



# *Connecting EQ to the Hiring Process*



- CPLP® Credentialed Learning & Development Professional
- Masters' Degree in Human Resources Management and Labor Relations
- Bachelors' Degree in Organizational Communication and Public Relations
- International BEST® Award Winner (ATD: 2014 & 2016)
- Excellence in Practice Award Winner (ATD: 2015)
- 17 years' combined experience in leadership, HR and training

# Defining Emotional Intelligence



## e·mo·tion·al in·tel·li·gence

*noun*

the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

"emotional intelligence is the key to both personal and professional success"

# EQ > IQ?



*“Current trends show that recruiters and people managers are seeking “high EQ” in candidates; and these skills have been surpassing both “technical aptitude” and “high IQ” as ‘must-haves’ in many organizations. In fact, according to the [World Economic Forum’s Future of Jobs Report](#), emotional intelligence will be one of the top 10 job skills in 2020.*

*And it makes sense: people with high EQ are often better collaborators in team environments, they are stronger and more empathetic listeners, and they are more likely to productively accept and utilize constructive feedback when given.”*



# Understanding EQ



SELF FACTOR	RELATIONSHIP FACTOR
<p><b>Self-Awareness</b></p> <ul style="list-style-type: none"> <li>• Knowing your internal state, preferences, and resources</li> <li>• Knowing your own strengths and weaknesses</li> <li>• Recognizing how your emotions may affect others' perceptions of you</li> <li>• Being self-confident</li> </ul>	<p><b>Awareness of Others</b></p> <ul style="list-style-type: none"> <li>• Being aware of others' feelings, needs, and concerns</li> <li>• Understanding others</li> <li>• Anticipating needs of others</li> </ul>
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^ Daniel Goleman's Emotional Intelligence Model, 1996



# EQ Competencies



Self-Awareness	Awareness of Others
<ul style="list-style-type: none"><li>• Values</li><li>• Accurate assessment of limits</li><li>• Self-confidence</li></ul>	<ul style="list-style-type: none"><li>• Empathy</li><li>• Political skills</li><li>• Customer focus</li></ul>
Self-Management	Relationship Management
<ul style="list-style-type: none"><li>• Self-control</li><li>• Openness</li><li>• Flexibility</li><li>• Learning</li><li>• Innovation</li><li>• Positive outlook</li></ul>	<ul style="list-style-type: none"><li>• Ability to inspire</li><li>• Influencing others</li><li>• Coaching/mentoring</li><li>• Managing conflict</li><li>• Change agent</li><li>• Teamwork</li></ul>



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**ALWAYS** PARTNER WITH YOUR  
HUMAN RESOURCES TEAM  
**PRIOR TO** MAKING ANY  
CHANGES TO AN INTERVIEWING,  
SELECTION OR HIRING PRACTICE



# Accurate Assessment of Limits



## EQ Quadrant: Self-Awareness

This competency refers to the ability to clearly define one's own weaknesses and areas of opportunity.

## Value Added:

Employees who are aware of their weaknesses ask for help when appropriate, value team collaboration, and often strive to mitigate their weaknesses.

## Interviewing Techniques:

- ✓ *"What are your three biggest weaknesses?"*
- ✓ *"What are you better at today than you were this time last year?"*
- ✓ Situational Interview Questions:  
*"Explain to me how you've overcome your weaknesses in your last or current role... How did you know they were weaknesses, and what did you do?"*



# Self Confidence



## EQ Quadrant: Self-Awareness

This competency refers to the ability to clearly define one's own strengths and areas of pride.

## Value Added:

Employees who are aware of their strengths learn how to leverage them, will often develop others, and are more likely to ask for help when appropriate.

## Interviewing Techniques:

- ✓ *"What are your three biggest strengths?"*
- ✓ *"What is your largest contribution to the team?"*
- ✓ Situational Interview Questions:
  - "Tell me how you have leveraged your strengths in your most recent role?"*
  - "What would your last team say about your strengths?"*



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# Flexibility



## EQ Quadrant: Self-Regulation

This competency refers to the ability to be adaptable when things change in the workplace, or even one's role, responsibilities, or position.

