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| ***Individual*** | ***Group*** | ***Cross-Boundary*** |
| ***Norms that create awareness of emotions*** | | |
| ***Interpersonal understanding***  1. Take time away from group tasks to get to know one another.  2. Have a “check-in” at the beginning of the meeting – that is, ask how everyone is doing.  3. Assume that undesirable behaviour takes place for a reason. Find out what that is. Ask questions and listen.  4. Tell your teammates what you are thinking and how you’re feeling.  ***Perspective taking***  1. Ask if 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 evaluate  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, a team member might say, “Process check: is this the most effective use of 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*** | | |
| ***Confronting***  1. Set ground rules and use them to point our errant behaviour.  2. Question members about errant behaviour.  3. Create playful devices for pointing out such behaviour. These often emerge from the group spontaneously. Reinforce them.  ***Caring***  1. Support members; volunteer to help them if they need it; be flexible and provide emotional support.  2. Validate members’ contributions. | ***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.  ***Creating an affirmative environment*** | ***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. |

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