



EMOTIONALLY INTELLIGENT TEAMS: CAN EMOTIONAL INTELLIGENCE ENHANCE PERFORMANCE

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Abstract

Over the period of time researchers and social scientists are studying why not only intellectual intelligence is sufficient and can only be the predictor of success amongst individuals? The scholars have realized the importance and need of social intelligence which is related to the non-cognitive abilities and is known as emotional intelligence. This paper develops conceptual understanding on two major perspectives that makes the sense of teams becoming emotionally intelligent. By focusing how individuals apprehend the emotions they possess and simultaneously emotions of their team members via strengthening their emotional capacity that ultimately leads them to the higher level of performance. It is evident across the globe that individuals' embraced emotionally intelligence are working individuals who strive hard to develop and practice emotional intelligence skills to be an effective team members that leads to enhance performance. High Performance teams are well equipped with emotional intelligence for getting work done through team members. For that particular purpose it is pertinent to know what emotionally intelligent teams are comprised of. Therefore it is synthesized from the literature how emotional intelligence of individuals can be a critical component of as an effective team member and propensity to a productive team work.

Keywords: Emotional Intelligence, Team Emotional Intelligence, High Performance Teams, Team Climate, Team Performance

Introduction

Organizations have seen a paradigm shift in context of management working over the last two decades. Current management practices have framed their role as customer focused and knowledge based, with the need to work as a team. Such management working styles have resulted in promoting to investigate not only generic skills rather to further explore the skills in affective domain. Hence, Emotional Intelligence (EI) is progressively being highlighted as one of the important area that comes under the umbrella of affective domain. The mounting interest in this field has forced the researchers and practitioners to explore how well people behave and interact in the work place. The historical timeline indicates that emotional intelligence is critical competency that enable individuals to move from paradigm of mediocre to the paradigm of excellence. There is an enduring debate amongst social sciences researchers whether EI can augments team performance or not? The conception of emotional intelligence and its implications on team working is not a novel concept but these skills over the period of time have gained popularity and are deemed vital for team harmony and success. Emotional intelligence consists of dimensions that are framed as a part of social skills and these skills are difficult to test as such skills are not

visible as technical skills. In business excellence, emotionally intelligent staff is one which enables them to work together to maximize effectiveness that ultimately contribute towards the organization's success. The scope of this review paper is to shed light on the conceptual understanding of team emotional intelligence and characteristics of the team members who together create an emotionally intelligent team.

Exploring Emotional Intelligence

Research on exploring emotions in organizations has an elongated history and has revolutionized over the period of time. In humans, emotions emerged through the evolutionally process to create certain motivations and tendencies to cope up with the environmental demands (Stubbs, 2005). Researchers defined emotional intelligence in numerous ways and have made consensus that it is behavioral skill that can be used intelligently according to the need of the environment. As per Wong and Law (2002), emotions are sensory and supernatural response that paved out naturally in reaction to the changing circumstances. While living in paradigm of interdependence emotions are crucial components of our communication and socialization in teams (Carmeli et al, 2009). The origin of emotional intelligence is patterned in a way social intelligence was portrayed by management researchers. As social intelligence and emotional intelligence of individuals guide the individuals towards rational human behavior. The table 1 track down the history of emotional intelligence since the phenomena came into being.

Table 1: Development of construct "Emotional intelligence"

Year	Author	Narrative
1930's	Edward Thorndike	Wrote about social Intelligence.
1940's	David Wechsler	Explained about the importance of affective components in life
1950's	Humanistic psychologist	Introduced ways of building emotional intelligence
1975's	Howard Gardner	In his book "The Shattered Mind" introduced the phenomena of Multiple intelligences.
1985's	Wayne Payne	Introduced the term Emotional intelligence in Doctoral dissertation titled as : A study of Emotion: Developing emotional intelligence; self-integration; relating to fear; pain and Desire
1987's	Keith Beasley & Reuven Bar-On	Both use the term Emotional quotient (EQ)
1990's	Peter Salovey & John Mayer	Published the landmark article
1995's	Daniel Goleman	Emphasized the concept of emotional intelligence in his book "emotional intelligence: why it can matter more than IQ?"
1996's	Research on Emotional intelligence in organizations	Research to identify emotional and social factors which are important for job success.

