FLASH REPORT

HPI Hogan Personality Inventory

Adjustment	8
Ambition	2
Sociability	14
Interpersonal Sensitivity	11
Prudence	4
Inquisitive	8
Learning Approach	8

HDS Hogan Development Survey

Excitable	69
Skeptical	83
Cautious	87
Reserved	65
Leisurely	15
Bold	1
Mischievous	4
Colorful	1
Imaginative	13
Diligent	1
Dutiful	2

MVPI Motives, Values, Preferences Inventory

Recognition	20
Power	4
Hedonism	4
Altruistic	11
Affiliation	8
Tradition	9
Security	12
Commerce	4
Aesthetics	17
Science	7

FLASH REPORT

HPI

Subscale Scores

Validity

Adjustment
- Empathy
- Not Anxious
- No Guilt
- Calmness
- Even-tempered
- No Complaints
- Trusting
- Good Attachment

Ambition
- Competitive
- Self-confident
- Accomplishment
- Leadership
- Identity
- No Social Anxiety

Sociability
- Likes Parties
- Likes Crowds
- Experience Seeking
- Exhibitionistic
- Entertaining

Interpersonal Sensitivity
- Easy To Live With
- Sensitive
- Caring
- Likes People
- No Hostility

Prudence
- Moralistic
- Mastery
- Virtuous
- Not Autonomous
- Not Spontaneous
- Impulse Control
- Avoids Trouble

Inquisitive
- Science Ability
- Curiosity
- Thrill Seeking
- Intellectual Games
- Generates Ideas
- Culture

Learning Approach
- Education
- Math Ability
- Good Memory
- Reading

HDS

Subscale Scores

Excitable
- Volatile
- Easily Disappointed
- No Direction

Skeptical
- Cynical
- Mistrusting
- Grudges

Cautious
- Avoidant
- Fearful
- Unassertive

Reserved
- Introverted
- Unsocial
- Tough

Leisurely
- Passive Aggressive
- Unappreciated
- Irritated

Bold
- Entitled
- Overconfidence
- Fantasized Talent

Mischievous
- Risky
- Impulsive
- Manipulative

Colorful
- Public Confidence
- Distractible
- Self-Display

Imaginative
- Eccentric
- Special Sensitivity
- Creative Thinking

Diligent
- Standards
- Perfectionistic
- Organized

Dutiful
- Indecisive
- Ingratiating
- Conforming

MVPI

Subscale Scores

Recognition
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Power
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Hedonism
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Altruistic
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Affiliation
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Tradition
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Security
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Commerce
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Aesthetics
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Science
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

HOGAN

LEADERSHIP FORECAST SERIES

POTENTIAL

STRENGTHS AND COMPETENCIES FOR LEADERSHIP

Report for: John Score-Average

ID: UH555944

Date: 11.08.2016

INTRODUCTION

The Leadership Forecast Potential Report describes your strengths and developmental needs as a manager and executive. The report is based on the Hogan Personality Inventory (HPI), and is organized in terms of seven dimensions; each dimension addresses a different component of leadership performance. Leadership concerns building and maintaining a high-performing team, while getting people to forego individual goals to take on group goals.

Page 3 defines the dimensions of the HPI; once again, this report is organized in terms of these seven dimensions.

Page 4 presents your HPI profile. The pages following the profile describe the behavioral and leadership implications of your scores on each HPI dimension. The last section of the report provides developmental recommendations associated with your competencies. This information will be helpful as you move forward in your career.

BACKGROUND

There are some points you should keep in mind while reading this report. First, there is no such thing as a "good" score. There are positive and negative implications for both high and low scores, although certain scores are more important for some competencies than others. Thus, you should interpret your scores in terms of your own career aspirations and goals rather than in absolute terms.

Second, you can change your typical behavior, but change depends on three things. First, you need to know what you want to change. Second, you must decide to change it. And third, you need to know how to change it. The information in this report will be important for any effort toward change and development.

Third, the results in this report are based on leadership research conducted for over 20 years with working adults and leaders. The implications discussed here are intended for professionals and leaders.

Finally, as noted above, the most essential feature of leadership is the ability to build and maintain a high-performing team. The various parts of the report all concern your potential for doing this.
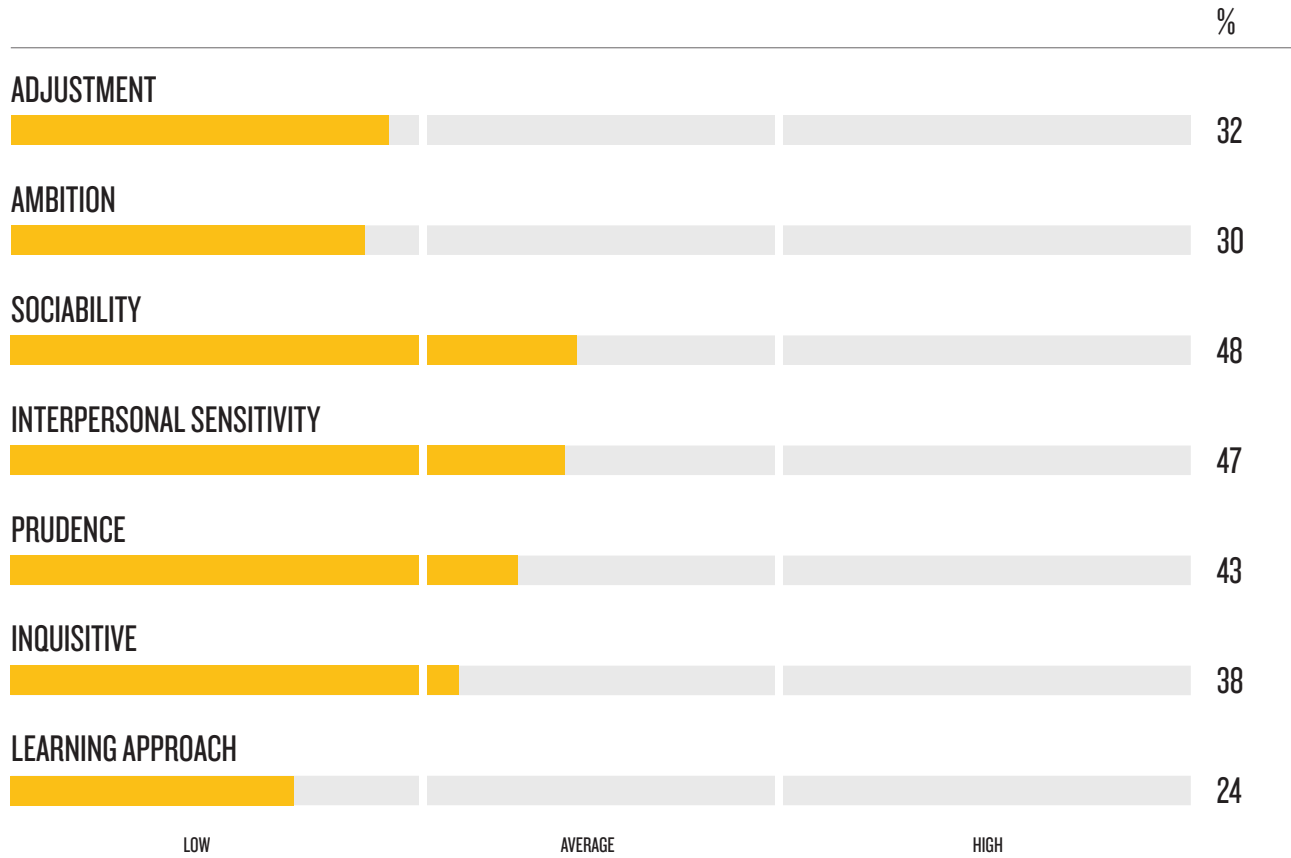
DEFINITIONS

