

High Performing Systems, Inc.

Dr. Dick Thompson:

How to Use Emotional Intelligence to Predict Job Success

Science-Based Consulting Assessments Training

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How to Use Emotional Intelligence to Predict Job Success

Welcome

Today's Presenter: **Henry L. (Dick) Thompson, Ph.D.**
President & CEO

Moderator: **Debra Cannarella**
Director of Operations

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Emotional Intelligence Expertise



High Performing Systems (HPS) is a leader in using a science-based systems approach to help people, teams and organizations around the world improve performance.

EI Hiring/Selection/Promotion

- Match the right person to the right job at the right time with HPS' validated assessment process

EI Training

- EI Master trainers, certifications, in-house programs, online programs, international training, EI instrument and coaching certifications, coaching

EI Research and Publications

- Most prolific EI researchers with stress, personality, cognitive ability, resilience, other instruments, leadership, and non-linear dynamics
- Numerous books, articles, webinars, training programs and assessment instruments

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Today's Presenter

Henry L. (Dick) Thompson, Ph.D.

- President & CEO, High Performing Systems, Inc.
- M.A., U.S. Army Command & General Staff College
- M.S. & Ph.D., University of Georgia
- Areas of Expertise:
 - Leadership
 - Job Success Models
 - Organizational Development
 - Teambuilding
 - Assessments (cognitive ability, personality, Emotional Intelligence, FIRO, EQ-i, MSCEIT, MBTI, ARSENAL)
 - Stress Management
 - Decision Making Under Stress
 - Non-Linear Dynamics

Co-Editor of the *Handbook for Developing Emotional and Social Intelligence*, 2009

Author of *The Stress Effect: Why Smart Leaders Make Dumb Decisions—And What to Do About It*, 2010



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Moderator

Debra Cannarella

- Director of Operations, High Performing Systems, Inc.
- BA, Auburn University
- Areas of Expertise:
 - Assessments (EQ-i, MBTI, FIRO Element B, etc.)
 - Consulting (Talent Management systems, leader transitions, teambuilding)
 - Training (train-the-trainer certifications)
 - HPS proprietary assessments and consulting processes
 - Master EI certification trainer
 - Master EI coach

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Agenda

- ❖ Introduction
- ❖ Job Success Models & Examples
- ❖ Identifying Strong EI Skills
- ❖ Incorporating EI into Your Current Selection Process
- ❖ Helping Employees Improve Job Performance
- ❖ Q & A
- ❖ Wrap-Up

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Job Success Models

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Talent Selection is about hiring, promoting and developing the right person for the right job at the right time.

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Why Job Success Models

- ❖ Hire the best-fit candidate the first time
- ❖ Reduce costly mis-hires—no more square pegs in round holes
- ❖ Create targeted developmental plans based on job fit
- ❖ Reduce the expense of screening and training candidates who don't stay with the organization
- ❖ Improve employee satisfaction with the right job fit that plays to their strengths

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Impact of EI on Job Success

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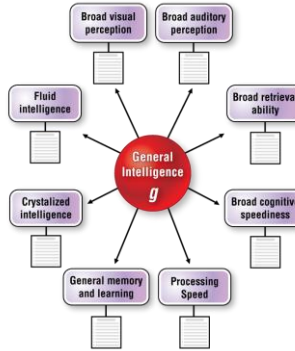
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General Intelligence (g)



Adapted from Carroll, J.B. (1993). Reproduced with permission.
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Some Basic EI Myths

- ❖ EI is an easily quantifiable construct
- ❖ There is a "total" EI score that accurately predicts performance
- ❖ High EI scores are always better
- ❖ Everyone who writes a magazine article on EI is an expert
- ❖ Everyone can develop very high EI
- ❖ Everything about high EI is positive
- ❖ IQ has nothing to do with job success, only EI does

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Emotional Intelligence

A person's innate ability to perceive and manage his/her own emotions in a manner that results in successful interactions with the environment and, if others are present, to also perceive and manage their emotions in a manner that results in successful interpersonal interactions. –Thompson, 2006



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Emotional Intelligence Instruments

EQ-i^{2.0} assess. predict. perform.

MSCEIT™

tes1®

EQ MAP

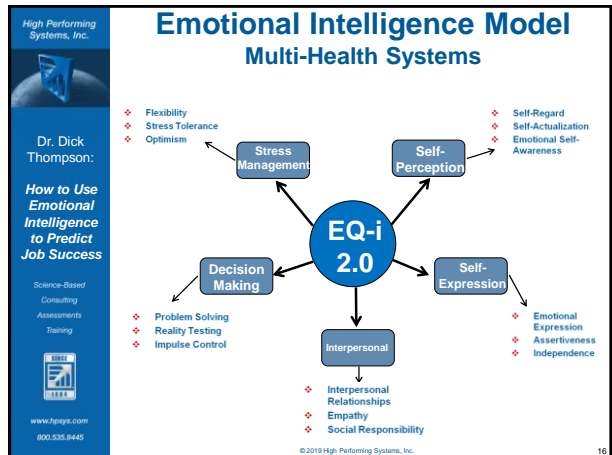
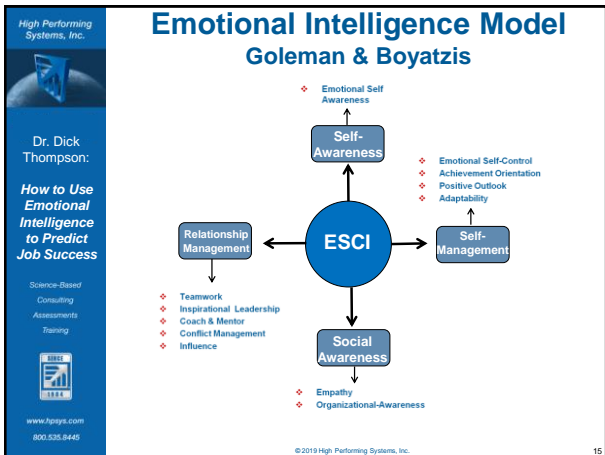
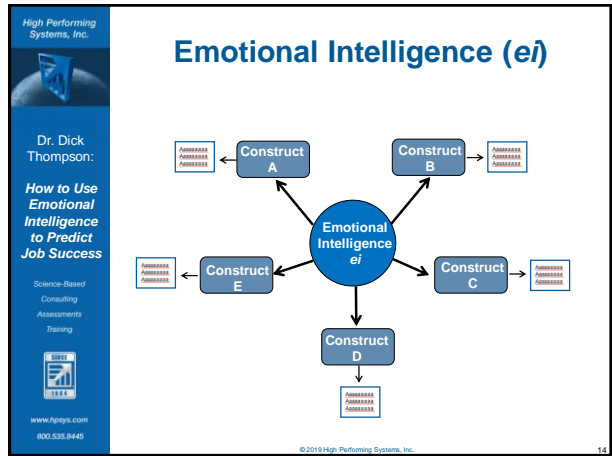
EQ 360 assess. predict. perform.

