

# DEVELOPING AND LEADING KEY RESULT AREAS

## UTILIZING KRAS IN THE INTERVIEW PROCESS

Utilize the KRAs to discover your best candidate in the interview process. Do they have everything they need to execute their KRAs?

### Step 1: Evaluate New Hires Needed

Before creating any new role, evaluate the StratPlan to see what hires are needed.

Answer the following questions:

- Is there task saturation that is slowing down the StratPlan?
- What role(s) will help execute the StratPlan?
- Can we add to existing roles to speed up execution on the StratPlan?

### Step 2: Explain KRA To Interview Candidate

Define and discuss both the explicit and implicit expectations for the team member's role and the team.

Be sure to paint a picture of what outstanding performance looks like.

Help candidates understand how their work aligns with the work of their team and the StratPlan.

Ask success questions to elicit responses that show you they can execute the KRAs well.

#### If one of the KRAs is:

*"Ensuring that facilitators are set up for success by having all event materials in place and by supporting the event coordinator."*

Ask questions like:

- "Can you share with me situations where you've been responsible for setting up other team members to be successful with a project or area?"
- "When setting up a person or project for success, what do you focus on most?"
- "What are some failures you've experienced in this area?"

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**If one of the KRAs is:**

*"Develop and implement a marketing system for selling..."*

Ask questions like:

- "Can you give me examples of marketing processes that you've created in the past?"
- "Have you ever developed new marketing processes for new products? What were the results?"
- "What were the biggest struggles?"
- "Did you create it by yourself or did you have help?"

*Note: Focus less on the length of the interview and more on discovering if they can execute what you expect of them.*

Use the KRAs in the interview process to explain the expected results to the candidate, but do not give the candidate the KRAs! You will want them creating their own if you bring them on board.

### FINAL KEYS TO SUCCESS

KRAs do not exclude team members from pitching in and doing other jobs when needed.

Problems will arise! Make sure the team member(s) responsible for solving the problem understands that their KRA is on hold until the problem is fixed.

If a leader or team member becomes task saturated, see if there are KRAs that need to be delegated properly.

As each team member is accomplishing the KRAs for the business, celebrate!!!