The seven scales of the Leadership Forecast Potential Report are defined as follows:

|	
ADJUSTMENT	The Adjustment scale reflects the degree to which a person is calm and even tempered or conversely, moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
AMBITION	The Ambition scale evaluates the degree to which a person seems leaderlike, seeks status, and values achievement. High scorers seem competitive and eager to advance. Low scorers seem unassertive and less interested in advancement.
SOCIABILITY	The Sociability scale assesses the degree to which a person appears talkative and socially self-confident. High scorers seem outgoing, colorful, and impulsive, and they dislike working by themselves. Low scorers seem reserved and quiet; they avoid calling attention to themselves and do not mind working alone.
INTERPERSONAL SENSITIVITY	The Interpersonal Sensitivity scale reflects social skill, tact, and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
PRUDENCE	The Prudence scale concerns self control and conscientiousness. High scorers seem organized, dependable, and thorough; they follow rules and are easy to supervise. Low scorers seem impulsive and flexible. They tend to resist rules and close supervision; however, they may be creative and spontaneous.
INQUISITIVE	The Inquisitive scale reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but they may be easily bored and not pay attention to details. Low scorers tend to be practical, focused, and able to concentrate for long periods.
LEARNING APPROACH	The Learning Approach scale reflects the degree to which a person enjoys academic activities and values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.

LEADERSHIP POTENTIAL PROFILE

Scales

%

ADJUSTMENT
32

AMBITION
30

SOCIABILITY
48

INTERPERSONAL SENSITIVITY
47

PRUDENCE
43

INQUISITIVE
38

LEARNING APPROACH
24

LOW   AVERAGE   HIGH

This Report is Valid and Interpretable

ADJUSTMENT
Concerns composure, optimism, and stable moods.

BEHAVIORAL IMPLICATIONS

32
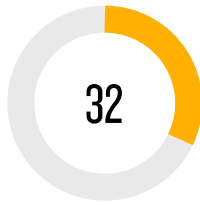
Leaders with similar scores tend to:

- Admit their shortcomings and try to fix them
- Remember their mistakes
- Seem driven and intense
- Take criticism personally
- Have a sense of urgency

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you approach your work with passion and intensity and care deeply about performing well. In addition, you may be easily annoyed with unexpected delays and staff mistakes. On the other hand, you understand when your staff is stressed, you can admit your mistakes, listen to feedback and coaching, and try to improve your performance.

COMPETENCY ANALYSIS

COMPOSURE: You may seem tense or edgy when under pressure, when faced with deadlines, or when others make mistakes, and this, in turn, could affect your team's concentration.

LISTENING: When you are facing deadlines or heavy work pressure, you may tend to stop communicating and listen only for bad news. You can relieve some pressure by planning and delegating before a job starts.

LEARNING AND PERSONAL COACHABILITY: You are open to feedback and interested in improving your performance; however, you may tend to pay more attention to the negative than to the positive feedback.

BUILDING RELATIONSHIPS: Your occasional moodiness, unpredictability, negativism, and tendency to worry can impede your ability to build trusting alliances.

STRESS MANAGEMENT: You tend to be self-critical and intense. You need to learn to be kinder to yourself.

ADJUSTMENT

DEVELOPMENTAL RECOMMENDATIONS

COMPOSURE:

- Because unexpected events may bother you, plan for the interruptions, delays, and difficult people that you may encounter. Doing so will help you stay focused and composed.
- Realize that others may not react the way you think they will. When this happens, have alternative responses ready. Mentally rehearse what is likely to occur and how you would ideally respond. This will help you maintain your composure when unpleasant surprises occur.
- When things don't go as you planned, carefully review what happened. Identify ways to prevent these problems from occurring in the future.

LISTENING:

- When you are annoyed, try to take a break or think about something else. Resist the tendency to be defensive, and don't take feedback personally.
- Try to understand that others will make honest mistakes while they are learning; find some good news in the information your staff provides you, and applaud it..

LEARNING AND PERSONAL COACHABILITY:

- Give yourself credit for the things you do well and note the areas in which you need to improve. Document your strengths and those areas in which you need to improve. Create an action plan that capitalizes on your strengths while allowing you to work on your developmental needs.

BUILDING RELATIONSHIPS:

- If you find yourself being critical or negative, try to identify what triggers this behavior and be alert for those circumstances in the future.
- Remember that, as a leader, part of your job involves leading by example and staying positive.
- Ask a trusted colleague for feedback regarding your behavior. Talk to him or her about how you might improve your performance.

STRESS MANAGEMENT:

- Identify the situations in which you become irritated or upset, and develop plans to deal with them.
- Do not let troublesome issues fester until they erupt. Instead, discuss them and ask for help from others to resolve them.

AMBITION

Concerns taking initiative, being competitive, and seeking leadership roles.

BEHAVIORAL IMPLICATIONS

30

Leaders with similar scores tend to:

• Let others take charge
• Prefer to finesse rather than confront others
• Have a flexible agenda
• Be reluctant to speak in public
• Avoid difficult challenges on which they may not succeed

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you tend to take a low profile and support the useful initiatives of others. As a result, you may be reluctant to exert influence in areas where you could make an impact. Because you tend not to seek leadership roles directly, your career advancement may depend more on your technical competence than your political ability.

COMPETENCY ANALYSIS

ACTION ORIENTATION: You are low-keyed and prefer to let others get out in front on new initiatives.

CAREER ADVANCEMENT: Generally speaking, you are not interested in playing politics in order to advance professionally, and you seem content with the career opportunities that come up naturally.

INITIATIVE: Others understand that you will collaborate rather than try to take charge in a crisis situation. You follow leads and suggestions rather than handing them off to others.

ACHIEVING RESULTS: You seem to be more concerned about work processes than work products. Be sure to persevere with tasks and projects until they are completed.

DECISION MAKING: You may prefer to let others make tough decisions, especially when all the information is not available and the stakes are high.

AMBITION

DEVELOPMENTAL RECOMMENDATIONS

ACTION ORIENTATION:

- As a leader, try to create energy in your work group, establish goals, share your team's progress with others, and hold regular performance reviews with staff.
- Volunteer for specific projects that make use of your knowledge and skills.
- Find a challenging project and break it down into definable action steps (a trusted colleague can help here). Identify the first three steps of the project, as well as timeline. Inform others of your project and ask them to hold you accountable.

CAREER ADVANCEMENT:

- Understand that politics are part of organizational life, and the better you understand them, the more likely you will be in advancing your career.
- As a leader, others count on you to be their advocate within the organization. If you avoid office politics, you may not represent your staff adequately. Ask a trusted friend or colleague for advice on this issue.
- If you want to advance within your organization, you will need to develop a plan. The plan should involve identifying the position(s) in your organization to which you aspire, and defining the steps needed to get there.

