


Emotional Intelligence and Selection/Development

Crescendo Connect Conversations – September 9, 2020

Presented by: William Jeffries, President & CEO



Emotional Intelligence and Selection/Development
Using the EQ-i^{2.0} to Hire and Develop just the Right Person!

Presented by:
William Jeffries, President & CEO
Executive Strategies International
September 9, 2020

Zoom Conference


- See Calendar Invite for Login information

Materials for call

- Slides Handout
- EQ-i2.0 Model

Thank you!



EQ-i^{2.0} Model of Emotional Intelligence



“Emotional Intelligence is 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.”

- Multi-Health Systems Inc.




Why Should We Care?

Mark Zuckerberg

“High intelligence does not make the ideal employee...
Intelligence has become a mere commodity.
The best employee is the one who understands people and manages them as diversely as their personalities require.”

Why Did Mark Make this Claim?

New ideas do not sink in, when emotions come into play.

Outside the plant, the classroom, the office, or the laboratory, we rarely use our **rational** brains.

Indeed, studies indicate that those with average IQ's outperform those with the highest IQ's **70% of the time.**

What makes the difference?

Assessing EI

16-18 “assessments” worldwide
4 scientifically validated (EQi, MSCEIT, Pearman, 360)
Our bias—the **EQi2.0 is by far the best**
Workplace Report vs. Leadership Report
Our clientele is mostly GM-C-Suite Executives
We only use the “Leadership Report”
My comments applicable to all 4 assessments and both report forms

Using the EQi2.0 to find the Right Person

What I do not mean (1 size does not fit all)
High vs. low scores
What we do not do: You do / don't this...therefore...
Many companies still try to do this: stupid / unethical
Why the Norm is an outdated concept
The Norm does not identify Exceptional Performers
Outliers: The Story of Success by Malcolm Gladwell
Inliers: The Curse of Polarity Thinking, by Jeffries
Culture is the key: We analyze that first...
What aspects of EI does the organization value?
What aspects of EI are missing and may be helpful?

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Cliff Notes to Culture Creation

- Purpose
- Vision
- Values
- Mission
- Roles and Responsibilities
- Operating Principles and Norms
- Metrics
- Necessary but not sufficient
- Each has an EI component**

15 Different Kinds of Culture

Match the Culture to the Applicant

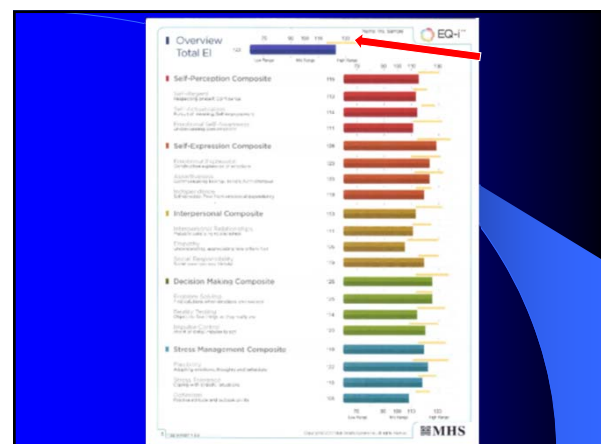
- Work with the Executive / Leadership Team
- Team Building incl. MBTI, Temperament, ...
- Administer / Discuss the EQi2.0 (1-2 days)
- Identifying the existing Culture (+ and -)
- Analyze and summarize the data for the team
- Find top 5 or 6 (EI)—what currently is done well
- Which do customers / employees need? / expect?
- Identify the outliers: what's missing? / helpful?
- Identify which of 15 scales are **critical** for success
- Look for candidates who fit & those who complete

Our Candidate Process

- Secure permission from the management team to discuss their team data and the Culture with candidates
- Administer the EQi to candidate(s)—Ensure confidentiality
- Meet with candidate (Zoom, Teams, Slack), usually 1 hour+ to debrief on their individual EQi Leadership Report
- Discuss the Culture of the hiring organization: +’s and -’s
- What they do well and not so well
- Discuss how well the candidate will fit with the existing culture and where the candidate can fill in missing / undervalued aspects of EI to enhance their culture.
- Secure permission of candidate to forward results (Action Plan)
- May meet with the Hiring manager / President / HR VP

Recent Specific Case

- # 3 global executive search firm contacted me
- Defense contractor searching for a new VP Contracts
- Search firm identified 29 contacts worldwide
- Narrowed list using their processes to the top 5
- The client would like to see the EI data on the finalists
- Search firm lets candidates know I will contact them
- The search firm executive makes the virtual introduction
- I send the candidates instructions to complete the EQi 2.0
- They complete it and I retrieve their results and forward them
- Telephone / Zoom—I explain my “Ethical Obligation”
- I debrief them on the culture (EI + and -) and their report
- With their permission, I send their report to the search firm
- If asked, I rank order candidates’ fit within culture



