges might Mary have regardless of others' EI? (Focus on her potential actions.)
4. Considering their situation, as well as their EI, what strengths might Marc and Mary bring to teamwork?
5. Considering their situation, as well as their EI, what challenges might Marc and Mary bring to teamwork?

Questions

1. Based on his empathy and assertiveness, what challenges might David have regardless of others' EI? (Focus on her potential actions.)
2. Considering the situation, as well as everyone's EI, what strengths might David bring to the team?
3. Considering the situation, as well as everyone's EI, what challenges might David bring to the team?

Basic Strategies

Reflect on Your Emotions

Take time to ask yourself how you feel about a particular event, person, or piece of news. Those who are low in self-perception might benefit from stopping for 5 or 10 seconds at 3 specific times a day and asking, “How do I feel right now?”

Ask Others

Ask for feedback so that you can pinpoint whether you are too high or too low in specific areas.

Remember: Feedback and criticism are not the same thing. Use a trusted source who knows you well and looks for your strengths, as well as out-of-balance areas.

Observe Others

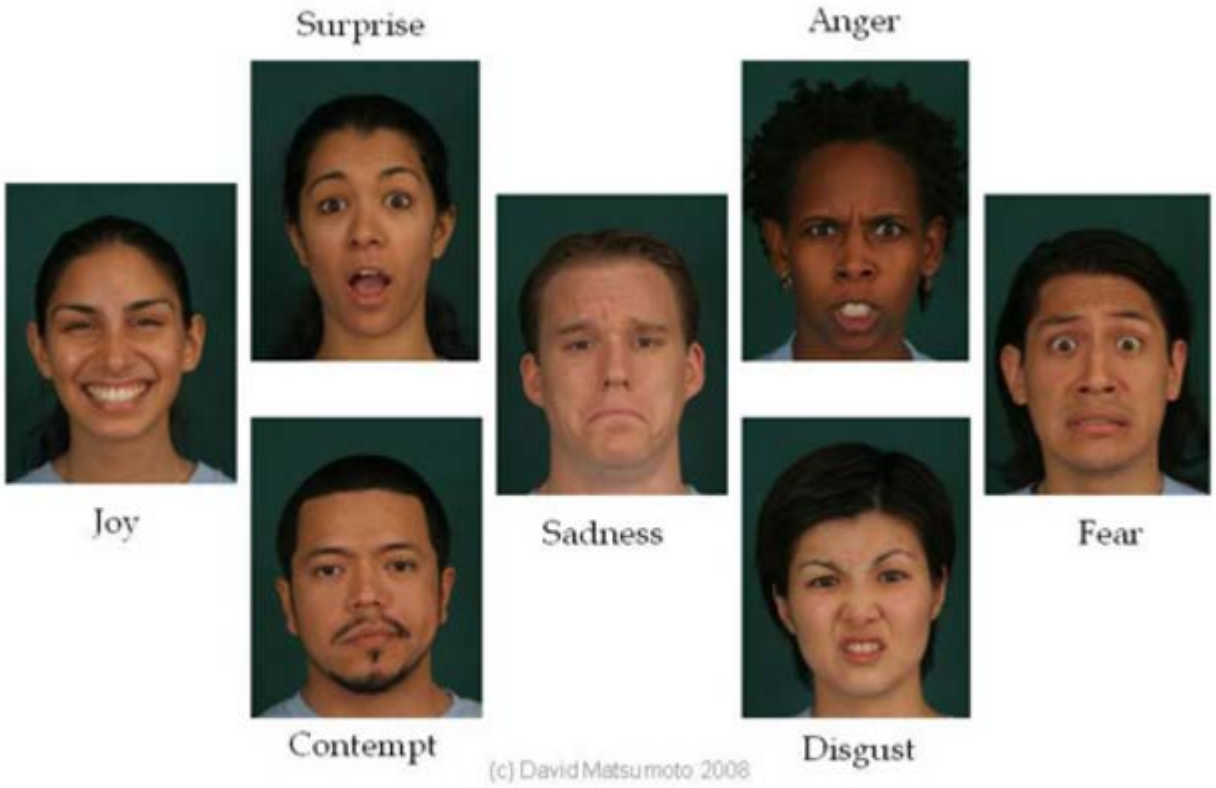

Figure 1: The Seven Basic Emotions and their Universal Expressions.

http://www.apa.org/science/about/psa/2011/05/facial-expressions.aspx

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Specific Strategies

Depends on your Emotional Intelligence

Recognize your strengths and leverage them.

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