INITIATIVE:

- You seem to be a good team player, on whom others can rely. While participating, be alert for ways to improve the team's performance, and make your position known.
- Taking initiative is an important part of leadership. If others think you don't display initiative, ask them why. Consult a friend for feedback to help you take more initiative in the future.

ACHIEVING RESULTS:

- Be aware of the needs of your internal customers. Let them know that you understand their issues, and commit to a specific plan of action to resolve these issues.
- Determine the amount of time required to complete assigned tasks, and clearly communicate this time frame to internal customers, peers, and superiors. Remember to update others regularly on progress.
- As a leader, you set the tone for your work group. If you convey the message that timely results are not important--even if it is unintended--your team members will behave accordingly.

DECISION MAKING:

- Making tough decisions is an important part of leadership. Discuss with your boss which decisions should be made jointly, by you alone, or by others. Having clear guidelines on your decision responsibilities will give you more confidence.
- Determine what information you need to make a decision (e.g., cost estimates, manpower needs, cost/benefit analyses, P&L impact, risk evaluation, etc.). Once you have this information, make your decision, understanding that you can revise it later.
- Find someone with whom you can discuss important decisions. Think through your decision, and then share your reasoning with this person. Use this experience to build confidence in your decisions.

SOCIABILITY
Concerns seeming talkative, socially bold, and entertaining.

48
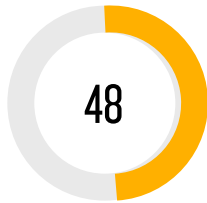
BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Seem approachable, not distant
- Be comfortable either working alone or with others
- Prefer formal rather than casual meetings
- Provide staff relevant feedback
- Balance listening with talking

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are flexible with your time, and don't mind working either alone or as part of a team. You meet the public well, but you don't need to be the center of attention or constantly on stage.

COMPETENCY ANALYSIS

INITIATING INTERACTIONS: You are able to initiate and build good relations with others in your organization, including people you don't already know.

ENERGY: Others see you as having appropriate energy and enthusiasm for new people and projects.

APPROACHABILITY: Your ability to initiate interactions with new people is an important skill for leaders. Continue developing contacts in the organization, and include your staff in the interactions.

INTERPERSONAL NETWORK: Your networking skills are sufficient to keep you in touch with the organization.

TEAM ORIENTATION: Others see you as participating appropriately in team tasks.

SOCIABILITY

DEVELOPMENTAL RECOMMENDATIONS

INITIATING INTERACTIONS:

- Be sure to talk with each member of your staff everyday in his/her work place.

ENERGY:

- You seem to be an active person who can energize the work group, which is an important quality for leaders. Maintain your energy during interactions, particularly if you tend to become bored or disengaged.

APPROACHABILITY:

- Make sure that you are accessible to all members of your team, and that you don't unconsciously "play favorites" with some team members.

INTERPERSONAL NETWORK:

- Be sure that your network covers the relevant portions of your organization.
- Even though you may have a good organizational network, try to establish a relationship with at least one new department or work unit each quarter.
- Recognize that your network is changing, and that it needs to be nurtured to be sustained. If you haven't talked to a particular person recently, call him/her. Don't let relationships become stagnant or distant.

TEAM ORIENTATION:

- You seem to be comfortable either working as part of a team or by yourself. This balance is healthy because some tasks are best done as part of a team, while others are best done individually.

INTERPERSONAL SENSITIVITY

Concerns being agreeable, considerate and skilled at maintaining relationships.

47
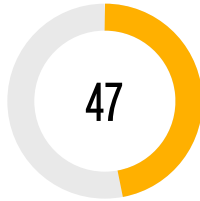
BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Be easy going
- Consider others' opinions seriously
- Deliver what they promise
- Provide staff with structure and consideration
- Confront problems promptly

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are a pleasant and tolerant person who, nonetheless, is willing to take a stand when necessary. Others will see you as accommodating and congenial; consequently, you need to convey that you are not a pushover.

COMPETENCY ANALYSIS

COMPASSION: You seem appropriately concerned about the welfare of your staff and alert to changes in their morale.

COOPERATION: You are normally cooperative and a sensible team player. You probably encourage your staff to collaborate and work as a team.

SEEKING INPUT: You seem willing to listen to feedback about your performance, but you may tend to take negative comments too personally.

CONFRONTING SUBORDINATES: You are a generally tolerant person, but you are willing to confront people when it is clear that it must be done.

STANDING ALONE: Although you understand the importance of consensus, you will take a stand on issues involving key values and principles.

INTERPERSONAL SENSITIVITY

DEVELOPMENTAL RECOMMENDATIONS

COMPASSION:

- Pay attention to your team's work environment, and let them know that you are concerned about their morale.
- You probably strike a balance between work-related and people-related concerns. This ability will allow you to maximize the performance of your team.

COOPERATION:

- You do a good job of getting others to work together, and you know when to work with others on group tasks. This skill is important; look for opportunities to use it in the future.

SEEKING INPUT:

- Don't be defensive about negative feedback.
- Continue to seek feedback; identify people who you trust, and solicit their comments.

CONFRONTING SUBORDINATES:

- Be sure to address problem issues promptly; do not wait until a crisis occurs before acting.

STANDING ALONE:

- You don't seek out confrontations, but you are willing to stand up for your team especially when representing them to the larger organization.

PRUDENCE

Concerns being conscientious, dependable, and rule-abiding.

43
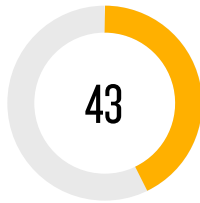
BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Be orderly and dependable
- Be able to adjust to change
- Strike a good balance between speed and accuracy
- Plan and maintain schedules appropriately
- Delegate responsibly

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are reasonably conscientious and careful about following procedures. However, you also seem to be able to change directions and be flexible when necessary.

COMPETENCY ANALYSIS

HANDLING AMBIGUITY: You seem able to work without constant guidance or direction. You seem willing to weigh the pros and cons of an ambiguous issue and make a decision rather than asking your boss for guidance.

FLEXIBILITY: You tend to be willing to change and adapt new methods for doing things, especially if you are given a sound argument.

PLANNING: You understand how to balance the benefits of following a plan with the benefits of changing the plan to improve the process. You know that rules are necessary, but you are not rigid about following them.

ATTENTION TO DETAIL AND TIMELINES: Although you respect project requirements and deadlines, you seem willing to delegate work as long as others maintain quality and adhere to timelines.

RULE ORIENTATION: You understand the importance of rules in an organization, and you are comfortable working within them.

PRUDENCE

DEVELOPMENTAL RECOMMENDATIONS

HANDLING AMBIGUITY:

- As a leader, you probably maintain a balance between being planful and organized and being able to act when there are no guidelines. You can be a role model for others in this area.

FLEXIBILITY:

- Although you are normally well-organized and careful, you are able to incorporate last-minute changes. As a leader, you should serve as a mentor or coach to others who seem to be inflexible in their planning.

PLANNING:

- As a leader, your staff appreciates how you develop and adhere to plans and schedules, and they know you will be able to adapt to necessary changes. Encourage and involve your staff in planning efforts.

ATTENTION TO DETAIL AND TIMELINES:

- As a leader, you probably balance a big picture view of your work team (strategizing, planning) with an understanding of how the people in your unit actually do their work. Continue to maintain this balanced approach.
- Others enjoy the autonomy you give them. Continue to do this without sacrificing accountability.

