

Emotional Intelligence in Hiring Decisions

Connections to Performance-Based Hiring

PLUS ChatGPT

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"Emotional competence is the single most important personal quality that each of us must develop and access to experience a breakthrough. Only through managing our emotions can we access our intellect and our technical competence. An emotionally competent person performs better under pressure."



Emotional Intelligence is a significant topic of interest for organizational effectiveness and individual development. It is appearing more and more in discussions related to hiring decisions. In 2023, the convergence of emotional intelligence, hiring, and ChatGPT creates a revolution for the hiring process.

There are various ways to assess Emotional Intelligence as part of a hiring decision. Assessments for Emotional Intelligence are numerous – too numerous to list. At the extremes of a complexity scale, there are Emotional Intelligence “profiles” that allow individuals to self-assess their emotional intelligence on several factors, and there are professionally developed psychological tests of Emotional Intelligence that require qualification for purchase and application. The “profiles” are more focused on applications in education and development programs – and are not recommended or appropriate as part of a selection process. The higher-level psychological assessments, e.g., EIQ-2, which includes a 360° option, with professional administration and interpretation, are more suitable for hiring decisions.

Assessing Emotional Intelligence as part of the interview process has gained traction recently. For more than the last decade, hiring experts and recruiting “gurus” have been promoting the importance of “soft skills” and the need to ensure that hiring decisions focus on “fit.”

One recommended approach is directly interviewing for Emotional Intelligence using the traditional behavioral interviewing approach. “Tell me about a time you demonstrated “empathy” toward...” Unfortunately, Training Magazine recognized almost a decade ago that *“The rules of the game have changed, and interview techniques will need to evolve if they are going to hold their own in a sometimes-cynical workplace.”*

The approach to interviewing that’s been described as “Behavioral Interviewing 2.0” and part of what top labor law firms have described as “the most legally defensive hiring system” provides a better alternative. Performance-Based Hiring, based on principles espoused by Lou Adler, is described in his outstanding book, Hire with Your Head (4th Edition, 2022). Performance-Based Hiring is based, fundamentally, on creating a “Performance Profile” that clearly defines, in very specific terms (S.M.A.R.T.e.), what an individual is expected to do – not have – to be successful in the position. The interview is then based on uncovering, in great detail, the specific accomplishments of the candidate that are most comparable to the performance objectives.

This provides a valuable opportunity to link Emotional Intelligence to the interviewing process. Instead of interviewing for the “tell me about a time” stars – more likely to be at 40,000 feet than at the specific performance level – the Emotional Intelligence evaluation can be performed based on detailed specific performances. These specific accomplishments, described by the candidate in 8-10 fact-finding segments, will provide objective evidence of the candidate’s level of emotional intelligence.



Self-Recognition (Self-Awareness)

Self-recognition, akin to self-awareness, involves the continual process of understanding, acknowledging, and recognizing one's own emotions and their impacts on behavior and decisions. It is the ability to tune into your feelings and identify patterns in your emotional responses.

In the Workplace: During a stressful project, an employee realizes they are feeling overwhelmed. Instead of suppressing this emotion, they acknowledge it and take proactive steps such as seeking help or setting aside time for breaks to manage their stress levels effectively.

Self-Management

Self-management builds upon self-recognition. It encompasses the skills required to regulate one's emotions and use them as a tool to foster positive behavior and interactions. It is about controlling your reactions and using your self-awareness to steer your behavior constructively.

In the Workplace: A team leader doesn't let frustration take over during meetings where team members are not aligning. Instead, they take a step back, analyze their feelings, and calmly steer the conversation in a productive direction, encouraging collaborative problem-solving.

Social Recognition (Empathy)

Social recognition, akin to empathy, involves the capability to recognize, understand, and appreciate the emotions of others. It is about tuning into others' emotional states and showing understanding and sensitivity to their perspectives.

In the Workplace: A manager notices that a normally productive employee has been less engaged recently. Instead of reprimanding them, the manager initiates a private conversation to understand any underlying issues and to offer support, showcasing understanding and empathy.

Social Management (Relationship Management)

Social management, also known as relationship management, is about effectively managing relationships with others by using the awareness of both your own and others' emotions to navigate social interactions successfully. It helps in building harmonious relationships and fostering a positive environment.

