

# PeopleFocus

Issue 03- 04

Aurora Executive Solutions

October 2004

## Editor's Message

*Europe has beaten the US in the Ryder Cup! - The power of teamwork and camaraderie.*

Lionel L Lim

Aurora Executive Solutions

Europe has just claimed the Ryder Cup last month after beating the much lauded American team. The US team had several top ten world ranked players like Tiger Woods and Phil Mickleson and they were playing on home ground. How could the European underdogs have beaten the US team so convincingly?

It was simple – they had the right team! Although the US had talented individuals, it was not a cohesive team. The Europeans however showed that the power of teamwork, camaraderie, team spirit and positive energy can overcome the odds and deliver results.

In this issue of the **PeopleFocus** newsletter, we take a look at building and nurturing teams in organisations. We explore how companies can create emotionally intelligent and successful teams, how to build trust, and developing teamwork and camaraderie.

The **PeopleFocus** newsletter aims to provide informative articles and resources to organisations to help improve performances and to individuals to develop their personal effectiveness in career and life goals.

[www.auroraexecutive.com](http://www.auroraexecutive.com)

## Creating Emotionally Intelligent Teams

*The important difference between effective teams and ineffective ones lies in the emotional intelligence of the group.*

Over the past ten years, important research has been carried out to show that emotions have a direct impact on an organisation's effectiveness, efficiency and ultimately its profitability. The emotional intelligence of teams is important because most work in organisations is done by teams.

The right team has more talent, wider experience, greater resilience and a higher operating flexibility than a team of individual performers. Teams that lack harmony or the ability to cooperate will suffer in quality and effectiveness.



Team emotional intelligence is about behaving in ways that build relationships within the team and with others outside the team. Successful teams may effectively apply the processes, but teams must also work together wholeheartedly. Building relationships also help to strengthen the team's ability to face challenges. Team leaders must realise this and must constantly balance harmony with productivity.

continued on Page 2

## INSIDE THIS ISSUE

- 1 Editor's Message
- 1 Creating Emotionally Intelligent Teams
- 3 Building Trust in Teams
- 3 Teamwork and Camaraderie
- 4 Tighter Teamwork

continued from Page 1

### Elements of Successful Teams

To be most effective, a team needs to create habits that support the building of trust, group identity and group efficacy. Even research has shown that humour at work can stimulate creativity, open lines of communications and enhance a sense of trust. Emotionally intelligent team leaders know how to effectively use humour and playfulness with their teams

Workers who are upbeat and cheery will go that extra mile. Productivity will increase and the bottom line will improve. Recent studies have shown a link between leadership and organisational climate to business performance. According to Daniel Goleman in *Primal Leadership (2002)*, how people feel about working at a company can account for 20 to 30 percent of business performance.

### Building Emotionally Intelligent Teams

Teams are the very foundation of organisational effectiveness and they would not work without trust and a common commitment to goals. In any group, members will eventually cross lines and conflict would occur. The key to building an emotionally intelligent team is the ability to regulate group emotions that is firm yet respectful. According to Cary Cherniss, chair of a well-known research group on emotional intelligence, everyone on the team should take responsibility for:

- Keeping the team and team meetings on track
- Facilitating group input
- Raising questions about procedures
- Asking for clarification about where the team is going
- Using good listening skills in discussions



### Emotional Intelligence Competencies

A team's emotional intelligence requires the same competency framework as an individual's, i.e. self-

awareness, self-management, social awareness and relationship management. The specific competencies of this framework are:

#### Self-Awareness

- Emotional awareness
- Self-assessment
- Self-confidence

#### Self-Management

- Self-control
- Trustworthiness
- Personal responsibility
- Adaptability
- Initiative
- Optimism

#### Social Awareness

- Empathy
- Service orientation
- Organisational awareness

#### Relationship Management

- Influence
- Communication
- Visionary leadership
- Change catalyst
- Conflict management
- Building bonds
- Collaboration
- Developing others
- Leveraging diversity
- Teamwork

These competencies continue to be researched by organisations such as The Consortium for Research on Emotional Intelligence in Organisations and the Hay Group. Every company faces specific challenges for which teams are a practical and powerful vehicle.

The critical challenge for senior management is to develop emotionally intelligent teams that can deliver maximum performance. An effective way of achieving this is through a combination of emotional intelligence training of the team by a certified emotional intelligence trainer, and through providing coaching to both the team and the leader. ■

## Building Trust in Teams

### *Get the team connected and comfortable with itself.*

It is very common to find that in the conduct of meetings in organisations, the team leader would begin the meeting by moving straight into the agenda at hand. Perhaps it could be because we have become so accustomed to focusing on the task or the “work”. But what does this do to new teams and to teams which have yet to become cohesive?

The problem with this is that people who do not know, trust, or understand each other are likely to produce only marginal results. If you were to observe effective teams, you will find that they have built a foundation of trust and shared understanding between their members.

Taking the time to build trust between team members creates the foundation on which all the other work will rest. Although this will take some time, it can be time well spent. A team of people who have come to rely on and understand each other will avoid a lot of misunderstandings, resulting in hurt feelings, and possibly sabotage, down the road.