The construct of emotional intelligence is fetched from the concept of interpersonal intelligence introduced by Gardner in late 1970's. Further in 1990, Mayer and Salovey refined the concept by inventing the term emotional intelligence and outlined EI as "the set of social intelligence that involves the flexibility to observe one's own and others' feelings and emotions, to differentiate among them and to use this info to guide one's thinking and actions". After conceptualizing the phenomenon of EI by Mayer and Salovey (1990), various academicians initiated the theory of emotional intelligence. Goleman in 1995 introduced the lens of emotional intelligence to the world of business and management practices. According to him "emotional intelligence encompass abilities such as being able to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathize and to hope". It explains emotionally capable individual is well aware of his emotions and possess capacity to understand the emotion of others as well; has an ability to communicate and express feelings effectively while working with other individuals (Rozell & Scroggins, 2009). The concept of Wong and Law (2002) states "EI is a set of interrelated abilities possessed by individuals to deal with emotions, while emotional labor is referred to as emotion-related job requirements imposed by organizations". Though the investigation of emotional intelligence led to the abundant consequences on the individual working behavior, the literature point out to explore the consequences of emotional

intelligence in team working and performance (Carmeli et al, 2009). Therefore it stimulates the management scholars to fill the literature gap by exploring the construct team emotional intelligence and how it leads to the effective team performance.

Why emotional intelligence matters at team level?

There was a time when academicians and researchers focused on cognitive intelligence as a predictor of success. Conversely there were few who recognized the prominence of non-cognitive aspects that contributes to a number of important workplace performance indicators, such as: leadership effectiveness, creative problem solving, innovation, effective team working, interpersonal skills and the capacity to foster positive relationships with colleagues. Therefore research exploring the consequences of individual emotional intelligence and its influences on performance of teams consistently identifies the need to recognize, develop and foster those attitudes and behaviors underpinning effective emotional intelligence. Employees possessing developed emotional intelligence are in superior position to understand their physical, verbal and body gestures that may be influenced by the negative emotions when they are working in teams because different members possess diversified mindset that may cause hurdles in accomplishing their tasks. Therefore by practicing the art of EI they are in a position to moderate their emotions in overcoming the emotional hurdles that tend to stop them from progressing.

Emotionally intelligent team members understand what other feels, why they feel in a particular way, why they are doing and what are doing and use that knowledge to help others perform at their best. They are good at conflict handling and quick decision making. They are emotionally strong to recover from trauma, can overcome crises situations, possess effective communication skills and successful in various situation as compared to those who have low level of emotional intelligence.

Intelligent Quotient (IQ) vs. Emotional Quotient (EQ)

An intelligence quotient (IQ) is a type of intelligence that can be easily measured by using standardized tests to assess the level of the human intelligence. The results produced by Intelligent Quotient (IQ) are valuable for academic placement, assessment of logical incapacity, and evaluating job candidates. In context of research, the IQ analysis had been studied as one of the predictors of job performance, and income. Goleman claims that emotional intelligence can be “more powerful, than IQ” in predicting how successful one is in life (D. Goleman, 1995). Whereas emotional quotient belongs to the concept of emotional intelligence which is building block for excellence after achieving the mandatory level of success. EI is one of the critical factors of intelligence and domineering for continued successes in teams and organizations. Research is increasingly advocating that individuals who are emotionally intelligent feel secure at job and experience more career success (Jordan & Troth, 2004), they are capable to lead and augment team performance and display better coping strategies (Jamali et al., 2008). Individuals relishing extraordinary emotional intelligence would be more aware of the factors influencing their positive and negative emotions. The study by Liu & Liu (2013) concluded that emotional stability among individuals has been highlighted as one of the central antecedents of success for middle and top management. Therefore the emotional quotient (EQ) is crucial indicator of intelligence when it is compared to the indicators of intelligence quotient (IQ).

