

**How to Pick A Leader**

# **The Leadership Selection Funnel**



# Step One:

## Describe the Ideal Leader

Brainstorm all of the characteristics that you would like in the Ideal Leader. Don't even worry if it seems unrealistic that one person might have "all of this." Just create a list of what you'd like to have in a leader if you could. It's helpful to use these broad categories to stimulate thinking:

- **Perspectives:** What kinds of perspectives might be valuable in this position? This can include,
  - Demographics: Gender, Age, Ethnicity, Socio-economic background
  - Cultural: Do they come from/have they lived in this region, urban or rural? What is needed to mesh well with our culture?
  - Professional cultures: Engineering vs marketing, etc? Administration vs field?

- **Experience:** What kind of experience would be ideal?
  - Life experience and professional experience.
  - Demonstrated success in similar roles.
  - Demonstrated success with similarly needed skills.
  - How have they typically related to others?
  - How have they handled conflict or difficult challenges?
  
- **Expertise:** What skills or credentials should they have?
  - What Licenses/Degrees/Certifications?
  - What management knowledge or ability?
  - Executive ability?
  - Areas of technical or topical expertise?
  - Organizational growth or development?
  
- **Competencies:** What are they able to do?
  - Can they think and lead strategically?
  - Are they able to communicate clearly?
  - Are they able to effectively prioritize and manage time?
  - Are they able to network well?

Add or amend categories as you see fit. The idea is to create a list of what you'd like to have in an Ideal Leader.

# Step Two: Build the Funnel – Prioritize Traits

Take all of the traits you've identified above and divide them among the following categories:

- **Must-Have Traits:** Any candidate worth considering must have all of these traits. These are the non-negotiables. Interested parties need not apply if they don't fulfill these minimums.
- **Elective Traits:** Remember college? You had to pick 3 of the following 5 class options? Same thing. This is where you put all of the traits that are of high importance but not "Must Haves." List them all and decide what is the minimum number of elective traits a candidate should have. This helps you select from candidates that satisfy your "Must Have" criteria.
- **Bonus Traits:** You can live with or without these traits. But, wow, it sure would be nice if... that's where these traits go. They help you select from the people who have the Must Haves and also have sufficient Elective Traits. There might be a few choices left over. These help filter them out.

## Step Three: Brainstorm for Candidates/Write Your Recruitment Ad Copy

Now you know what you are looking for. Start coming up with a list of all the possible people who might fit these criteria. You'll end up generating a larger and more qualified pool of names than before.

If you aren't able to generate sufficient names to satisfy your Must Haves and Elective lists – begin your recruitment process. But use the criteria above to shape the ad copy and the job description. Those people are out there. The better you describe them the more they'll recognize themselves in your recruitment.

## Step Four: Choose

The people who match all of these criteria and look pretty good after looking at them through the lens of Credibility, Servant Leadership, Capacity, Principles, and Preferences are going to be rock stars for your business or team.

Hire all of them.

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# ABOUT: CHRISTIAN MUNTEAN

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Christian Muntean works with leaders of fast-growth companies and owners of businesses who are planning for profitable and meaningful exits. He is an executive coach and a trusted advisor to boards and executive teams. His clients range from start-ups to Fortune 500 companies. He has supported many of his clients to become industry leaders and models of success. He is the author of *The Successful New CEO* and a writer for many business publications, including regular contributions to Forbes.com. He has an M.A. in Organizational Leadership and is a Certified Exit Planning Advisor.

Christian lives in Anchorage, Alaska with his wife and three children. He enjoys woodworking and practices Brazilian Jiu-Jitsu.

[www.christianmuntean.com](http://www.christianmuntean.com)  
[christian@christianmuntean.com](mailto:christian@christianmuntean.com)

[www.christianmuntean.com](http://www.christianmuntean.com)