

Using EI and Skills
Assessments to Screen
Candidates
PTDA Foundation

August 20, 2021

Increasing demand for EI skills



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

**“Emotional
Intelligence will
become one of the
top 10 job skills
required by 2020.”**

genos
NORTH AMERICA

Game changing for business. Life changing for people.

2022 Skills Outlook

Growing

- 1 Analytical thinking and innovation
- 2 Active learning and learning strategies
- 3 Creativity, originality and initiative
- 4 Technology design and programming
- 5 Critical thinking and analysis
- 6 Complex problem-solving
- 7 Leadership and social influence
- 8 **Emotional intelligence**
- 9 Reasoning, problem-solving and ideation
- 10 Systems analysis and evaluation

Source: Future of Jobs Report 2018, World Economic Forum

LinkedIn Learning

The Skills O Need Most



Top 5 Soft Skills

- 1 Creativity
- 2 Persuasion
- 3 Collaboration
- 4 Adaptability
- 5 **Emotional intelligence**



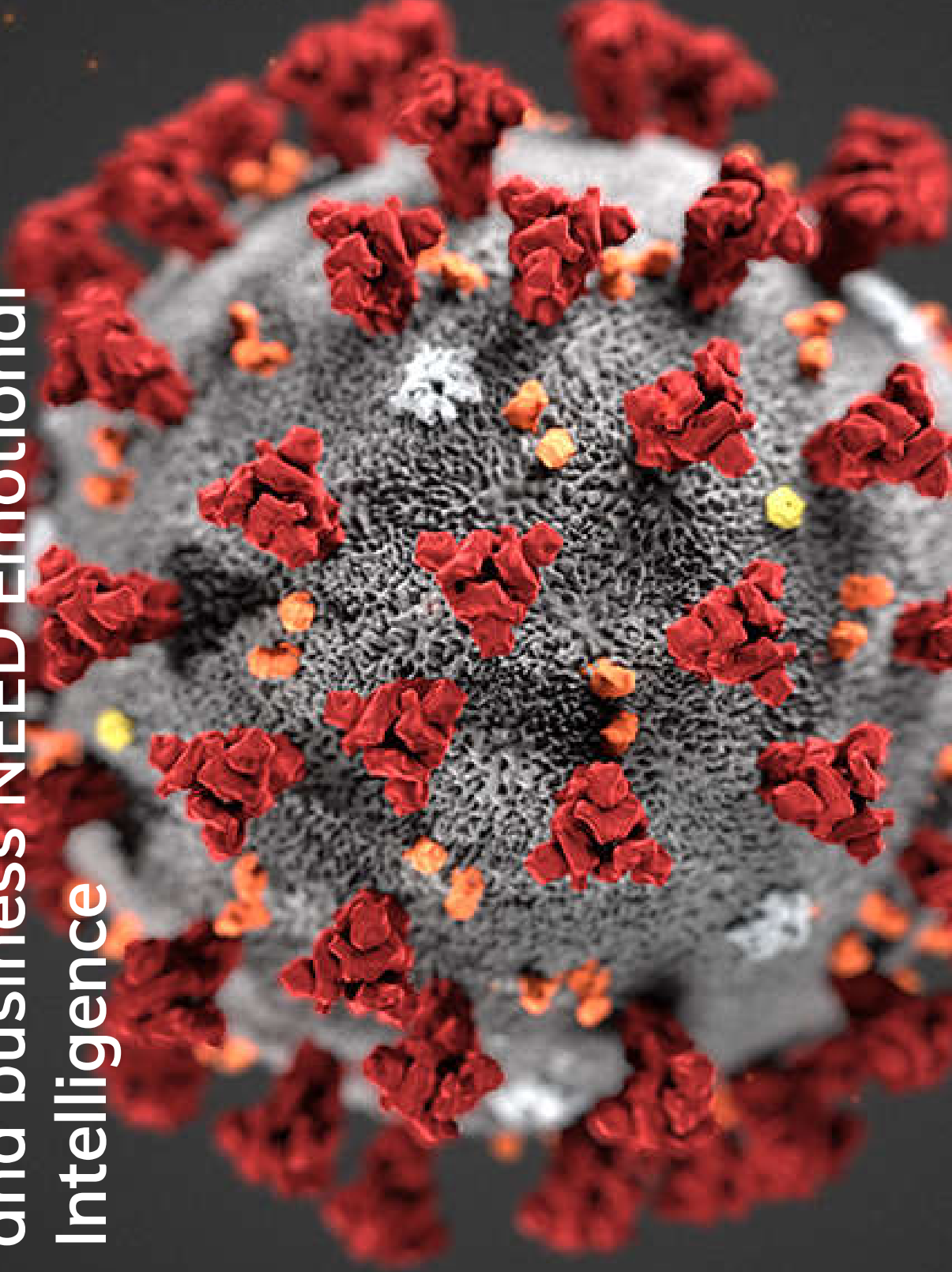
Now, more than ever, people and business **NEED** Emotional Intelligence

Genos Emotional
Intelligence Solutions
enable you to:

Upskill your staff with
relevant skills to handle
and-now in these uncertain

Ready your staff and
organization for the future (as AI
Industrial Revolution
march onward)

Receive excellent customer
experience and
future ROI.



The Critical Role of EI in the workplace

Why should we care
about Emotional
Intelligence?



