

# Emotional Intelligence: Using EI in Hiring and Professional Development

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# Goals

- Understand emotional intelligence (EI) and how it relates to success in the workplace
- Emotional Intelligence in Hiring
- Emotional Intelligence in Development

# INTRODUCTION TO EMOTIONAL INTELLIGENCE

# What is emotional intelligence

- “A set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges and use emotional information in an effective and meaningful way.” -*The EQ Edge*
- “The communication between your emotional and rational ‘brains’ is the physical source of emotional intelligence.” -*Emotional Intelligence 2.0*

# POLL: How important is IQ to your success?

On average, what percentage of workplace success is predicted by IQ?

- a. 1%
- b. 6%
- c. 20%
- d. 50%

# POLL: How important is EQ (EI) to your success?

On average, how much success is due to your EQ or emotional quotient?

- a. 5%
- b. 10%
- c. 20%
- d. 30%

# IQ versus EQ

## Intelligence Quotient

- A measure of memory, vocab, math skills, comprehension, abstract and spatial thinking
- Cognitive abilities
- IQ is pretty much set
- Book smarts
- Can be influenced by genetics and environment

## Emotional Quotient

- Ability to understand, empathize, and connect with people
- Dynamic skills deployed situationally
- EQ can be improved
- Street smarts
- Cuts across gender gap and transcends race

# Why is this important

- On average only 20% of workplace success is predicted by IQ
- Over 50% of workplace success has been attributed to EQ
- Unlike our IQ which is relatively fixed past a certain age, EI can be learned and therefore, EQ can be increased
- High EQ leads to healthy relationships with others
- Cultural fit is critical to success
- Emotional health affects physical health

# Why Emotional Intelligence?

- Schools = relationships
- Identify hires who are open to continued learning and growth
- Model behavior for students
- Opportunities for immediate & ongoing professional growth
- Build stronger teams
- Can substantiate observations
- Always looking to improve

# Hiring: What's the BIG deal?

- Hiring the best talent; top quality individuals
- Selecting the best candidate can increase productivity and success; reduce learning curve
- Decreased turnover; cost of turnover can range from 50% to several hundred percent of salary
- Intangible costs of a bad hire (morale, managing poor performance, other employee relations issues)
- Other costs (e.g., not meeting enrollment targets, fundraising goals, financial metrics)

# Comprehensive Hiring Process

- Interviewing is a useful tool to assist in candidate selection, but it should be used as only one part of a comprehensive evaluation process
  - Relevant experience and credentials
  - Reference Checks
  - Direct observation via classroom instruction, presentations, case studies, and job related scenarios
  - Emotional Intelligence Assessment

# Our Hiring Process

## Planning

- Job Description
- Recruiting Plan

## Sourcing

- Position advertised internally and externally
- Initial candidate assessment
- Phone/Skype screenings to narrow talent pool

## Selection

- On-campus interviews and assessments
- EI Assessment administered
- Reference checks
- Offer extended

# The EQi Model

# The EQ-i<sup>2.0</sup> model



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# EI and Educators

## Lower School

- Self-actualization
- Optimism
- Stress Tolerance
- Emotional Self-awareness
- Problem solving
- *Impulse Control*

## Middle/Upper School

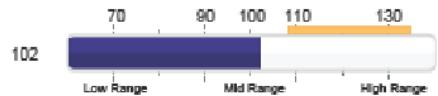
- Self-actualization
- Optimism
- Stress Tolerance
- Emotional Self-awareness
- Problem solving
- *Flexibility*

## Overview of Results



## ■ Overview

### Total EI



### ■ Self-Perception Composite

**Self-Regard**  
Respecting oneself; Confidence



**Self-Actualization**  
Pursuit of meaning; Self-Improvement



**Emotional Self-Awareness**  
Understanding own emotions



### ■ Self-Expression Composite

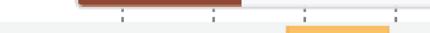
**Emotional Expression**  
Constructive expression of emotions