sixseconds THE EMOTIONAL INTELLIGENCE NETWORK

BOEI BENCHMARK OF ORGANIZATIONAL EMOTIONAL INTELLIGENCE (BOEI)

Emotional Intelligence Appraisal™ THERE'S MORE THAN IQ

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Emotional Intelligence (ei)

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Emotional Intelligence and Job Success

Emotional Intelligence is situationally specific. By this I mean that overall EI can be a good general predictor of success, but the more powerful predictor is the specific combination of EI components for a specific job. This is what determines success. — Henry L. Thompson, Ph.D.

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$$y_i = \sum_{j=1}^m X_{ij} \beta_j + \varepsilon_i$$

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EQ-i 2.0
assess. predict. perform.

Total EI	118
Self-Perception Composite	118
Self-Expression Composite	118
Interpersonal Composite	111
Decision Making Composite	108
Stress Management Composite	102

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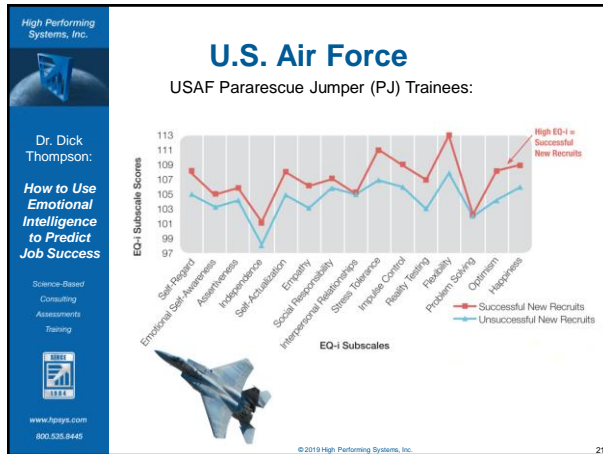
Key EQ-i Subscales For CEOs

- ❖ Independence
- ❖ Assertiveness
- ❖ Optimism
- ❖ Self-Actualization
- ❖ Self-Regard

Financial Performance (Regression)

- ❖ Empathy
- ❖ Self-Regard
- ❖ Assertiveness
- ❖ Problem Solving

CEO Key EQ-i Subscales
MHS, Inc.: N = 76
Steven Stein, Ph.D.



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EI Competencies Do Not Contribute Equally

$$y_i = \sum_{j=1}^m X_{ij}\beta_j + \varepsilon_i$$

- ❖ Competencies are weighted.
- ❖ $y = m + \beta_1x_1 + \beta_2x_2 + \dots + \beta_nx_n$
- ❖ Hypothetical example:
 - SP= 1.3 + EM(.34) + AS(.12) + SR(-.46)
- ❖ Different combinations & weightings for each job – and in each company!

For more information on success models, contact debra@hpsys.com.

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As far as EI goes . . .

To be successful, your EI skill set must match the job required EI skill set. Being too high or too low on a subscale reduces your chances for success.

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Identifying Candidates with Strong EI Job Skills

1. Build a Job Success Model
2. Assess with an EI instrument, e.g., EQ-i 2.0.
3. Interview with EI questions
4. Observe
5. Ask colleagues/peers

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EI Tools to Incorporate

1. Job success models
2. Use during the selection process
3. Behavioral interventions
4. Job analysis
5. Job patterns
6. Quantifiable job metrics

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Improve Current Job Performance

1. Measure against quantifiable job metrics
2. Job-specific EI training
3. Show relationship between job performance and EI
4. Job-specific EI practice sessions

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Some Other Ways to Build EI

- ❖ Work on stress management
- ❖ Get an EI coach & take a valid assessment
- ❖ Put containment around areas causing you difficulty
- ❖ Build your self-awareness

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Defensible EI Profiles

- ❖ The EI instrument must be used as an additional source of information in the overall selection process
- ❖ The EI instrument must have been shown to have no adverse impact (DIF studies)
- ❖ Model developed in the company it is to be used in



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Thank You!



Dick Thompson, Ph.D.
President & CEO

Debra Cannarella
Director of Operations

Dana Smith
Director of Marketing

dick@hpsys.com
debra@hpsys.com
dana@hpsys.com

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