

Emotional Intelligence (EQ) in HR

What makes one workplace shine compared another? How is it that employees in some organizations appear to be genuinely happy, and even excited to go to work every day, but other organizations reek of toxicity with employees who lack trust, initiative, and desire to “go the extra mile”?

The culture at an organization can make or break the organization's success. It is often easy to “feel” positive culture, but more difficult to describe it. Moreover, it is even more difficult to shape and create positive culture. Just ask the professionals responsible for the culture in their workplaces—HR professionals.

Research shows that it's not a lack of technical expertise that leads to turnover, performance issues, stress claims, and morale problems. It's the way people treat each other at work. HR professionals have the challenge of recruiting and hiring the right candidates for their organizations, and these candidates either can contribute to a positive environment, or they can create toxicity.

HR professionals' roles in today's workplace are now more complex and pressure-driven than ever before. As these roles have become more crucial to overall workplace “health,” many organizations are now acknowledging the necessity to invest in new types of training for their HR employees.

One set of skills is a common denominator in recruiting and hiring great candidates, shaping positive culture, developing high-performing employees, and creating organizational efficacy - emotional intelligence (EQ). EQ affects every aspect of an HR professional's job, as well as everything that an employee does at work.

A CLOSER LOOK...

According to a recent CareerBuilder survey, 34% of hiring managers said they are placing greater emphasis

on emotional intelligence when hiring and promoting. Additionally, 71% said they value emotional intelligence in an employee more than IQ¹.

The TalentSmartEQ® *Mastering EQ*® Training Program is a proven, sound investment that yields significant improvements in hiring decisions and overall organizational function.



After participating in emotional intelligence (EQ) training, problem employees at a Fortune 50 telecommunications provider experienced a 64% improvement in their ability to handle conflict effectively, a 50% improvement in the quality of their decision making, and a 67% improvement in their ability to prevent setbacks from hindering their performance.

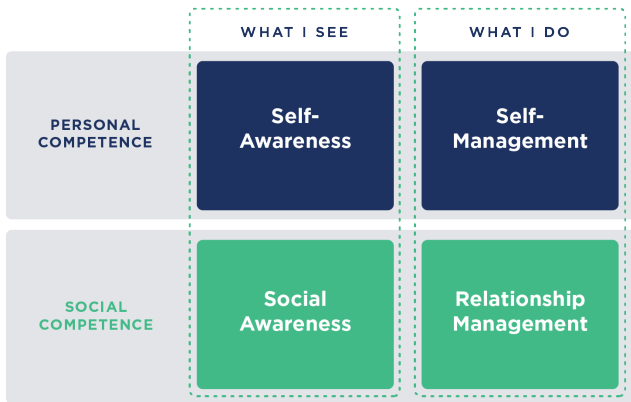
Problem employees at a Fortune 300 utility organization also experienced a 50% improvement in the depth and quality of their relationships with their co-workers.

THE CASE FOR EQ IN HR

These improvements are all signs of emotional intelligence skills training at work, and it's the solution for selecting the best hires and developing a high-performing workplace. TalentSmartEQ's two-level program, *Mastering EQ*, helps broaden awareness of the role that emotions

play in day-to-day interactions and provides specific EQ practice strategies that help trainees achieve their professional goals. Additionally, TalentSmartEQ's latest program, *Hiring for EQ™*, helps recruiters and hiring managers learn how to screen, interview, and successfully evaluate a candidate's emotional intelligence skills.

Emotional intelligence is the ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships. EQ comprises four core skills that pair up under two primary competencies: personal competence and social competence.



Personal Competence

Personal competence comprises your self-awareness and self-management skills. It is your ability to remain aware of your emotions and manage your behavior and tendencies.

- Self-Awareness is your ability to perceive your emotions accurately and remain aware of them as they happen.
- Self-Management is your ability to use awareness of your emotions to remain flexible and positively direct your behavior.

Social Competence

Social competence comprises your social awareness and relationship management skills; social competence is your ability to understand other people's moods, behavior, and motives in order to improve the quality of your relationships.

- Social-Awareness is your ability to accurately pick up on emotions in other people and understand what is really going on.
- Relationship Management is your ability to use awareness of your emotions and the others' emotions to manage interactions successfully.

BRINGING IT ALL TOGETHER...

The culture and the performance of an organization does not solely depend on technical skills, personalities, or employees' IQ scores. In fact, they depend mostly on emotional intelligence skills. The power to build these skills lies in the hands of Human Resources. Selecting and developing an emotionally intelligent workforce addresses this important challenge.

Facilitating an initiative to increase EQ skills throughout your organization, and training your HR employees to identify individuals with high EQ skills will help your organization run more smoothly. It also will foster a more positive organizational culture, and ultimately drive your organization's overall performance.

1. Survey Methodology. This survey was conducted online within the U.S. by Harris Interactive© on behalf of CareerBuilder among 2,662 U.S. hiring managers (non-government) between May 19, 2011 and June 8, 2011 (percentages for some questions are based on a subset, based on the hiring managers' responses to certain questions). With pure probability samples of 2,662, one could say, with a 95 percent probability that the overall results contain a sampling error of +/- 1.90 percentage points. Sampling errors for data from sub-samples are higher and vary more.

For more information about the TalentSmartEQ® Mastering EQ® or Hiring for EQ™ training programs, call 1-888-818-SMART, or visit us at www.TalentSmartEQ.com