

SAMPLE

A GAME-CHANGING NEW BOOK FROM
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EMOTIONAL INTELLIGENCE 2.0

"If you think you've read everything about teams, think again."

- DR. BEVERLY KAYE, AUTHOR & SPEAKER

TEAM EMOTIONAL INTELLIGENCE 2.0

THE FOUR ESSENTIAL SKILLS
OF HIGH-PERFORMING TEAMS

DR. JEAN GREAVES
Co-founder of **TalentSmartEQ**

EVAN WATKINS

PRAISE FOR

Team Emotional Intelligence 2.0

“In our highly interdependent world, having high Team EQ is essential for getting collaborative work done and achieving great results. Individual EQ served us well in the past, but Team EQ is required for performance breakthroughs in the future. Dr Greaves’ insightful book gives us the roadmap on how to do it.”

—**David Covey**, CEO of SMCOVEY, LLC and co-author of the bestseller *Trap Tales: Outsmarting the 7 Hidden Obstacles to Success*

“Dr. Jean Greaves and Evan Watkins show that team emotional intelligence is just as important as strategy and efficiency in making a team great. In this well researched, highly readable book, you’ll learn what it looks like when team EQ is low—and what can be accomplished when team EQ is high. Buy *Team Emotional Intelligence*, put its action plan to use, and watch your team soar!”

—**Ken Blanchard**, coauthor of *The New One Minute Manager*® and *High Five! The Magic of Working Together*

“Increasing team emotional intelligence is a must for any group that wants to realize their full potential. This brilliant book provides everything you need to take you and your team to the next level.”

—**Dr. Travis Bradberry**, Chief People Scientist at LEADx and coauthor of *Emotional Intelligence 2.0*

“Team EQ 2.0 is loaded with powerful insights and practical strategies for anyone looking to build stronger emotional intelligence capabilities. The authors have charted a clear path to building awareness, creating connection and fostering collaboration in ways that help the sum add up to more than the parts. For leaders seeking to learn more about how a group becomes a team — from the neuroscience behind how those relationships come together to regular practices to drive new behaviors — this book is a must read.”

—**Bryan Power**, Chief People Officer, Nextdoor

“As someone who founded and led an organization for several decades, I wish I had this book before I started climbing my own mountain. Everything the authors offer would have helped me avoid the potholes and snafu’s that I walked into — unknowingly. What a gift!”

—**Beverly Kaye**, CEO, BevK & Company and best-selling author of *Love ‘Em or Lose ‘Em: How to Get Good People to Stay*

“Team EQ’s simple, elegant, researched based model and strategies enable leaders to accelerate team connection, unleash innovation, and leverage the gift of people succeeding through deep, meaningful, focused relationships. Set your teams up for success, give them this framework for insightful conversations that drive excellence through people and help teams and organizations achieve their desired goals.”

—**Vicki Halsey**, author of *Brilliance by Design*

“As a film and TV producer for over 30 years, I have learned that emotional intelligence is a very important tool for leaders building cohesive and emotionally aware production teams. *Team Emotional Intelligence 2.0* offers invaluable strategies to better understand how to quickly identify EQ issues and fix them. It should be essential reading for all producers, directors and studio executives as they embark on their productions. It offers invaluable concepts and strategies for those in our field who must take diverse people and content, and then quickly build a cohesive culture and teams for short term work periods.”

—**Gary Foster**, Film/TV Producer and co-founder of
Humanity of Set

“Effective teams that achieve their goals are an asset that few organizations can afford to be without. Yet, many teams struggle to achieve the results their organizations need. Based on research and practical experience, this book provides a Team EQ Action Plan plus 53 strategies you can use to transform your team. Now multiply that effect throughout your entire team and imagine what could be . . . *Team Emotional Intelligence 2.0* shows you how.”

