

Building Emotionally Intelligent Teams

A Professional Development Teleconference Series for Coaches and Consultants

8:30 – 11:00am (PST), Friday October 17th and October 31st, 2014

“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.

Harvard Business Review, March 2001 Vanessa Urch Druskat

Dr. Druskat was a pioneer in identifying the impact of Emotional Intelligence in teams on relationships and job performance. Since publishing her research in 2001 she continues to be a leader in researching and teaching team and group emotional intelligence. Her Team “Effectiveness Model” outlines the role emotional intelligence plays in team performance. The model starts with group emotional intelligence, leading to trust, identity, and efficacy, which leads to participation, cooperation and collaboration. The result is better decisions, more creative solutions and higher productivity.

Amy Edmondson’s 2012 book, ***Teaming***, defines a process of learning together to meet strategic outcomes, which is, active, dynamic and collaborative. The key skills of teaming in essence is what an Emotionally Intelligent team looks like in action: a flexible approach to Interdependent tasks; a vigilant awareness and respect of other’s needs, roles and perspectives and learning to make decisions based on the integration of different perspectives. This session will demonstrate the practice of combining these models using the Learning In Action Technologies EQ profile.

What you will learn during these two days of class:

- How to get entry and build trust by making the business case for team emotional intelligence using Druskat’s and Edmondson’s models.
 - The linkages between a learning culture, team change resilience, and team EI
- How to stage working with a team to adopt norms that over time build the trust necessary for EI Team skill development.
- Graduated processes for engaging teams in EI debriefing
 - How to determine readiness of the client’s and yours
 - How to review team data and trends to determine entry point.
 - How to set up team sessions and follow-up

Faculty: Marie MacDonald BSc. MSW, RSW, Principal and Senior Consultant

Marie is a dynamic facilitator, executive coach, change consultant, educator and keynote speaker who works nationally in Canada with organizations to improve performance. Marie began her career as a child worker with emotionally disturbed children and their families. As a social worker she worked with a systems framework to improve family functioning. This experience combined with her educational background in childcare, psychology and social work and several certifications in change processes has been put into play for over 25 years. She often works with organizations with a whole system approach over multiple years (7-9) to support culture shift. Her blended learning approach integrates individual and team EI profiling with coaching and skilled facilitation to create lasting behavior changes. She coaches leaders and their teams during times of complex change and uncertainty to explore patterns that help or hurt business performance. Over 375 EI profiles have been debriefed and over 50 teams have completed an EI development process through her consulting company. Leveraging concepts of EI with results based style in real time supports her clients to thrive and continuously adapt.



➤ **Materials and pre-reading assignment:**

The readings will be *Building the Emotional Intelligence of Groups*, Harvard Business Review, March 2001, by Vanessa Urch Druskat and Steven Wolfe and *Teaming: How Organizations Learn, Innovate and Compete in the Knowledge Economy*, Amy Edmondson, 2012. They will be sent to you upon your registration, outlining key areas to read in preparation for this class. All additional materials will be sent to you prior to the teleconference in a PowerPoint format.

➤ **#1 Teleconference: 8:30-11:00am (Pacific Time)**

This teleconference series begins with an overview of the complex challenges facing workplace teams and how to make the business case for this investment in teaming to achieve business results. Building an emotionally intelligent team requires a process of first understanding the team, its function, current challenges and the deliverables expected of a team. As a coach, that means you first focus on building high trust relationships with the team, and defining the work of emotional intelligence in the context of the team's goals and norms. Examples of building trust with the executive sponsors and enlisting their support to cascade the process to their team will be shared. Readiness to do the work will be overviewed as a key element – how do you determine if this is this a go or no go team? Examples of graduated complexity of working with teams will be presented and discussed with the group. Practitioners' skill levels in working with teams will determine where to begin.

Interim assignment: Review Team Data spreadsheets and be prepared to speak to trends and implications

➤ **#2 Teleconference: 8:30-11:00am (Pacific Time)**

The creation of a high trust environment to do this work is the facilitator's responsibility. This session will review processes and designs for various types of debriefs that incorporate trust building. This will include examples of how to work with teams to share the same language and commitment to their development.

Participants will do hands on practice with spreadsheets to determine themes and how to illustrate team Emotional Intelligence report in a PowerPoint presentation for use in the debrief session. Marie will also share worksheets she has developed. Each session will have time for questions and discussion

Registration: For questions contact Learning In Action via liat@learninginaction.com or call 206-299-2360. Registration is available on-line at <http://learninginaction.com> or call for a registration form.

CEU Credits: 5 ICF core competency credits are available for this course.

Payment: \$160 for certified and pending clients in the US and \$180 for Canadians. \$200 for coaches and consultants who are not affiliated with Learning In Action Technologies.

Sponsorship: *This teleconference series is sponsored by Learning In Action Technologies. Our primary work is working with coaches and consultants throughout North America to train and support them professionally in the use of our EQ in Action Profile, a unique emotional intelligence assessment tool. This series of teleconferences focuses on key areas of Emotional Intelligence that coaches and consultants routinely experience in their work, but may have limited training to understand and work with these powerful dimension.*

Cancellation policy: *The following refunds apply to cancellation by dates prior to the teleclass. Full refund applies to cancellation 30 days in advance, 25% refund applies to less than 30 days, no refund allowed for cancellation 72 hours or less.*