In the Workplace: During a team conflict, a senior team member uses their understanding of the different personalities and emotions at play to facilitate a conversation where everyone feels heard and understood, helping to find a middle ground and resolve the issue constructively.

Motivation

In emotional intelligence, motivation refers to the intrinsic drive to achieve one's goals and maintain a positive attitude toward achieving objectives. It involves harnessing emotional dynamics to persist in challenges, take initiative, and strive for excellence in one's endeavors.

In the Workplace: An employee sets long-term career goals and actively works towards them, fulfilling the daily responsibilities and taking on additional projects and learning opportunities to advance in their career.

Factor	Definition	Workplace Example
Self-Recognition	Recognizing and understanding one's own emotions and their impacts on behavior and decisions.	Acknowledging personal stress levels during a challenging project and taking proactive steps to manage the stress.
Self-Management	Regulating one's emotions to foster positive behavior and interactions, building upon self-recognition.	Maintaining composure during a tense meeting and encouraging collaborative problem-solving.
Social Recognition	Recognizing, understanding, and appreciating the emotions of others, showcasing empathy.	Recognizing a change in an employee's engagement level and initiating a supportive conversation.
Social Management	Managing relationships effectively using the awareness of both one's own and others' emotions.	Facilitating a constructive conversation to resolve a team conflict, ensuring everyone feels heard.
Motivation	Harnessing emotional dynamics to foster a personal drive towards achieving one's goals and maintaining a positive attitude.	Actively working towards long-term career goals by taking on additional projects and learning opportunities.

The Emotional Intelligence Matrix

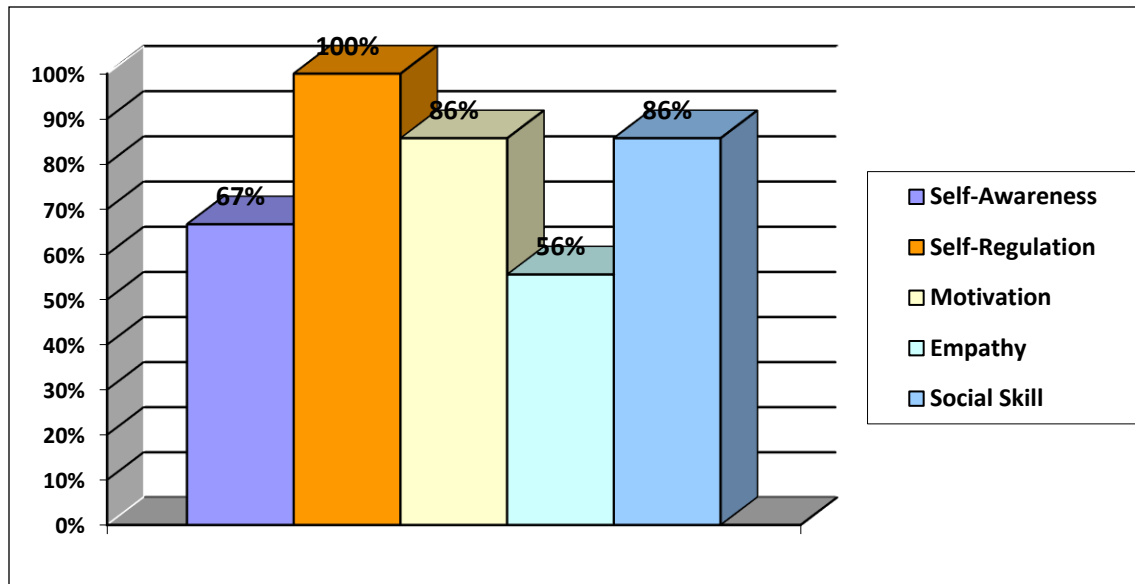
Combining the Performance Profile with the Emotional Intelligence factors creates a matrix that evaluates each candidate's accomplishments for evidence of emotionally intelligent behavior. In most cases, because of the in-depth 8–10-minute fact-finding, the candidate's answers will reveal this evidence. In some cases, specific probing questions could be asked to identify the strength of the factor.

The matrix is simple. Each performance objective is analyzed before the interview begins to identify which elements of Emotional Intelligence are indicated. Using a simple scale, 0 = No Evidence, 1 = Some Evidence, and 2 = Strong Evidence, a factor is included in the matrix if 1) it can be evaluated and 2) the potential strength of the evidence. The Emotional Intelligence Summary can then calculate the total of the ratings given and present them as a percentage of the total possible from the analysis of the Performance Profile. These results could then be plotted for a specific candidate.