—**Elaine Beich**, author of *Skills for Career Success* and *The New Business of Consulting*

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PEAK PERFORMANCE

After months of computer screens and keyboards, Alicia, her younger brother Rob, and their friend Amir could almost smell the pine-fueled mountain air of Yosemite National Park. The three climbers were driving over from San Francisco, their car filled with music, chatter, and jokes. The team of climbers was set to ascend Cathedral Peak the next day, a 10,587-foot mountain named for its granite versions of a sanctuary, turrets, pinnacles, and a spire. Free from final exams at last, they were already charged with spirited emotions—camaraderie, excitement, and anticipation. Alicia, six years older and a seasoned climber, was practically buzzing with confidence and passion, and this rubbed off on Rob and Amir, who were each less experienced than she was.

Getting out of the bay area took hours, so they stopped to

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treat themselves to burgers at Rush Creek Lodge. Stopping for dinner broke up the drive and made it so they wouldn't need to cook as they arrived at dusk and pitched their tents. During dinner, Alicia told stories of previous successful climbs in Yosemite.

In step with the plan this team had spent months putting together, they woke up at four in the morning and unzipped their tents only to find that Amir's pack had no food in it. As Amir had rushed to leave his apartment, he'd left the bear canisters he packed sitting on the counter. Being the most inexperienced climber, he had spent quite a bit of time preparing and packing their meals. It was his main contribution to the plan. Of course, the team could go get more food, but this hitch in their plan was inconvenient and subtly changed the tone of their climb from smooth sailing to bumpier waters. A slight sense of pressure and discouragement filled in.

The climbers packed up camp in a hurry and drove to purchase food at the nearest convenience store. Two hours behind schedule, they reached the trailhead where they would begin hiking to the southeast buttress of Cathedral Peak, the starting point of their climb. Their detour to pick up food had pushed back the start of their ascent to 10:00 am instead of 8:00 am. Not ideal, but the team calculated a summit time of 3:00 pm if everything else went smoothly. There was an increased pressure to stick exactly to this adjusted plan and

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even to try to make up for lost time. The group went silent as they pulled the food out of the trunk and transferred it into their bags. Already, they felt very different than they had on the drive over the evening before. Amir felt terrible for causing this setback. He felt like he had received a guest invite to this climb and wanted to do his best to help it proceed smoothly. Rob felt bad for Amir and was highly sensitized to Alicia, trying to read if she was mad. Alicia, meanwhile, felt frustrated that she trusted a novice to handle something as important as their calories.

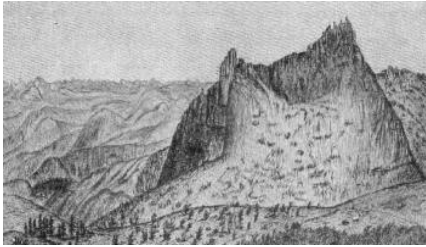
Before the team began their hike, they stopped by the ranger station to check the weatherboard. The station was empty, and the day's weather had not been posted. There was no cell service either. Each of them gazed up at the sky, knowing better than to ignore the elements. Weather in the Sierras was notoriously fickle—clear one moment, then cloudy the next. Thankfully, the sky was blue and sunny, no storm in sight.

Crunched for time, Alicia felt like she had to help the group make decisions quickly if they were going to reach the peak. Spurred on by their optimism, they decided that if anything, no information suggested the park staff anticipated no storm. A missing weather report was too minor a problem to be a decisive factor on an otherwise clear day.

Working quickly and silently in an attempt to make up for lost time, the three of them trekked to the base of Cathedral

Peak in a matter of hours.

Alicia chose their climb well. The ascent of Cathedral Peak is considered one of the best beginner-level climbs for its long length, its “grippy” face, the smattering of unique rock knobs,



John Muir's sketch of Cathedral Peak from his book *My First Summer in the Sierra*.

how easy it is to protect (a climbing tactic to reduce risk), and ultimately the panorama at the summit. Glacier-polished granite mountains in the distance and sequoia trees, lakes, waterfalls, and meadows

at closer range made for a sight so breathtaking that it floored even the seasoned mountaineer John Muir back in 1869. He described the view, writing, “It was the first time I’ve ever been to church in California.”

The first pitch (rope length) of their climb could not have gone smoother. The trio made their way up in good time and began the second. Settling into a groove with one another, they climbed slowly but surely, with only a few words of technical advice from Alicia as they went.