## Value Added:

Employees who are flexible more easily adapt to change, both planned and unexpected, to help facilitate momentum. They are often more innovative and willing to think 'outside the box' for solutions.

## Interviewing Techniques:

- ✓ *"What does the word 'flexibility' mean to you, in terms of the workplace?"*
- ✓ Situational Interview Question:  
*"Tell me about a time you reacted poorly to a change – what was the situation, what did you do, and what was the outcome?"*



# Positive Outlook



## EQ Quadrant: Self-Regulation

This competency refers to a person's general demeanor and likelihood to have a positive outlook, even in the face of adversity and challenge.

## Value Added:

Employees who have a positive outlook are often champions for the team. They see the silver lining, and bring a 'can-do' attitude to the table.

## Interviewing Techniques:

- ✓ *"How often do you think most employees have "bad days" at work?"*
- ✓ *"Generally, do most people have 'good' or 'bad' intentions?"*
- ✓ Situational Interview Question:  
*"Describe a stressful or negative situation you've experienced at work– what was the situation, what did you do, and what was the outcome?"*



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# Empathy



## EQ Quadrant: Awareness of Others

This competency refers to a person's ability to understand and relate-to the feelings of those around them. *Note: It is not sympathy or compassion.*

## Value Added:

Employees who demonstrate empathy are generally more situationally-aware, are more likely to problem-solve from a neutral and non-judgmental position, and are better adept at productively handling workplace conflict.

## Interviewing Techniques:

- ✓ *"How do you react when a co-worker comes to you for help?"*
- ✓ *"What is your contribution to the work team?"*
- ✓ Situational Interview Question:  
*"Tell me about a time you helped a co-worker solve a relationship problem?"*



# Customer Focus



## EQ Quadrant: Awareness of Others

This competency refers to a person's mindset around the duty to serve customers, both internal and external.

## Value Added:

Employees who have a high customer focus are more likely to selflessly serve the needs of others, creating better internal and external relationships.

## Interviewing Techniques:

- ✓ *“What does ‘good customer service’ mean to you?”*
- ✓ *“Is the customer always right?”*
- ✓ Situational Interview Question:  
*“Tell me about a time you dealt with an unreasonable customer... How did you handle it, and how would you handle it today?”*



**Important!** ALWAYS partner with your HR team PRIOR TO making changes to the interviewing and selection process.



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# Influence Others



## EQ Quadrant: Relationship Management

This competency refers to a person's ability to adjust his or her own communication style to better relate-to and persuade others.

### Value Added:

Employees who are able to influence others are persuasive and can often be informal leaders on teams. They are objective thinkers and will analyze the rational and emotional arguments for their positions.

### Interviewing Techniques:

- ✓ *"How do you get others to do what you want?"*
- ✓ Situational Interview Question:
  - "Tell me about a time you held an 'unpopular position' on a work-related issue - what was the situation, and what was the result?"*
  - "Tell me about a time you convinced everyone to do it your way."*



# Manage Conflict



## EQ Quadrant: Relationship Management

This competency refers to a person's ability to adjust his or her own innate communication style to better resolve conflict with others.

### Value Added:

Employees who have developed conflict resolution skills often manage conflict in a productive and proactive manner; which builds trust and enhances working relationships. They can see past emotional positions to focus on the big-picture.

### Interviewing Techniques:

- ✓ *"How comfortable are you in dealing with differences and disagreements?"*
- ✓ Situational Interview Question:
  - "Tell me about a time where you disagreed with the direction that your boss suggested. What happened, and what was the result?"*
  - "Describe for me the worst conflict you've been a part of."*



**Important!** ALWAYS partner with your HR team PRIOR TO making changes to the interviewing and selection process.

# Recapping EQ



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