RULE ORIENTATION:

- You normally follow the important rules of the organization, while being flexible about the less important rules. This balance is healthy, but remember that others look to you to set an example. Be careful not to create a department full of rule breakers, who are simply following your lead.

INQUISITIVE

Concerns being curious, imaginative, visionary, and easily bored.

38
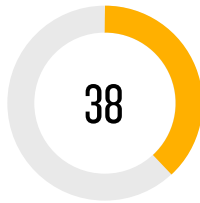
BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Be flexible problem solvers
- Have interests outside business
- Be willing to speculate about business scenarios
- Have a normal degree of imagination
- Understand practical as well as technological solutions

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are open-minded and curious, but have a practical turn of mind for problem solving, and can stay on task without getting bored.

COMPETENCY ANALYSIS

CREATIVITY: You seem able to balance a preference for established problem solving procedures with an openness to innovative methods.

MANAGING INNOVATION: You may not promote new ideas, but you are appropriately receptive to new ideas that seem useful.

CURIOSITY: You seem to maintain a balance between focusing on your current work while remaining alert for new sources of information that might be useful for completing that work.

VISION: You seem adequately concerned about the big picture.

PROBLEM SOLVING: You seem comfortable solving problems in a standard manner, or using innovative methods to get the job done.

INQUISITIVE

DEVELOPMENTAL RECOMMENDATIONS

CREATIVITY:

- You probably perform equally well in situations that require practical problem solving and in situations that require new approaches. Your team members may not be as balanced as you are. Work to develop your subordinates so that they understand when innovation is useful.

MANAGING INNOVATION:

- Support new ideas that make sense, and encourage your work group to brainstorm and be creative. Identify a role model inside the organization who is successful at introducing new ideas and learn some techniques for conducting focus groups.

CURIOSITY:

- You probably ask questions to increase your knowledge of new technologies, developments, and so forth. Continue doing this, and encourage the same from your work group.

VISION:

- You may tend to favor concrete goals to "big picture" concerns, but you understand both. As a leader, you should combine task orientation with a vision of the future.
- Your team members need to know your vision for the team and the organization. If you have not conveyed it, begin doing so now. The corporate mission statement is a good place to start. Consult others who are seen as understanding the big picture.

PROBLEM SOLVING:

- Think about which types of problem solving activities most appeal to you (i.e., practical vs. big picture), and choose work assignments that complement your strengths. Alternately, if your current job requires one style of problem solving, and you feel that it is time for a change, then consider assignments that will allow you to use more of your preferred thinking skills.

LEARNING APPROACH

Concerns enjoying formal education and actively staying up-to-date on business and technical matters.

24
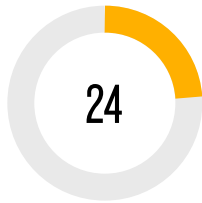
BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

• Prefer hands-on learning over traditional educational instruction
• Be more concerned with improving existing skills than acquiring new ones
• Make sure others are on board before taking action
• Ignore training opportunities for their staff
• Not spend much time reading, especially technical material

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are only moderately interested in education for its own sake. You want it to have a pragmatic payoff--that is, you tend to see training as a means to an end rather than an end in itself. You may be interested more in solving today's problems than getting ready for problems of the future.

COMPETENCY ANALYSIS

STAYING CURRENT: If you put off training activities because of your demanding schedule, you may not use new technology efficiently or understand how it can impact your business.

LEARNING QUICKLY: You seem willing to learn new techniques and procedures, but often when it becomes clear that you have no alternatives.

LEARNING STYLE: You seem to be a hands-on learner, developing new skills only when you are confronted with a problem.

COMMUNICATING ACCURATELY: Your communication style seems problem-oriented, practical, and to the point. Others will appreciate your clarity and patience when explaining things.

INTELLECTUAL MOTIVATION: You seem interested in learning when there is a clear payoff for having the information.

LEARNING APPROACH

DEVELOPMENTAL RECOMMENDATIONS

STAYING CURRENT:

- Begin a program of reading topical publications (i.e., Business Week, Fortune, Wall Street Journal, Harvard Business Review). If you are unsure of what to read, ask someone who seems up-to-date for suggestions.
- Use the Internet to help you keep up on new developments in the business world.

LEARNING QUICKLY:

- Remind yourself to keep up with new business techniques, including computer applications and software. It is easy to become outdated if you don't continually try to stay up to date.
- As a leader, you set the tone for your work team. If you are not improving your skills, they are less likely to enhance theirs.

LEARNING STYLE:

- You may not enjoy courses and seminars, but they can help make you a stronger leader. Many topics cannot be taught in a hands-on manner, particularly the skills and perspective that leaders are expected to demonstrate.
- Establish a learning environment in your work group by identifying one or two seminars that would be of value to you and your staff. Attend these seminars, and then discuss them with your staff.

COMMUNICATING ACCURATELY:

- As a leader, encourage your staff to ask you about written memos that they find unclear. It's better to spend some time up front discussing the memo rather than spending more time later correcting mistakes that resulted from the misunderstanding.

INTELLECTUAL MOTIVATION:

- You may enjoy learning practical skills which can be applied immediately to your job, but you also need to learn more abstract skills to enhance your performance as a leader and manager. Leadership and management seminars can broaden your perspective, and improve judgment and decision-making skills.
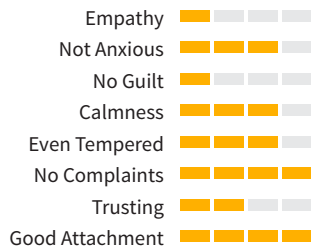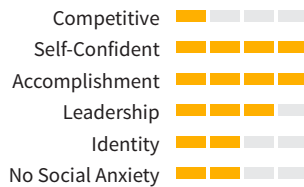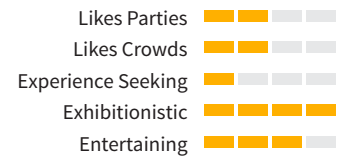
Scales

%

Scale		
ADJUSTMENT		32
AMBITION		30
SOCIABILITY		48
INTERPERSONAL SENSITIVITY		47
PRUDENCE		43
INQUISITIVE		38
LEARNING APPROACH		24

LOW   AVERAGE   HIGH
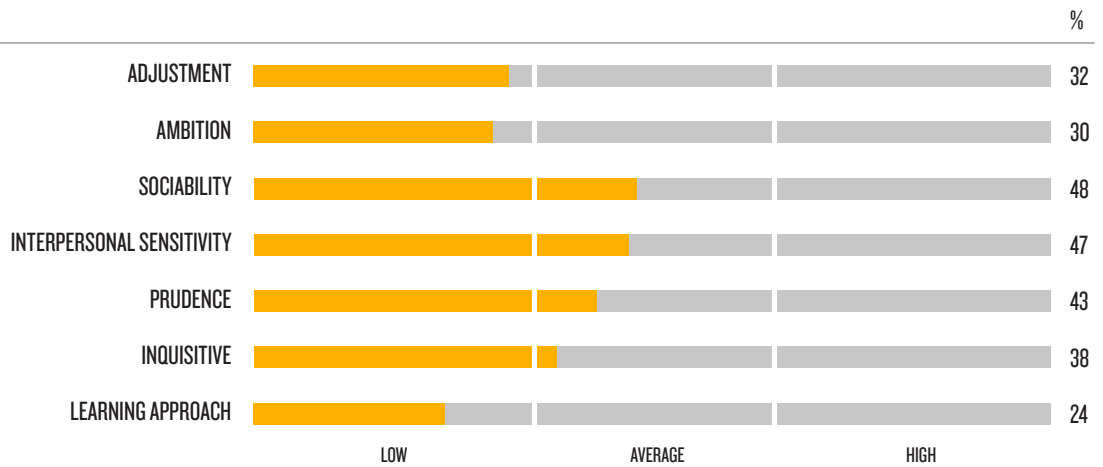
Subscale Scores

Adjustment
- Empathy
- Not Anxious
- No Guilt
- Calmness
- Even Tempered
- No Complaints
- Trusting
- Good Attachment

