Recruiting better and improving performance

The EBW Emotional Intelligence System for Business
Understand the Impact - Know the Full Potential

www.ebwonline.com

Emotions & Behaviours at Work
Improving recruitment using Business Emotional Intelligence

Traditionally many companies focus their assessment criteria on hard skills when recruiting (e.g., technical expertise, industry knowledge, education). However, the key critical success factor of Emotional Intelligence at work is not always directly measured. By focusing on a candidate’s Business Emotional Intelligence, the cost of making the wrong decision is significantly reduced.

Business Emotional Intelligence is about people’s ability to manage their emotional drivers that affect their performance at work. It is 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 they make decisions, understanding why people behave the way they do and how to maximise performance.

Recruiting for Business Emotional Intelligence ensures organisations focus on the ‘real’ human factors that determine success and the emotional & behavioural drivers that impact on performance (Resilience to pressure, controlling critical emotions like anger, listening & influencing, understanding others, risk assessment, etc.). This is the key to human capital management and managing the recruitment, retention and development pipeline cost effectively.

Simply put, recruitment is expensive. The average recruitment cost, taken from the point of placing the advert to the candidate making a performance impact, is estimated at 2.5 times the candidate’s salary.

By using the EBW Psychometric System and assessing for Business Emotional Intelligence, you will be able to:

- Stop losing money from bad recruitment decisions.
- Improve the calibre of new employees.
- Build stronger and more productive teams.
- Reduce your cost per hire without impacting on quality.
- Retain and develop the hidden potential of your current workforce.

For over 15 years forward-looking consultants and organisations worldwide have been assessing Business Emotional Intelligence using the EBW Psychometric System to recruit & develop better leaders and more productive teams.

We think you should be doing the same.

“I have found the EBW to be beneficial in giving a greater insight to candidates during recruitment. I particularly like the way the reports focus on Business Emotional Intelligence which results in the nature of the information provided mapping quite readily onto those areas that are applicable to business success”.

Business Psychologist

Emotional Intelligence is more important than personality when recruiting!

Using two years of data from a sample of recent business college graduates, researchers examined the effects of ability (general mental ability and EI) and personality on extrinsic (i.e., salary) and intrinsic (i.e., perceived job and career success) indicators of career success.

Results indicated that gender, extroversion, and agreeableness were the strongest predictors of salary. Emotional stability and proactive personality (e.g., lead and plan more effectively, and adapt more quickly to new situations) predicted perceived job success, while extraversion was significantly related to perceived career success. Overall, the findings indicate that initial career success is related only to personality, suggesting that EI and IQ matters less on entry jobs, where employees beginning their careers are presumably carefully supervised. This suggests two potentially troubling practical implications.

First, organisations may be unintentionally recruiting, promoting, and rewarding individuals with the personality but not necessarily the emotional and cognitive intelligence known to be associated with long-term career success and leadership ability.

Second, high EI and IQ individuals who may be less charismatic or fit less obviously with the corporate persona may not be given the encouragement necessary to realise their abilities and feel more satisfied with their careers causing retention problems within organisations.

How does the EBW System work?

The EBW Emotional Intelligence Psychometric System for Business, unlike other Emotional Intelligence tests was designed in and for the occupational domain. It works because it provides a focus to the emotions and behaviours that predict occupational performance.

Taking a practical, straightforward approach, the EBW assessment only takes 20 minutes to complete and is available in multi-languages. Tried and tested globally, the EBW assessment results enable a recruiter to quickly get “under the skin” of a candidate to understand how they will perform in the job role. Using the EBW Emotional Intelligence Reports makes it easy for recruiters to quickly understand and compare how candidates manage the critical emotions and behaviours that impact on the success of themselves and those they work with.

