A Model of Team Effectiveness

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│   better decisions,     │
│ more creative solutions,│
│    higher productivity  │
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┌─────────────────────────┐
│participation, cooperation,│
│      collaboration      │
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│   trust, identity, efficacy │
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│ group emotional intelligence │
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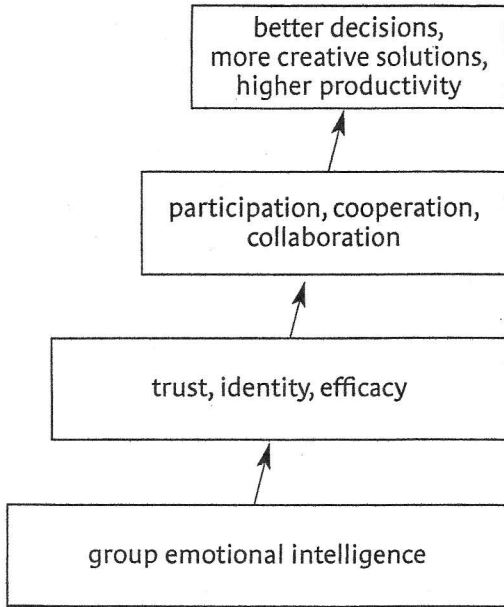
Study after study has shown that teams are more creative and productive when they can achieve high levels of participation, cooperation, and collaboration among members. But interactive behaviors like these aren't easy to legislate. Our work shows that three basic conditions need to be present before such behaviors can occur: mutual trust among members, a sense of group identity (a feeling among members that they belong to a unique and worthwhile group), and a sense of group efficacy (the belief that the team can perform well and that group members are more effective working together than apart).

At the heart of these three conditions are emotions. Trust, a sense of identity, and a feeling of efficacy arise in environments where emotion is well handled, so groups stand to benefit by building their 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. It's also about behaving in ways that build relationships both inside and outside the team and that strengthen the team's ability to face challenges. Emotional intelligence means exploring, embracing, and ultimately relying on emotion in work that is, at the end of the day, deeply human.

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 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, 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 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.

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 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
1. Reinforce that the team can meet a challenge. Be optimistic. For example, say things like, "We can get through this" or "Nothing 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.