Email Edge® Hiring Report

Holly Park | June 1, 2019

Confidential for Company, Inc.

HIRED

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INTRODUCTION

This is the Turalt Email Edge™ hiring report for Holly Park, based on the analysis completed on June 1, 2019.

This report shows:

- how the candidate's individual characteristics influence their email communication styles
- how well they perceive emotions in conflict and non-conflict situations in email
- how effectively they use their own emotions and manage others' emotions through email
- how much they prefer to use friendly language in their email

The report also provides customized recommendations for interview questions and onboarding advice for Holly Park.

Important note

The content of this report is private and confidential and should only be disclosed to people involved in the hiring process.

This Email Edge hiring report is intended to help inform recruitment decisions only. It should not be used to guide other employment decisions such as assessing employment grades or qualifications. The results in this report should not be interpreted as indicating areas of concern. All the characteristics measured are 'trainable' and can be strengthened through practice and planned activities. For more information and guidance, the complete Email Edge Profile Report can be ordered, this contains a custom action plan outlining options for further training.

OVERVIEW FOR HOLLY PARK

Results: Holly Park

Individual characteristics

| | Low | Medium | High |

Expressiveness
How comfortable they are sharing how they are thinking and feeling

Assertiveness
How easily they communicate without aggression or passivity

Empathy
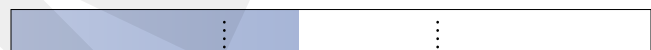How well they understand what others are thinking or feeling

Reading email

| | Low | Medium | High |

Conflict situations
How well they read other people's emotions in emails in conflict situations

Non-conflict situations
How well they read other people's emotions in emails in non-conflict situations

Writing email

| | Low | Medium | High |

Using own emotions
How effectively they use their own emotions when writing an email

Managing other people's emotions
How well they manage other people's emotions when writing an email

Preference for friendliness
How strongly they prefer to use friendly language when writing an email

Note. All scores are derived by comparing answers to a normative panel of email users and scientifically tested for adequate reliability and validity. Each bar represents Holly Park's position relative to the population of typical email users.

HOLLY PARK

Expressiveness

Expressiveness is a measure of how easily people share what they are thinking and feeling. The candidate may prefer to hold back from showing how they feel in email, and may tend to focus on the parts of messages that are more functional, spending less time sharing their feelings and opinions, allowing others to take the lead expressing their opinions. For onboarding, they may not feel able to openly discuss challenges they are facing, so keep some regular sessions with them as they step into the new job, and ask them for honest and open feedback about any problems they are encountering.

Assertiveness

Assertiveness is a measure of how easily people can communicate without either aggression or passivity. The candidate may find it hard to ask others to act in an email, and in an email discussion with others, they may prefer to wait for someone else to take the lead and make decisions. For onboarding, to help them settle in, be proactive in helping them deal with the new workplace, who the email contacts are, and so on. Consider providing a 'buddy' who can help on the technicalities without them having to ask around.

Empathy

Empathy measures how well people can understand or imagine what others are thinking or feeling. The candidate may be less likely to focus on the emotional context/tone of an email, and may focus more on the reality of the situation than on what others might be feeling. For onboarding, they will benefit appreciably from extra support and time to pick up the corporate and team etiquette needed to be an effective employee. Advance guidance on difficult or sensitive topics will help them to read other people's responses better through email.

Conflict situations

Reading people's emotions is another important element of emotional intelligence, and is fundamentally important to workplace email. The candidate's reactions to other people's emails suggest that, in situations of conflict, they may be less sensitive to other people's emotions. For onboarding, spend a little time discussing the informal networks of other stakeholders in the workplace. Pay special attention to any potential sources of conflict and tension in the wider working environment, before they have to handle them independently.

Non-conflict situations

Similarly, the candidate's reactions to other people's emails suggest that, in more relaxed situations, they may be less sensitive to other people's emotions. For onboarding, tell stories about some of the

legendary events and people in the workplace. Stories are a very powerful way for people to understand complexities of the workplace culture.

Using own emotions

Recognizing our own emotions is helpful to guiding our decision making and how we relate to others. The candidate's written emails suggest they may sometimes find their reactions stressful or surprising. For onboarding, have an honest one-on-one meeting, and be open about what you both find stressful in workplace communication. This will help them share the challenges they face as they step into team interaction.

Managing other people's emotions

This measures the ability to influence and manage emotions in other people. The candidate usually finds it easy and natural to harness other people's feelings, even negative ones, and use them to help achieve intended goals. For onboarding, make sure the team has a chance to get to know the new hire, their working style, and to share what they expect from each other. This will make it easier for both sides to understand how to communicate with each other effectively.

Preference for friendliness

Our research shows that friendliness is a valuable part of good email communication. The candidate's written emails show that they consider social elements like friendliness as important to them as covering other task-related issues. For onboarding, maybe bring the team together with a social event or two, so that the team can get to know the new hires and bring a friendly and positive approach to their email interaction.

SUGGESTED INTERVIEW QUESTIONS FOR HOLLY PARK

Expressiveness

- Give us an example of when it might be a good strategy to not share how you are thinking and feeling in an email discussion.

Assertiveness

- Tell us about a time when you felt your views where not being listened to in an email discussion, and what did you do to overcome this.

Empathy

- How would you approach giving someone critical feedback via email?

Conflict situations

- How helpful is it to you to try and understand what others are thinking and feeling in their emails?

Non-conflict situations

- How do you deal with conflict situations in an email exchange?

Using own emotions

- Can you give us an example of a situation where it would be useful to share your own feelings and emotions with the recipients of an email?

Managing other people's emotions

- Can you tell us about how you successfully manage other peoples' feelings and emotions through email?

Preference for friendliness

- Can you tell us a situation where you would use more friendly language in and email, and why would this be useful?

NOTES FOR HOLLY PARK

About Turalt

We believe empathy is at the heart of our communication, and that technology can help us be more effective in increasing our empathy and emotional intelligence in the digital world. Our mission is to use our 'technology of empathy' to help humans be more human online. Our passion is to make the world a more empathic place.

Please contact us for more information – we'd love to help strengthen your digital communication.

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