After 20 years of research and 50,000 exit interviews, the Gallup Organization reports that 80% of turnover is directly related to the quality of relationships with one's boss.

According to a Gallup Organization study of 1.2 million workers, the number one reason people quit their jobs is because of "bad bosses."

A conclusion reached by Roger Herman in his book, "Winning the War on Voluntary Leaving Jobs," is that "bad bosses" are the primary reason for turnover. (Herman, Roger. Winning the War on Voluntary Leaving Jobs. Trends Watch: The Forces That Shape Work and Improvement.)

Another recent Gallup study found that poorly managed teams are an average of 50 percent less productive than well-managed groups.

Being the victim of a brutal boss leads to clinical depression, according to a survey by Bullybusters.org in Benicia, CA, that advises victims of workplace abuse to seek help from a therapist.

The Rise of AI Makes Emotional Intelligence Important

by **Megan Beck** and **Barry Libert**

FEBRUARY 15, 2017



SAVE



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COMMENT

HH

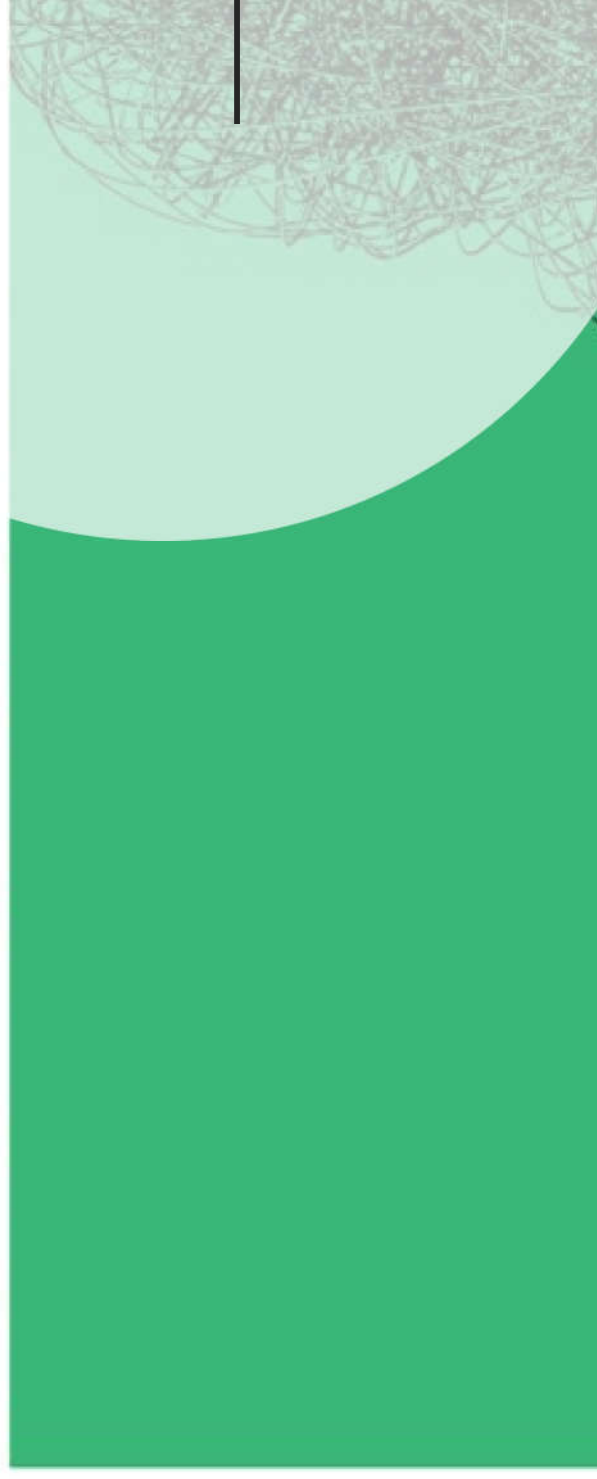
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Nov 9, 2020, 08:10am EST | 10,653 views

The Top 10 Skills Recruiters Are Looking For In 2021



Expert Panel® Forbes Councils Member
Forbes Human Resources Council
COUNCIL POST | Membership (fee-based)
Leadership

80%

At least
of the requested job skills are Emotional
Intelligence skills

1. Growth Mindset
2. Continuous Learning
3. Critical Thinking
4. Survival Skills
5. Resilience, Curiosity
6. Flexibility
7. Dedication
8. Coaching Mindset
9. Comfort With Ambiguity
10. Thriving In A Virtual Environ

Think of your **very best** boss, coworker, mentor, coach



- Understands the impact their behavior has on others
- Makes others feel appreciated
- Is open and honest about mistakes
- Makes ethical decisions
- Manages their emotions effectively in difficult situations
- Recognizes others' hard work and achievements

- 1 Significantly less than others
- 2 Less than others
- 3 Average/Typical
- 4 More than others
- 5 Significantly more than others

Write at least three adjectives to describe how this person makes/made you feel.
Now, write at least three words that you would use to describe this person.

Discretionary Effort?

How Long Ago?