The process would look like the sample components shown in the following:

	Self-Awareness			Self-Regulation			Motivation			Empathy			Social Skill		
Performance Objective #1	Ability to understand your own moods, emotions, and drives.			Ability to control or redirect disruptive impulses and moods.			A passion to work for reasons beyond money or status.			Ability to understand the emotional make-up of other people.			Proficiency in managing relationships and building networks.		
	0	1		0	1		0	1		0	1	2	0	1	2
Performance Objective #2							A passion to work for reasons beyond money or status.						Proficiency in managing relationships and building networks.		
							0	1					0	1	

Emotional Intelligence Summary	Self-Awareness			Self-Regulation			Motivation			Empathy			Social Skill		
	Ability to understand your own moods, emotions, and drives.			Ability to control or redirect disruptive impulses and moods.			A passion to work for reasons beyond money or status.			Ability to understand the emotional make-up of other people.			Proficiency in managing relationships and building networks.		
	0	÷	12	0	÷	1	0	÷	14	0	÷	18	0	÷	21
	%			%			%			%			%		



A Case Study

A typical Performance Profile contains 6-8 S.M.A.R.T.e Objectives. These objectives are **Specific, Measurable, Action-Oriented, Results-Defined, Time-Bound** and reflect characteristics of the **environment** that are important for successful achievement. These objectives are arranged in priority order, moving toward consensus among hiring managers on content and priorities for the position.

Here's a sample S.M.A.R.T.e. Objectives for a leadership position in financial services:

Emerges as a strong team leader in an expanding project leadership role, promotes positive, ongoing relationships with business partners including staff. Contributes to a positive working environment characterized by constructive problem-solving, effective communications and mutual respect.

Here's one for a senior HR leadership position:

Develops a strategic human resources plan, setting S.M.A.R.T. goals for HR professional staff, that addresses key human resource integration issues while addressing critical business and HR issues in a limited resource environment within 30 days.

Here's a third position, youth camp counselor, chosen because this was the subject of a major performance-based hiring project conducted for the YMCA of America.

Connect with each individual camper quickly, establishing a personal relationship within the first few hours of meeting, maintaining and developing a unique relationship with each camper throughout the stay. Make each camper feel special and unique by establishing a friendship with each camper based on trust and sharing of self.

The Process

The process then examines these objectives and determines which Emotional Intelligence factors can be evidenced by the candidate’s accomplishments.

<i>These analyses are “examples” only – they are not the actual ratings for these Performance Objectives.</i>	Self-Awareness	Self-Regulation	Motivation	Empathy	Social Skill
Emerges as a strong team leader...	Ability to understand your own moods, emotions, and drives. 0 1 <input type="checkbox"/>	Ability to control or redirect disruptive impulses and moods. 0 1 <input type="checkbox"/>		Ability to understand the emotional make-up of other people. 0 1 2	Proficiency in managing relationships and building networks. 0 1 2
Develops a strategic human resources plan...		Ability to control or redirect disruptive impulses and moods. 0 1 <input type="checkbox"/>	A passion to work for reasons beyond money or status. 0 1 2	Ability to understand the emotional make-up of other people. 0 1 2	Proficiency in managing relationships and building networks. 0 1 2

During the performance-based interview, the candidate will be asked: “This position will require you to... (develop a strategic human resources plan...) Please describe your most comparable accomplishment.” With detailed fact-finding probing for 8-10 minutes on this accomplishment, you can determine the level to which each of the Emotional Intelligence factors identified for this objective has been met. In most cases, the specific accomplishment of the candidate will clearly reveal the presence or absence of this trait – you’ve identified it as a critical component. In rare cases, you may need to specifically probe, i.e., “tell me more, very specifically, about how you build strong relationships.”

The Emotional Intelligence Summary then calculates a percentage of the possible Emotional Intelligence points, which can lead to a comparative discussion on different candidates, plus reporting of this information, including a graphic summary. For the positions that were analyzed for the development of this process, all five of the Emotional Intelligence factors were present, to some degree, but also very different levels. It is highly likely that certain positions will not score on one of the Emotional Intelligence factors. This process does not argue that Emotional Intelligence is present in all components of every job. This process demonstrates a very powerful way to assess a candidate’s level of Emotional Intelligence, where it does exist – and where a strong Performance-Based interviewing process is applied.