The EBW model has eight main scales that focus on Business Emotional Intelligence. The summaries of these are described below:

- **Decisiveness**: Willingness to make decisions, the need for control and the level of comfort with decision making responsibility.
- **Conscientiousness**: The need to plan and have structure, be diligent and meet deadlines; the level of comfort with conforming and following the rules.
- **Motivation**: Level of energy, passion, drive and enthusiasm for work, being optimistic and positive, the need for achievement and challenge.
- **Empathy**: The ability to recognise, be sensitive to and consider others’ feelings, needs and perspectives. The need to understand, to help and work with others.
- **Influence**: The drive to influence others and persuade them, to be heard and have an impact.
- **Stress Resilience**: The capability to relax and deal with the day to day pressures of work; the level of comfort with showing and managing emotions e.g. can control/ hide temper when provoked.
- **Adaptability**: The desire for, and enjoyment of, variety in the workplace; the capacity to keep an open mind and be flexible with different and creative approaches.
- **Self-Awareness**: This scale gives an index of the extent to which the ratings of a candidate is likely to correspond with the way that others would rate that individual on the EBW scales.

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**EBW Impression Management Tool (ensuring honesty and accuracy)**

Built into the EBW is a sophisticated tool, based on statistical modeling of candidates’ honest responses, that reveals what candidates do not want recruiters to know.

Is the candidate attempting to fix their assessment answers?
What kind of impression is the candidate trying to make?
Is the candidate being honest with themselves?

The IMT tool ensures the EBW always provides reliable insights into a candidate’s Business Emotional Intelligence.
Why recruit using the EBW System

The EBW saves time and money by focusing on a candidate’s Business Emotional Intelligence and predicting their success by:

- Benchmarking & comparing candidates against their peers (directors, graduates etc).
- Evaluating their motivation to succeed and their resilience to pressure.
- Revealing if the candidate is overly cautious or is prone to taking excessive risks.
- Assessing their leadership ability, their way of influencing others and making decisions.
- Examining their adaptability and team-working style.
- Revealing if they can control their emotions (anger, jealousy etc).
- Showing how candidates manage emotions & behaviours that predict success (Business Emotional Intelligence) in different situations.

Using the EBW Psychometric System will give you a reliable, straightforward and robust process, that is fair and perceived as fair by candidates, enabling you to quickly and consistently recruit the best talent globally, giving you an advantage over the competition.

EBW Recruitment Process

The EBW recruitment process is straightforward and can be added as a “plug-in” online testing module to your current recruitment process or it can be blended in with a new recruitment system.

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“The EBW was extremely useful... given the individual scales within the instrument and the key characteristics identified in the personal specification for the post-holder.”

Recruitment Specialist
EBW System Benefits?

As well as ensuring your recruitment process is cost effective it provides greater certainty to your recruitment decisions. The EBW System enables you recruit, retain and develop your organisation’s potential globally. By using Business Emotional Intelligence you will be able to place the right candidates that ‘fit’ the role and ‘fit’ with your organisation and continue to develop their potential.

**BENEFITS FOR RECRUITERS/MANAGERS**

- Provides accurate candidate insights that can’t be accurately assessed through an interview (e.g. stress resilience, decision making, motivation to succeed, ...).
- Candidates’ assessment results are compared against their peers (Directors, IT Graduates etc.), making it easy to compare candidates and choose right the candidate for the job.
- The EBW Recruitment Report generates unique focused questions with detailed assessment criteria and rating scales to assess the candidate’s skills, which enables smarter use of time for busy managers/recruiters.
- With its unique IMT tool it reveals to the recruiter how honest the candidate is trying to be.
- Provides a step-by-step guide for interviewing for Business EQ and performance potential.

**BENEFITS FOR ORGANISATIONS**

- Reduces the risk of making a poor recruitment decision and accusation of unfair discrimination.
- Standardises the approach to recruitment making it an efficient way to recruit new employees.
- Saves screening costs and interview time.
- Flexible system ensures it will fit every organisation’s recruitment needs.
- Reports can be generated from EBW portfolio or designed for individual organisations or the market sectors.
- Recognising potential early.
- More appropriate training and development planning.
- Increased workforce retention.

**Recruitment case study**

Phonesellers* had over time hired tough, no-nonsense managers, focused mainly on getting their large sales force to hit targets. This led to high staff turnover and large recruitment drives. Phoneseller’s HR director recognised this and took action. She is now using the objective EBW tool to have more insight in candidate’s qualities and is able to match her candidates closely to the profile of the ideal manager – focused not only on results but also on getting the best out of people and working well with them. One year later Phonesellers have a decreased staff turnover, and have realised significant cost savings.

*Company name changed.