Ambition
- Competitive
- Self-Confident
- Accomplishment
- Leadership
- Identity
- No Social Anxiety

Sociability
- Likes Parties
- Likes Crowds
- Experience Seeking
- Exhibitionistic
- Entertaining

Interpersonal Sensitivity
- Easy To Live With
- Sensitive
- Caring
- Likes People
- No Hostility

Prudence
- Moralistic
- Mastery
- Virtuous
- Not Autonomous
- Not Spontaneous
- Impulse Control
- Avoids Trouble

Inquisitive
- Science Ability
- Curiosity
- Thrill Seeking
- Intellectual Games
- Generates Ideas
- Culture

Learning Approach
- Education
- Math Ability
- Good Memory
- Reading

HOGAN

LEADERSHIP FORECAST SERIES

CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

Report for: John Score-Average

ID: UH555944

Date: 11.08.2016

INTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behavior that could potentially undermine or inhibit your performance. It then offers suggestions for leading people more effectively.

Leadership involves building and maintaining a high-performing team. Anything that detracts from your ability to build a team also detracts from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on our global leadership research, and are written for professionals and leaders.

BACKGROUND

When under pressure, most people will display certain counterproductive tendencies. We refer to these as "risk factors." Under normal conditions these characteristics may actually be strengths. However, when you are tired, pressured, bored, or otherwise distracted, these risk factors may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and direct reports. Others may be aware of these tendencies but may not give you any feedback about them. Your boss may even ignore them.

This report is divided into three sections. First, there is a graphic representation of your profile. Second, you will find a scale-by-scale interpretation of your scores. Scores between the 90th and 100th percentile are in the High Risk Zone, scores between the 70th and 89th percentiles are in the Moderate Risk Zone, scores between the 40th and 69th percentile are in the Low Risk Zone and scores between the 0 to 39th percentile are in the No Risk Zone. The third section provides developmental recommendations for areas where you scored in the Moderate and/or High Risk Zones. No developmental recommendations are provided for scores in the No Risk and Low Risk Zones.

HOW DO RISK FACTORS DEVELOP?

Research indicates that leaders develop risk factors while learning to deal with parents, peers, relatives and others early in life. Behavior developed while you were young may become habitual and you may be unaware that you behave in certain ways.

INTRODUCTION

WAYS TO USE THIS INFORMATION

First, read the report carefully and decide which developmental suggestions apply to you. Mark those items with a plus (+), and put a minus (-) by those items to which you cannot relate. Second, invite feedback from peers, direct reports, and even family. Discuss your insights with them, and ask for reactions. A key ingredient for developing new leadership skills is enlisting the support of your direct reports, peers, and boss. Finally, study the developmental suggestions provided at the end of the report. These suggestions are offered for scores in the Moderate or High Risk Zones (i.e., scores at or above the 70th percentile).

DEFINITIONS

The eleven scales for the Leadership Forecast Challenge Report are defined below.

Excitable Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.

Skeptical Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.

Cautious Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.

Reserved Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.

Leisurely Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.

Bold Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.

Mischievous Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.

Colorful Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.
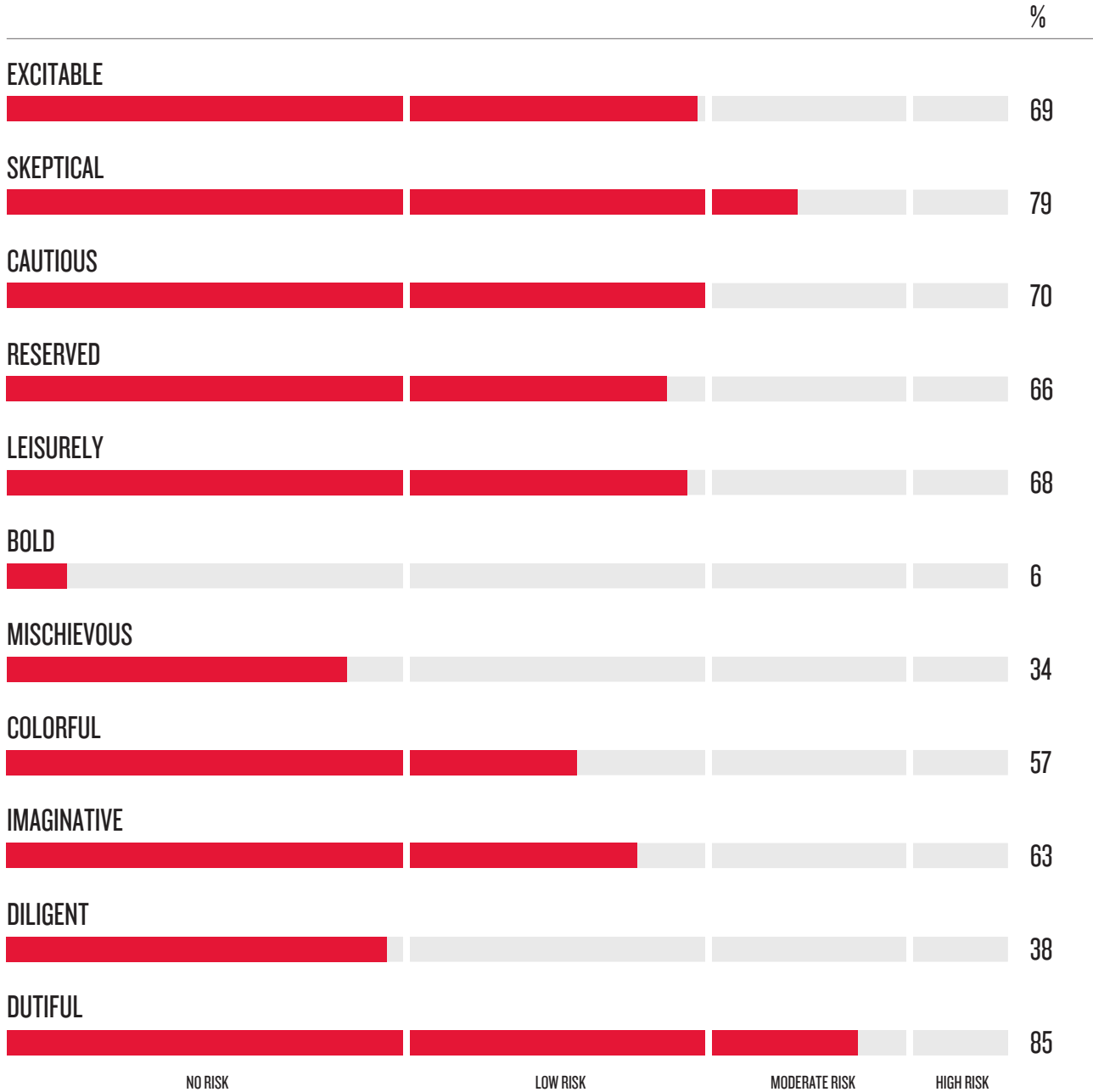
Imaginative Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

Diligent Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.

