



TEAM EMOTIONAL AWARENESS REPORT

The NeuroTeamView Social/Emotional Awareness Assessment measures your team's overall social and emotional awareness. Research suggests that this collective emotional intelligence is associated with higher performance and effectiveness of teams (Druskat & Wolff, 2001).

One way to measure overall emotional or social awareness is by testing the collective ability of your team to correctly interpret and "read" the facial expressions and non-verbal behavior of others. The most productive and effective teams appear to have members who demonstrate strong social and emotional awareness and can understand and manage the emotions and behaviors of others.

To this end, you and your fellow team members were asked to interpret the emotions of eight faces measuring the major human emotions.



Happy

Calm/Relaxed

Confidence/Pride

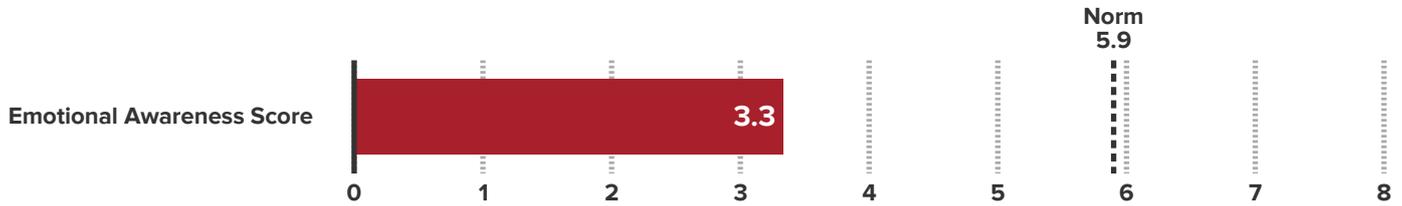
Shame

TEAM MEMBERS

Geoff Mitchell
Gillian Sample
John Sample
Sam Sample
Andrew Test
Tess Test
Thomas Test

YOUR TEAM SOCIAL/EMOTIONAL AWARENESS RESULTS

Your team's emotional and social awareness score is **moderate**.



Distribution of the team's emotional and social awareness scores:

0 Correct	1 Correct	2 Correct	3 Correct	4 Correct	5 Correct	6 Correct	7 Correct	8 Correct
	2							1

Moderate: Relative to our global norms, a moderate score suggests that your team has average ability to accurately perceive and understand the emotions and feelings of others by observing non-verbal behavior and facial expressions. Social and emotional awareness is a key indicator of emotional intelligence, which is a strong predictor of team performance, psychological safety and success.

As such, continue to explore ways to continuously enhance and develop additional aspects of social and emotional awareness for each team member, including enhancing self-awareness of one's own emotions, managing one's own emotions under stress, observing and understanding the non-verbal behavior and facial expressions of others, and sharpening interpersonal skills (e.g. active listening and summarizing).

Team members should continue to discuss and talk with each other about their feelings, emotions, and non-verbal behaviors of others to ensure mutual understanding and recognition. Additionally, they should continue to take greater risks to share their own point of view, assert their ideas and opinions in the face of challenge and to further develop the ability to disagree with other team members in a constructive manner.

12 STRATEGIES TO ENHANCE YOUR TEAM SOCIAL AND EMOTIONAL COMPETENCE

Research suggests that facets of social and emotional awareness can be learned and developed at the individual team member level. Here are 12 strategies to consider using.

BE MINDFUL OF YOUR OWN EMOTIONS: When we pay attention to how we're feeling, we learn to trust our emotions, and we become far more adept at managing them. If you're feeling out of practice, try the following exercise: Set a timer for various points during the day. When the timer goes off, take a few deep breaths and notice how you're feeling emotionally. Pay attention to where that emotion is showing up as a physical feeling in your body and what the sensation feels like. The more you can practice this, the more it will become second nature.

DEVELOP GROUP TEAM NORMS: Teams that set and accept specific norms that emphasize caring, supportive and collaborative behavior by team members will help foster both a high performance and trusting culture. Define ways of working that are preferred and those that won't be tolerated. Developing an open, safe, trusting workplace where everyone feels free to challenge and share their ideas depends on a high degree of emotional intelligence on all sides. Without it, your team members won't be self-aware enough to know how they come across to others. They won't be able to empathize or listen to each other, or find ways to improve their skills individually or as a group.

