KEY ROLE ANALYSIS FOR THE HIRING PROCESS

ALIGN TO DRIVE ELITE PERFORMANCE

Before filling executive roles within your organization, it can be helpful to perform a key role analysis. The purpose of a key role analysis is to understand the most important leadership competencies, skills, and characteristics specific to a transitioning role. This could tie into a new job description or be used to review talent within your organization who may be candidates for the role. It can also provide a method for reviewing candidates being considered for a succession plan.

Follow the steps below to conduct your key role analysis.

ROLE OVERVIEW

What are the long-term goals and vision for the organization?

What parts of the long-term goals and vision does this role target?

What are the essential gaps this role must fill for the organization to reach its goals?

INTRO: 9 ESSENTIAL COMPETENCIES OF AN ELITE PERFORMING EXECUTIVE

For enterprises to thrive, alignment in purpose, strategy, and execution among the C-Suite members and board is essential. When an executive makes professional development a nonnegotiable, not only do they prosper but enterprise performance follows suit. The following nine core competencies of elite-performing executives target the tactical and relational elements of leadership. If you want a C-suite team that is prepared to tackle the challenges of today and inspired to deliver sustainable, long-term results across the organization, focus on these nine competencies when evaluating your senior leadership candidates.

The following worksheet is based on selecting the desired candidate's top 5 essential competencies. To view complete descriptions and a list of critical characteristics that are the hallmarks of each competency, download the essentials booklet here.

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CANDIDATE OVERVIEW

What are the top 5 essential executive competencies this person must possess to successfully fit the role? Identify and prioritize in the table below.

Competency	Definition	Rank (1-5)	Why is it important to the future of the business?
Innovates & Strategizes	Sees ahead to future possibilities and translates them into breakthrough strategies.		
Plans & Aligns Initiatives	Plans and prioritizes work to meet commitments aligned with organizational goals.		
Drives Vision & Purpose	Paints a compelling picture of the vision, strategy, and values that motivate others into action.		
Drives Engagement	Creates a climate where people are motivated to do their best to help the organization achieve its objectives.		
Delivers Results	Consistently achieves results, even under tough circumstances.		
Manages Complexity	Makes sense of complex, high-quantity, and sometimes contradictory information to effectively solve problems.		
Develops Talent	Consistently implements strategies that develop talent and elevate performance.		
Demonstrates EQ	Proactively demonstrates emotional and motivational behaviors that inspire performance.		
Pursues self-development	Actively seeks new ways to grow and be challenged using both formal and informal development channels.		

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What specific set of skills, area of expertise, and experiences must this person have to lead the organization successfully? Identify and prioritize.

Rank	Skill/Area of Expertise	Why is it important to the future of the business?

What other characteristics are essential for this person to succeed in their role? Identify and prioritize.

Rank	Characteristic	Why is it important to the future of the business?

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CANDIDATE COMPARISON ASSESSMENT

Use the table below to list the names of any potential candidates within the organization on the X-axis, as well as the competencies, areas of expertise, and characteristics you've named above on the Y-axis. Add a rating between 1-5 (1 being not competent and 5 being very competent) in the in the box of the corresponding competency, area of expertise, or characteristic.

	Name	Name	Name	Name	Name	Name
Competency						
Competency						
Competency						
Competency						
Competency						
Area of Expertise						
Area of Expertise						
Area of Expertise						
Area of Expertise						
Area of Expertise						
Characteristic						
Characteristic						
Characteristic						
Characteristic						
Characteristic						

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Based on the table above, are there any internal candidates that fit the role?

☐ Yes

☐ No

If not, it's time to move on to recruiting external candidates for the role. See the **Recruiting Strategy** tool for guidance.

If yes, list the candidates and their areas of opportunity below. Sketch out your first thoughts on how you would go about developing those areas. Note: Add candidates and tables as needed.

CANDIDATE 1

Area of Opportunity	Development

CANDIDATE 2

Area of Opportunity	Development

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