



HIRING GREAT LEADERS

- The Top Ten Traits
- The Interview Questions To Screen For Those Traits
- What To Look For In A Candidate's Answers

INTRODUCTION

Over the last 20 years of helping more than 500 business owners build, manage and retain high performing teams, I've noticed one thing

“Having the right leaders means better business outcomes”

This guide is designed to get you asking the right questions and analysing the answers so you can hire the best leaders for your business.



THE TOP 10 LEADERSHIP TRAITS



01/ ACHIEVEMENT ORIENTATED

Consistently achieve objectives, accepts difficult challenges, seizes opportunities and has high levels of energy and enthusiasm.



02/ INFLUENTIAL

Is able to influence others to achieve goals. Can build trust and can negotiate mutually beneficial and sustainable agreements.



03/ INNOVATIVE

Experiments with different ways of doing things, whilst also maintaining focus on the desired result.



04/ PEOPLE LEADER

Provides clear direction, promotes teamwork and accepts decision-making authority



05/ STRATEGIC THINKER

Creates effective strategies and long term plans that seize opportunities. Anticipates issues and risks and collaborates with the right people.



06/ STORY TELLER

A natural conversationalist, can craft a story that both educates and motivates, speaks up regarding concerns, listens effectively and ensures that the message is received and understood.



07/ ENERGISES PEOPLE

Motivates others to achieve their goals, engages team members, relates openly and empowers others to achieve



08/ LEARNER

Gains knowledge from experiences, successes and mistakes and applies that knowledge to new situations



09/ PROBLEM SOLVER

Is perceptive and logical when identifying problems, finds the source of the problem and thinks through potential difficulties of the solution steps.



10/ RESILIENT

Persists in the face of adversity, obstacles or setbacks including effectively managing a crisis and adapting to change.

ACHIEVEMENT ORIENTATION

QUESTIONS

Tell me about the latest challenging task or project that you worked on:

What was the issue?

Who else did you need to work with?

How did you analyse the problem?

WHAT TO LISTEN FOR

- ✓ A strong candidate should demonstrate their tendency to logically examine facts.
- ✓ They are eager towards their goals and persist even under difficult circumstances.

INFLUENTIAL

QUESTIONS

Tell me about a time when you had to be particularly persuasive in order to achieve the outcome you needed.

WHAT TO LISTEN FOR

- ✓ Look for an example that required cross-functional collaboration to show how the candidate was able to get to a desired outcome by influencing others.
- ✓ A candidate who demonstrates that they are willing to disrupt popular opinion reveals trustworthiness - this is likely someone who values the importance of constructive interpersonal relationships.

INNOVATIVE

QUESTIONS

Tell me about a time that you moved away from the status quo to try new ways of doing things

WHAT TO LISTEN FOR

- ✓ The ideal candidate can talk to how they go beyond the confines of what's doable today and look well into the future to see potential that others may not have considered.
- ✓ Look for the tendency to reflect on different viewpoints, whilst also being tenacious despite encountering obstacles.

PEOPLE LEADER

QUESTIONS

Tell me about an outcome that your team delivered that you are most proud of?

How did you kick off the project?

How did you measure progress?

Explain to me your approach to manage difficult staff?

WHAT TO LISTEN FOR

- ✓ Leaders must thrive in a group dynamic while still maintaining a clear focus on the goals. Listen for cues that indicate how goals and priorities were established, and how they were measured.
- ✓ A good leader of people can display to you the interpersonal traits that interact well with others.
- ✓ The best candidates excel at providing clear direction and are comfortable allowing others to participate in decision-making for their own learning.

STRATEGIC THINKER

QUESTIONS

Tell me about a time that you led a project or initiative that involved some uncertainty.

What risks were involved?

What did you do to mitigate those risks?

WHAT TO LISTEN FOR

- ✓ A strategic leader can show the ability to analyse potential pitfalls of a plan while at the same time being willing to take calculated risks.
- ✓ Look for an understanding of business opportunities today and what those might look like 2 and 5 years from now.

STORYTELLER

QUESTIONS

Tell me a story on a topic that you care deeply about.

WHAT TO LISTEN FOR

- ✓ Search for clues in their response that makes it obvious that this candidate is a natural conversationalist who can craft a story that both educates and motivates.
- ✓ Look for the tendency to be forthright and respectful at the same time.

ENERGISES PEOPLE

QUESTIONS

Tell me about a project that required a lot of your time to instruct and guide others to achieve the desired outcome.

WHAT TO LISTEN FOR

- ✓ Look for the examples where the candidate responded to others' needs or supported others to achieve their goals.
- ✓ Look for their eagerness towards their own goals and a healthy self esteem.
- ✓ A good candidate knows how to adapt their approach based on the team they are working with. Look for a tendency to express positive feelings towards others.

LEARNING AGILITY

QUESTIONS

Tell me about a time when you were asked to do something you had never done before.

How did you approach the situation? What did you learn?

WHAT TO LISTEN FOR

- ✓ A candidate that has the desire to continue to grow their skill set will be an asset to your business.
- ✓ Listen for responses like “it was a great learning experience” because it shows their willingness to explore new ways of doing things.
- ✓ The best candidates are the ones who want feedback - they ask lots of questions and can demonstrate a willingness to take accountability for mistakes and learn from them.

PROBLEM SOLVING

QUESTIONS

Tell me a time you enjoyed analysing a problem and you were particularly effective

WHAT TO LISTEN FOR

- ✓ A strong leader needs to be able to logically examine facts and situations and come up with solutions.
- ✓ Look for their degree of enjoyment in solving difficult problems
- ✓ Look for an answer that demonstrates the candidate can position themselves as someone who helps people solve business problems.

RESILIENCE AND PERSEVERANCE

QUESTIONS

Describe a time when you had to show determination to deal with a particularly difficult challenge or situation.

How did you feel about it?

WHAT TO LISTEN FOR

- ✓ Look for an answer that reveals that the candidate can think on their feet and shows creative problem solving to overcome challenges.
- ✓ Look for signals that a candidate can keep a positive attitude even under high pressure or while in a stressful situation.

HEY, IF YOU'RE INTERESTED IN TAKING YOUR SELECTION PROCESS ONE STEP FURTHER, WE CAN HELP.

Norgay HR work exclusively with Harrison Assessments for pre-employment screening.

Harrison Assessments psychometric instruments are:



We can assess your candidates against the Top Ten Leadership Traits to really take the guess-work out of hiring great leaders.

If you'd like more information, get in touch at team@norgayhrconsulting.com.au.