

## THE WAR FOR TALENT

**By Dr. Travis Bradberry, Dr. Jean Greaves,  
and Lac D. Su, M.S.**

Like an oncoming army silently approaching through a blanket of fog, the war for talent has breached our shores. As cries of joblessness fade in the distance, they are replaced by the sound of your closest competitor with cash in hand screaming, “Come work here!”

As the millennium turned, unemployment rates were at all time lows, and benefits and signing bonuses were reaching the stratosphere. A short recession followed, lulling us to sleep in the face of a long-term talent shortage. With the mass exodus of Baby Boomers from the workforce already under way, and the global economy growing fierce, the war for talent is here to stay.

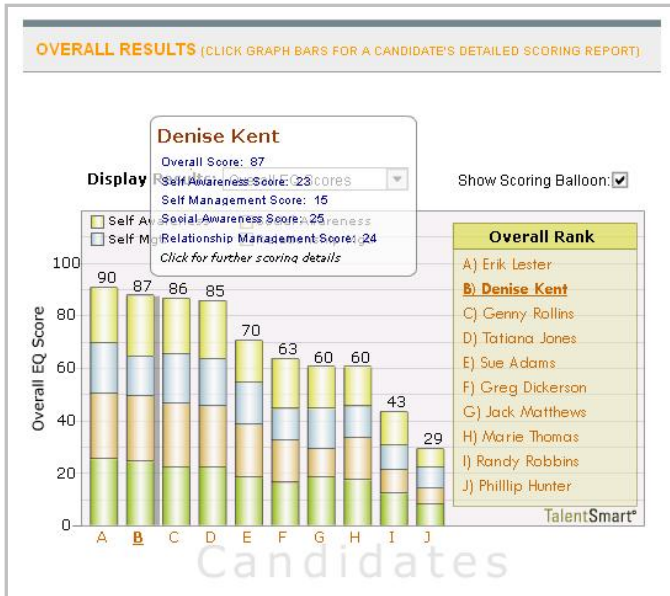
The statistics are enough to make you run for the basement—or round up your HR department and fight. US CENSUS projections indicate that a shortfall of approximately 10 million US workers is well underway. Increasingly, we’re relying on skilled labor from developing countries, like China and India. US businesses are clamoring for the talent available at home and sending jobs overseas.

What can your company do to win its share of the war for talent? First, you must realize that your hiring process is your primary weapon. Your competitors are after the same pool of talent; your battlefield strategy is the candidate skills you choose to hire for. The ammunition you need is an effective process for interviewing and comparing candidates.

Emotional intelligence (EQ) is the single best predictor of job performance available to your hiring arsenal; EQ accounts for 58% of an individual’s success across job type and title. Though there are additional skill sets unique to every position, selecting for EQ ensures that your hiring managers have a concise and effective target that generalizes to every position they need to fill.

A flood of research shows that EQ is critical to job performance. So, why aren’t more companies hiring using EQ? The reasons are justifiable—testing an applicant’s EQ opens the organization to discrimination lawsuits (at least in the US). Most companies don’t realize that a perfectly legitimate method for measuring and comparing applicant EQ exists at their fingertips.

The structured, behavioral-based interview is legally legitimate and ensures the EQ of every candidate is no longer elusive. The only tough part is you have to know the right questions. By applying our EQ expertise to this method, TalentSmart® has done the hard work for you. The Emotional Intelligence Interview Guide™ is an online hiring tool that combines structured interviewing methods with emotional intelligence content. It tells you what questions to ask, what to look for, and tracks your applicants simultaneously. With a quick click of your mouse, the system analyzes your applicants and compares them side-by-side to help you make objective hiring decisions.



Rather than sifting through mounds of paper after interviews are complete, the hiring manager has a visual summary of the candidates on his/her screen. It's easy to click on each candidate's graph to drill down to the specifics, and see which behaviors and experiences contributed to the candidate's scores. Since each candidate receives the same structured interview, the hiring manager obtains an objective side-by-side comparison of each individual's EQ.

So, why should your company focus its fight on EQ skills? The primary reasons new hires fail are interpersonal, not technical. A quarter of all hires fail because they have difficulty accepting feedback on their performance, and another fourth fail because they have difficulty understanding and managing emotions.

TalentSmart's research with more than 500,000 people worldwide reveals some amazing truths about workplace performance, including the fact that more than 90% of top performers are high in EQ. If you seek candidates that possess this critical skill, you can avoid huge casualties in your hiring process.

To win the war for talent, a company must be invested in progressive hiring strategies. Good people are a limited commodity, and one that can be monopolized through targeted selection. Like diamonds lying in the dust, the best hires are hard to spot if you don't know what you're looking for. Choose wisely.



**Now available at TalentSmart.com!**

It has everything you need to select individuals high in EQ, including:

- Detailed interview questions.
- Instant graphical comparison of 10 candidates.
- Results accessible anytime with no expiration.
- e-Learning that teaches hiring managers:
  - about emotional intelligence
  - how to check references and contact candidates
  - interviewing do's and don'ts.

**Click here to purchase for just \$99!**

### ABOUT THE AUTHORS:

#### Travis Bradberry, Ph.D. & Jean Greaves, Ph.D.

Drs. Bradberry and Greaves are the cofounders of TalentSmart®, and the coauthors of the best selling *Emotional Intelligence Quick Book*. They additionally coauthored the *Preferred Leader Assessment™* with Ken Blanchard.

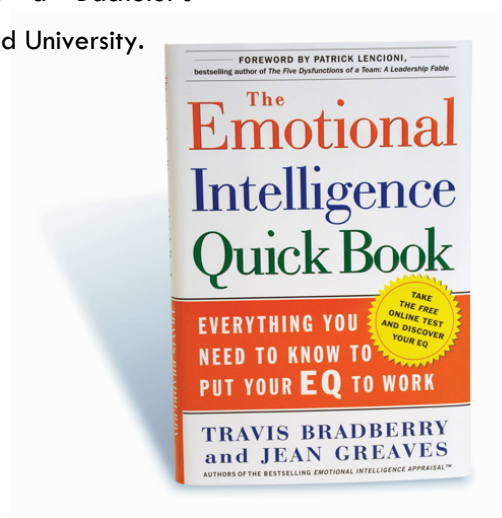
Their work has been featured by *Newsweek*, *Fortune*, *Harvard Business Review*, *The Washington Post*, *Glamour*, and major television and radio outlets including ABC, CBS, NBC, NPR, and FOX.

Travis holds a dual Ph.D. in clinical and industrial-organizational psychology, and a B.S. in clinical psychology from the University of California, San Diego. Jean holds a Ph.D. in industrial organizational psychology, and a Bachelor's degree in psychology from Stanford University.

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Lac D. Su is the Director of Strategic Alliances for TalentSmart®, the leading provider of emotional intelligence tests, products, and training. He forms and manages relationships with key TalentSmart® resellers, and assists clients with the implementation of skill development initiatives.

Lac's expertise is in emotional intelligence, cultural awareness, communication, decision making, and adaptability. He has a master's degree in industrial-organizational psychology from the California School of Professional Psychology (CSPP).



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