Enter AI/ChatGPT

According to Lou Adler, the arrival of AI, particularly ChatGPT, to the hiring world “**changes everything,**” significant enough to bring him out of retirement to lead AI applications to recruiting and hiring. From the perspective of futurist Joel Barker’s work, the observation is clear:

Is it a trend, an innovation, a paradigm shift? Yes!

As described above, performance-based hiring begins by clearly defining the performance objectives for a position and identifying KPR’s (key performance results). Adler has demonstrated that ChatGPT provides excellent insights for recruiting, hiring – and job seekers.

The Experiments

The YMCA Camp Counselor Performance Profile was created by “benchmarking” the best counselors. For this project, the best counselors, identified by administrators and campers, were interviewed and observed at four different camp locations.

YMCA camp counselors make a positive impact on each child they supervise -- an impact consistent with the values and philosophy of the YMCA and the camp. They develop unique relationships quickly with each camper and participate actively in all activities, teaching and modeling outstanding behavior at all times. Exceptional counselors manage to balance work and demanding environment; uphold and meet high camp standards for behavior, safety, and values with creativity; and reach each child with their sensitivity and playfulness.

Performance Objectives

The following are the performance objectives for this position. In assessing competency and fit all candidates will be measured against these standards.

1. **Connects with each camper quickly**, establishing a personal relationship within the first five hours of meeting. Maintains and develops a unique relationship with each camper throughout the stay. Makes each camper feel special and unique by establishing a friendship with each camper based on trust and sharing of self.
2. **Participates 100% in campers' activities** and is involved, throughout the day, in all games and activities with his or her campers, never "sitting on the sidelines." Develops and plans camp activities. Enjoys playing and demonstrates by his or her behavior that camp activities are fun. Gets involved to show campers that activities are fun and that they should participate.
3. **Plans and organizes activities with small and large groups**, working proactively and showing spontaneity, creativity, and flexibility. Consistently exceeds expectations, providing each camper with an enjoyable experience. Has a positive impact on each camper.
4. **Acts as a real team member, cooperating with and seeking out all camp staff members**, including camp administrators, program directors, and particularly other counselors, to improve campers' experience, develop alternative activities, and solve individual and group problems.
5. **Minimizes potential problems among campers by recognizing danger signals and quickly and effectively diagnosing and creating plans** to resolve these potential conflicts. Responds appropriately based on camp values and procedures to meet campers' personal issues and questions.
6. **Models the values and philosophy of the camp** and all behaviors with campers, parents, other counselors, and camp administrators. Accepts the mission, values, and philosophy of the camp as his or her own, personally takes responsibility for the camp operating successfully in all areas and at all times.
7. **Executes day-to-day responsibilities to create a safe, secure, and enjoyable environment for campers**, balancing camp standards and expectations with flexibility and creativity. Protects campers from physical, mental, and spiritual harm.

Part I – ChatGPT and Performance

The first part of the ChatGPT experiment is to prompt ChatGPT for its information on the performance of top camp counselors. ***ChatGPT results are presented verbatim.***

Prompt: What do the most successful youth camp counselors do?

ChatGPT:

Successful youth camp counselors embody a range of qualities that foster a safe, fun, and enriching environment for campers. Here are some actions and attributes that the most successful youth camp counselors typically demonstrate:

1. Preparation and Planning

- **Knowledgeable:** Be well-acquainted with the camp's rules, guidelines, and emergency procedures.
- **Organized:** Plan activities and daily schedules meticulously to ensure a smooth-running camp experience.

2. Safety and Welfare

- **Vigilant:** Always prioritize the safety of the campers, supervising them diligently to prevent accidents.
- **Responsive:** Be quick to respond to emergencies or unexpected situations effectively.

3. Communication Skills

- **Approachable:** Create an environment where campers feel comfortable approaching you with their concerns or issues.
- **Active Listener:** Listen attentively to campers' ideas, feelings, and needs, and validate their experiences.

4. Enthusiasm and Positivity

- **Energetic:** Showcase enthusiasm and positivity to create a vibrant and fun atmosphere.
- **Encouraging:** Foster a supportive environment that encourages campers to try new things and build their confidence.