Think of your **worst** boss, coworker, coach, teacher



The EI Experience

- Understands the impact their behavior has on others
- Makes others feel appreciated
- Is open and honest about mistakes
- Makes ethical decisions
- Manages their emotions effectively in difficult situations
- Recognizes others' hard work and achievements

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Write at least three adjectives to describe how this person makes/made you feel. Now, write at least three words that you would use to describe this person. Discretionary Effort?
How Long Ago?

What is Employee Engagement?

From the employee perspective:

The **emotional attachment** employees feel to their place of work, job role, position within company, colleagues and culture, and the effort attachment has on well-being and productivity.

From an employer's point of view:

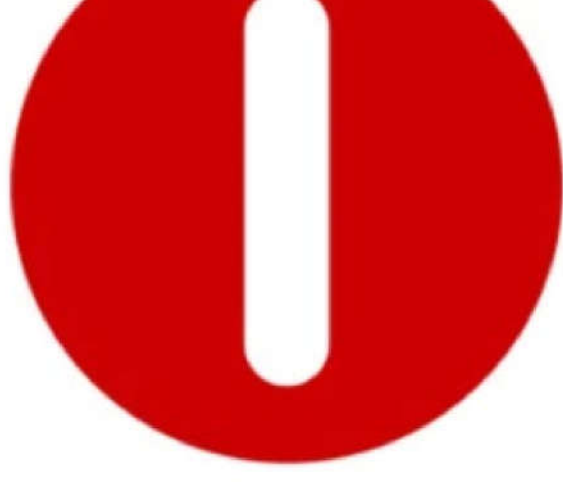
Employee engagement is concerned with using measures and initiatives to **increase the positive emotional attachment** felt and therefore productivity and overall business success.

Recruiting & HR April 2016 by Human Resource Management



“People may forget what you say. People may forget what you do. But people will never forget how you make them feel”

Dr. Maya Angelou



Consider your organization

Who's observable behavior is like **your best**?
How many?

Might there be staff who's observable behavior is similar to your **best**?
How many?

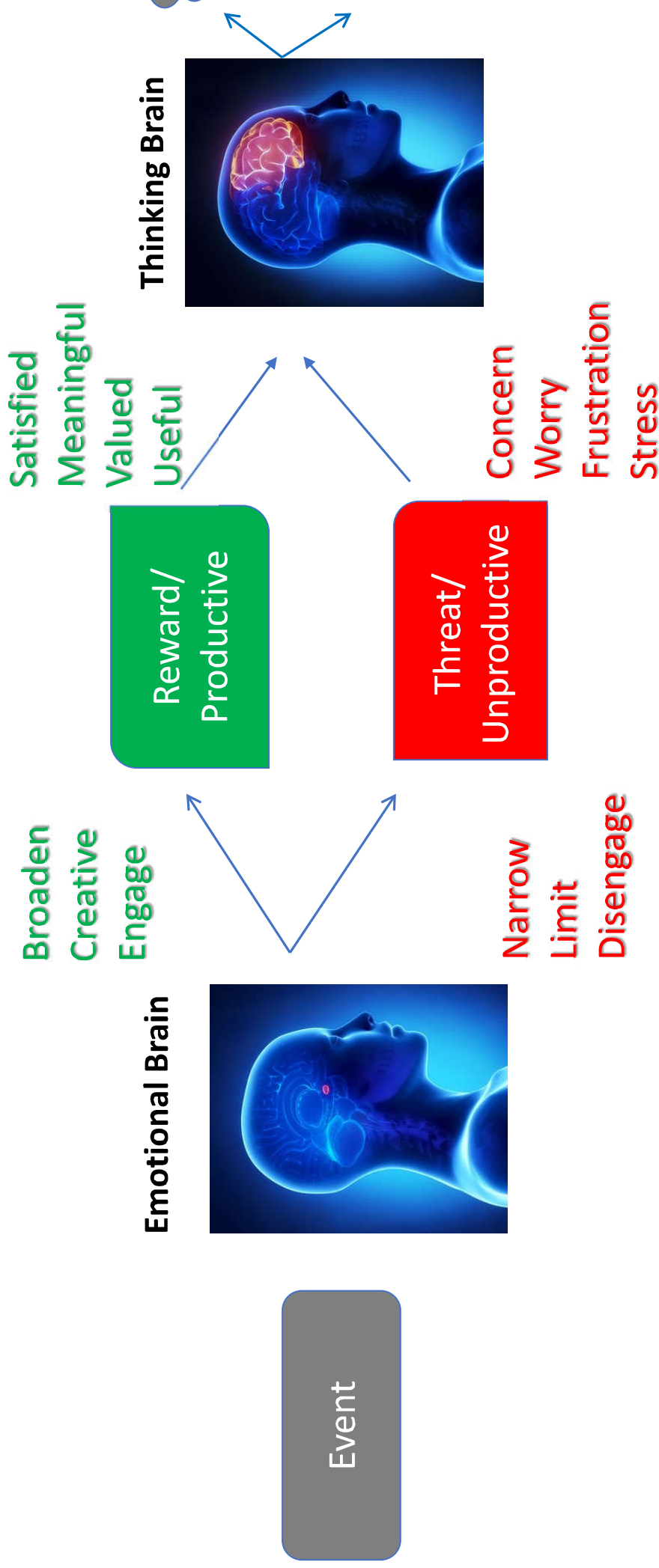


How do **these people** affect productivity?
Retention? Engagement? Profitability?
Culture? Clients?



