

## ASSESSING EMOTIONAL INTELLIGENCE INCREASES CLIENT SATISFACTION



Established in 2014 in Russia, **Modulbank** is an innovative financial services tailored to the needs of individual entrepreneurs and small businesses. The bank offers settlement and cash services, deposits, currency exchange, money transfers, plastic cards, transaction services, credits, and safe deposit boxes. Modulbank also offers the support of business consultants, online accountants and lawyers. Modulbank strongly focuses on technology. It was the first bank in Russia to launch a free accounting service for its clients, mobile banking, salary payments to any type of card, innovative credit products and is the only bank in Russia to use API for CRM and accounting software.

With around 1,200 employees and 150,000 customers, the company achieved 1.9 billion Russian Rubles in annual sales in 2017 (approx. 25 million euros). As for 1 March 2019, Modulbank's net assets are estimated at 14.5 billion Russian Rubles (172th in Russia).

Elena Gruzdeva, the Back Office HR manager, has shared her point of view on her collaboration with Central Test.



### THE CHALLENGE

**Modulbank** Human Resources recruiters encountered difficulties evaluating the key personality traits and qualities required for different professions: sales managers, customer assistants, marketing managers, developers... and more.

They realised that their new recruits did not always have the social and personal skills or potential required for their positions. The need to identify the people with the right qualities, and to assess their soft skills more accurately, quickly emerged.

Hence, they decided to contact HRmaps, a Central Test distributor, to achieve a better match with their job positions and explore the growth potential of the candidates in recruitment.

The key competencies and personality traits that the **Modulbank** HR team wanted to focus on were emotional and social skills. The assessment EMOTION was proposed, since it caters well for this need.

Modulbank's ideal profile requires the individual to be self-assured and to be able to easily understand clients or other stakeholder demands. The company focused on four of the main characteristics that define emotional intelligence: self-confidence, self-motivation, optimism and empathy. Three more dimensions were also considered to be crucial for managerial positions: mediation, flexibility and self-control. Subsequently, the threshold scores to fit the profile were established in order to select a candidate whose emotional skills are developed to these levels.

For instance, a candidate applying for a managerial position whose test results reveal that he is not inclined towards solving conflicts, finds it hard to adapt to new environments and appears emotional when faced with stressful situations, would not be selected.

The results provided by EMOTION are a powerful decision-supporting tool that help inform the candidate choice, without replacing the interview. For this reason, Modulbank HR team invites candidates to take the test only once the phone screening with HR, and interviews with the hiring manager have been done.

Tests now form an integral part of the recruitment process, and all candidates, for all positions, are invited to take a test. This makes the process both equal and fair to all applicants.

**Modulbank** uses various internal appraisal forms and feedback surveys to get indicators such as the Net Promoter Score; an index that measures the willingness of customers to recommend a company's products or services to others. Through those indicators, they observed an increase in external client satisfaction following the inclusion of EMOTION into their recruitment process. They also found that there was no negative feedback from clients showing low interpersonal skills.



Recruiting with the use of the emotional intelligence test allowed us to select people with high interpersonal and communication skills. The increased client satisfaction proved this to us clearly.

**Elena Gruzdeva, Back Office HR manager**