Emotional Intelligence and teamwork

The prominence of supportive and compassionate interaction in team environment has widely been noted by research scholars. One of the essential elements of successful teams is linked to emotional intelligence. The synthesis of emotional intelligence literature aims to produce links among excellence in teamwork and emotional intelligence. It has been revealed that successful teamwork and emotional intelligence share commonalities that leads to effective teamwork which is reinforced by Yost and Tucker (2000). As he recognized a sturdy association among team emotional intelligence and team performance.

Mostly researchers are in agreement that emotional competencies of individuals are more valuable and appreciated as compared to cognitive and technical skills. In accordance with team emotional intelligence models, the synergy produced by team is reliant on the team member's skill of emotional intelligence which has significant contributions for the team outcomes. Human resource in an organization comprised of inter departmental teams, customers and vendors. The job of

the managers and leaders is to achieve organizational tasks and objectives by utilizing the human resource excellence. The distinction between peak and mediocre performance in operating relationships, particularly during a team surroundings, is attributed to a team member's expertise in softer skills – talents and styles grounded in emotional intelligence (Tucker et al, 2000). Therefore to be real active team performer team members may have solid understanding of emotional intelligence. The social skills create a channel to facilitate communication and create long lasting inter professional relationships which has been recognized in team literature hence promoting the significance of emotional intelligence at team level.

Team emotional intelligence bring cheerfulness, creates conducive working environment and facilitate teamwork. Because members take advantage of having competency of perceiving, appraising and managing emotions of themselves and their team members. By doing so they contribute positively and uplift the moral of their team members augmenting individual and team satisfaction at the place of work.

Team Emotional Intelligence

To define the construct team emotional intelligence is challenging task. Few management scholars defined team emotional intelligence same as individual EI (Goleman et al, 2002) while others considered team emotional intelligence as a separate construct (Koman & Wolf, 2008). According to Druskat and Wolff (1999), team EI is a technique that influence and manage the emotional regulation process during a means that builds emotional capability and develops social capital and results in effectiveness. Further they refined the concept in 2001 which states that “team emotional intelligence is the ability of being aware of the emotions of its members, their own emotions or moods and then the emotions of alternative teams and people outside the team boundaries”. These theoretical concept explains team emotional intelligence as a process that facilitate team members by sharing norms and managing the emotional process that leads to trust among members, promotes identity of teams and enhance team performance and efficiency. Team EI creates cheerfulness by stimulating positive synergy through team norms which influence the emotional process. Therefore emotional intelligence is pertinent for the staff working in teams as it build trust, group identity and team level efficacy among members (Druskat & Wolf, 2001). Conferring to Emotional Competent Group Norms (ECGN) theory, the norms prevailing in a group directs the level of group emotional intelligence and gives fundamental idea to determine individuals working in a team collectively create and work provide support in determining if a team of individuals can function as a high-performing team. The Feyerherm & Rice (2002) defined emotional competent group norms (ECGN's) are the skills and conduct that creates habits of team members for further creation of supportive behaviors which includes trust among members, promotes group identity and efficiency at group level. The ECGN's are further classified into three main clusters that explains how norms exist on individual basis, then norms focused on groups and lastly is cross boundary focused.(see table 2)

Table 2: Classification on Norms

Levels	Individual	Group	Cross Boundary
Dimensions	Awareness of members Management of members	Group self-awareness Group Self-management	Awareness of social groups Group management of External relationships
Norms	Interpersonal understanding Confronting members who break norms Caring Behavior	Self – Evaluation of Teams Creating resources to work with emotions Creation of affirmative environment Proactive problem solving approach	Organizational understandings Building relationship beyond restricted boundaries

Source: Stubbs (2005, p. 14)

According to Gant and Agazarian (2004, p.147), “Individuals pool energy necessary to build emotional intelligence in organizations which results as a dynamic output of the structural systems of organizational working instead as an isolated property of individuals. This system-centered perspective on emotional intelligence allows emotional intelligence to be viewed in any aspect and at any level within the organization, as well as people, work teams, and hence the organization

itself". Therefore team emotional process is time taking process which is dependent on reinforcement cycle exists in organizations that leads to the creation of emotions over the period of time. The respectful behavior among members create harmony to display caring emotions in teams for positive interpersonal interaction. Whereas negative team emotional intelligence creates hurdles for cooperation and increase communication gap within teams as negative emotions creates the generation of negative emotional behavior (Liu & Liu, 2013).

