

Indicators of a Team's Emotional Intelligence

Indicators of Low EI:

- Team members don't look at each other when they're talking. A speaker might look at one other member or at the team leader.
- Team members allow themselves to be distracted by technology, each other, and other things.
- Team members interrupt each other in discussions.
- When someone shares an idea or perspective, the first response from another member is a disagreement, skeptical question, or challenge.
- Questions about the processes used in meeting are constantly raised.
- Individuals raise potentially contentious topics that might be important to address but are not relevant or appropriate at that time.
- Team members put each other down or attack each other.
- People speak their truth to attack someone else.
- One person can hijack the meeting—because of her opinion, confusion, disagreement, or emotional state.
- There's a lot of blaming others (e.g., parents, administration, the district).
- Conversations often focus on the sphere outside of our control or influence.
- Personal beliefs are espoused as truths, for example, "Our students can't do that."
- Team members don't follow the guidelines for activities. For example, in a silent reflection activity, there's talking, getting up to leave the room, or engaging in some other distracted activity.

Indicators of Strong EI:

- When a team member is talking, he makes eye contact with all others.
- Team members paraphrase each other's ideas.
- When a new idea is put on the table, there's curiosity and questions about it.
- You hear comments such as:
 - ▶ *"I've shared a lot already. I'm going to sit back and listen to others on this topic."*
 - ▶ *"I'd really like to hear your perspective on this, __. We haven't heard much from you today."*

- ▶ *“That activity triggered something for me and I’m experiencing a lot of feelings.” And you might hear someone else say, “Thanks for sharing that. It helps me understand your comments in that conversation.”*
- ▶ *“I’m having a hard day and I’m not feeling great this afternoon. I’m working on shifting this, and I don’t want you to wonder why I’m less engaged today.”*
- Team members express empathy for each other and for others outside of their team.
- Conversations focus on seeking solutions.
- Team members monitor their verbal participation.
- Team members address when others seem to be having emotions. This can sound like,
“I’m wondering what’s going on for you right now, __. You seem upset.”
- Team members offer feedback in the moment on their process. This can sound like, *“I feel like we might have rushed through that discussion too fast to surface everyone’s ideas. Do others feel that way?”*
- Team members offer feedback at the end of meetings on their process. This can sound like, *“I appreciated our conversation at the start of our meeting. That was really helpful for me to get clarity. I wish we’d had more time to articulate our next steps. Is that something that others would like to spend time on next time?”*
- Humor is used appropriately to lighten situations and to call awareness to a group or individual’s mood.
- People find things to be optimistic about.
- Team members appreciate each other for their contributions to the team, their action.