DEVELOP TEAM ROLES: Teams that rotate or assign specific team roles such as timekeeper, recorder, process consultant and issue monitor, facilitate enhanced awareness of team member behavior, emotions and reactions as well as facilitating more effective team meetings. Cultivating a team's emotional intelligence requires accountability and having shared specific roles helps to share ownership of both the task and process requirements in a team to accomplish their mission.

STRIVE FOR EQUAL PARTICIPATION OF TEAM MEMBERS: Research by Anita William Wooley (2014) suggests that team performance and effectiveness is enhanced when there is a high level of communication and participation by all team members (that is, little dominance by just a few team members). During team discussions, ensure that everyone has an opportunity to contribute ideas and make it explicit within your team culture that listening to others is just as important as having your say.

DEVELOP WAYS TO MANAGE INTERPERSONAL CONFLICT: Developing healthy ways to resolve conflict and manage individual differences are two important attributes of high performance teams. In fact, dissenters are invited into conversations and meetings to show conversational turn taking. Team members listen for understanding and disagree in a manner that is supportive and non-evaluative to each other's ideas.

TURN REGULAR FEEDBACK INTO A HABIT: One way to enhance team emotional intelligence is to create a culture of psychological safety where team members feel free to share their point of view and disagree with others. Practice giving other team members "feedforward" (information that will enable them to succeed in the future, rather than, input about what they did in the past). End each team meeting with an evaluation of what made the meeting productive and what could be done in the future to improve it.

DEVELOP A COMMON HISTORY AND SHARED ENEMY: One way to reinforce team collaboration and support is to reinforce the in-group identity of the team by sharing a sense of shared values and heritage (you can do this by creating a story about the team and articulating a clear team purpose). Having a strong in-group identity makes it easier for team members to collaborate and fosters psychological safety. Identify competitors of the team and determine what makes the team different to foster collaborative behavior.

HIGH PERFORMANCE DOESN'T MEAN HIGH STRESS: Ensure team deadlines and schedules are realistic and avoid overloading team members with projects and assignments to minimize burnout. Encourage openness to discuss workload and resources needed to accomplish team outcomes. Allow team members to disconnect from work once they aren't at work. Introduce and encourage stress and relaxation techniques such as mindfulness meditation, yoga, and healthy lifestyle habits associated with individual well-being and productivity (physical exercise, adequate sleep, healthy eating/nutritional habits).

TURN SELF-DECEPTION INTO SELF-AWARENESS: Emotional awareness is composed of identify (how we see ourselves) and reputation (how others see us). Real self-awareness is about having an accurate perception of how others view our behavior and actions. Seek feedback from others in the team about individual strengths and areas for possible development. Cultivate a feedback culture where each team

member takes an active role to help others grow and learn more about each other.

GET TO KNOW EACH TEAM MEMBER AS A WHOLE PERSON: Emotionally intelligent team members relate to each other at a personal level. Differences, biases and misunderstandings about style and personality can be minimized by having team members become better acquainted at a personal level. Team exercises designed to help each team member understand each other's style and personality can be useful to provide a common language to the team about observed behavior and help develop cooperative and supportive team relationships. Personal disclosure should be encouraged as much as possible within the norms and boundaries of the team culture to enhance a climate of warmth and mutual respect.

SEEK TO UNDERSTAND, BEFORE BEING UNDERSTOOD: Emotionally intelligent teams have both a greater equality of participation in sharing ideas as they have in seeking to truly understand and appreciate the perspectives of others. Listening for understanding helps turn self-focus into other-focus leading to greater acknowledgement and appreciation for the contributions of others.

MANAGE YOUR EMOTIONS: Emotionally intelligent teams have the capability of communicating with each other with emotions in check. Strong emotions such as expressed anger can create defensiveness, lack of trust and an unwillingness to work collaboratively with others. When interacting with strong emotions, try to understand the perspective of the other team member by asking "What's going on for this person right now? What's important to them? What do they want from this interchange? What might they be feeling?" If you get an understanding of what's going on for them, you will find them much easier to communicate with.