### **Example**

As a team leader or facilitator, the most important step after establishing ground rules in a meeting or group work is to develop group trust and teamwork. This would require the team leader or facilitator to begin by modelling this behaviour. You might start by sharing your own personal story, a humorous anecdote or a light remark about something that in the news or a sports event.

If you expect others in the group to open up, then you very often will have to lead the way. After one person risks being real, it is safer for the next person to do the same. This practice will also actually increase your credibility as a team leader or facilitator by making you appear more “human” to the group.

If you are facilitating a training session, a creativity session or a problem-solving session with your team, you may consider conducting activities that build intimacy, trust, and teamwork between the group members. These experiences should be light, non-threatening, relevant and fun.

When we are having fun, we seldom feel the need or desire to put up our guard. So a great way to get people relating fast is through play and fun. When we are laughing, our barriers are down, and we are a whole lot more creative. So we need to begin to challenge the old rule that says, “If you’re laughing and having a good time, you can’t be getting any work done.”

---

***Taking the time to build trust between team members creates the foundation on which all other work will rest.***

---

### **Practice**

The next time you are facilitating a team or a group, spend about 10 minutes doing a short, simple, fun activity that gets people loosened up and allow them to learn something about each other in a non-threatening way. Notice how this changes the energy of the group and how it impacts the rest of the meeting. ■

## Teamwork and Camaraderie

### *5 Tips for building teamwork and camaraderie.*

#### **1. Positive People, Positive Energy**

A team with the same values and shared goals will enhance the chances of success. Like-minded people focused on positive action will create a powerful positive energy that will just keep pushing you forward.

#### **2. Communicate, Communicate, Communicate**

Working effectively as a team means continuous communication and feedback. This ensures the positive energy is there and is continuously building. Use informal meetings, casual gatherings, memos, emails and phone calls to keep shared learning up to date.

#### **3. Reap What You Sow**

Sowing the seeds of success involves listening, motivating, developing and supporting the members of

continued on Page 4

continued from Page 3

the team. This enriches the team, is beneficial to teamwork and camaraderie, and is highly rewarding.

#### 4. Personal Accountability

Every individual in a team has to be personally accountable for their actions and not hide behind the team when their personal performance is below expectations. Team members must take full responsibility and improve.

#### 5. Share Personal Successes

Great teams share the individual's successes. Sharing will energise and motivate others in the team. Use the individual's successes to drive the team forward. Be jubilant in their efforts. That's teamwork. That's camaraderie. ■

## Tighter Teamwork

*The concept of 'togetherness' is an effective morale boosting tool, especially in smaller companies.*

A team can function more effectively than individuals working independently because of the variety of knowledge and exchange of ideas that exist in a group. When team members are able to pool their experience and expertise, the total outcome of their combined contribution will equal much more than the sum of everyone's individual efforts.

Consider these ideas for effective team performance:

#### 1. Develop Diversity

A team is most powerful when its members have different areas of expertise and experience.

#### 2. Think Small

Teams of more than 10 or 15 are hard to manage. Also in a large group a close 'team feeling' never really sets in. The most effective teams are small, with just enough members to complete the task.

#### 3. Encourage Equal Participation

Teams are no place for wallflowers or bullies. Either way valuable contributions are being lost.

#### 4. Share the Leadership

Teams work best when the responsibility for leadership changes hands, according to tasks and expertise.

#### 5. Insist on Commitment

Team members should see team success as their primary responsibility. The overriding objective of all members must be to achieve the team goal. ■

## About Us



**Lionel L Lim** is the founder of Aurora Executive Solutions (AES), a Human Talent Management and Development Solutions firm. He is a US-certified EQ trainer, a career and life coach, a People's Association approved trainer, and a licensed facilitator of the Profiles occupational assessments. Lionel is also an experienced facilitator of the EQ Map, the Emotional Intelligence Style Inventory, MBTI tools and the INSIGHT Inventory.

Lionel is a graduate of the University of South Australia with a BA in Communication and Media Management. He also holds a Diploma in Training and a Certificate in Counselling Skills. Lionel has a varied experience in executive search, communication, leadership, training, coaching and mentoring, as well as the effective management of teams in both local and overseas assignments.

Lionel is a professional member of the Asian Association of Career Management Professionals, the Six Seconds Emotional Intelligence Network, the Career Planning and Adult Development Network, the National Resume Writers' Association and the International Association of Coaches.

## Our Programmes

- **Hiring, Executive Selection & 360 Feedback Tools**
- **Leadership Development**
- **Team Effectiveness**
- **Communication Skills**
- **Workplace Effectiveness Skills**
- **Emotional Intelligence Development**
- **Career Coaching**
- **Life Coaching**

### Aurora Executive Solutions

10 Anson Road, #15-14  
International Plaza, S079903  
Singapore

www.auroraexecutive.com  
enquiry@auroraexecutive.com  
Office: (65) 6559 9690 Mobile: (65) 9838 3697