

Using Emotional Intelligence in the Hiring Process

Arts deans typically are charged with hiring full-time faculty in both tenure and non-tenure tracks, part-time faculty, and staff, yet sometimes the applicants with the most impressive CVs turn out not to be productive members of the unit. Principles of emotional intelligence can inform both the interview and hiring process. This discussion will draw on the seminal work in emotional intelligence by Daniel Goldman (*Emotional Intelligence: Why It Can Matter More than IQ*), its application to management by David R. Caruso and Peter Salovey (*The Emotionally Intelligent Manager*), and its relevance to the hiring process by Patrick Lencioni (*The Ideal Team Player*).

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