

Want a better job?

**LEARN TO
CONTROL
YOUR
EMOTIONS.**



THE CURRENT GENERATION IS THE MOST EDUCATED AND TECHNOLOGICALLY ADVANCED TO EVER ENTER THE WORKFORCE.

However, according to recent numbers from the U.S. Department of Labor, unemployment among millennials (ages 18-29) was nearly double the national unemployment rate in January 2013.

Although some of this can be blamed on the sour job market, the persistent nature of under- and unemployment suggests generation Y may lack some of the basic skills to be employed... but which ones?

EMPLOYABILITY: Beyond IQ

Psychologists have studied employability, the ability to gain and maintain a desired job, since the 1950s (Feintuch, 1955). However, according to Drs. Robert Hogan and Tomas Chamorro-Premuzic, there is a significant gap between academic research on occupational performance and the realities of the hiring process.

“On the one hand, empirical literature demonstrates the importance of certain psychological attributes, including cognitive ability, for predicting job performance,” said Hogan, founder

and president of Hogan Assessment Systems. “On the other hand, in our combined careers of more than 70 years, we have known and studied many bright people – as defined by IQ scores and academic achievement—who spent their lives working in temporary jobs, freeloaded, or collecting unemployment benefits.”

What separates these smart yet unemployable people from their less gifted but more employable contemporaries?

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WHAT EMPLOYERS WANT

In the 1990s, the U.S. Department of Labor conducted a survey examining what companies want from their employees. The report identified five critical workplace competencies:

Locating and allocating resources

Acquiring and interpreting information

Understanding complex systems

Technological literacy

Interpersonal skills

Additionally, Drs. Joyce Hogan and Kimberly Brinkmeyer content analyzed employment ads in newspapers across the U.S. over the course of a year. Of the total positions advertised, 47% percent required strong interpersonal skills. Interpersonal skills were deemed essential for 71% of the jobs involving client contact, 78% of the jobs requiring coworker interaction, 83% of the jobs involving subordinate interaction, and 84% of the jobs requiring management interaction.

“These studies clearly indicate that career success depends on the ability to successfully interact with others, build and maintain relationships, and manage one’s social environment,” said Robert Hogan.

Despite the importance of interpersonal or people skills, recent studies indicate that college students are graduating without having developed them.

EMOTIONAL INTELLIGENCE:

The Ascent of EQ

Although the lack of job candidates with good interpersonal skills presents employers a significant challenge, it also presents a tremendous opportunity. Because interpersonal skill is a function of personality, it can be measured using reliable psychometric assessments and improved through strategic self-awareness and coaching.

“The starting point for any coaching process is to narrow down the characteristics that are driving problem behaviors,” said Trish Kellett, director of the Hogan Coaching Network.

Interpersonal skill is a function of emotional intelligence or EQ - the ability to identify, process, and manage one's and others' emotions in order to successfully interact with others.

Emotional intelligence is determined by personality (Chamorro-Premuzic & Furnham, 2010).

In order to understand how personality impacts emotional intelligence we need to understand that personality has two distinct sides:

Bright-side personality, or normal personality, describes people's strengths and weaknesses when they are at their best.

Dark-side personality describes people when they are stressed, bored, or simply not paying sufficient attention to their behavior. Left unchecked, dark-side behaviors can become significant obstacles to an individual's ability to build and maintain productive relationships.

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Hogan measures EQ by assessing the bright-side personality characteristics that contribute to individuals' ability to identify, process, and manage emotions, as well as the dark-side personality characteristics that can interfere with their ability to do so.

Hogan's EQ report measures six key dimensions of emotional intelligence, namely:

EMOTIONAL PERCEPTION

Awareness

The degree to which a person seems in touch with his or her own emotions

Detection

The degree to which a person seems aware of others' emotions and thoughts

EMOTIONAL CONTROL

Regulation

The degree to which a person seems able to maintain positive emotional states

Influence

The degree to which a person seems able to intentionally affect others' moods, thoughts, and behaviors

EMOTIONAL SHARING

Expression

The degree to which a person seems able to effectively communicate desired emotional states to others

Empathy

The degree to which a person seems able to feel what others are feeling

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Boosting EQ

By assessing EQ, companies can provide young employees with the self-awareness they need to develop strong interpersonal skills and, ultimately, boost their emotional intelligence, which will in turn boost their career success.

“Self-awareness is the keystone of success in the workplace,” said Kellett. “By understanding our natural strengths and weaknesses, we can learn to compensate for those behaviors.”

With adequate coaching, those methods of compensation can become second nature.

“Implementing behavioral changes is like putting a fresh coat of paint on an old house,” said Kellett. “The

changes might seem superficial or even unnatural. Eventually, though, the changes become ingrained behavioral tendencies and ways of looking at the world and other people. You learn to be better at reading people and managing your interactions.”

About Hogan

Hogan Assessment Systems is a global personality assessment and consulting provider. Grounded in decades of research, Hogan’s assessment solutions help businesses dramatically reduce turnover and increase productivity by hiring the right people, developing key talent, and evaluating leadership potential. Find out more at hoganassessments.com.

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