



## Emotionally Intelligent Teams



**When Business Intelligence meets Emotional Intelligence**

An Emotional Intelligence Personal Profiling  
for

**YOUR High Performance TEAM**

**Mobile Team Challenge Ltd**

Unleash the Potential of Your People

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## Summary

The Emotions and Behaviours at Work Assessment and Team Diagnostic (EBWt) is a validated psychometric measure that provides feedback on a team's core drivers and Business Emotional Intelligence. It has been created to assist with the assessment and development of successful teams.

## Who is the report written for?

The information contained in this team report is STRICTLY PRIVATE & CONFIDENTIAL and is to be used solely to assess and assist in the development of the Exceptional Management team. This team report is written in a style that can be provided to Amina Patel.

## Content

The report is divided into the following sections:

- **Introduction to the EBW**
- **Guidance on the Interpretation of Feedback**
- **Team Members Profile**
- **Executive Team Summary**
- **Team EQ Maps & Feedback**

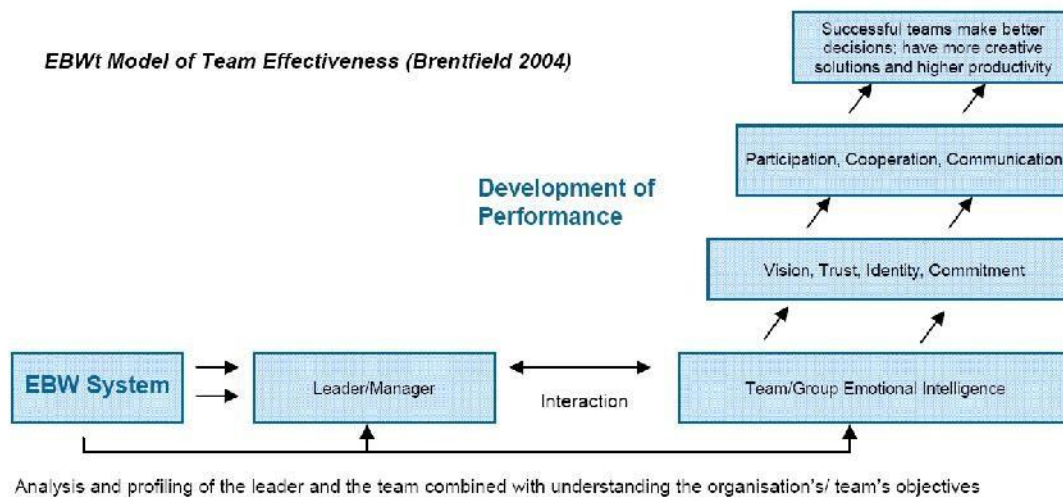
## IMPORTANT NOTE

This report was produced by software that is only available to Individuals with training in the use of psychometrics (BPS Level B) and the Emotions and Behaviours at Work Assessment in particular. This report should only be used and feedback given by a facilitator who is trained to use the EBWt Team. Feedback on the EBW Advance Team report should only be given on a person-to-person basis and together with the team members' personal EBW reports. It should be made clear that the EBWt report highlights how the team thinks and feels about the team's core drivers and Business Emotional Intelligence. The purpose of the feedback session(s) is to discuss those areas that the report highlights in more depth.

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## Emotions & Behaviours at Work for Teams (EBWt)

The EBW Global Assessment System measures individuals' and teams' Emotional Intelligence at work or Business Emotional Intelligence. It analyses and helps develop successful teams by benchmarking a team's core drivers and by generating maps of a team's Business Emotional Intelligence. The EBW Team system (EBWt) is based on team research, best practice and commercial experience.



The EBWt Model of Team Effectiveness is a practical development of EBW that provides a methodology to analyse and develop a team. The EBWt Report provides an analysis of the 6 core drivers that impact on a team's performance. It provides an overview of these drivers and where a team needs to focus to improve the team's performance. Using EQ maps of the team it shows where individuals require psychological effort when interacting with other team members who have different levels of Business Emotional Intelligence and how that impacts on the core drivers that underpin a successful team.

Seen together the team members' EBW profiles are predictive of how successful a team will be in different situations and, whilst a team may react differently depending on the context, the emotions and behaviours of the individuals within a team are likely to be quite consistent. A team who is high in Business Emotional Intelligence will be able to adapt their individual styles to maximise the effectiveness of the team in different situations.

