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Competence Management: Opportunities for NLP in HRM

I see Emotional Intelligence as an opportunity to hide NLP in sheep's clothing. 'Corrupt the world!' as John Grinder would say! Goleman's *Working with Emotional Intelligence*, together with an HR seminar I followed earlier this year, inspired me to develop new NLP-based tools directed to the area of competence management, which has become one of the business topics of the last five years.

Related to this, I have the impression that Armand Kruger missed the point earlier this year when he reviewed Goleman's work in *Anchor Point,* since Goleman's valuable contribution in his book is precisely to reframe Emotional Intelligence within the context of competence management, which is well known in the recruitment area. For Goleman is building a map for 'his' Emotional Intelligence so that it becomes useful to the business world. Thus he has provided the business world with the book that it had been asking him for for two years. While performing that reframe, as Kruger points out, Goleman does indeed use nominalizations, unspecific verbs, universal quantifiers and a few other meta-model violations which you will typically notice when people build maps. The only thing we can learn from this is that if Goleman had any NLP training, it failed to instill the NLP attitude in him. But my most important problem with Goleman is that it was in fact the EI Consortium that developed this reframe, which he now lays claim to. Some of the real persons to credit for the reframe are Richard Boyatzis and Lyle M. Spencer, Jr., Ph.D., both from the McBer/Hay Group that brought competence management into businesses in the first place.

NLP *and recruiting*
Competence Management is especially used in the recruitment field.