Dimensions of team emotional intelligence

According to the study presented by Jordan and Lawrence (2009), team emotional intelligence encompassing four dimension that constitute emotional intelligence in a team environment. This conceptualization is based on the Mayer and Solvay Model (1990). The four dimensions includes the following:

Awareness of own emotions

This dimension is related to the underlying concept of emotional self-management which is considered an important ability for employees working in teams. According to the study by Wolf et al (2013), team members who are aware of their self-emotions will not induced much by emotional instability while confronting unforeseen emotion generating situations, hence promote effective communication among team members.

Management of own emotions

Managing own emotions involves individuals ability of being connected to his emotions depending upon utilization of particular emotions in different situations. Jordan & Troth (2004) concluded in their study that managing own emotions could be a crucial factor which may influence performance in teams.

Awareness of others emotions

This dimension is critical for team members for enhanced team emotional intelligence. It reflects how well individuals not only aware of their own emotions but also well informed of their team members emotions.

Management of others emotions

Management of others emotions is one of the most critical and controversial skill in teams. Depending on the circumstances it is to ensure that managing others emotion in a team does not affect working relationships negatively and at the same time optimizing team performance as well. Empowering positive feelings, for example, excitement may bring about positive emotions among specialists, which, thus, expands the positive associations between colleagues and has suggestions for inspiration (Jordan, and Lawrence 2009).

What does emotionally intelligent teams comprised of

Emotionally intelligent teams compromised of individuals having strong sense of emotions and possess capabilities of utilizing emotions to enhance team performance. There can be numerous ways to think how teams can be emotionally intelligent? First perspective is focusing emotional intelligence at individual level which is being possessed by the individual team members. A team composed of individuals with higher level of emotional intelligence may be more effective by using EI skill in their respective tasks. Secondly the influence of culture or climate in which team members interact with each other. It is reasonable to expect that emotionally intelligent team to have healthy and collaborative working environment, therefore climate provides social context in which team members use emotions productively to conduct their work by interacting with each other. Instead of considering EI as an individual resource that members can use the second perspective outlines emotional intelligence of team members as a set of certain believes, shared values or patterns of the environment in which members work interdependently.

There can be some teams possessing members with high emotional intelligence and have spark to ignites the other team members towards displaying exceptional sensitivity and proficiency how they relate to each other. Whereas in some teams; members hardly get to know each other after completing certain tasks or they are just restrict to get to know each other as

per the requirements of the task. In such scenario climate influence the teams to work together extensively and share their experiences after a completion of a task or since the beginning of the task. These two perspectives moves along the continuum and creates positive synergy that a team possess and the supporting environment induces team operations and performance.

Individual Resources of Team Members

The individual resources of team examines the capacity of emotional intelligence of individual team members that they have at their disposal while working collectively as a team. This premise is based on a conceptual understanding that the sum of the team members is greater than its parts.

Team Climate

The team climate perspective provides the context in which team actually performs and use their emotional skills when working together at a group level. Because the impact of climate on individual behavior has widely been noted and acknowledged by researchers. Each member of the emotionally intelligent team exhibit continual care and appreciation for their team colleagues through positive and valued feedback, because they respect, value and accept each one as a person and for their individual contributions to the team.

Both perspectives have certain commonalities and contributes towards development of emotionally competent teams that eventually enhance the overall performance of teams. The below figure 1 comprehensively describes the two perspectives and their role in development of emotionally intelligent teams.