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Retention? Engagement? Profitability?
Culture? Clients?

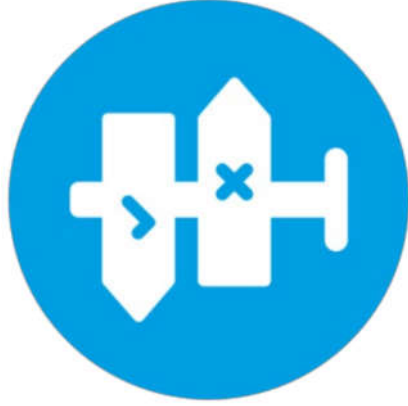
The neuroscience of emotions



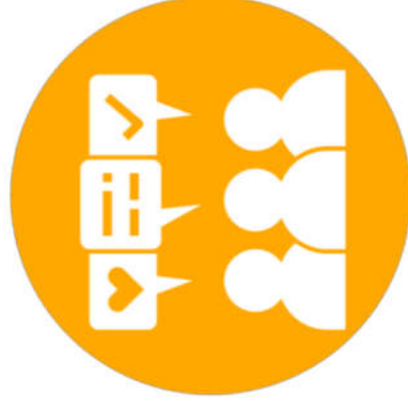
The way we feel can **enhance** or **impair** our decisions and behavior

The way people feel influences...

DECISIONS



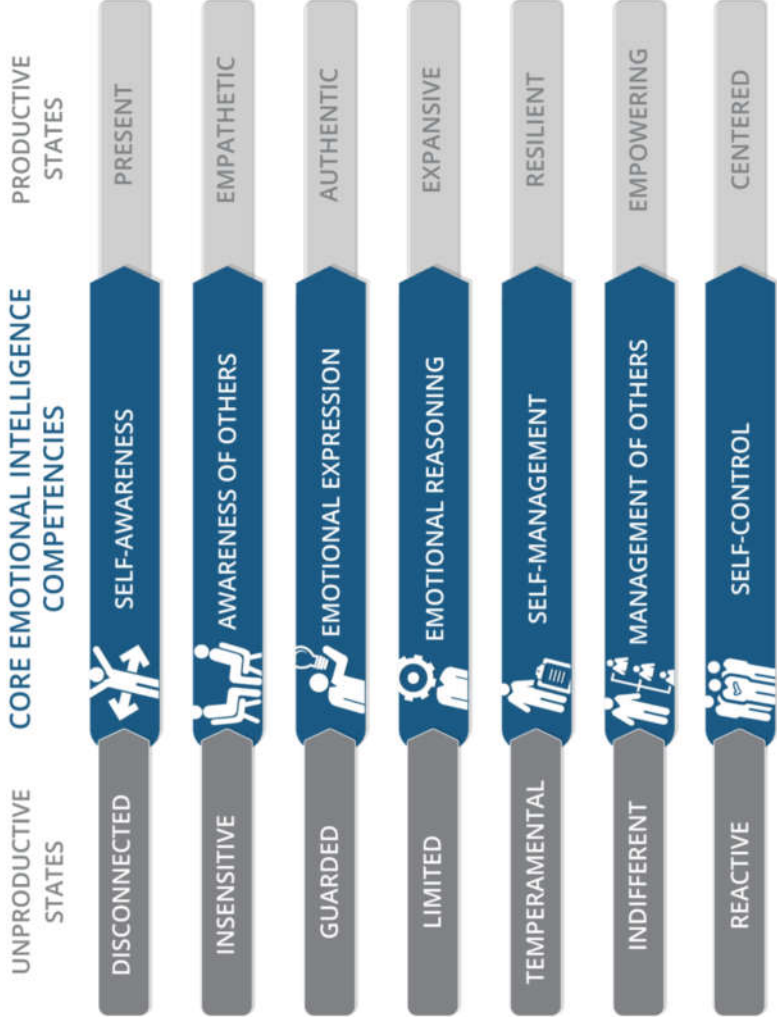
BEHAVIOR



PERFORMANCE



Genos Emotional Intelligence Select Model



Management of Others. This is the skill of influencing others. It is the ability to understand the needs, concerns, and emotions of others and to use this understanding to guide their behavior. It is a key skill for leaders and managers. It involves understanding the needs and concerns of others, and using this understanding to guide their behavior. It is a key skill for leaders and managers. It involves understanding the needs and concerns of others, and using this understanding to guide their behavior.

productivity and performance

emotional well-being

Palmer, B.R., Gignac, G., Ekermans, G., & Stough, C. A comprehensive framework for emotional intelligence. In Robert Emmerling, Manas K. Mandal & Vinod K. Shanwal (Eds). Emotional Intelligence: Theoretical & Cultural Perspectives. (2008).




Game changing for business. Life changing for people.

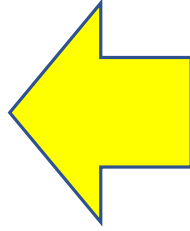
This is a HOT TOPIC



select for emotional intelligence

 All  News  Images  Maps  Videos  More

About 75,100,000 results (0.80 seconds)



Game changing for business. Life changing for people.

The Genos EI Selection Report



Should be used **only** by the 'hiring stakeholders for the candidate)

- Overviews (model, process)
- Scores
 - summary
 - for each competency
 - 3 lowest scoring behaviors
- Interview
- questions
- scoring
- summarize

INTRODUCTION

This report presents the results of a Genos Emotional Intelligence assessment that asked Tim Candidate to rate how frequently they demonstrate emotionally intelligent workplace behavior.

