

The EQ Interview - "Finding employees with high EQ."

Tapping into the 5 areas of EQ

1. Self-Awareness & Self-Control

- Impact on others; understanding of how one's behavior or words affect others.
- Emotional & inner awareness; an accurate understanding of how one's emotions & thoughts affect behaviors.
- Accurate self-assessment: An honest assessment of strengths and weaknesses.

Questions to assess impact on others:

Q: How do you know if your words or behaviors have a positive impact on others?

Q: How do you know if your words or behaviors have a negative impact on others?

Questions to assess observation skills:

Q: Have you ever noticed that someone at work was having a bad day?

How did you know?

What did you do?

Q: Have you ever been in a situation where you thought you needed to adjust your behavior?

How did you know?

Questions to assess awareness of emotions or thoughts:

Q: Describe a time when you were angry about something at work?

How did that affect your performance?

What impact did it have on others at work?

Questions to assess awareness of triggers:

Q: Tell me about some situation or people that annoy you in your present position (or previous position).

Tell me what you do about these situations or people.

Questions to assess reflection skills:

Q: Tell me about a conflict you had at work.

How would you analyze that situation?

2. Self-Control or Self-Management

- Emotional expression: managing anger, stress, excitement and frustration.
- Courage or assertiveness: managing one's fear
- Resilience managing disappointment, setback, or failure and
- Planning the tone of conversation

Questions to assess appropriate emotional expression

Q: Tell me about a time when you had too much to do at work and it was causing you to feel stressed?

What did you do?

What result did this have?

Q: Describe a stressful situation at work.
What do you do?

Questions to assess courage or assertiveness

Q: Describe a difficult performance discussion that you had with an employee.
Q: Tell me about a time when you decided not to discuss an issue with an employee.
What did you consider?

Questions to assess resilience

Q: Tell me about a time you felt that you were defeated at work.
What did you do? (M)
Q: Talk about the last time you were criticized at work.
How did that go? (M)

3. Empathy

- Respectful listening: ability to give careful & respectful attention to others
- Feeling the impact on others: which is the ability to assess & determine how situations as well as our words & actions affect others
- Service orientation: which is the desire to help others

Questions to assess respectful listening

Q: Tell me about a time when you learned something by listening to an employee. (M)
Q: Describe a time when you asked someone for information about a problem. (M)

Questions to assess feeling the impact on others.

Q: Tell me about a time when you sensed that an employee was struggling.
How did you know?
What did you do? (M)
Q: Tell me about a time when you noticed your staff was overwhelmed.
How did you know? (M)
What did you do?

Questions to assess service orientation.

Q: Tell me about a time when you offered assistance to someone without being asked.
What did you do?
Q: Tell me about a time when an employee was struggling.
What did you do?

4. Social Expertness

- Building relationships: ability to build social bonds with others
- Collaboration: ability to invite others in and value their thoughts related to ideas, projects and work
- Conflict resolution: ability to resolve differences
- Organizational savvy: ability to understand and maneuver within organization

Questions to assess building relationships

Q: Tell me about a situation where you “won” someone over at work.

What did you do?

Q: Tell me about someone who is resistant to you.

Questions to assess collaboration

Q: Tell me how you recently solved a work problem.

What process did you use?

Q: Have you ever implemented an idea or solved a problem and had your solution meet with resistance?

What do you think you could have done to avoid the resistance?

Questions to assess conflict resolution

Q: Tell me about a time you had a conflict with an employee.

What did you do?

How was it resolved?

Q: Relate an incident when someone verbally attacked you about something you said or did.

What did you do?

Questions for organizational savvy

Q: Have you ever had someone undermine your efforts?

What did you do?

Q: Tell me about a time when you needed support from peers in order to get an idea across.

How did you gain that support?

Why is it important to you to get that particular idea or initiative accomplished?

5. Personal Influence: Influencing Self

- Self-confidence: appropriately believing in one's skills or abilities
- Accountability: being internally guided to take steps or actions & taking responsibility for those actions
- Optimism: tendency to look at the bright side of things and to be hopeful for the best
- Goal orientation: goal setting for oneself and living and working towards those goals
- Flexibility & adaptability: ability to adapt to the needs of others or situations as appropriate

Questions for Self-confidence

Q: Tell me about a time when you had to implement a change.

What did you say to your staff?

How did you convince them to follow you?

Q: Tell me about a time when you took on a task that you considered "out of your comfort zone."

How did you feel?

Why did you do it?

Did you think you were going to succeed or fail?

Questions for Initiative and accountability

Q: Tell me about a time when you decided on your own that something needed to be done.

What did you do?

Q: Have you ever made any improvements to your work with out being asked.

Give me some examples.

How did you do it?

Questions for goal orientation

Q: How do you set goals for those who report to you?

Describe a process you use to set goals within your unit or department.

Q: Tell me about a goal that you imposed on yourself at work.

Why did you decide on that particular goal?

Questions for Optimism

Q: Give me a situation where you believed that something was going to be successful and it was.

How did you know?

Q: Tell me about a time when someone on your team was negative about an outcome?

How did it affect you?

Questions for flexibility and adaptability

Q: Were there any behaviors that you had to abandon that worked for you in a previous role that didn't work in a new role?

How did you know these behaviors didn't or wouldn't work in your new role?

Q: As a manager, have you ever been flexible and later regretted it?

6. Personal Influence: Influencing Others

- Leading others: ability to get others to follow you
- Creating a positive work climate
- Getting results through others

Questions to assess leading others

Q: How do you get others to follow you?

What do you do?

How do you influence them?

Q: Tell me about a time when someone was resisting you.

What did you do?

Questions to assess creating a positive work climate

Q: Describe a situation when an employee was disrupting the climate you were trying to establish.

What did you do?

Q: Describe a positive working climate.

What would it feel like?

What do you do to create a positive working climate every day?

Questions to assess getting results through others.

Q: Tell me about a time when someone was resisting you, your ideas or your authority.

What did you do?

Q: Describe how you typically get results from other people.