

# How is your team?

We all experience a wide range of positive and negative feelings at work as we interact with colleagues, customers, suppliers and others. These feelings influence our decisions, behavior and performance in interesting ways. Positive feelings have a 'broaden and build' effect causing us to think more broadly, engage more deeply and perform better. Negative emotions tend to have a 'narrow and limiting' effect, causing us to be more closed-minded, less engaging and poorer at performing. At a collective level, these emotions impact the bottom line.



In high performing organizations, people experience more positive emotions and less negative emotions than those in low performing organizations.

## The ECM modell

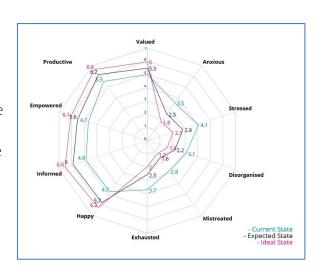
Based on international studies, it is a proven fact that the emotional state of the team has a significant impact on performance on an individual as well as team level. The ECM survey is an easy and swift survey designed to measure three dimensions of emotions:

- 1. Current emotions: How often your people experience certain feelings at work?
- 2. **Fair and reasonable emotions:** How often your people think it's fair and reasonable to experience these feelings at work given the nature and context of your workplace?
- 3. Ideal emotions: How often your people think they should ideally experience these feelings in your workplace in order to be effective?

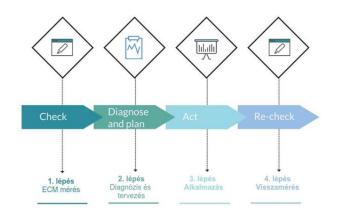
### The result

Along the three dimensions, the survey measures five positive and five negative emotions resulting in a visual representation of the emotional map of the team indicating the level of all emotions. This tool allows for the management to spotlight focus areas together with their teams to identify where intervention is needed to achieve improvement on all levels.

Action plans for improvement are elaborated by the teams and management as well with focus on "what can we do to feel better within a short time?"



### The process



#### The structured process of 4 main actions:

- Check: take survey
- Diagnose & plan: understand current state
- Act: take actions for improvement
- · Re-check: measure effectiveness

RE-check is advised in 1 year time.