Emotional Intelligence (EI) is a set of skills that help us better perceive, understand and manage emotions in ourselves and in others. Collectively they help us make intelligent responses to, and use of, emotions. These skills are as important as your intellect (IQ) in determining success at work and in life. Emotions influence, both productively and unproductively, our decisions, behavior and performance.

Published psychometric studies have shown that scores on the Genos assessment meaningfully correlate with a number of important workplace variables. The higher people score on the Genos assessment, the higher they tend to also score on measures of:

- o Workplace performance
- o Leadership effectiveness
- o Sales and customer service
- o Resilience
- o Team work effectiveness
- o Employee Engagement

Results for Tim on seven key emotional intelligence competencies are presented along with:

- o The behaviors of emotional intelligence they report demonstrating least frequently (in red dots)
- o Socially desirable responding results
- o Interview questions designed to help you further validate scores
- o A summary section to help you combine assessment and interview results and present a recommendation to your client

The information presented in this report should be combined and weighted with other sources of information to determine the candidate's suitability or lack thereof for employment. Emotional intelligence is one of many factors related to success in the workplace.

Note: The Genos Emotional Intelligence Selection Report should not be used as the sole basis making hiring decisions.

USING THIS REPORT

The following process has been designed to ensure the information presented in this report is utilized appropriately. It is recommended that you follow this process when evaluating candidates' emotional intelligence.

Step	Description
1	Review the Inflation, Manipulation and Inconsistency Indices. All self-report measures can be subject to response biases. This information is designed to help you determine the validity of the candidate's assessment scores. If these validity indices suggest bias, it is recommended that you behaviorally interview the candidate to help validate or challenge the candidate's scores.
2	Review the candidate's total score and summary profile. This will help you form a quick overall impression of the candidate's strengths and possible areas for development. This page can also help you compare a number of candidates' profiles quickly.
3	Evaluate the candidate's scores on each of the seven key skills. Review the behaviors the candidate reported demonstrating least frequently and consider additional information this insight provides.

if you are not conducting the interview with the candidate go to Step 5.

4	Interview. Conduct the interview with the candidate using the questions and behavioral scoring criteria presented.
5	Summarize. Evaluate all the information you have in your report and write your recommendation to your client.
6	Combine. Collate the information in this report with other sources of information about the candidate to determine the candidate's overall suitability for selection.
7	Debrief. Once a decision has been made and the successful candidate has been notified, successful candidates should be notified of their selection. However, neither successful nor unsuccessful candidates should be shown this report - this report has been designed to be seen and interpreted only by trained professionals. For the successful candidate, it is recommended that you conduct a Genos Workplace Survey and Debrief. This Survey and Report is designed help you coach the candidate on how to use their Emotional Intelligence to ensure success as they commence their new role.

VALIDITY INDICES

Socially desirable responding or 'faking-good' refers to a tendency to present oneself in an uncharacteristically positive manner. That is, to try to inflate or manipulate responses to self-assessment questions in order to achieve desired scores. The Genos Emotional Intelligence Recruitment Inventory incorporates two different approaches to determine whether a candidate has attempted to inflate or manipulate their responses in a socially desirable way. Accordingly, this report presents an Inflation and Manipulation Index.

Inflation Index

The Inflation Index provides insight into whether a candidate may have unconsciously responded in an uncharacteristically positive manner to inflate their scores on the assessment.

Manipulation Index

The Manipulation Index provides insight into whether a candidate is consciously attempting to manipulate test responses to achieve more desirable scores.

Inconsistency Index

When assessing a candidate's Emotional Intelligence in selection, it is important to examine whether the candidate responded to the questions in a consistent fashion. Each skill of the Genos model is measured by 10 questions in the Genos assessment. Some of these questions are very similar in nature to help assess consistent or inconsistent responding. In difficult conditions some candidates respond inconsistently. For example, some candidates may:

- fail to understand the assessment instructions
- respond to the questions too quickly without giving each due consideration
- not take the assessment seriously and respond randomly
- have very poor insight into the meanings of the question content

The Inconsistency Index provides insight into whether a candidate responded to similar assessment questions consistently or inconsistently.

The following page presents this candidate's scores across these three Validity Indices.

VALIDITY INDEX SCORES

Inflation Index Score

The candidate's Inflation Index score is presented below.



The candidate scored very low on the Inflation Index and is unlikely to have responded in an overly positive manner. Very low scores may suggest the candidate is under-reporting their Emotional Intelligence. However, they may also be self-aware of their behavior, strengths and limitations. If possible use the behavioral interview to validate the candidate's results.

Manipulation Index Score

The candidate's Manipulation Index score is presented below.



The candidate scored very low on the Manipulation Index and their assessment results are very meaningful. They have most likely been very honest in responding to the inventory's questions.

Inconsistency Index Score

The candidate's Inconsistency Index score is presented below:



The candidate scored low on the Inconsistency Index suggesting that they responded to the questions more consistently than most people in testing situations. Scores are meaningful.