Teams that complete the EBWt find that it increases self-awareness on an individual level and encourages communication within the team and organisation. The best use of this report is with a team session facilitated by a trained EBWt Facilitator to enable team leaders and members to identify goals, gain understanding, increase motivation and have a framework which will form the basis of a confident achievement of the team's objectives. The report can also provide an excellent overview for assessing how a new person will fit into a team.

## Guidance on the Interpretation of Feedback

- The main purpose of completing the EBWt and reading this report should be to stimulate your thinking about how emotions and behaviours can impact on a team's effectiveness. As such, this report should not be treated as a definitive profile of the team but as a starting point from which to explore the team's core drivers and Business EQ.
- The EBWt report provides a benchmark and feedback for a team's core drivers. Individual team responses are compared with other members of the team to provide an EQ map of the dynamics of the team under each emotional behavioural cluster.
- The report should be used with the team members' personal EBW reports to aid understanding of how a team member is likely to interact with others in the team.
- You should consider the Information in this report with other Information you have about the team, e.g. how long the team has been together, the situation etc.
- In reviewing the team's EBWt results, you should read the definition of each behavioural cluster before evaluating the dynamics of a team under each behavioural cluster.
- This report should be seen as a snapshot of the team's profile at the time the team completed the EBWt. Although Business Emotional Intelligence is relatively stable, with the right coaching and training and focus on the core functions of a team, it should always be possible to improve a team's performance.
- Like other EBW reports, this report should only be given to the team if they are provided with an opportunity to discuss it with a licensed EBW Facilitator. A Facilitator will be able to consider the feedback on the team functions and dynamics as described in this report and give advice on development areas within the team and training opportunities.
- This report should be seen as the starting point for the team's development and be used to develop the team's Business Emotional Intelligence and performance.

## EBW Team Members' Profile

This team report provides an overview of the team's six core drivers and eight key emotional behaviours that are the focus of the EBWt team assessment. The report is based upon the assessment of the Exceptional Management team who consist of:

Amina Patel - Managing Director/CEO (Head of team)

Hannah Stannard - Trainer

Benoit Simon - Senior Management

Kevin Traverson - Middle Management

Sadiq Hussain - Middle Management

Goran Petkovic - HR Specialist

Linda Brown - Senior Management

## Executive Team Summary - 1

This summary provides an overview of six core drivers that predict team success. However, the feedback from each core driver should be read on the next page and considered with the EQ maps to maximise the value of the report.

### Team Members' Scores

The table below presents the team members' individual sten scores for Exceptional Management team. These sten scores must be interpreted by an accredited EBWt Team Facilitator.

	Vision	Trust	Identity	Commitment	Communication	Working Together
Amina Patel	10	7	6	7	6	8
Hannah Stannard	10	6	5	6	5	6
Benoit Simon	8	5	4	5	4	6
Kevin Traverson	4	4	1	3	1	3
Sadiq Hussain	8	5	5	6	5	7
Goran Petkovic	8	6	4	5	4	6
Linda Brown	6	4	3	4	2	3

### Team Score Summary

The table below presents the team's average sten scores for Exceptional Management team. These sten scores must be interpreted by an accredited EBWt Team Facilitator.

Vision	1	2	3	4	5	6	7	8	9	10
Trust	1	2	3	4	5	6	7	8	9	10
Identity	1	2	3	4	5	6	7	8	9	10
Commitment	1	2	3	4	5	6	7	8	9	10
Communication	1	2	3	4	5	6	7	8	9	10
Working Together	1	2	3	4	5	6	7	8	9	10

## Team feedback

The team sten scores and feedback narrative in this section of the report are based on Exceptional Management team's responses to the EBW team assessment. The team feedback should be considered along with team members' individual scores summarised on the previous page. Each section starts with a definition of the team driver followed by the sten scores and feedback narrative with some suggestions for the team to consider.

## Vision

### Level of understanding and agreement about the team's purpose and goals

1 2 3 4 5 6 7 8 9 10

The Exceptional Management team report a high level of understanding and support for the team's purpose and goals.

*Whilst this is encouraging, it is worth reviewing with the members that the team's current vision and objectives are appropriately aligned with the overall organisational objectives and direction.*

## Trust

### Feelings of confidence about team members' behaviour and goodwill

1 2 3 4 5 6 7 8 9 10

It appears that there may be some trust issues in the team, with some members feeling that certain colleagues do not always act fairly. The team feels that at times some individuals may behave in a way that makes them feel uncomfortable or act in manner that is not always acceptable.

