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UDC 005.95:159.942

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EMOTIONAL INTELLIGENCE IN THE WORK OF HR-MANAGERS

In the modern management paradigm, personnel is considered as a key source of long-term competitive advantages of the organization. A recognized expert in the field of emotional intelligence, Goleman D. believes [1] that only managers with a high level of emotional intelligence can provide optimal leadership and effectively use the potential of the organization's personnel. Emotional intelligence in work refers to a person's ability to recognize their own and other people's emotions and to be able to manage them. Emotional intelligence is a necessary tool in the work of HR-managers (HR). Recruitment. It is important for HR to understand the candidate's emotions and create an atmosphere of trust and mutual understanding during the interview, which will help the candidate open up and feel comfortable. The candidate's personal qualities are shown primarily through emotions and feelings, which must be correctly understood and interpreted.

Personnel adaptation. Emotional intelligence helps HR to assess how clear and accessible information is to the employee, whether he or she feels insecure because he or she does not fully understand what the company's management requires of him or her. Personnel assessment. If there is negative feedback from an employee, emotional intelligence will help HR find the right words that will not cause negative emotions in the employee and will not suppress the desire to work and develop.

Motivation of personnel. Emotional intelligence helps HR to build, for example, an effective system of intangible motivation, since intangible motivation often involves emotions: a sense of pride, satisfaction, self-importance.

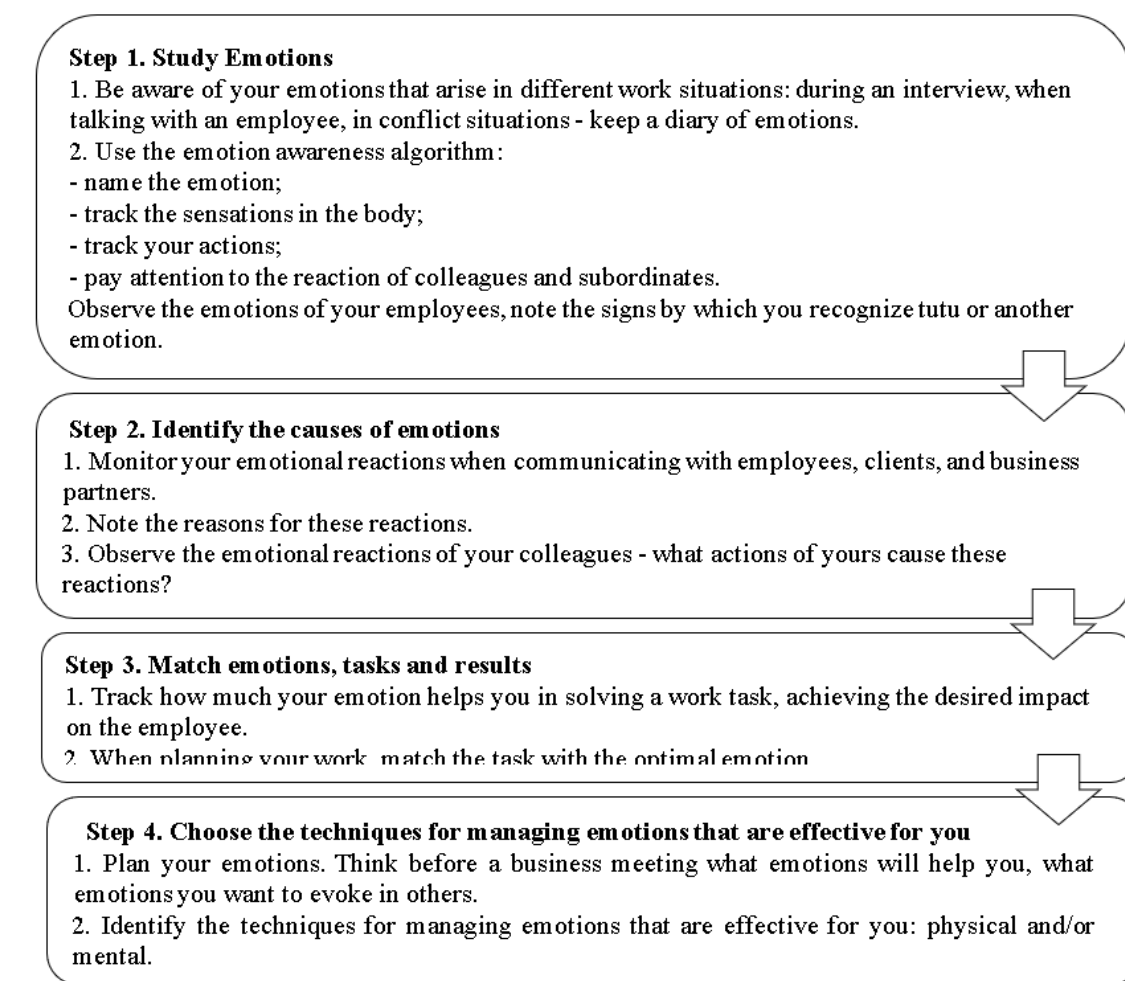


Figure 1. – Step-by-step algorithm for developing emotional intelligence in HR
 Source: developed by the author

Following the model of emotional intelligence [2], the author proposes a step-by-step algorithm for developing emotional intelligence for HR (see figure).

For HR-managers, emotional intelligence is one of the key professional skills: awareness and management of emotions significantly increase the effectiveness of personnel management and help to correctly interact with candidates for vacant positions, employees, clients of the organization and business partners.

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