Dutiful Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.
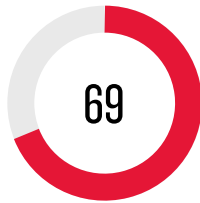
LEADERSHIP CHALLENGE PROFILE

Scales

	%

EXCITABLE — 69

SKEPTICAL — 79

CAUTIOUS — 70

RESERVED — 66

LEISURELY — 68

BOLD — 6

MISCHIEVOUS — 34

COLORFUL — 57

IMAGINATIVE — 63

DILIGENT — 38

DUTIFUL — 85

NO RISK   LOW RISK   MODERATE RISK   HIGH RISK

EXCITABLE

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.

69

LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Usually seem in a good mood.
- Handle frustration without getting upset.
- Usually seem enthusiastic.
- Usually seem calm in emergencies.
- Rarely get angry with others.

LEADERSHIP IMPLICATIONS

Your composed and steady demeanor will enhance your ability to maintain relationships and manage others. Your steadiness should also be an asset in fast paced environments. Your optimism and emotional maturity should facilitate your ability to manage your career, gain the support of others, and motivate them to produce results. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

COMPOSURE Your team will appreciate your even temper, your predictable and calming influence in situations, and your tendency to hold things together in stressful times.

FAIRNESS TO OTHERS As a leader, you won't tend to get down on people, and your staff will respond to your even-handed treatment.

PERSEVERANCE As a leader, your coworkers will appreciate your persistence and ability to complete projects regardless of frustrations, roadblocks, and challenges. You are not likely to give up when the going gets tough, but to keep working until the job is done.

SKEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.

79
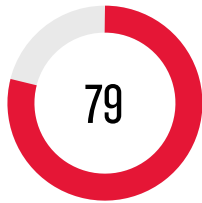
MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem insightful about others' motives and about office politics.
- Take criticism personally.
- Tend to hold grudges.
- Can be argumentative.
- Can be hard to coach.

LEADERSHIP IMPLICATIONS

You are good at evaluating the talents and motives of others and this is a potentially valuable leadership skill. However, your skepticism regarding others' intentions may inhibit your ability to build and maintain relationships. People may perceive you as argumentative, and the feedback you provide subordinates may focus on their flaws, which could affect your impact. Your business strategy may tend to reflect a 'worst case scenario' and you may plan your career from a similar perspective.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS At times, you may seem suspicious and spend more time thinking about politics than core business issues. As a result, others may find you hard to deal with and it may be difficult for you to persuade them to cooperate with you.

OPENNESS TO IDEAS When presented with new ideas or suggestions, you tend to raise doubts and to bring the underlying political issues to the surface. At times this could cause you to seem resistant to new ideas. Others may see you as being better at identifying problems than finding alternative solutions.

OBJECTIVITY On certain issues, you may seem somewhat inflexible and set in your views. Others may not realize that you have reasons for your views and that you can be objective and see things from multiple perspectives.

CAUTIOUS

Concerns being overly worried about being criticized.
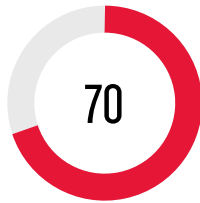
70

MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem to make good, low-risk decisions.
- Tend to need reassurance.
- May be reluctant to try new technologies.
- Fret over their mistakes.
- Worry about their staff's mistakes.

LEADERSHIP IMPLICATIONS

Because you dislike making mistakes and being criticized, you may tend to watch your staff closely to ensure that they get things right. Doing so may undermine their confidence. You may also be slow to make decisions, which could frustrate an action-oriented staff. You tend to avoid taking chances, which may prevent you from accepting difficult assignments. You may also manage your career so as to minimize mistakes. As a leader, you may develop a cautious and conservative vision of the future.

COMPETENCY ANALYSIS

DECISIVENESS Your concern about making good decisions may cause you to gather more information than you need. Ultimately, this could prevent you from making timely decisions.

ACTION ORIENTATION You may tend to avoid taking action when you don't have all of the information. This could slow down processes, especially in times of crisis.

LEADING WITH CONFIDENCE Your concern about making the right decisions is a strength. However, others may see your deliberations as a lack of confidence in your own ability.

RESERVED

Concerns lacking interest in or awareness of the feelings of others.
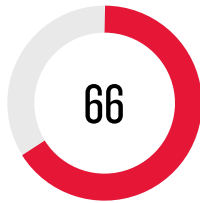
66

LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem socially approachable and concerned about others.
- Ask questions in order to understand others.
- Seem considerate of others.
- Read people quickly.
- Help out when asked.

LEADERSHIP IMPLICATIONS

You seem to be friendly, outgoing, considerate, and tactful. You should be able to build and maintain relationships and motivate your staff, which are important leadership skills. You tend to be a team player and your interpersonal style should make you credible and even popular. You typically work well with a wide range of bosses, and are able to provide others with unbiased and helpful feedback. You should make few mistakes in terms of inadvertently alienating others. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

MOTIVATING OTHERS Your interpersonal style will allow you to build relationships with others, which will enhance your effectiveness in the organization.

RELATIONSHIP BUILDING You will be good at picking up social cues, understanding the social impact of different responses, and building rapport with peers, subordinates, and others.
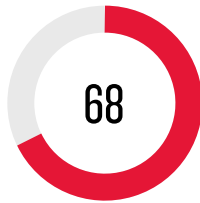
APPROACHABILITY You tend to be outgoing, accessible, and approachable, even when under stress and heavy work loads.

LEISURELY

Concerns being charming, but independent, stubborn, and hard to coach.

68

LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem cooperative and coachable.
- Respect corporate policy.
- Seem patient even when interrupted.
- Help others when they fall behind.
- Support the management team.

LEADERSHIP IMPLICATIONS

Your score on this dimension suggests that you are cooperative and positive, and should be able to coach and develop others. You will work well with a variety of bosses and be responsive to feedback. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

FOSTERING TEAMWORK You tend to be helpful and understand the importance of working together towards common goals and following through.
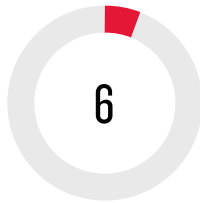
COOPERATION AND TIMELY RESULTS Your subordinates will appreciate your efforts to meet commitments and deliver timely results.

BUILDING TRUST Your desire to deliver on commitments and willingness to disagree openly, but respectfully, will make you a trustworthy and dependable leader.

BOLD
Concerns having inflated views of one's competency and worth.

6

NO RISK

BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem modest and unpretentious.
- Seem unlikely to interrupt, criticize, or challenge others.
- Avoid self-promotion.
- Accept responsibility for failures and mistakes.
- Lack a sense of entitlement.