*The team should explore in what situations or context do the feelings of trust change? What situations, or which individuals, do people generally feel more comfortable with and why? What could some individuals do differently within the team to help build a greater degree of trust and confidence throughout the team?*

## Identity

### The desire to be part of, and within a team that works together towards a shared purpose

1 2 3 4 5 6 7 8 9 10

It appears that team members may not always consider themselves to be an Important part of the team, with some having a stronger sense of belonging to the team than others. Some team members may feel that the team is not so Important to their work or success and may at times feel that being part of the team possibly inhibits them from achieving their own goals.

*It is worth running a session on what would make the Exceptional Management team special. What do team members want to get from being part of the team? The team could explore what the team could do differently to build a greater sense of identity and loyalty within the team and the impact that this would have on improving or enhancing the team's performance.*

## Commitment

### The drive and belief in the team's ability to achieve its goals

1 2 3 4 5 6 7 8 9 10

This score would suggest that overall the Exceptional Management team may not have as strong a belief as other teams in their ability to perform well as a team. The team may not work as hard as some other teams in striving to meet the team's goals, with some individuals reporting a greater sense of commitment to their own objectives before the team's. Some members of the team may not be as convinced as others that they have everything or everyone in place to achieve the team's goals and objectives.

*You may want to take some time with the team to consider what can be done to develop a greater sense of belief and determination within the team. How can those more positive team members encourage a greater sense of belief among those less convinced to help achieve the team's success?*

## Communication

### The willingness to listen, to share ideas and encourage discussion

1 2 3 4 5 6 7 8 9 10

The Exceptional Management team suggest that not all the team members are always willing or prepared to collaborate in discussions and many of the team don't feel encouraged to share their ideas within the team. Some team members may challenge inappropriately and whilst some of the team seem happy listening to others' views they will not necessarily feel comfortable expressing their own viewpoint or always providing input into the decision-making process. Likewise, some discussions may not always be managed in such a way where everybody is encouraged to contribute, and where views are listened to equally.

*It is worth exploring what could be done to ensure that all views are listened to and people are actively encouraged to contribute. What is it that prevents some team members actively engaging in discussions and challenging others to be more effective? How can team discussions be better managed to ensure all views are listened to?*

## Working Together

### The level of participation and cooperation within the team



1 2 3 4 **5** 6 7 8 9 10

The responses would suggest that team members will not always feel like cooperating with each other and this will make working together more difficult than necessary. Team members may not always be focused on resolving disagreements and are unlikely to provide the support for other team members as much as they could or should. When things are difficult or challenging not everybody is likely to pull together to focus on the needs of the team.

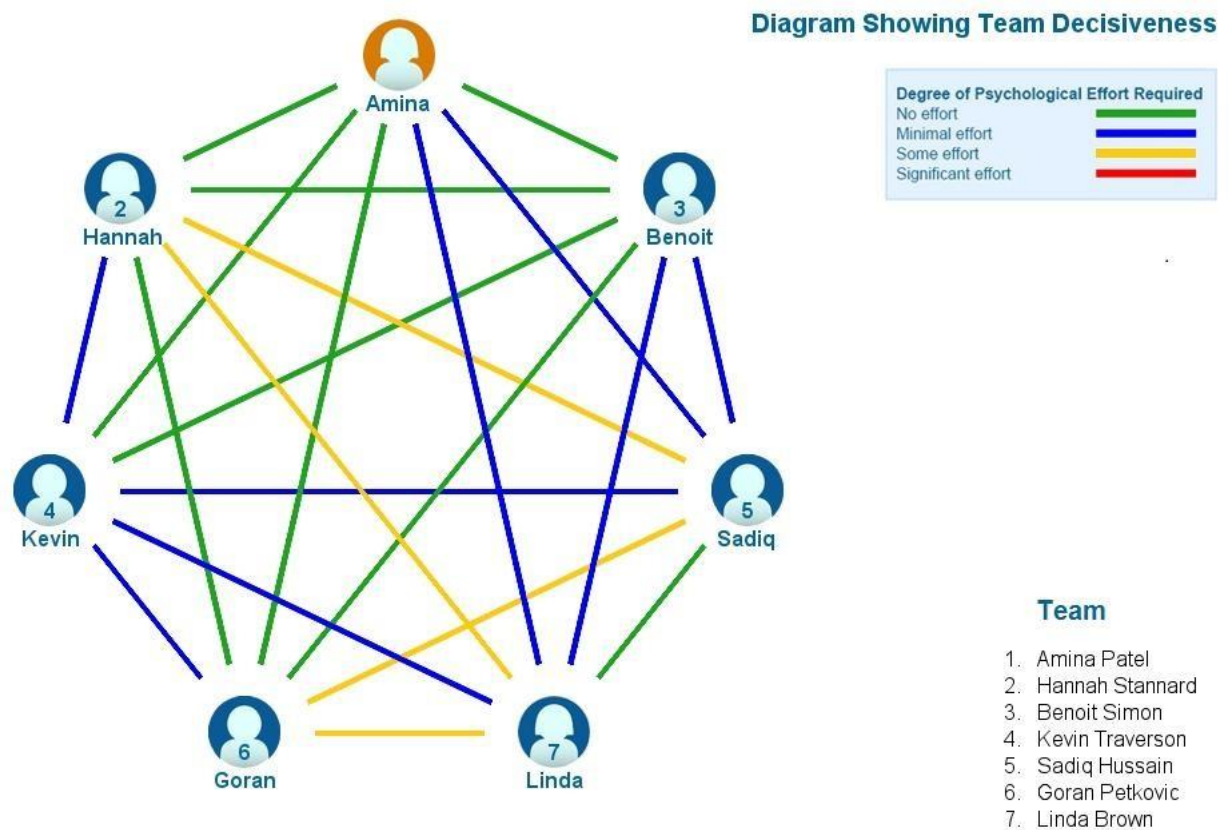
*It would be useful to take the time to discuss and explore the kind of key challenges to the team that prove less easy to resolve. What sort of difficulties within the team undermines the support to colleagues and why? How can team members remain more focused upon the needs of the team in the face of difficult challenges?*