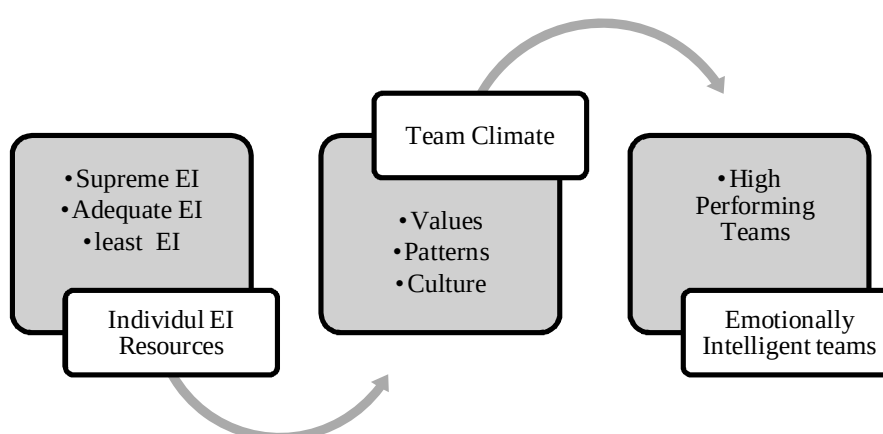


Figure 1: Emotional Intelligence in Teams – HPT (Source: Authors own)

The individual EI resources and the working climate of the team jointly conceptualize emotional intelligence in teams and provides a valuable insights into the development of EI. The following section of the paper reveals the underpinnings and research evidence brought by the previous researchers in terms of both perspectives .i.e. individual EI resources and the influence of climate in which team is performing.

Levels of Individual Emotional intelligence Resources

The emotional intelligence possess imperative enormities for individual working in teams. It is suspicious to gauge if individuals are aware that emotional intelligence team level is of great value and it comes from individual resources when working in a team. Earlier research provide evidence that emotional skills of individual are part of human traits and these traits varies in magnitudes when it comes to teams. On pooling the individual resources of emotional competencies a group emotional competency can be formulated (Kelly and Barsade, 2011). The emotional composition at team level varies from least to supreme level of emotional intelligence that ultimately influences team performance.

Adequate level of Emotional Intelligence

The adequate level of team emotional intelligence is a resource that came into existence when team members pool their abilities to share and compensate each other. The widely used method to compute adequate level of emotional intelligence at team level is to aggregate the individual scores into a single score of a group. Hence higher the level of emotional intelligence of individuals in a team, higher is the adequate level of team emotional intelligence and is beneficial for team's performance.

Numerous reasons constitutes the possibility that team member with adequate level of EI predict smooth team interaction processes and enhance overall team performance. According to the study by Druskat & Wolf, (2008), team member with adequate level of emotional intelligence may also augment performance in teams because synergistic effect of adequate resources at individual level may result in higher level of team emotional intelligence. Hence teams can be more proficient in such scenarios and emotion regulation creates affective team environment.

Supreme level of Emotional Intelligence

Members in a team possessing supreme emotional intelligence are generally perceived to be more reliable and dependable because they can magnificently survive with various emotional events occurring in organizations. If a team is composed of members with high EI, teammates regard one another as dependable and trustworthy, which reduces the need to closely monitor them (Langfred, 2004). Teams composed of members with supreme level of EI utilizes emotions in multiple ways to achieve improved cognitive and decision making process (Mayer et al., 2000). Furthermore, mediocre member EI may also relate to team performance through effective coordination. This decrease in monitoring (freeing up cognitive resources) and associated increase in reliability results subsequently, improved performance (Lewis, 2003)

Least level of Emotional intelligence

Team members with least level of emotional intelligence has led to the development of minimum-score composition group as it is formed by identifying the least individual score on the characteristic of interest. The average and variance of that characteristic are irrelevant because the lowest score may be accompanied by several high scores, several average scores, or other low scores in a group. The group emotional intelligence construct may be formed by identifying the lowest emotional intelligence score in the group, regardless of the scores of all other group members. The level of emotional intelligence of all members varies in accordance to the nature of the team task and the context in which team operates. Thus EI enables an individual to minimize the sensation of aversion risk and ensure the control efficiency (Azouzi & Jarboui, 2013). Emotional intelligence allows every individual to develop emotional consciousness, which in turn helps him respond appropriately to different situations and increase work performance (Azouzi & Jarboui, 2013; Goleman, 2001; Moriarty & Buckle, 2003).

Team Climate

An ultimate high performing teams may be facilitated or hindered by the 'climate' in the team. Climate has been studied at different levels, such as group climate and organizational climate (Hartel & Ashkanasy, 2011) because professional subcultures also influence team effectiveness. The display of individual resources of team depends on the climate in which team is operating. Ashkanasy and Nicholson (2003) concluded that culture varies in teams; the team outcomes are significantly positive if the team climate is enduring and conducive.