The Genos EI Selection Report

INTERPRETING RESULTS

The Genos Emotional Intelligence assessment measures how often people demonstrate emotionally intelligent workplace behaviors. Each skill of the Genos model (described on the next page), is measured by 10 emotionally intelligent workplace behaviors.

Responses are compared to a sample population of respondents and benchmarked accordingly. Scores range from 1 to 99 and represent how often the candidate may demonstrate the skills of the model in comparison to others. Below is an example:



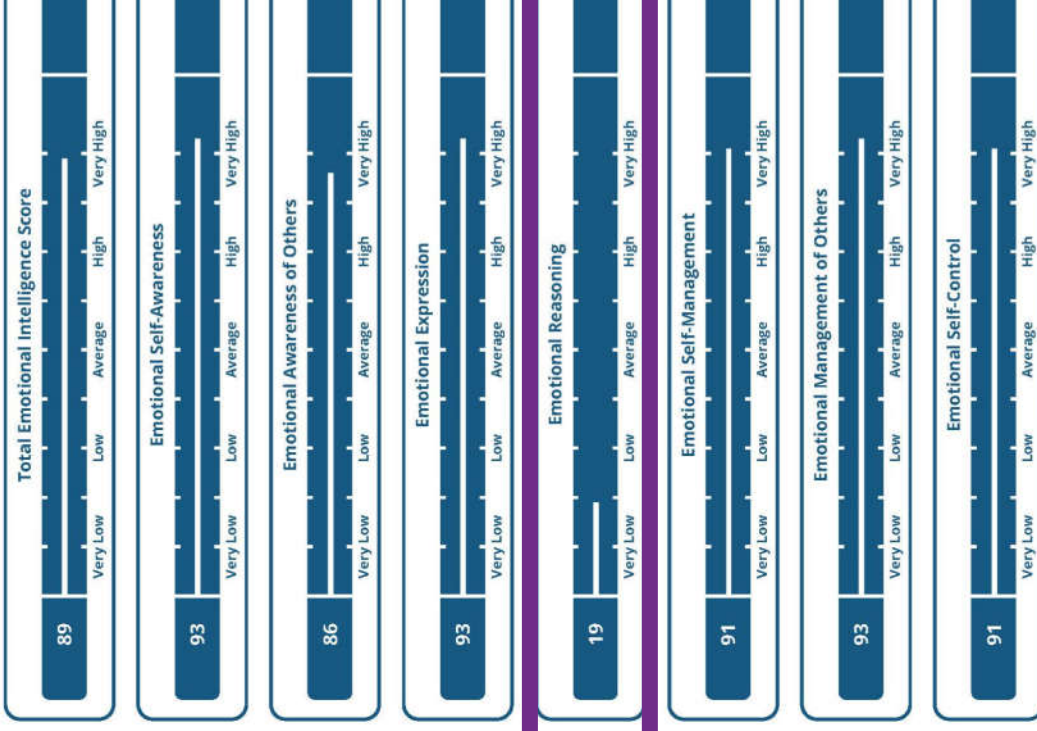
The table below presents a scoring key for interpreting a candidate's results.

Score Range	Population Comparison	Description – the person may demonstrate emotionally intelligent workplace behavior...
1-20	Very Low	much less often than the average person. The level demonstrated may limit this candidate's success and development may be essential.
21-40	Low	less often than the average person. The level demonstrated is below average and development may be required.
41-60	Average	about as often as the typical person in the workplace. If Emotional Intelligence is critical to success in the role then development of the candidate's EI may be beneficial.
61-80	High	more often than the average person. The candidate may have well developed Emotional Intelligence skills.
81-99	Very High	much more often than the average person. Emotional intelligence may be a significant strength for the candidate. The candidate may be able to develop the Emotional Intelligence of those with whom they work.

In addition to presenting overall benchmarked scores, this report also presents the three behaviors for each skill of the model that the candidate reported demonstrating least frequently. These are presented to help you further assess the candidate's use of emotional intelligence in the workplace and to help guide the selection of interview questions.

SUMMARY PROFILE

The candidate's Total EI Score as well as their overall results for each of the seven competencies emotional intelligence are summarized on this page.



Inter des

Questions desir

Mindset o
of the subject

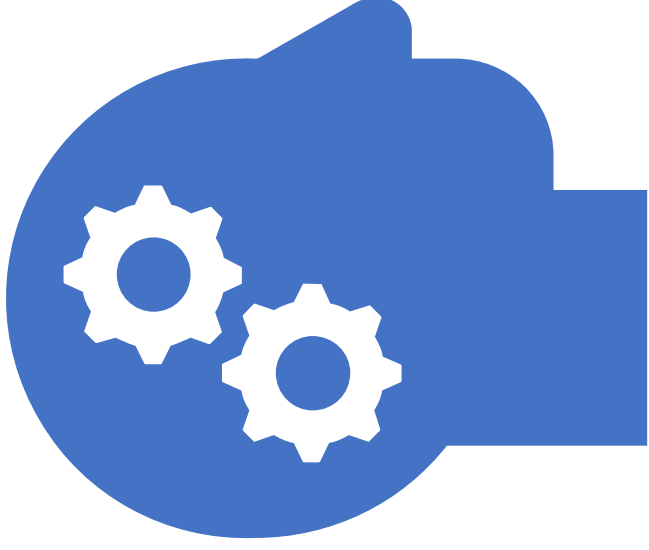
What the per
or put into p

What **outco**
person has g



Interview example

Emotional Reasoning



Mindset

- Tell us about your approach to decision-making
- Is it important to reflect on the way you feel in making?

