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 meetings 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 dominate the meeting—because of their 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, they make 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, and their actions.

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