Critical Analysis

The main emphasis of this review paper revolves around the question whether team EI enhances team performance with the under pinning concept that what does emotionally intelligent teams comprised of? In light of the available literature the main argument of the paper is being discussed and supported. Empirical studies by researchers discussed team level emotional intelligence from different perspectives. Druskat & Wolf (2001) studied team performance in relation to team performance. They proclaimed that team must be "mindful of emotions of its members, its own emotions or moods, and the emotions of other groups and individuals outside the boundaries". They further concluded that emotional intelligence practicing in isolation cannot guarantee high performance rather it enable teams to harmonize group behaviors for example

expressing caring concern for demotivate or stressed team member. Achieving excellence in team performance depends on “emotionally intelligence norms – the attitudes and behaviors that becomes habit that support behaviors for building trust, group identity and group efficacy”. Further study by Stubbs (2005) also explored the classification of norms and affirmed the relationship between team EI and team performance. The formation of particular norms in teams creates encouraging environment that leads to the positive awareness of emotion that results in effective outcomes (Druskat & Wolf, 2001). Employees equipped and using advanced competency of emotional intelligence are in better position to produce higher team effectiveness and task related performance accordingly (Farh et al., 2012). Because higher managerial job context stimulate employees emotional competencies due to increase work pressure and higher level of accountability. In such working environment emotional intelligence of individuals led them to behave in consistent to job scenarios which ultimately enhanced the performance.

Further is has been revealed by Carmeli et al (2009) that team members possessing emotional intelligence are likely to experience elevated levels of psychological well-being. Therefore emotional intelligence is an underlying concept of social skills for creating positive and supportive interactions with peers and colleagues. On the hand individuals lacking in EI may result in negative consequences and team members may feel demotivated and detached from each other (Liu & Liu, 2013).

High Performance Teams are emotionally intelligent

One of the searching aspects that segregate active, high-performing teams from less effective and more poorly performing colleagues are rarely related to intellectual or technical skills but often to do with social skills that are related to attitudes and habits. Therefore smudge of a high performing team is that it is emotionally intelligent. According to Curseu et al., (2014), *high performance teams are equipped with better emotional competencies are more cohesive and experience less conflict than less emotionally intelligent groups*. Therefore, people with higher EI are more sensible toward their own and others’ emotions in the workplace, which allows them to adjust their mental status, and to develop positive emotional expressions and self-control on the job (Angela et al., 2015).

Further the impact of climate in which team members share their values and norms influences team performance as operating climate also influence team effectiveness. Because the team composed of emotionally intelligent members, cannot be the only component of emotionally intelligent high performing team. Since team members behaviors varies in different teams and in different environments, so it is obviously more than that: it can be about the team climate. The development of emotional intelligence is a time taking process that demands certain culture and motivation for practicing (Ghosh et al, 2012). According to Druskat and Wolff’s (2008) the development of emotional intelligence at group level may involve encouraging culture to develop certain behaviors that make them more emotionally aware as a collective unit. It is affirmed that culture impact team performance (Rowden, 2002), Kwona et al. (2013) found that the effect of culture on an individual’s emotional regulation was significant. The later notion represents team-level EI as an *emergent state* of the team that facilitates harmonious intra-team processes, the former conceptualizes team-level EI as an *input factor* that has implications for team processes and outcomes (Elfenbein, 2006). According to the study of Ghuman (2016), the increased capability to perceive and recognize emotions would mean that the team is able to apply its overall EI toward intended tasks; thus, the greater the emotional capability of the team, greater the influence on team performance.

Future Research Avenues

So is there anything new about emotional intelligence? In some ways, emotional intelligence really is not new but still there are wide-ranging unrevealed concepts that might open avenues for further research in this area. Future studies may also concentrate on critical aspect of use emotional intelligence to the benefit of the organization. Researchers must identify a parsimonious and agreed factors that delineate the emotional intelligence construct. In-depth understanding of what makes individuals emotionally intelligent; whether individual emotional intelligence is particularly a skill that can be inculcate through rigorous training interventions or it is born trait as a part of individual personality (see figure 2) that enables to offer them as one of the important component of emotionally intelligent teams.