## Team Emotional Behavioural Maps

The Emotional Behavioural Maps and feedback summary in this section of the report are based on Exceptional Management team members' Individual responses to their own EBW assessment. The Emotional Behavioural Maps explain how a team's emotional behaviours impact on how they work together and how the team needs to work differently to change the core drivers of the team and its performance.

### Decisiveness

**Willingness to make decisions, the need for control and the level of comfort with decision making responsibility.**



### Summary

Amina is comfortable taking on responsibility, being in control and making decisions but will be prepared to defer to others when she feels it necessary.

Hannah is more comfortable than many taking on responsibility and being in control. She likes making decisions and is prepared to take a stand on tough issues.

Benoit is comfortable taking on responsibility, being in control and making decisions but will be prepared to defer to others when he feels it necessary.

Broadly comfortable taking on responsibility and making decisions Kevin will be equally happy deferring to others.

Sadiq will want to evaluate different options before taking responsibility and making a decision and is happy taking a lead from others.

Goran is more comfortable than many taking on responsibility and being in control. He likes making decisions and is prepared to take a stand on tough issues.

Linda will want to evaluate different options before taking responsibility and making a decision and is happy taking a lead from others.

## How do YOUR 8 E.I. Behaviours Stack Up Under Pressure?

### When BUSINESS Intelligence meets EMOTIONAL Intelligence



#### **Decisiveness**

The capacity and preparedness to take decisions, accept responsibility and take the initiative with a Client. Provides clarity on issues and is prepared to be assertive.



#### **Motivation/Drive**

Wants to achieve, has energy, drive and enthusiasm, is ambitious, is optimistic and positive about things, less likely to become demoralised, is not cautious or hesitant.



#### **Influence**

Is able to persuade clients, gets own views across, can get others to do things for them or to do what they want, is able to lead and likes to, likes a position of authority.



#### **Adaptability**

Responds well to change, is flexible and adaptable, keeps an open mind, likes variety, accepts others' input, likes novel and creative approaches.



#### **Empathy / Compassion**

Team orientated, sensitive to others needs and can see their perspective, tactful, sympathetic, patient, gets on with others, is tolerant of other people, approachable. Builds great empathy with clients



#### **Conscientiousness**

Meets deadlines, is punctual, is tidy, works hard, is reliable, dependable, conscientious, self-disciplined, good at organising and can tend to conform and follow the rules.



#### **Stress Resilience**

Copes with the day-to-day pressures of life, can control themselves e.g. can control temper when provoked.



#### **Self-Awareness**

This scale gives an index of the extent to which your rating of yourself is likely to correspond with the way that others would rate you.



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For further information on our Emotional Intelligence Workshops on Emotionally Intelligent Leadership or Emotionally Intelligent Super Teams please contact us on: 0844 745 2120 or email [info@mtceurope.co.uk](mailto:info@mtceurope.co.uk).