Though Rob and Amir had known each other for three years already, and Amir had spent holidays with Rob, Alicia, and their family, this group of friends was brand new as a climbing

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team. Each person felt quite different as the trip approached. For Rob and Amir, both relatively inexperienced, the climb would be a challenge and ultimately a personal record—neither of them had ever climbed more than one pitch, and this was five. Also, Amir was flying home the following night, so this was their one shot. As the experienced rock climber and someone who had successfully climbed for ten years, Alicia came to this climb with confidence and an existing mental and physical model of how to approach a route of this difficulty. She knew what types of ropes, anchors, nuts, cams, carabiners, and quickdraws to use across a variety of situations. It was Alicia who influenced their plan the most, as Rob and Amir deferred to her and her experience.

It wasn't until the team finished the second pitch that a thin layer of clouds filled in over the valley, thickening and darkening with time. Eight hours into a day that had already delivered two more hiccups than anticipated, stress began to cloud their minds and make their hearts beat faster, though this was easily mistaken for the physical efforts they were putting in. Amir and Rob both wondered to themselves what Alicia thought of the shade of clouds. A storm was approaching.

Friction finally bubbled up between Alicia and Rob when Amir asked what direction the clouds might head. Alicia, feeling responsible for Amir's once-in-a-lifetime opportunity, announced that, based on the clouds' advancing rate, they

could forge ahead and finish before any rain started. Rob patted more chalk on his sweaty hands and felt his back clench up the way it always did when his nerves peaked. Personally, he leaned toward throwing in the towel and mentioned to Alicia that, in his opinion, the climb was already a success, and the views from the third pitch were already incredible. Alicia reassured him, in a well-traveled older sister way, that she felt sure they could make it before the rain arrived. Rob wasn't about to use this moment to pick a fight with her experience and status. She was more knowledgeable and had looked after his safety many times over the years. Rob accepted her reassurance and joined forces with her to reassure Amir.

During final exams, Amir had privately gone online to read reviews of the climb and knew the mountain's potential for lightning. A quick search of Cathedral Peak online informed him that, "It's a great big lightning rod—get off ASAP if thunder comes your way." Recalling this, he was preoccupied with fear now, his hands trembling with adrenaline. He wanted nothing more than to descend. Yet, he also felt too embarrassed to admit this, especially after messing up his one simple responsibility. Amir agreed out loud that the views from here were hard to beat, hoping his already fulfilled climbing needs might convince Rob and Alicia it was okay to descend. However, as the least experienced member of the group, he didn't feel comfortable enough to ask or demand

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them to stop on his behalf. *For all I know, he told himself, this kind of thing just happens on climbs, and Alicia understands the distance and timing better than my nerves do.*

After a bit of back-and-forth between the three about whether to continue or descend, they agreed as a team to keep pushing. As the sky grew darker and rain became visible in the valley, their stress and self-induced pressure to finish propelled them forward. Without further discussion, the trio silently pressed on, feeling focused, excited, and scared as they raced to beat the rain to the summit. Zooming in on each of the climbers, you would see that they all wore similarly determined and anxious expressions. As they communicated, their body language and facial expressions were in sync. They hardly needed to speak.

Each foot of altitude sapped a bit more oxygen from their brains, and their adrenaline surged as they gazed down the side of the cliff with nothing but ropes and metal to support them. The team made it to the fifth and final pitch just as the clouds caught up. The rock face slickened immediately. Then came the rain, then hail. They could barely see, their control of their hands diminished in the cold, and the ice pelting against the granite made it tough to hear one another. Finally, Alicia, as the lead, reached the summit, and Rob and Amir had just the last stretch.

That's when Rob and Amir felt all their hair stand on end.

A thunderhead had locked onto their bodies, and there was nothing they could do. Everything around them started to buzz and hum like a swarm of wasps.

A thunderhead had locked onto their bodies, and there was nothing they could do. Everything around them started to buzz and hum like a swarm of wasps.