LEADERSHIP IMPLICATIONS

You have a modest and unpretentious style and you should work well with a variety of bosses. You have a realistic view of your competence and importance, which will enhance your credibility. You may be reluctant to give others feedback on their poor performance, but probably would do so when asked. Your career plans may not be very aggressive, and you may be reluctant to nominate yourself for a key role in the future of the business, preferring to wait for others to notice your contributions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

SEEING PERSPECTIVE Although you have ideas about how to develop new business, you may not promote them with sufficient vigor.

PERSONAL DEVELOPMENT You will listen to feedback and be willing to ask others (peers, stakeholders, etc.) for evaluations of your performance. This openness will facilitate your development.

DRIVE FOR RESULTS Your natural modesty and self-restraint may cause you to hold back and to set your aspiration level too low.

MISCHIEVOUS

Concerns being charming, risk-taking, and excitement-seeking.
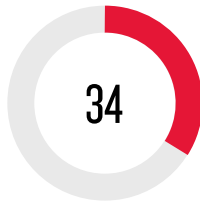
34

NO RISK

BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem careful, responsible, and socially appropriate.
- Learn from their mistakes.
- Communicate respectfully.
- Follow corporate rules.
- Avoid taking unnecessary risks.

LEADERSHIP IMPLICATIONS

Your tendency to avoid unnecessary risks and play by the rules will make you a valued corporate citizen. Your boss will appreciate your dependability and trust you to think through the consequences of proposed actions. You are somewhat cautious by nature and you will make few mistakes in managing your career, however, you may not take many chances. When formulating business strategy, you will remember past mistakes and try to minimize risk. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DECISION QUALITY You are a self-controlled and socially appropriate person and you care about the consequences of your actions. You learn from personal experiences and others' advice.

RISK TAKING You will not take on high-risk or speculative projects without carefully considering them and formulating a plan of action. At the same time, you may tend to avoid taking appropriate risks when necessary. Your natural cautiousness could cause you to miss opportunities to enhance your career.

LEARNING FROM EXPERIENCE You take responsibility for the consequences of your actions. You reflect on earlier outcomes as guides to future decisions and behavior. You may be reluctant to take action in situations where you have no experience from which to draw.

COLORFUL

Concerns being dramatic, engaging, and attention-seeking.
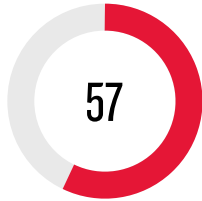
57

LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem unpretentious and socially appropriate.
- Do not seek the limelight.
- Support the performance of others.
- Seem to be good followers.
- Do not take themselves too seriously.

LEADERSHIP IMPLICATIONS

You don't need to be the center of attention and prefer to let your actions speak for themselves. You will manage with a light-touch and share credit with your staff. You should work well with a variety of bosses, who will like your willingness to share credit. However, your career may not advance as rapidly as your talent would suggest because of your reluctance to engage in self promotion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CELEBRATING SUCCESS You seem willing to support your subordinates, and you don't compete with them. More importantly, you are willing to share credit for success.

BUILDING MORALE Your personal modesty may make you reluctant to promote the accomplishments of your team. Your subordinates can only gain attention through your promotion of their achievements.

SELF-DEVELOPMENT You may not aggressively seek developmental opportunities for yourself and your staff. Without you finding learning experiences, the productivity of the group may diminish. Progress depends on learning and you are responsible for obtaining resources for team development.

IMAGINATIVE

Concerns thinking and acting in interesting, unusual, and even eccentric ways.

63
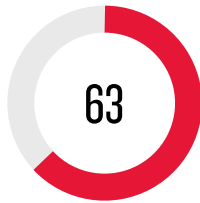
LOW RISK

BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Make sensible decisions.
- Communicate intelligibly.
- Have reasonably creative ideas.
- Behave in a socially appropriate manner.

LEADERSHIP IMPLICATIONS

Your staff will appreciate the fact that you are practical and down to earth, and that you prefer to minimize surprises and crises. Your advice to coworkers will be sensible and practical. You are not necessarily a strategic or visionary planner, but you should be popular with a wide range of bosses because you are level-headed and dependable. You will plan your career in a sensible manner. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION You should communicate intelligibly no matter what the circumstances might be.

CREATIVITY You should be able to provide sensible solutions to problems even when you are pressured. In addition, you will be a good resource for evaluating the plausibility of ideas.

STAYING FOCUSED You should be able to stay focused on the relevant problems and issues, even in the midst of distractions.

DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.
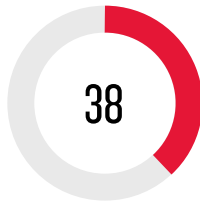
BEHAVIORAL IMPLICATIONS

38

NO RISK

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem undemanding and relaxed about rules.
- Do not micromanage their staff.
- Routinely delegate tasks.
- Tend to be flexible.
- Prioritize tasks appropriately.

LEADERSHIP IMPLICATIONS

You seem relatively relaxed and undemanding, and your tolerance and willingness to delegate should make you popular with your subordinates. This is because they sense that they are trusted. In addition, your delegating will give your staff opportunities to learn. Bosses like your tolerant, flexible, and forbearing attitude, but may wish you would pay more attention to the details of the business. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DEALING WITH AMBIGUITY You seem able to remain flexible and keep your options open, even when you are being pressured for results.
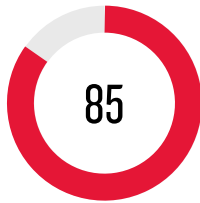
ADAPTABILITY You seem able to adapt to changing circumstances and priorities.

DELEGATING DOWNWARD You tend to delegate problem-solving authority to the appropriate level, even though the pressure to solve the problem may be intense.

DUTIFUL

Concerns being eager to please and reluctant to act independently.

85

MODERATE RISK

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Are agreeable, pleasant, and cooperative.
- Seem eager to please.
- Keep their boss informed.
- Seem to always support corporate policy.
- Are good team players.

LEADERSHIP IMPLICATIONS

You are a pleasant and accommodating person who does not like controversy. As a leader, you will be polite and attentive, but you may be reluctant to push or advocate on behalf of your staff. You are a good team player who works well with a variety of bosses; they will appreciate your loyal and cooperative attitude. You will seek advice and assistance for managing your career, and will be reluctant to make decisions without first consulting others.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT You probably prefer to avoid conflict and confrontations and may be uncomfortable giving others negative feedback.

ACTING INDEPENDENTLY You may not make your views known on important and/or controversial issues and instead go along with the group.

SUPPORTING YOUR STAFF You may focus more on getting along with your boss than getting along with your staff, which can erode your credibility with your subordinates.

DEVELOPMENTAL RECOMMENDATIONS

The following developmental recommendations concern the dimensions where your score was in the MODERATE or HIGH RISK ZONE.

