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Reitman Security Search is a leader in executive recruitment and consulting, supporting the electronic security/critical building systems space globally. Our clients include the industry's most sought-after employers; public and private electronic security technology manufacturers, systems integrators, specifiers/consultants and distributors. For some examples of our practice...

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Best practices...

How to Fill Your Organization with Emotionally Intelligent People

Being able to react quickly and appropriately in high-pressure situations is a key indicator that you possess emotional intelligence, a key component of effective leaders. How do you ensure that your other leaders and managers are similarly in tune? One way is to hire for it.

When interviewing candidates, it's important to screen for emotional intelligence--that is, the motivation to achieve, ability to be aware of and control one's own emotions as well as have empathetic relationships with others. This is perhaps more important than screening for a particular skill set, suggests Annie McKee, a senior fellow at the University of Pennsylvania. Writing in an op-ed for the Harvard Business Review and reiterated on WNYC's Money Talking, she says it's ultimately up to a company's leader to prioritize this skill set.

McKee goes on to describe the main reason that organizations lack people with emotional intelligence: managers tend to hire for pedigree--the right degree, skills and experience. While many do assess a candidate's personality and cultural fit, emotional intelligence is more nuanced, and may not be readily apparent in an interview.

Here are three tips for Identifying emotionally intelligent people:

1. Ask about experiences with people.

Focus on people and relationships. Skills can be taught, but emotional intelligence is more difficult to acquire. Notice how they describe a former boss or co-worker as well as how they describe the nature of a conflict or challenge. If they fail to mention the emotions or point-of-view of others in a situation, it's possible they lack self-awareness or don't understand the role feelings and emotions play in work life.

2. Talk to references.

McKee says talking to references (rather than just getting a letter of recommendation) is especially important in measuring a candidate's emotional intelligence. Ask them to tell you a few stories about how that person performed in a team setting, conducted themselves during meetings or handled conflict. You can even ask outright whether they think the person was good at reading and reacting to others or navigating difficult interpersonal relationships.

3. Don't rely on a personality test.

Though McKee admits there's disagreement in the academic world about the use of personality tests, she says they aren't quite right for measuring emotional intelligence. Most people are at least aware enough to answer questions on a test in an idealized way, regardless of whether the answers accurately describe them. And it's difficult to tell through a test whether someone can read emotions and respond appropriately.

As always, we're interested in your thoughts on these and other hiring, selection and retention trends.

*Source: Bartie Scott, Inc.com

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Senior Enterprise Business Development- Phila, DC, Boston, Atlanta, Denver, Houston, Seattle, Chicago

Regional Sales Manager- Enterprise Access Control- New England

Product Manager- Network Video and IoT Solutions

Vertical Market Sales Manager- Multi-Family Housing- Access Control, Northeast- **COMPLETED**

National Customer Service Leader- Life Safety Technologies

Vertical Market Sales Manager- Education Solutions- Network Video

Western Regional Sales Manager- Life Safety Technologies- Los Angeles

Product Manager- Network Video Solutions- Southern California- **COMPLETED**

Director of A&E Programs- IT/Infrastructure Solutions

Vertical Market Sales Manager- Multi-Family Housing- Access Control, Midwest

Regional Sales Manager- Access Control- TX/Southwest

Vertical Market Sales Manager- Gaming- Network Video

Senior Enterprise Business Development- Los Angeles- **COMPLETED**

Product Manager- Consumer Video Solutions

Regional Sales Manager- IP Video-Northeast: NY/NJ- **COMPLETED**

Regional Sales Manager- Enterprise Access Control- North Central (Detroit)

Regional Sales Manager- Network Video- Pacific Northwest- **COMPLETED**

Business Development Manager- IP Video Solutions- Vertical Markets, Western US

Business Development Manager- Enterprise Solutions- Houston

Product Manager- Network Video Solutions- Southern California

Regional Sales Manager- Network Video- Chicago/Upper Midwest- **COMPLETED**

Regional Sales Manager- IP Video- Ontario/GTA- **COMPLETED**

Business Development Manager- Managed Services-Chicago

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