THE SECURITY AUDIT ACCIDENTALLY LOCKED ALL OF THE DEVELOPERS OUT OF THE SYSTEM.

WELL, IT IS WHAT IT IS.

HOW DOES THAT HELP?

YOU DON'T KNOW WHAT YOU DON'T KNOW.

CONGRATULATIONS! YOU'RE THE FIRST HUMAN TO FAIL THE TURING TEST.

WHAT DOES THAT MEAN?

UM...

IT IS WHAT IT IS?

WHY DIDN'T YOU SAY THAT IN THE FIRST PLACE?
GET US SOME RISK MANAGEMENT SOFTWARE.

WHAT CAN RISK MANAGEMENT SOFTWARE TELL YOU THAT MY COMMON SENSE AND EXPERIENCE CAN'T?

STOP FAILING THE TURING TEST!
I've loved our online chats these past few months, Lisa. Me too. I really like you, Rob.

It's just... now and then you mention products you like, and... I worry. What? Honey...

Before this goes any further, I think we should go get tested. You know, together. You don't trust me? I just want to be sure.

VK Couple's Testing
Test ID: 21871138
Waiting... partner connected.

Okay, mine says "library." Yours? I... uh... I'm more than a spambot! Our love was real!

Goodbye, Lisa.
**Blondie**

1. You need occupational licensing and permits first.
2. Before coming to us, you should see City Health Department.
3. You need to go to County Health first.
4. County can't help you until you've been to City Health.
5. We can't do a thing until you've been to Architectural Review.
6. Didn't I start here? Probably, but we're closing now.

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**The Family Circus**

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Poor dog. Not only is he ugly, he also smells like Windex.

I don't know. It's hard to say.

I wonder if he knows he's looking at himself. He's looking at another dog.

Look at Roscoe! He's checking himself out in the mirror.
Building the Emotional Intelligence of Groups

from many different cultures, its leader knew he couldn't assume all the members possessed a high level of interpersonal understanding. To establish that norm, he introduced novelties like having a meeting without a table, using smaller groups, and conducting an inventory of team members' various learning styles.

Interventions like these can probably be done only by a formal team leader. The ways informal leaders or other team members enhance emotional intelligence are typically more subtle, though often just as powerful. Anyone might advance the cause, for example, by speaking up if the group appears to be ignoring an important perspective or feeling—or simply by doing his or her part to create an affirming environment.

Training courses can also go a long way toward increasing emotional awareness and showing people how to regulate emotions. We know of many companies that now focus on emotional issues in leadership development courses, negotiation and communication workshops, and employee-assistance programs like those for stress management. These training programs can sensitize team members to the importance of establishing emotionally intelligent norms.

Finally, perhaps more than anything, a team can be influenced by a broader organizational culture that recognizes and celebrates employee emotion. This is clearly the case at IDEO and, we believe, at many of the companies creating the greatest value in the new economy. Unfortunately, it's the most difficult piece of the puzzle to put in place at companies that don't already have it. For organizations with long histories of employees checking their emotions at the door, change will occur, if at all, one team at a time.

Becoming Intelligent About Emotion

The research presented in this article arose from one simple imperative: in an era of teamwork, it's essential to figure out what makes teams work. Our research shows that, just like individuals, the most effective teams are emotionally intelligent ones—and that any team can attain emotional intelligence.

In this article, we've attempted to lay out a model for positive change, containing the most important types of norms a group can create to enhance its emotional intelligence. Teams, like all groups, operate according to such norms. By working to establish norms for emotional awareness and regulation at all levels of interaction, teams can build the solid foundation of trust, group identity, and group efficacy they need for true cooperation and collaboration—and high performance overall.

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