



Your people may be smart, but do they have the heart? Asks Dr Jean Greaves

Get emotional – it'll do your team good

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The term 'team building' describes what is often simply a short-term bonding process. In fact, while guiding groups over two decades, I have found no evidence that this type of activity creates sustained team performance. Simply put, you can't storm in and 'construct' an effective team the way a contractor does the local Sainsbury's. Effective teams are built one day at a time, over time, with a concerted effort by each member to create cohesion and collective performance.

What's the secret to making group efforts successful? Team Emotional Intelligence. While Emotional Intelligence (known as EQ) is a person's ability to recognise and manage emotions effectively, Team EQ is a group's ability to recognise and manage emotions for the benefit of the team

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and the organisation it works for.

To help stake stock of your own teams' emotional fitness, consider these critical Team EQ skills:

- 1 The team must be aware of the group's emotions as they happen and to understand each member's general tendencies for responding to situations
- 2 It has to manage these emotions in productive ways
- 3 Team members must form and maintain effective working relationships within the team
- 4 Finally, the team must form and manage relationships with people

and groups outside the team and across organisational boundaries.

In *Primal leadership: realising the power of emotional intelligence* (Harvard Business School Press, \$26.95), Daniel Goleman offers research that looks at which competencies differentiate high performers (measured by profit or productivity) from average performers. He found that Emotional Intelligence skills mattered more than technical skills and IQ combined. This means when people come together to work towards a common goal, emotions must not be ignored, discouraged or allowed to take over.

The teams that master how to manage emotions effectively will be able to harness their technical knowledge to achieve their objectives sooner and better than those that don't. ●