Practice

- Tell us about a time when 'emotional information' influenced your approach or way something was planned to be done
- What are some of the biases you've seen get in the way of good decision-making?

Outcomes

- Tell us about the last ethical dilemma you had and how you resolved it. What was the outcome of the approach you took to it? What was the outcome of the decision you made?
- Tell us about the most difficult decision you've made and how you communicated it to staff and the approach you took to resolve it.



Increased Employee Engagement
Enhanced workplace creativity
Agile, Flexible, Adaptable
Increased Sales Performance
Strong Leadership
Retention
Collaborative
Solid Team mates
Facilitate Change Programs
Exceptional Customer Service
Demonstrate Corporate Core Values
Multi-Generational Workforce

COVID-19

genos
NORTH AMERICA

Game changing for business. Life changing for people.

Resilient

Manage Stress/Anxiety

Psychological effects of COVID

Effectively work remotely

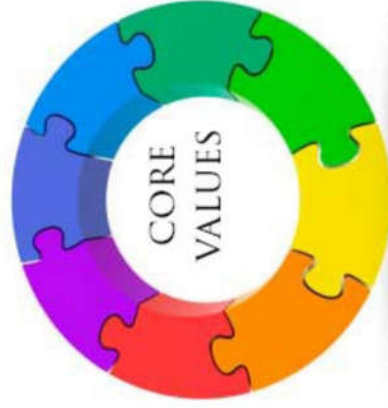
Lead productively remotely

Core Values become actionable with EI observable behaviors

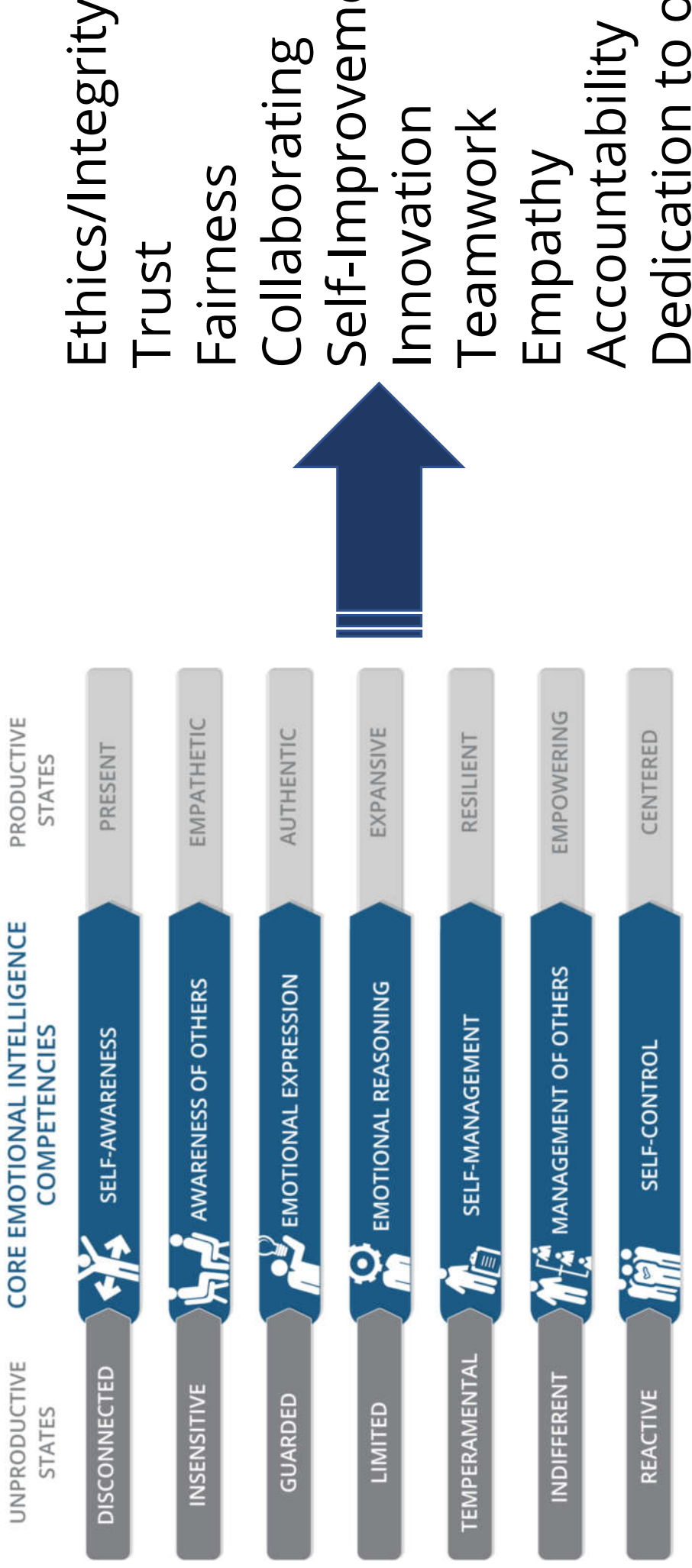
Organizational Core Values: Core values are the fundamental beliefs of a person or organization.

These guiding principles dictate **behavior** and can help people understand the difference between right and wrong.

