



Additional tool: Discovering the critical success traits of your best hires

Collaborating to accelerate social impact

Discovering the critical success traits of your best hires

- In addition to setting clear goals and implementing toward them, your organization can conduct broader learning investigations that will guide leadership development decisions going forward
- One tool for doing so is to identify the 3-5 shared traits of your most successful staff members
- Step One:
 - Use the [performance-potential matrix](#) tool to identify your organizations strongest potential future leaders (you can also use strong former leaders)
- Step Two:
 - With your senior leadership team, discuss what traits these individuals have in common that make them successful at your organization
- Step Three:
 - Integrate these traits into your hiring, evaluation, and development plans
- Step Four:
 - Monitor to see if assessing for these traits in the hiring stage leads to stronger hires

For more resources, examples, and information visit:
www.bridgespan.org/leadershiptoolkit

SAMPLE: Traits brainstorm with senior team

Our strongest players:

George Mendoza, Cynthia Reed, Maya Mendez, Rachel Stein, Darius Adams, Tran Chiem, Alan Block, Kelly Collins

Shared traits

- Adventurous: Takes risks
- Ambitious: Driven to succeed
- Approachable: Works well with others
- Articulate: Expresses well in front of groups
- Calm: Stays levelheaded in a crisis
- Charismatic: Can be a leader when need be
- Confident: Not afraid to ask questions
- Cooperative: Gets along well in a team setting
- Creative: Thinks outside the box
- Curious: Eager to learn
- Data-driven: Uses evidence to make decisions
- Determined: Does not give up
- Devoted: Committed to the company's success
- Diligent: Works relentlessly when need be
- Easygoing: Easily adapts to new situations
- Educated: Possesses formal training
- Efficient: Has very quick turnover time
- Enthusiastic: Puts energy into every project
- Flexible: Able to adapt my priorities
- Fun: Doesn't forget the "joy factor"
- Honest: Values integrity
- Independent: Needs little direction
- Meticulous: Pays attention to the small details
- Opinionated: Comfortable voicing opinions
- Organized: Doesn't drop balls
- Patient: Not easily ruffled
- Persuasive: A natural salesperson
- Procedural: Works best with structure
- Resourceful: Uses every tool at hand
- Results-oriented: Sets goals and work toward them
- Technological: Industrially savvy

Template: Traits brainstorm with senior team

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