

Using Emotional Intelligence recruits better graduates and managers



Many companies focus their selection criteria on hard skills (e.g., technical expertise, industry knowledge, education) when recruiting. However the key critical success factor of Emotional Intelligence traditionally has not been directly measured. Forward-looking consultants and organisations worldwide are now assessing Emotional Intelligence using the EBW System to select better leaders and more productive teams.

Emotional Intelligence is about how individuals manage both themselves and others. It is about understanding and gaining an accurate insight into an individual's motivation to succeed. This includes how to make decisions, why people behave the way they do and how to maximize one's performance. This is the key to human capital management.

Why is assessing Emotional Intelligence important?

An employee with high Emotional Intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humour to build rapport in tense situations. These employees will have empathy, remain optimistic even in the face of adversity, and are gifted at educating and persuading in a sales situation and resolving customer complaints in a customer service role. Research shows that this "clarity" in thinking and "composure" in stressful and chaotic situations is what separates top performers from weak performers in the workplace.

Hy-phen Case Study

For Steria, a European provider of IT solutions, hy-phen recruitment needed to assess and interview 200 candidates. By using the EBW System, hy-phen provided a consistent and standardised approach to recruitment from job analysis through to interviewing at the assessment centre. The interview was focused on a candidate's Emotional Intelligence and his/her suitability for a range of IT/business/financial roles at Steria. This approach ensured that Steria got the right candidates for the right job. The effectiveness of this approach has meant that hy-phen has continued to use the EBW System with Steria for 3 years.

How does the EBW System improve the selection process?

- Provides the ability to assess a large number of candidates and personnel effortlessly and cost effectively
- Enables assessment and benchmarking of emotions and behaviours that are critical to success (resilience, motivation, emotional control, decisiveness, influence, empathy, adaptability and conscientiousness)
- Increases performance and saves costs by concentrating on the 'real' human factors that determine success by generating focused questions which enables smarter use of time for busy managers/recruiters.

**The EBW System – Using Emotional Intelligence
Selecting the right person for the right job**