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Overall Scores

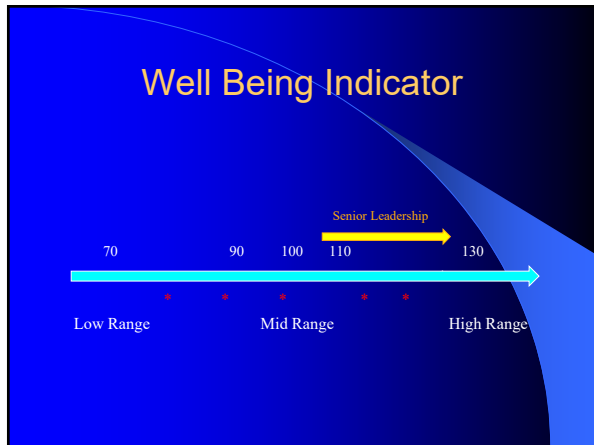
115-135 Well-Developed Emotional Capacity 

86-114 Typical Business / Scientific Community
Usually Adaptive Emotional Capacity
Very Coachable, Discernible improvement

70-85 Under-Developed Emotional Skill
Extended Coaching Suggested 

Under 70 Markedly Low
Greatest potential for improvement

An Organization's Average Overall EQ: 93
Your Senior Leader Bar: 108-135

Comparative Leadership Team Averages

5 similar Fortune 500 Leadership Teams

	Team M	Team S	Team J	Team G	Team C	Leadership Bar
Self Regard	99	104	112	100	113	105-----122
Self Actualization	97	108	109	105	112	110-----125
Emotional Self Awareness	88	102	108	95	103	105-----127
Emotional Expression	90	106	104	99	101	105-----127
Assertiveness	97	100	105	102	103	108-----130
Independence	88	109	108	103	108	110-----123
Interpersonal Relationships	91	102	111	94	105	106-----125
Empathy	86	102	107	103	104	102-----124
Social Responsibility	86	106	102	98	104	108-----124
Problem Solving	97	113	109	108	113	108-----123
Reality Testing	110	105	109	108	106	108-----130
Impulse Control	101	108	107	102	106	102-----125
Flexibility	94	112	112	103	100	105-----130
Stress Tolerance	98	112	108	100	112	109-----124
Optimism	102	106	111	103	107	107-----124

Concerns / Acknowledgments

- Knowledge
- Experience
- Humility
- Openness
- Broad business sector awareness
- Arrogance: Your own EI Biases
- Sensitivity Empathy
- Your / My Biases (INTJ)

LDP Programs: Management Center of Mass

	Culture G	Culture C	Leadership Bar
Self Regard	85	112	112-----121
Self Actualization	89	125	117-----128
Emotional Self Awareness	93	109	112-----132
Emotional Expression	77	103	110-----131
Assertiveness	105	119	112-----132
Independence	107	111	113-----125
Interpersonal Relationships	94	100	111-----126
Empathy	83	105	108-----129
Social Responsibility	108	108	113-----129
Problem Solving	113	115	113-----127
Reality Testing	93	115	114-----135
Impulse Control	92	97	109-----129
Flexibility	96	111	111-----144
Stress Tolerance	104	111	114-----129
Optimism	98	118	113-----123

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3 Candidates for HR Manager

	C1 O92	C2 O94	C3 O120	HR Team O121
Self Regard	98	91	118	103
Self Actualization	112	107	125	126
Emotional Self Awareness	98	93	119	126
Emotional Expression	98	76	121	103
Assertiveness	93	92	104	101
Independence	76	89	108	106
Interpersonal Relationships	84	115	112	114
Empathy	100	91	124	113
Social Responsibility	88	102	108	124
Problem Solving	96	89	108	115
Reality Testing	104	100	108	123
Impulse Control	116	89	94	116
Flexibility	71	130	102	116
Stress Tolerance	76	89	103	124
Optimism	92	129	98	125

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C3 Recommended

Final Interviews: Board, CEO Offered Position

Ongoing coaching: Candidate requested me—6 months
 Candidate prepare an Action Plan
 Share with HRVP (Hiring President), solicit input

Identify **Strengths**—use Empathy, Problem Solving, and Social Responsibility strengths to develop weaker areas
 Optimism: Coach K Mantra
 Impulse Control: Systems, processes, less gut more brain
 Flexibility: Often Type (MBTI) related
 Other areas candidate wants to work on to be most effective

Optimism

“A good coach is someone who always knows what face to show to the team.”



Social Responsibility: How Have You Built Your Team?



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Ongoing EI Development

- Individual Desire
- Quality of their Action Plan
- Peer Coaching
- Work with HR to ensure the process
 - Personal work
 - Internal Coach / mentor
 - Peer Coaching
 - Outside coach
- Ideal: They decide to pair up

Find A Qualified Coach

SURROUND YOURSELF WITH



THOSE ON THE SAME MISSION AS YOU

Final Thoughts: Our Role

- Be as knowledgeable as possible: Study
- Pursue ongoing development
- Know the individual categories and the most effective ways to improve each
- Sometimes raising capabilities (scores)
- Sometimes decreasing dependence
- Recognizing the interplay between categories
- Model Emotionally Intelligent behavior
- Solicit Feedback



What's Next?

Crescendo Connect: November 11, 2020

- EI and Intercultural Agility - Janice Downing

EQ-i^{2.0}/EQ360 Certification – Virtual

- November 2020

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