**Assertiveness**  
Communicating feelings, beliefs; Non-offensive

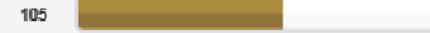


**Independence**  
Self-directed; Free from emotional dependency



### ■ Interpersonal Composite

**Interpersonal Relationships**  
Mutually satisfying relationships



**Empathy**  
Understanding, appreciating how others feel



**Social Responsibility**  
Social consciousness; Helpful



### ■ Decision Making Composite

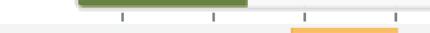
**Problem Solving**  
Find solutions when emotions are involved



**Reality Testing**  
Objective; See things as they really are



**Impulse Control**  
Resist or delay impulse to act



### ■ Stress Management Composite

**Flexibility**  
Adapting emotions, thoughts and behaviors



**Stress Tolerance**  
Coping with stressful situations



**Optimism**  
Positive attitude and outlook on life



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## TELL US WHAT YOU THINK!

- 1) Open the app and select Schedule and Sessions.
- 2) Select Thursday Sessions.
- 3) Select the appropriate session time.
- 4) Select the session title.
- 5) Click on the link at the bottom of page to take the 3-question survey.

The screenshot shows a mobile application interface for event details. At the top, it displays the date and time: 'Wednesday, Nov 01 2017 9:15 AM' and 'Thursday, Nov 02 2017 10:30 AM'. Below this is a header with 'Event Detail' and a back arrow. The main content area has sections for 'TITLE', 'LOCATION', and 'DESCRIPTION'. The 'TITLE' section contains the session name and date. The 'LOCATION' section lists 'Innovation Hall'. The 'DESCRIPTION' section contains a brief summary of the session, mentioning H. G. Kerec, disruptive innovators, and growth. At the bottom of the screen is a blue button labeled 'RATE THIS SESSION'.

# EMOTIONAL INTELLIGENCE *REALMS AND SCALES*

# **SELF PERCEPTION**

# Emotional self-awareness

- Ability to recognize emotions as they happen
- Ability to understand what triggers different emotions in you – what are your HOT  
BUTTONS? (and how do you react when they get activated?)
- Awareness of how your emotions affect others
- Having self-awareness makes the other emotional intelligence skills much easier to use.

# Self regard

- Understanding your strengths and limitations
- Accepting yourself despite limitations
- Resultant feelings of confidence



# Self actualization



- Goal oriented
- Working towards desired outcomes
- Receives satisfaction from work
- Geared to self-improvement

# **SELF EXPRESSION**

# Emotional expression (EE)

- Expressing feelings verbally & non-verbally
- Being open and congruent in the expression of emotions
- Effective EE can help to motivate others



# Independence

- Self-directed
- Free of emotional dependency
- Avoid clinging or need for reassurance
- Stand on own two feet