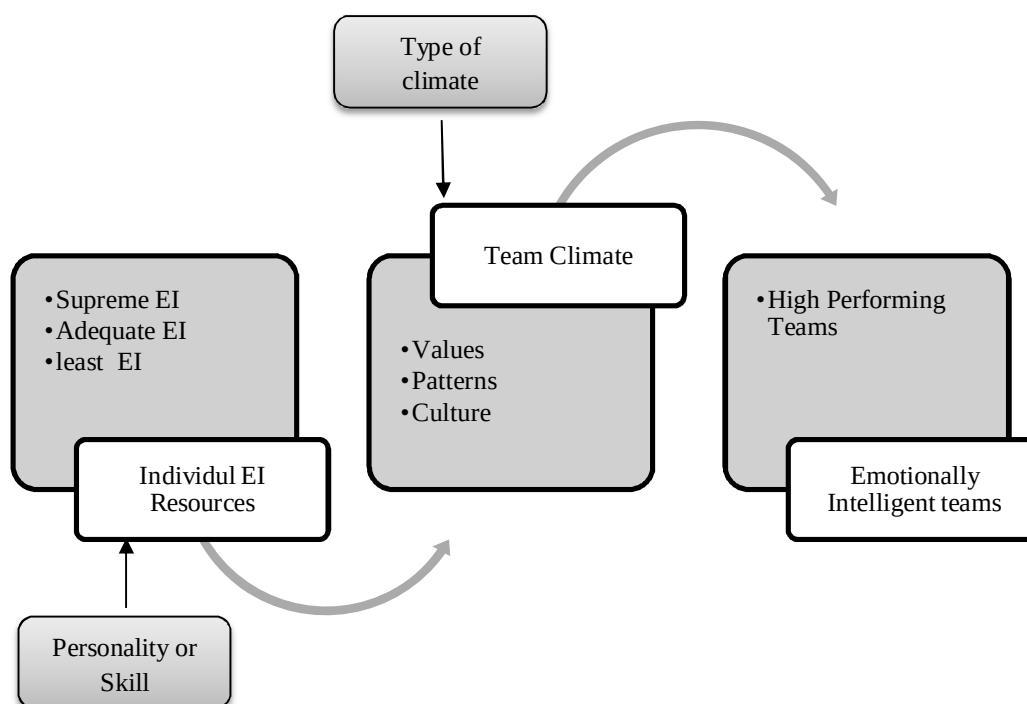


Figure 2: Emotional intelligence in Teams – HPT (Source: Authors own)

Secondly what type of climate play a positive role for emotionally intelligent teams? Because reliant on the nature of the team task the type of the culture varies; that may have significant impression on the development of team emotional intelligence and team performance. Studies should investigate which type of climate is supporting for the developing and exercising emotional intelligence at team level.

It is also recommended that team emotional intelligence and team performance should be explored in relation to team trust, team cohesion behavior among team members. These areas may be of critical importance when it comes to high performance and may find any association with the emotional intelligence.

Conclusion

This paper has integrated the concepts in light of earlier studies to develop and further extend understanding of team emotional intelligence by analyzing the role of EI in team and provides an understanding how it can be formed and hence impacts team performance. The successful teams are highly motivated to produce a quality product, and not pre-occupied by personal issues. Emotional intelligence in teams create an environment in which members feel appropriate and healthy to discuss problems as they arose so that they accomplish their tasks and team objectives would not be compromised. Emotionally intelligent teams display characteristics of positive interdependence and promote interaction. However, the less emotionally intelligent teams demonstrate negative interdependence, poor communication, and lack of consideration, empathy and understanding. Using the attributes provided by Goleman (1995, 1998a, 1998b), it was evident that team members' emotional intelligence played a pivotal role in determining the success and functionality of the team. The skills of emotional intelligence is strengthened by effective collaboration and communication keeps the team focused on their tasks. Furthermore, as the pace of change or innovation and creativity increases; the world of work make even greater demands on a person's cognitive, emotional, and physical resources, this particular set of abilities will become very much important. Hence it is concluded that team emotional intelligence is significant for leading performance of teams.

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