5. Role Modeling

- **Respectful:** Treat all campers with respect and fairness, setting an example for them to follow.
- **Ethical:** Adhere to high moral and ethical standards, showcasing the right behaviors and attitudes.

6. Inclusive

- **Cultural Sensitivity:** Be sensitive to the diverse backgrounds of the campers, promoting inclusivity and understanding.
- **Empathetic:** Understand and respect the individual needs and feelings of the campers, encouraging empathy amongst them.

7. Innovation and Creativity

- **Creative:** Utilize creativity in coming up with activities and solutions to problems.
- **Adaptable:** Be flexible in adapting plans to changing circumstances and needs.

8. Leadership

- **Leading by Example:** Show leadership by setting a good example in behavior and attitude.
- **Team Player:** Work well with other counselors and staff to provide the best experience for the campers.

9. Developmental Focus

- **Educational:** Create opportunities for campers to learn and grow through various activities.
- **Mentorship:** Offer guidance and mentorship, helping campers navigate challenges and learn life skills.

10. Feedback and Reflection

- **Reflective:** Take time to reflect on the day's events, considering what went well and what could be improved.
- **Open to Feedback:** Be open to receiving feedback from campers and other staff members to continually improve.

By embodying these attributes and taking these actions, youth camp counselors can greatly enhance the camp experience for their campers, fostering a safe, enjoyable, and enriching environment where young people can learn and grow.

Part II – ChatGPT and Emotional Intelligence

The second part of the experiment was to prompt ChatGPT to address emotional intelligence specifically.

Prompt: Can you add specific information about emotional intelligence to these ten factors?

ChatGPT:

Absolutely, integrating emotional intelligence into the role of a youth camp counselor can greatly enhance their effectiveness in creating a positive, enriching environment for campers. Here's how emotional intelligence can be woven into each of the ten factors:

1. Preparation and Planning

- **Self-awareness:** Be aware of your own emotions and how they can affect your interactions with the campers. Make efforts to manage your stress levels to maintain a positive demeanor.

2. Safety and Welfare

- **Empathy for Fear and Anxiety:** Recognize and respond empathetically to the fears and anxieties of campers, helping them feel secure and supported.

3. Communication Skills

- **Emotionally Attuned Communication:** Communicate with an understanding of the campers' emotional states, adapting your approach accordingly to meet their emotional needs.

4. Enthusiasm and Positivity

- **Positive Reinforcement:** Utilize positive reinforcement to encourage campers, acknowledging their efforts and achievements to boost their self-esteem.

5. Role Modeling

- **Emotional Regulation:** Demonstrate good emotional regulation, showing campers how to manage their emotions effectively through your own behavior.

6. Inclusive

- **Emotionally Inclusive:** Foster an environment where all emotions are accepted and understood, helping campers to feel emotionally safe and validated.

7. Innovation and Creativity

- **Understanding Emotional Dynamics:** Use your understanding of emotional dynamics to create activities that foster positive emotional experiences for campers.

8. Leadership

- **Emotional Leadership:** Lead with emotional intelligence, understanding the emotional undercurrents within the group and navigating them effectively to maintain harmony.

9. Developmental Focus

- **Emotional Growth:** Facilitate activities and discussions that encourage emotional growth, helping campers to develop a greater understanding of their own emotions and those of others.

10. Feedback and Reflection

- **Emotional Feedback:** When giving feedback, do so with sensitivity to the campers' emotional states, encouraging a culture of respectful, empathetic communication.

By utilizing emotional intelligence in these ways, a camp counselor can create a more responsive, understanding, and enriching environment that meets not only the physical and developmental needs of the campers but their emotional needs as well. It helps in building a camp culture where everyone feels seen, heard, and valued.

Part III – Interview Questions

ChatGPT was next prompted to prepare interview questions based on, initially, the first set factors.

Prompt: Please suggest questions, to be used in interviewing candidates for youth camp counselor positions, that ask for specific accomplishments related to these ten factors.

ChatGPT:

Absolutely, when interviewing candidates for a youth camp counselor position, it is vital to ask questions that help understand how well they embody the ten factors mentioned. Here is a set of questions targeting specific accomplishments related to each factor:

1. Preparation and Planning

- Can you provide an example of a detailed plan you created for a group activity or event in the past? What was your approach to preparation and organization?

2. Safety and Welfare

- Can you tell us about a time when you identified a safety hazard and took immediate action? How did you ensure the safety of everyone involved?

