



Quality Candidate Identification Guide

To be used when reviewing resumes and during active recruiting

Elements of the Retail Leadership Profile		Description	Things to Look For	Warning Signs
Personal Characteristics (Most inherent)	Responsibility	Dependable, accountable, adapts to the environment, learns from mistakes, maximum effort	Resume shows specific figures for accomplishments; resume describes ownership of business; resume shows consistent growth; observed working hard	Resume speaks about "supporting" or "contributing to" rather than owning; resume omits specific numbers; observed relaxing or working slowly
	Empathy	Reads body language, tact and diplomacy, desire to satisfy others, polite & friendly, collaborates well	Resume features people-related accomplishments; observed interacting effectively with others and treating others with respect	Resume omits people-related accomplishments or responsibilities; observed treating others poorly
	Authenticity	Good substance behind statements, solid point of view, can admit mistakes, sincere humility	Resume includes substance to support major accomplishments; resume indicates examples of teamwork	Resume makes hard-to-believe claims or states accomplishments without supporting context
	Fortitude	Tenacity to fight through obstacles, bounces back from adversity, flexibility to adapt to changes	Resume demonstrates long-term commitment to at least one or more jobs; resume shows multiple roles over time at a single company	Resume shows lack of commitment to a job for any significant period of time; observed complaining about work situation
Skills (Most learnable)	Communication	Verbal is clear & direct, gets to the point, strong listening ability, nonverbal is good, writes well	Entire resume is spelled correctly and has proper grammar throughout; observed doing active listening while on the job; observed speaking clearly & directly	Resume has spelling or grammar errors; observed talking over others or giving direction that is unclear
	Organization	Manages time well, structures tasks and projects, plans effectively, controls minor details	Resume is well-structured and laid out in a logical manner; observed working with a logically sequential process	Structure of resume is hard to understand; resume lacks evidence of any type of project management; observed working with inefficient process
	Judgment	Makes solid decisions, accurately discerns character of others, tends to be in right place at the right time	Resume shows evidence of increased decision-making authority over time; observed anticipating customer and employee needs	Resume shows lack of growth in decision-making authority over time; observed needing to be called for help by customers or employees
	Coaching	Delegates and follows up well, assesses performance accurately, teaches, gives quality feedback	Resume indicates success in developing employees; resume indicates special training or skill with coaching; observed giving effective feedback to employees	Resume omits reference to having developed staff to next level; observed missing opportunity to coach or giving feedback in an ineffective manner
Influencing Ability (Blend of inherent and learnable)	Wisdom	Possesses relevant knowledge and wide range of experience, analyzes well, draws meaning from data	Resume shows past experience that is relevant to skills required for this job; resume indicates experience with business analysis and reporting analysis	Experience on resume is not relevant to the skills required for this job; resume does not indicate familiarity with numbers and analysis
	Focus	Prioritizes well, simplifies complex ideas, gets to the root of issues, facilitates discussions	Resume communicates concepts efficiently with small number of words; concepts on resume are prioritized well; observed behaving in a focused manner	Resume rambles with too many words and with odd prioritization of concepts; observed behaving in a scattered manner
	Action Orientation	Takes the initiative, gets stuff done, makes decisions, sets an aggressive pace for others	Observed making decisions; observed taking the initiative to get things done and to direct others to get things done	Observed abdicating on decisions; observed procrastinating on the job; observed moving/acting slowly in front of staff
	Vision	Thinks creatively, sees beyond the status quo, pushes for change, inspires to a compelling mission	Resume shows evidence of having created new ideas and led change in past jobs	Resume omits reference to any new projects or ideas created or to any form of change leadership in past jobs
	Presence	Displays confidence, is noticeable, shows obvious energy, commands attention, takes charge	Observed taking charge; stands out as the clear leader in the environment; demonstrates confidence and an aura of energy; other employees watching this person	Hard to identify as the leader; blends into the background; fails to take charge; lacks energy; other employees seem to be ignoring this person