Spurred by an instinct to flee, Rob and Amir scrambled up the wet face toward an overhanging rock, a flat spot in case they were struck. As feared, lightning struck, with multiple prongs, and slammed Rob into the wall in front of him. He heard Amir moan to his left and saw Alicia unconscious up at the storm-shrouded summit. Rob clambered recklessly up the rest of the face to the summit to help his sister. It was just past 3:00 pm, and, planning to descend that afternoon, they had no tools to start a fire, no way to treat Alicia's burns, and no waterproof clothing to avoid hypothermia through the night.

Luckily, another climber at the base who was planning to climb the next day heard them yelling to each other and used her ham radio to call for help. Alicia, Rob, and Amir were rescued that evening and all survived. Each of them admitted later on that they weren't sure why they had endangered their lives in pursuit of their goal.

When Emotions Run Your Team, and Your Team Runs into Trouble

The Cathedral Peak team, though tight-knit and led by an experienced climber, didn't know how to interpret one of the most important, frequent, and powerful pieces of data available to them: their emotions. They found a nice balance and rhythm with their physical skills as they summited, but they failed to find the same balance and rhythm with another equally important skill set during their climb—their team emotional intelligence (team EQ).

The emotions and rational thoughts among a team can work in concert, or they can work in stark opposition. For this team, as with many teams, their emotions dominated their every move, powering their decisions and actions and propelling them up the peak. That's the confusing nature of emotions. At times, this team's feelings worked in their favor, and at other times, their feelings worked against them. The rush of elevated emotions helped drive the team to accomplish a five-pitch climb, something two team members had never done before. Those same elevated emotions also drove their unrealistically optimistic analysis of the missing weather report and caused them to mislabel their last push as a race against something as benign as rain.

This team's emotions were not always in harmony. At

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times, their emotions were out of sync, which also affected their performance negatively. Though all three climbers noticed warning signs building in their environment, and noticed feelings building internally, they didn't pause long enough to listen to what their own emotions were telling them or to hear each other out. Rob and Amir under communicated their hesitations and offloaded all the responsibility on Alicia. Meanwhile, Alicia spent no time reviewing her own feelings or absorbing theirs. She believed that her previous wins as a climber and her role as "caring older sister" would prevail. Her past climbing successes were so smooth that she had never had to turn back. The thought of doing so was unfamiliar. In their last moment of crisis, as lightning struck, Rob and Amir each let their fear get the best of their good judgment and scrambled recklessly up the exposed rock face.

While your team may not be climbing storm-prone mountains, there's a good chance that, like the Cathedral Peak team, your team allows individual and group emotions to take the driver's seat more often than you want and realize. Your team members experience feelings throughout your workday, and those feelings are clamoring to get everyone's attention as you talk together, problem solve, think abstractly, and devise plans. Unnoticed, misunderstood, or unmanaged, a team's emotions can lead to hasty actions at the expense of sound, rational thought. Often, we later regret these actions, like moving ahead

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without a weather report, dashing up a rock face in a thunderstorm, or making an impulsive decision that consumes over a year of your team's work only to yield mediocre results.

Alicia, Rob, and Amir ignored, suppressed, or dealt privately with important emotions (like skepticism, pressure, worry, and fear) that surfaced throughout the day. These feelings signaled them to take notice of and discuss approaching danger. Each of them noticed these feelings bubbling up but ultimately did not attend to them effectively enough to glean anything meaningful. This was partially because they were focused on other feelings—excitement, desire to impress, hesitancy to push back, and insecurity—and partially because they didn't recognize how important their emotions were as resources for the team's performance. Emotions were felt but not heeded. They disregarded the feelings and relationship dynamics that could protect them and paid too much attention to the feelings and relationship dynamics that led them straight into danger.

To be fair, emotions are not always easy to read. At an individual level, it takes practice to become aware of moments when you should attend more to your feelings than your thoughts and become skilled at doing so. When you add this to the complexity of an entire team trying to navigate a life-and-death situation while emotions spread from person to person and relationships interfere with logic, the challenges of making sense of emotions multiply. Teams have a lot more data to read

and a lot more emotions, actions, and interactions to manage. Your team's ability to effectively read these emotions, feelings, and moods is the foundation of team emotional intelligence.

