

Forty-Four Ways to Build The Emotional Intelligence of a Team

To Create Team Awareness of Feelings..

Between Individuals	As a Team
1. Include time at every meeting and longer chunks of time during the year for members to get to know each other.	13. Engage in appreciations at the end of meetings. Appreciate the group.
2. Include many opportunities for team members to tell each other stories about who they are.	14. Acknowledge and discuss group moods. Say, "It feels tense in this meeting today. Would it be helpful for us to talk about what's going on?"
3. Check in at the beginning of meetings so that people can share how they are feeling.	15. Regularly and systematically examine team effectiveness and group dynamics.
4. Use poetry, metaphor, music, and art to give individuals entry points into sharing their feelings.	16. Use a process checker—ideally one who reports at the end of a meeting and who can speak up at any point during it.
5. Share what you're thinking and feeling. Model language for talking about feelings.	17. Ask for feedback on your leadership.
6. Acknowledge emotions when you recognize them. Say, "It looks like you're feeling frustrated today—is that true?" or "I hear that you're angry."	18. Offer feedback to your team.
7. Acknowledge nonverbal cues that might indicate emotions. Say, "Joe, I noticed that when Jane asked you that question you leaned back, crossed your arms, and frowned. How are you feeling about her question?"	19. In general or at specific times, ask the group to use active listening.
8. Appreciate when individuals appropriately share how they're feeling. Say, "Thanks for letting us know that you're upset about yesterday's PD."	20. Develop a comfort with silence and allow for pauses at times during discussions.
9. Include intention setting at the beginning of meetings and reflect on these at the end.	21. Share participants' feedback on meetings (anonymously) with team to raise awareness and empathy for each other.
10. Invite participation from quieter members.	22. Begin a meeting with 3 quiet minutes or five deep breaths.
11. Let quieter and more dominant members know the impact of their participation. Say, "Jane, we appreciate your comments and they are helpful. I also recognize that you are not as much of a verbal processor as others." Or, "Joe, we appreciate your comments and they are helpful. I wonder if others might speak up more if you held back at times."	23. Create rituals (e.g., shake it all out) for managing stress when it comes up.
12. Acknowledge your part in any tension and apologize.	24. As needed, stop a discussion and ask participants to take five deep breaths and do a feeling scan.



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To Help a Team Manage Feelings..

Between Individuals	As a Team
25. Surface tensions if you sense them—either with the whole group or between individuals. Say, “I am noticing that you two disagree on that idea and it feels tense. What could we do about that?”	35. Take breaks if or when you feel the group needs a break. Invite team members to ask for breaks.
26. Give individuals options. Say, “I hear that you’re really frustrated by what happened yesterday. Do you feel like you can still productively engage in our team meeting today? Is there something we can do to help?”	36. Make time to discuss difficult issues and the emotions that surround them.
27. Create norms or community agreements that support emotionally intelligent behaviors.	37. Find fun ways to acknowledge and relieve stress and tension.
28. Use norms or community agreements religiously.	38. Express acceptance of members’ emotions.
29. Have a checker who will call out unproductive behavior.	39. Express optimism that a team can manage a challenge.
30. Offer emotional support to members if they need.	40. Focus on what you can control.
31. Validate members’ contributions. Appreciate individuals.	41. Remind the group of their mission and vision.
32. Protect members from being attacked, put down, or ignored.	42. Remind the group of how it has solved problems before.
33. Follow up in private with individuals who attack, put down, or ignore others.	43. Focus on problem solving, not blaming.
34. Respect individuality and differences	44. Acknowledge positive emotions and celebrations.

Exhibit 6.2. © Elena Aguilar, *The Art of Coaching Teams: Building Resilient Communities that Transform Schools*. Jossey-Bass, 2016.