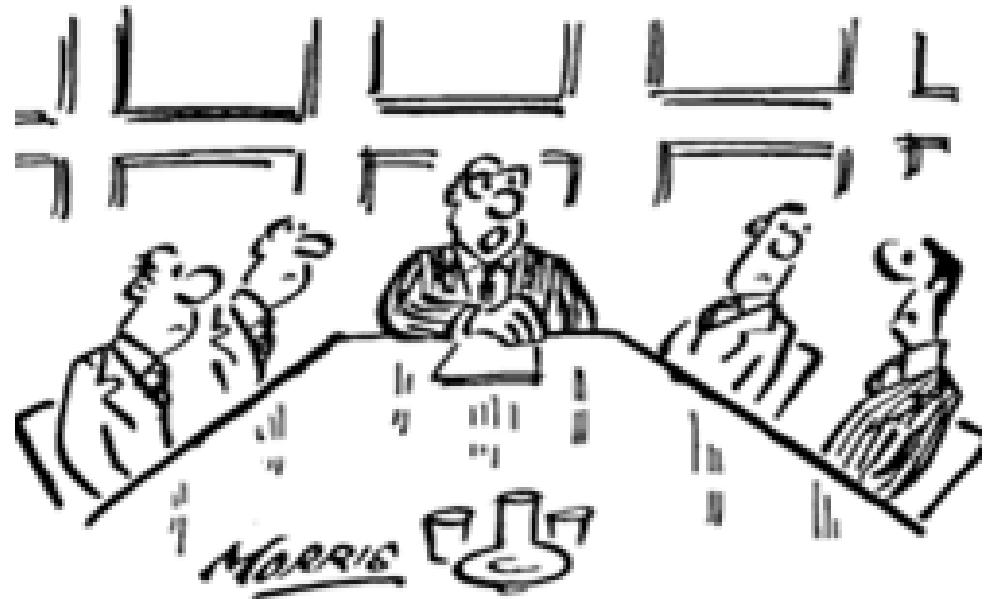
**HELP ME!**

**v.**

**I CAN DO IT  
MYSELF!**

# Assertiveness

- Able to express thoughts, feelings and opinions appropriately
  - Takes up for self
- Cartoon → how **not** to be assertive!



"We're a team Brian, I make the decisions and you accept them."

# **INTERPERSONAL**

# Interpersonal Relationships

- Degree to which you can have mutual relationships with others, be appropriately vulnerable, share feelings
- Trust
- Interactions are rewarding and enjoyable



# Empathy

- Show interest in and concern for others
- Awareness and understanding of another's thoughts, feelings or perspectives



# Social Responsibility

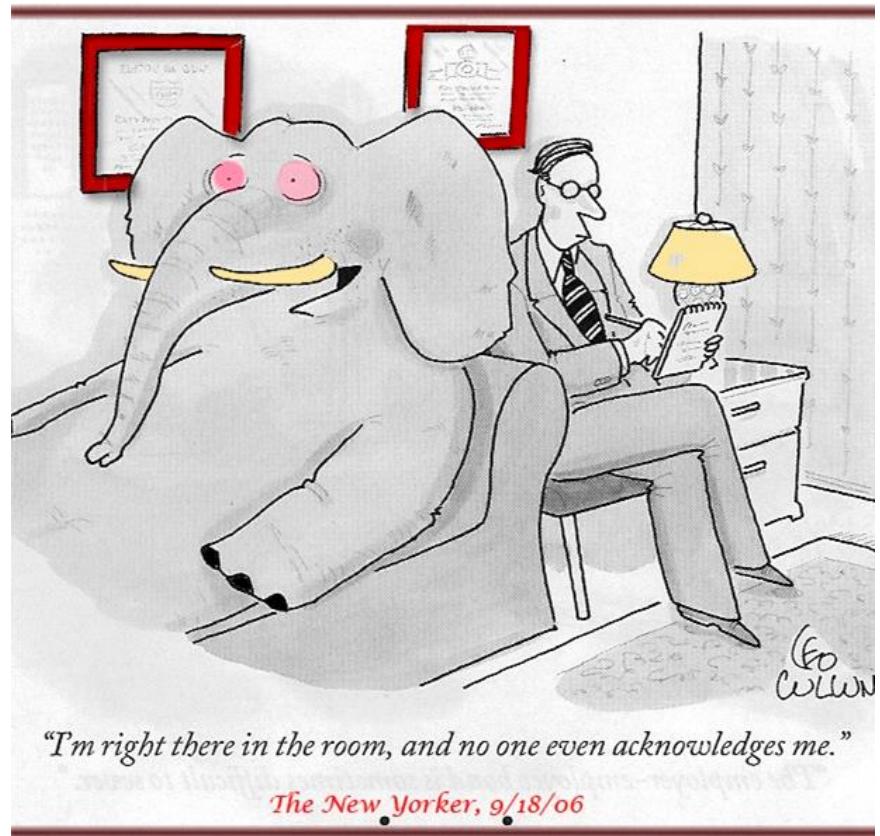
- Teamwork and collaboration
- Doing your fair share
- Sense of responsibility for others in the community



