

MONTHLY MENTOR

“A” Player human capital leadership by
HUNT EXECUTIVE SEARCH

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For twenty seven years, the Monthly Mentor has been a value added service to encourage our employer and candidate clients in their Personal & Professional Development.



LeaderShift Architect Interview Basics

By Joe Hunt

It's been said you're only as good as the people you surround yourself with. The most important LeaderShift Competency any successful executive has to develop is their ability to get the right people in the right seats on the bus. For many of our clients, this article will serve as a refresher, for to know and not to do, is really not to know. For others, this could serve as a game changing blueprint to your next level individual success that can be compounded throughout your organization.



It's as simple as 1-2-3-A-B-C. Literally. The 3 most important practices any manager can use to hire better, help determine who the A, B, and C players are, and help multiply success promoting people.

The LeaderShift Interview advice we espouse may seem like common sense but as we all know, common sense is rarely common practice, even among most of the best-in-class multi-nationals. As such, applying these best practices is a significant competitive advantage.

1. Use the LeaderShift Interview "Truth Serum," the TORC Technique.

TORC stands for Threat of Reference Check. At every step in the hiring process, let candidates know that your interview and selection process requires candidates arrange reference check interviews with at least their last 3 direct supervisors as well as peers and subordinates you choose.

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That's helpful, but the *pattern* is most revealing and as you discuss her performance in the past decade you will learn if she got organized or not. Those patterns give you extremely deep and accurate insights into *all* key competencies.

3. Ask finalists to arrange personal reference calls with supervisors and others you choose.

The TORC Technique is not an idle threat; you absolutely should talk with supervisors and others, but make the candidate do the work of arranging them. After you've extracted details on all supervisors (and others), *you* choose which ones you'd like to talk with.



I recommend talking with all supervisors over the past 10 years (it's understandable if the candidate doesn't want you to talk with their current supervisor, but ask the candidate to arrange a call with someone at the supervisor's level who left the company or someone that can be trusted not to jeopardize their current position).

THE GLOBAL BEST PRACTICES FOR AUDITING AND PROMOTING TALENT

LeaderShift Architects usually learn hiring methods first and find that with just a small tweak, they can promote with much greater success, and they can audit their people to learn who is the most talented.

LeaderShift Architect projects at multi-nationals who have been ranked by [Business Week] as the "Best Companies for Leadership" were not initiated to improve hiring, but to improve their success promoting people. And it worked!

When dozens of leading Human Resource executives at Global 100 companies were surveyed, they said only 25% of the people they promoted into management turned out to be high performers, except for the LeaderShift Architects in the group, who reported they multiplied their promotion success exponentially using the LeaderShift Architect methods.

How do these best in class companies and others do it? Simple - train managers in LeaderShift Architect methods and instead of using external reference calls, arrange internal interviews with boss(es), peers, and subordinates. By following the LeaderShift Architect process, it's virtually impossible not to achieve ~90% high performance success in those promoted.

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Finally, do you need deeper insights into your current managers? In these problematic and fast changing times, former high performers slip, and it's common to wonder if they still have what it takes. Or do you simply want to know who your current A, B, and C players are?

The *LeaderShift Architect* audit is exactly the same as the promoting methods just described with one tweak: in promoting people you have one job in mind, and in the audit you look broadly at where someone can be an “A” player.

CONGRATULATIONS! If you use the *LeaderShift Architect* 1-2-3 punch list, you may not achieve 90% high performers being hired and promoted, but you will know you've been far more thorough, and you've gotten much deeper insights into candidates than ever before. By simply using internal vs. external "references," you can use the same basic method to audit your talent gaining deeper insights into who really are the high potentials.

We're experts in applying the *LeaderShift Architect* and you can be too. It's time consuming upfront, but investing a little more time at the beginning will save you a great deal of time later. There simply is no better process or assessment tool to give you the insight into people's behaviors, motivations (drivers/values), acumen (capacity/potential) and competencies (personal skills). Not to mention your skill as a *LeaderShift Architect* could make or break your career.

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