Every Team's Journey

Team Emotional Intelligence 2.0 has one purpose—developing your group's team EQ skills to maximize your team performance. This book will get you started on what you and your teammates need to know about this crucial skill set and how to begin putting these skills into practice.

It's time the veil is pulled back on the mystery of high-performing teams that somehow build strong bonds, get unstuck, rise to challenges, and achieve their goals without falling prey to negative team dynamics. This book covers key research findings on the influence that emotions have on team effectiveness and performance outcomes. These pages introduce the four essential team EQ skills that help teams excel and illustrate what weak and strong team EQ look and sound like on teams across industries.

Most importantly, actionable team EQ strategies reveal specifics for what you and your team can do to increase your team emotional intelligence. We incorporated the research and our experience working with teams into recommended

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actions that any team can practice together. The strategies are designed to help you notice, understand, and manage your group's emotions and build strong bonds both within and outside your team.

If there's one thing to internalize before you work through this book, it's this: Team emotional intelligence can be developed with deliberate practice. Using the information and guidance in the following chapters, select and practice the team EQ strategies that will best equip your team to excel.

Your team's emotions and relationships can work in your team's favor, or they can hold you back. We invite you to leverage team EQ know-how to maximize your group's collective knowledge, strengths, and potential.

ABOUT THE AUTHORS



DR. JEAN GREAVES

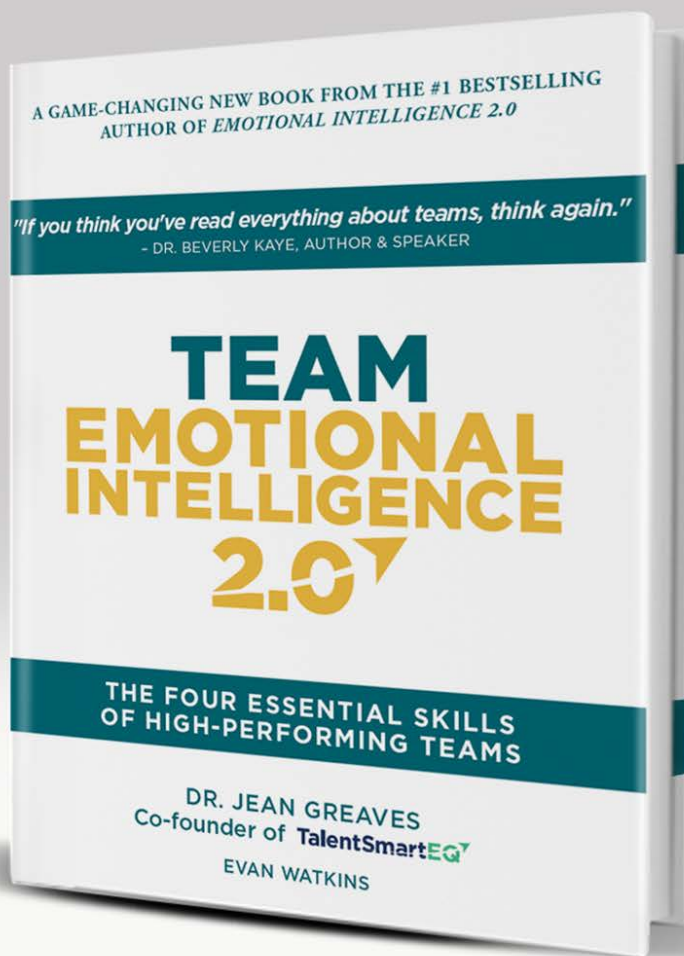
Dr. Jean Greaves is the co-founder of TalentSmartEQ®, a global consultancy that serves more than 75% of *Fortune 500* companies and is the world's leading provider of EQ skill development, assessments, training, certification, and coaching. She is the co-author of the *Wall Street Journal* bestselling book, *Emotional Intelligence 2.0*, and co-developer of TalentSmartEQ's Emotional Intelligence Appraisal® suite of EQ assessments and Mastering EQ® training programs. Dr. Greaves holds a Ph.D. in Industrial/Organizational Psychology from the California School of Professional Psychology and a B.A. from Stanford University.



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