# **DECISION MAKING**

# Problem Solving

- Ability to recognize and define problems in situations where emotions are involved
- Desire to confront problems rather than avoid



# Reality testing

- Ability to accurately read the environment, neither over nor under-reacting
- Curious and examining rather than passive and assuming



# Impulse control



- Ability to resist or delay drives or temptations
- Not over-reacting
- Remaining patient

# **STRESS MANAGEMENT**

# Stress tolerance

- Ability to withstand adverse events and conditions without “falling apart”



# Flexibility



- Ability to adjust emotions, thoughts and behaviors to the situation
- Accepting change

# Optimism

- Tendency to look on the bright side of things
- Positive attitude
- Persevere in the face of adversity



# GENERAL WELL BEING

- **HAPPINESS**
  - Satisfaction with life
  - Enjoy the company of others
  - Pleasant to be with
- Happiness related to
  - Self-actualization
  - Self-regard
  - Interpersonal Relations
  - Optimism



PROCESS STEP	TASK
<b>Planning</b>	HR and/or the Head of School identify and validate a hiring need
	HR meets with Hiring Manager to discuss required/desired knowledge, skills, education and abilities for the role
	HR drafts/edits job description as appropriate
	HR send final job description to Hiring Manager for approval
	HR works with Hiring Manager to determine where best to advertise position
	HR and Hiring Manager discuss the hiring process and next steps
<b>Posting</b>	HR advertises position through agreed upon sources
	HR posts role in the Applicant Tracking System (ATS)
<b>Recruiting</b>	HR reviews current resumes on file as appropriate to identify any candidates the School would like to "invite" to apply for the posted role
	HR and the Hiring Manager will source candidates through existing networks and direct them to apply if interested via the online applicant tracking system
<b>Evaluation</b>	HR will evaluate applicants against established criteria in the job description
	HR will forward candidates who meet the criteria to the Hiring Manager for review
	HR and/or the Hiring Manager may conduct phone screenings to narrow the applicant pool if necessary
	HR will notify applicants who do not meet the established criteria
	The Hiring Manager will notify HR which applicants he/she would like to move forward in the process
<b>Interviews</b>	HR will schedule onsite interviews with the selected candidates
	HR will work with the Hiring Manager to prepare the interview schedule
	HR will work with the Hiring Manager to prepare the Interview Guide
	HR will ensure all participants in the interview process have copies of the candidates' resumes and the interview guide
	HR will notify the selected candidates of the interview process and schedule
	HR will make travel arrangements for the candidate(s) if necessary
<b>Selection</b>	HR will administer the EQi assessment
	The interview team will conduct the interviews
	The interview team will evaluate and rank all candidates and make their recommendation to the Hiring Manager and HR
	HR will score and review the EQi assessment results with Hiring Manager
	The best qualified candidate will be selected for the job
<b>Offer</b>	HR will check and verify references, credentials and education as appropriate
	HR will discuss the total compensation package for the selected candidate with the Head of School and/or Leadership Team member
	The Hiring Manager, HR or the Head of School will verbally make the conditional offer
	HR will schedule the background check/drug screen
	HR will prepare the offer letter and new hire welcome packet (including benefits information) and deliver to the successful candidate via e-mail, US mail, or in person
<b>Close posting</b>	The Head of School, HR and/or Hiring Manager will notify candidates not selected
	The Interview Team will ensure HR has all interview notes and documentation for the file
	HR will complete any required applicant tracking documentation

- *People with well-developed emotional skills are ... more likely to be content and effective in their lives, mastering the habits of the mind that foster their own productivity; people who cannot marshal some control over their emotional life fight battles that sabotage their ability for focused work and clear thought.*
- Daniel Goleman, "Emotional Intelligence"

<https://youtu.be/auXNnTmhHsk>

# References

- Stein, S. J. & Book, H. (2011). *The EQ Edge: Emotional Intelligence and Your Success.* Wiley: Ontario, Canada.
- Bradberry, Travis & Greaves, Jean (2009). *Emotional Intelligence 2.0.* TalentSmart: San Diego, CA.