3. Communication Skills

- Could you share an instance where you had to mediate a communication breakdown among a group of individuals? What strategies did you use?

4. Enthusiasm and Positivity

- Can you recall a time when you turned a negative situation into a positive experience? How did you maintain enthusiasm and positivity in that situation?

5. Role Modeling

- Can you share an experience where you had to model appropriate behavior in a challenging situation? How did you maintain your composure and set the right example?

6. Inclusive

- Can you describe a specific time when you ensured inclusivity in a diverse group setting? What steps did you take to foster a sense of belonging for everyone?

7. Innovation and Creativity

- Could you tell us about a time you came up with a creative solution to a problem at a camp or similar setting? How did your innovative approach benefit the situation?

8. Leadership

- Please share an experience where you successfully led a team or a group of individuals. What leadership qualities did you demonstrate?

9. Developmental Focus

- Can you recall a time when you helped a young person grow or learn something significant? How did you facilitate their developmental progress?

10. Feedback and Reflection

- Can you give an example of a time you received critical feedback and how you applied it to improve yourself or a process?

Each of these questions is designed to provide insights into a candidate's experiences and skills in each of the ten critical areas for a youth camp counselor, encouraging them to share specific accomplishments that demonstrate their capabilities in those areas. It would help the interviewer gauge the readiness and suitability of a candidate for the role.

While there is some evidence of the emotional intelligence factors in these questions, I decided to prompt ChatGPT to add "fact-finding" to the questions.

Prompt: Please redo these questions to include specific fact-finding on the emotional intelligence aspect.

ChatGPT:

Absolutely, incorporating emotional intelligence into the interview questions will provide deeper insights into how candidates manage their emotions and relate to others, which is crucial in a youth camp counselor role. Here are questions that focus on emotional intelligence within the framework of the ten factors:

1. Preparation and Planning

- Can you share an instance where your self-awareness helped in planning and preparing for a group activity, helping in anticipating the potential emotional reactions of the participants?

2. Safety and Welfare

- Describe a time when you were able to recognize and address the fears or anxieties of an individual or group to ensure their emotional safety. How did you go about it?

3. Communication Skills

- Can you give an example of a time when your understanding of a camper's emotional state guided how you communicated with them? How did you ensure that you were sensitive to their emotions?

4. Enthusiasm and Positivity

- Share a scenario where you used positive reinforcement to encourage a camper or a group. How did it affect their emotional well-being and the atmosphere of the camp?

5. Role Modeling

- Describe a situation where you had to regulate your emotions to set a positive example for others. How did you manage your emotions effectively?

6. Inclusive

- Can you recall a time when you fostered emotional inclusivity within a diverse group? How did you ensure that everyone felt seen and heard?

7. Innovation and Creativity

- Tell us about a time when you created an activity that fostered positive emotional experiences for campers. How did understanding the emotional dynamics of the group influence your planning?

8. Leadership

- Can you give an example of a time when your emotional intelligence helped in leading a group effectively, understanding and navigating the emotional undercurrents present?

9. Developmental Focus

- Share a time when you facilitated activities that encouraged emotional growth in campers. How did you approach discussions around emotions?

10. Feedback and Reflection

- Describe a scenario where you gave sensitive feedback to a camper, considering their emotional state. How did you go about it, and what was the outcome?

These questions emphasize emotional intelligence, asking candidates to recall specific instances where they used their understanding of emotions to navigate different situations, which would be crucial in a camp environment where fostering emotional safety and understanding is key.

Part IV – An Interview Guide

For a final experiment, I prompted ChatGPT to create an Interview Guide combining the information from the initial KPR's and the emotional intelligence fact-finding.

Prompt: Please combine the questions from the last two requests to create a Camp Counselor Interview Guide that focuses on what successful camp counselors do plus includes fact-finding on emotional intelligence.

ChatGPT:

Absolutely, combining the elements from the last two sets of questions will help create a comprehensive interview guide that focuses on both the actions of successful camp counselors and emotional intelligence. Here is a Camp Counselor Interview Guide tailored for that purpose:

Camp Counselor Interview Guide

Introduction

Welcome and thank the candidate for coming. Begin with a brief overview of the role and what the organization values in a camp counselor.

