



RHONDA R. HESS & Associates

“Advancing the Art and Science of Leadership Development”

717 . 991 . 2334 Telephone • Rhonda@rhessassoc.com

TALENT SELECTION

What To Look For In Potential Job Candidates

The most important elements of successful talent acquisition are to know what you want, why you want it, and how you will identify it when you see it. Invest time upfront to answer these questions and avoid the cost of turnover, poor work performance and the sheer headaches associated with bad hires.

The best method to screen potential employees is to design a thorough selection process that includes the following elements:

1. Defined job descriptions, which specify the *essential* skills, knowledge and talents, required to perform the work.
2. Behaviorally based interview questions related to the essential job elements.
3. Assessment tools related to the core dimensions of the position.
4. Qualified interviewers and a candidate debrief the day of the interview.
5. A consistent approach, which adheres to EEOC guidelines and standard HR/Employment Rules and Regulations.

Tips for Talent Identification

1. Remain objective and focus on the job requirements. Notice “like me” tendencies and ensure you select based upon job expectations and ability to perform. Chemistry is an added bonus.
2. Ask thoughtful, open-ended questions, and listen for concrete examples in the candidates’ responses.
3. Develop at least two questions that target personal leadership. Self-leadership is often the differentiating factor between two equally skilled candidates. Look for proven abilities to find solutions to problems and to examples, which illustrate responsibility for decisions and associated outcomes.
4. Listen for recurring patterns in thinking, behavior and feelings as the candidate replies to each question. This is the key to identifying talent. Some examples of talents follow:

STRIVING	THINKING	RELATING
Achiever	Focus	Empathy
Competition	Work Orientation	Persuasion
Desire	Responsibility	Motivation
Service	Problem Solving	Courage