Core values also help companies to determine if they are on the right path and fulfilling their mission by creating an unwavering guide. (Your Director's Guide)



Common Organizational Core Values



Why implement EI into the Selection Process?

Published psychometric studies have shown that scores on the **Genos Emotional Intelligence Selection** assessment correlate meaningfully with several workplace variables.

The higher the scores on the Genos assessment, the higher people tend to score on measures of:

- Workplace Performance
- Leadership Effectiveness
- Sales
- Customer Service
- Resilience
- Teamwork Effectiveness
- Employee Engagement



“Seventy-one percent said they value emotional intelligence in an employee more than IQ.”

-CareerBuilder survey of 2600 hiring professionals

How many of these skills are on your job descriptions?

2022 Skills Outlook

Growing

- 1 Analytical thinking and
- 2 Active learning and
- 3 Creativity, originality
- 4 Technology design
- 5 Critical thinking and
- 6 Complex problem-s
- 7 Leadership and soc
- 8 Emotional intelligen
- 9 Reasoning, problem
- 10 Systems analysis ar

PT/MC Job Description

Counter Sales (Inside Sales, Level 1) Non-Exempt Position

Reports to: Branch Manager

Job Summary:

The Counter Sales position is the face of the branch to customers who are picking up orders that have already been processed or those who need product identification. Also processes new product orders from branch inventory. Manages the will call shelf and merchandises the counter area.

Effective written communicator (email/text)

Technical aptitude to understand customer's application
Utilize manufacturing product catalogs and websites to
Able to utilize calipers; measure products to an accurate
Knowledge of fractional to decimal equivalents and me
Efficient order entry computer skills and ability to utilize
software/hardware

Job Functions:

- Provides assistance to customers who need product identification of sample parts or application assistance. Provides product solutions from on-hand inventory.
- Processes sales, including physical picking and electronic shipping of orders to charge (on account) customers. Entering, tendering, picking, shipping and invoicing orders to cash customers. Double check orders picked by others to ensure parts match paperwork before customer leaves.
- Electronically tenders an order, processes credit card sale and transacts cash payments.
- Interacts with other inside sales or customer service personnel to order required products which are not in stock at branch location.
- Processes customer returns, including inspection of returned product to qualify as returnable, process the return merchandise order, refund money to cash customers and ensure parts are returned to inventory.
- Maintains will call shelf, which holds orders ready for pick up. When called-in/emailed orders are complete contacts the customer to advise order is ready for pickup.
- Periodically merchandises the counter area, including refilling stock, changing price tags, changing out promotional messages, and maintaining appropriate literature for targeted products.
- Perform other duties as requested by management.

Skills Needed:

- Relationship builder with external and internal customers
- Strong verbal skills, both face-to-face and when utilizing phone



PT WORK FOR

PT/MC Job Description

Branch Operations Manager - Exempt

Reports to: President/Vice President

Job Summary:

The branch operations manager will oversee all operations of the store. This includes, but is not limited to, sales, accounting, inventory, marketing, personnel, warehouse and vehicle maintenance. Is also responsible for all other aspects of running a branch/store, including, but not limited to, customer service, order picking, order entry, facilities safety, shipping and receiving and shelving.

Job Functions:

- Manages all aspects of the store inventory, including customer returns and returns to vendors and ensures appropriate inventory level is maintained at all times.
- Oversees the sales function (both inside and outside sales) and when necessary participates in selling.
- Oversees all branch/store staff, including providing positive feedback and discussing any issues that need to be resolved.
- Assures there is adequate staff and inventory to maintain a successful branch.
- Oversees the daily delivery process to maintain customer satisfaction.
- Oversees the vehicle maintenance process to assure all vehicles are clean and safe.
- Able to fill in for all store positions in the event of illness, vacation or open position.
- Assure that 3rd party software is current and properly interfaces with ERP inventory system.
- On a monthly basis reviews sales, returns, marketing efforts and profitability of the branch/store.
- Handle problem resolution on any delivery errors or customer complaints.
- Performs other duties as needed to assure the smooth running of the branch/store.

Skills Needed:

- Employee management skills including providing direct constructive feedback. Able to assess the value of customer feedback.
- Ability to solve problems, quickly and effectively.
- Effective written and verbal communication skills.
- Background in sales, marketing, customer service, and hardware/software.
- Basic computer skills



PT WORK F

Employee Failure Rates

26%
FAIL

**due to
inability
to accept
feedback**

23%
FAIL

**because they
can't control
their emotions
or read others**

17%
FAIL

**because they
lack motivation**

11%
FAIL

**due to lack
of technical
skills**

Emotional intelligence offers big benefits to the organization and the workforce

Game Changing for Business



Sources: Capgemini Research Institute, Emotional Intelligence Research, Executive Survey, August–September 2019, N=750 executives.

Life Changing for People



Sources: Capgemini Research Institute, Emotional Intelligence Research, Employee Survey, August–September 2019, N=1,500 employees.

- Organizations can achieve returns up to four times higher by investing in EI skills.



Hiring for Emotional
is crucial for organi
individual su
and provides

For only

Thank you

If you'd like to try a Genos EI
Selection Report for your next hire,
please let us know

Send an email to debbie.muno@genosinternational.com

Call us at +1 813.792.5000

Use the code PTDA