Questions

1. Preparation and Planning

- Can you share an instance where your detailed planning for a group activity demonstrated your self-awareness and consideration of the potential emotional reactions of the participants? What was your approach to preparation, and how did you anticipate and address the emotional needs of the group?

2. Safety and Welfare

- Describe a situation where you identified a safety hazard and took immediate action while considering the emotional well-being of those involved. How did you ensure both physical safety and emotional security?

3. Communication Skills

- Could you share an example of how your communication skills, including being emotionally attuned to others, helped mediate a communication breakdown among a group of individuals? How did you approach the individuals involved, and what strategies did you use?

4. Enthusiasm and Positivity

- Please recall a situation where your enthusiasm and positivity turned a negative scenario into a more positive experience. How did you utilize positive reinforcement to encourage others and foster a positive emotional atmosphere?

5. Role Modeling

- Can you discuss an experience where you had to model appropriate behavior in a difficult situation, showcasing emotional regulation and setting a positive example through managing your own emotions?

6. Inclusive

- Describe a time when you took concrete steps to foster inclusivity and emotional safety in a diverse group setting. How did you ensure that every individual felt seen, heard, and valued?

7. Innovation and Creativity

- Could you recount a time when you utilized your understanding of emotional dynamics to design an activity or find a creative solution that fostered positive emotional experiences for the participants?

8. Leadership

- Share an example of how your leadership and understanding of emotional undercurrents helped in steering a group successfully. How did you navigate complex emotional landscapes to maintain harmony and a positive environment?

9. Developmental Focus

- Can you recall a specific instance where you facilitated activities that not only encouraged growth but also focused on emotional learning? How did you nurture emotional understanding and growth during the activities?

10. Feedback and Reflection

- Please describe a time when you gave feedback with a deep understanding of the recipient's emotional state, fostering a culture of empathic communication and continuous improvement. How did you approach giving feedback while being sensitive to their emotions?

Conclusion

Thank the candidate for sharing their experiences and let them know the next steps in the interview process.

This guide encourages candidates to share detailed experiences that demonstrate not only their skills and achievements in the essential areas of camp counseling but also their emotional intelligence, painting a fuller picture of their capabilities in the role. It emphasizes both action and emotional understanding, which are vital in a camp environment where safety, inclusivity, and positive development are key.



As part of my work with Lou Adler, I was contracted to create “Outrageous Ads,” and I served as a judge for an “Outrageous Ad” contest. I also, “in a prior life,” researched help wanted ads using concepts from the psychological theory of Transactional Analysis.

Looking at the results of the ChatGPT experiments with the camp counselor position, I could not resist pursuing how AI might create ads. I prompted ChatGPT to create three different ads. Here are the prompts with ChatGPT’s introductory responses. I’m going to present the proposed ads separately.

Ad #1

Prompt: Please create an ad to be posted on social media for the Camp Counselor position.

ChatGPT: Absolutely, here is a vibrant and engaging ad designed to attract passionate and qualified candidates to your Camp Counselor position.

Ad #2

Prompt: How about an ad with some humor?

ChatGPT: Absolutely, infusing humor into the ad can make it more engaging and delightful. Here's a light-hearted and fun ad for your Camp Counselor position.

Ad #3

Prompt: How about an ad that focuses on the emotional intelligence factors?

ChatGPT: Absolutely, focusing on emotional intelligence in the ad will help attract candidates who are empathic and sensitive to the needs and emotions of the campers. Here is an ad designed with an emphasis on emotional intelligence.

References

Harvard Business Review on **What Makes a Leader** (2001), Daniel Goleman, Michael Maccoby, Thomas Davenport, John C. Beck, Dan Clampa, Michael Watkins

Hire With Your Head: Using Performance-Based Hiring to Build Great Teams (2022), Lou Adler

The EQ Edge: Emotional Intelligence and Your Success (2006), Steven J. Stein, Howard Book

EQ-2 and EQ-2 360°



Strengths-Based Interviewing

Beyond the Far Cliffs has also developed a methodology for creating a “Strengths Loaded Performance Profile” based on Marcus Buckingham’s work in “Now, Discover Your Strengths” and the “CliftonStrengths” Assessment. Contact at www.farcliffs.com for additional information.

*Beyond the Far Cliffs creates the Emotional Intelligence Matrix as part of a Performance-Based Hiring process, which includes a Performance Profile, Performance-Based Interviewing Guides, or a completed Performance-Based Hiring Toolkit.
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