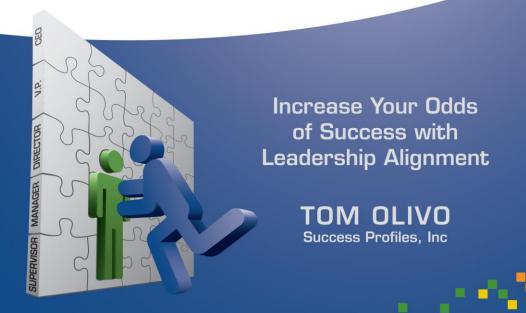


Leadership Competencies: Hiring for Leadership and Management Ability



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Nowhere on a resume can you actually distinguish whether someone is a talented or effective leader or manager. A resume is limited to a person's education level, list of milestone accomplishments, their employment history, their degree of experience, and the positions they have held over time. You cannot determine their dominant behavioral style, personality, degree of focus, level of emotional intelligence, or how they will respond in the face of adversity or challenges. The validation of a candidate's ability is usually limited to third-party feedback and the interview process, making it hard to determine these traits.

The 7 Habits of Highly Successful Leaders and Managers:

A resume can demonstrate technical ability, but leadership ability is best gauged using other measures that are proven to correlate with high leadership ability. Success Profiles has had the opportunity to measure the performance of thousands of leaders at all levels and positions, and has found that successful leaders:

- 1. Has an optimistic and forward-looking orientation.
- 2. Has a high emotional intelligence (demonstrates good communication/people skills).
- 3. **Has an open minded perspective** (is willing to change, promote change and is seen as a "change agent").
- 4. **Is respected by others** (leaders, peers, physicians, and staff).
- 5. **Is focused on results and outcomes** (is achievement oriented, is wired to set goals).
- 6. Has a high capacity to perform in a fast-paced work environment (manages complexity well).
- 7. **Maintains composure, emotions and behavior** (the ability to handle high levels of stress very well).

With a carefully structured hiring process and good questions, such as those in the Demonstrated Leadership Performance Reference Check Interview, these traits can be explored during interviews and reference checks, providing an important balance to the resume.

As a general rule, all candidates applying for a leadership role should provide Qualified References that can speak open and honestly about their demonstrated ability, their track record of growth and maturity, and their overall performance. If they are reluctant to provide references that will provide more than just "a validation of their employment," it will be difficult to determine their relative odds of success and whether they will be a good fit for your organization and/or culture.

Leadership Competencies

There are thousands of leadership books that take inventory of the Leadership Competencies needed to be effective in various positions of management. One of the most comprehensive lists of Leadership Competencies, attributes, and traits comes from Bradford D. Smart's book

Healthy and Fit Business Practices

Topgrading: How Leading Companies Win by Hiring, Coaching and Keeping the Best People. The 50 competencies are listed below in six major categories. Keep in mind that the majority of these are really skills, not natural - innate talents.

Intellectual competencies		27	Communication skills - written	
1	Intelligence	28	Communication skills - oral	
2	Analysis skills	29	Political savvy	
3	Judgment/decision making	30	Negotiation	
4	Conceptual ability	31	Persuasion	
5	Creativity			
6	Strategic skills	Management competencies		
7	Pragmatism	32	Selecting 'A' players	
8	Risk taking	33	Coaching	
9	Leading-edge innovation	34	Goal setting	
10	Education	35	Empowerment	
11	Experience	36	Accountability	
12	Track record	37	Redeployment of B/C players	
		38	Team building	
Personal competencies		39	Diversity	
13	Integrity	40	Running meetings	
14	Resourcefulness			
15	Organization/planning	Addit	ditional competencies	
16	Excellence	41	Vision	
17	Independence	42	Change leadership	
18	Stress management	43	Inspiration fellowship	
19	Self awareness	44	Conflict management	
20	Adaptability			
		Motiv	ational competencies	
Interpersonal competencies		45	Energy	
21	First impression	46	Passion	
22	Likability	47	Ambition	
23	Listening	48	Compatibility of needs	
24	Customer focus	49	Balance in life	
25	Team player	50	Tenacity	
26	Assertiveness			

Evidence of these competencies, or lack thereof, can be a useful tool in evaluating a candidate for a leadership position.

Internal Candidates

Because of the dearth of solid information about leadership skills of external candidates, businesses often turn to internal candidates to fill positions. Internal candidates have an advantage because they have had a chance to demonstrate their leadership ability "in place" and direct observations of the individual by multiple people are available. A good internal candidate for a leadership position has:

- 1. Consistently created a healthy culture of high performance and results.
- 2. Hired, groomed, and "graduated" other people over time.
- 3. Led a department or business unit through a challenging situation with positive results (possibly a "turn-around".

Watching for these traits, rather than focusing only on a resume, can help companies get the right people in the right roles.



For more information, please contact us at: Right People Right Roles 877-582-8884, www.rightpeoplerightroles.com