SKEPTICAL - MODERATE RISK

- When you are at your best, you are a perceptive and insightful judge of people and you have a superior understanding of organizational politics. You are a good resource for identifying potential hidden agendas and for analyzing and solving social and political problems.
- You will tend to distrust your coach; you should suspend judgment and give your coach a chance to try to help you. The same is true for others who care about you--you need to make an extra effort to appreciate what they are telling you and why.
- Be careful how you communicate with others. When you believe you are expressing honest opinions, others may see you as being argumentative. Be open to other points of view.
- You should try to be less critical and judgmental. Tell a trusted friend that you are trying to become more tolerant. Ask him/her to tell you when you are being excessively critical, defensive, or sensitive--and listen to his/her feedback.
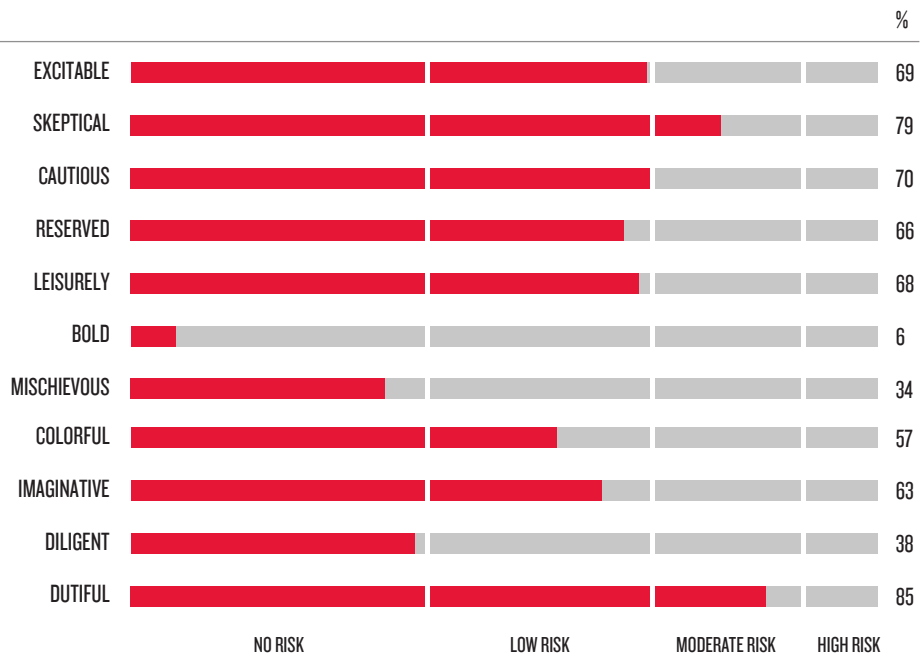
DUTIFUL - MODERATE RISK

- You are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.
- Remember that if you want your staff to be loyal to you, then you must be loyal to them, even if that means sometimes annoying superiors.
- When asked for your opinion, take your time, decide what you believe, and be prepared to defend it when challenged.
- Although you dislike conflict, there will be times when you must confront others and disagree with them. In the long run, your credibility depends on doing this.

Scales

%

Scale	Score
EXCITABLE	69
SKEPTICAL	79
CAUTIOUS	70
RESERVED	66
LEISURELY	68
BOLD	6
MISCHIEVOUS	34
COLORFUL	57
IMAGINATIVE	63
DILIGENT	38
DUTIFUL	85

NO RISK — LOW RISK — MODERATE RISK — HIGH RISK

Subscale Scores

Excitable
- Volatile
- Easily Disappointed
- No Direction

Bold
- Entitled
- Overconfidence
- Fantasized Talent

Diligent
- Standards
- Perfectionistic
- Organized

Skeptical
- Cynical
- Mistrusting
- Grudges

Mischievous
- Risky
- Impulsive
- Manipulative

Dutiful
- Indecisive
- Ingratiating
- Conforming

Cautious
- Avoidant
- Fearful
- Unassertive

Colorful
- Public Confidence
- Distractible
- Self-Display

Reserved
- Introverted
- Unsocial
- Tough

Imaginative
- Eccentric
- Special Sensitivity
- Creative Thinking

Leisurely
- Passive Aggressive
- Unappreciated
- Irritated

HOGAN

LEADERSHIP FORECAST SERIES

VALUES

CORE VALUES AND MOTIVATORS
FOR LEADERSHIP ROLES

Report for: John Score-Average

ID: UH555944

Date: 11.08.2016

Introduction

The Leadership Forecast Values Report describes your core values and goals and how they can affect your career. Values are an essential part of your identity—they describe who you are, what you stand for, and the environments in which you will flourish. Values powerfully shape the choices that you will make about work, play, and relationships; they will impact your career in four ways.

1. **Drivers:** Your values are your key drivers—the things in life that motivate you. Values determine your aspirations and symbolize what you strive for and hope to attain. Your values define what you desire in your work and life.

2. **Fit.:** Your values determine how well you will fit with any organizational culture. Organizational cultures typically reflect the values of senior management. People are happy and productive in cultures that are consistent with their values, and they are distressed and unhappy working in cultures defined by values that differ from their own.

3. **Leadership Style and Culture:** Your values reflect what you find rewarding and pay attention to or what you dislike and avoid. Thus, your values define the behavior that you like and reward and the behavior that you ignore or dislike. Consequently, your values shape the kind of culture that you, as a leader, will create for your staff and subordinates.

4. **Unconscious Biases:** Values influence the decisions you make—about people, projects, plans, and strategy. Values filter perceptions of experience, especially about what is desirable or undesirable, good or bad. Values typically operate outside conscious awareness and bias both thought and action.

Ways to Use this Information.

As you review this report, you may find that your values are inconsistent with your career or the demands placed on you by your role in your current organization. In addition, your day-to-day behavior may not help, and sometimes may even hinder, your ability to realize your career goals. You should not try to change your values if they don't fit with your career or organization. Rather, by becoming aware of your values and unconscious biases, you can begin to adapt your behavior in ways that will create a more productive working situation for yourself and your team.

This report is based on your scores on the Motives, Values, Preferences Inventory (MVPI). The report summarizes your key drivers, the kind of culture you will create as a leader, the organizational cultures that you will prefer (or should try to avoid), the factors that may unconsciously bias your decision making, and possible strategies for minimizing your biases and leading productively.

Ways to Use this Information.

The next page defines the ten MVPI scales and the following page presents a graphic representation of your values profile. This is followed by the report, which describes the meaning and implications of your score on each scale along the dimensions described above. Finally, the end of this report contains values-based development suggestions designed to help you to increase your leadership effectiveness. Please note that scores between the 65th and 100th percentile are considered high and represent goals towards which you strive on a daily basis. The higher the score, the more important a value or driver is to you in your work and personal life. Scores between the 36th and 64th percentile are average and represent values that are of mixed importance to you. In this range, you may find values that are pleasure points in your life or values where you are fairly indifferent. Scores between the 0 and 35th percentile are considered low and represent values that are not core drivers for you. The lower your score on a dimension in this report, the higher the likelihood that you are indifferent to that value.

High and low scores on every scale have important implications for careers.

The information in this report will help you better understand yourself and your values-driven tendencies. Armed with this information, you can capitalize on your strengths and minimize your tactical miscues. You can become more aware of the culture that you create and use this information to interact more successfully with others in your organization. In a competitive business environment, self-awareness and effective self-regulation are important assets that will allow you to become a more successful leader.
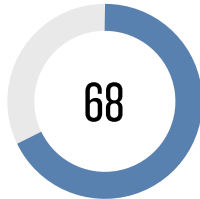
Definitions

The Leadership Forecast Values Report is based on your scores on the ten scales of the MVPI. Those scales are defined below.

RECOGNITION
Indifferent to Visibility vs. Wanting to be Noticed
Seeking fame, appreciation, and acknowledgment Low scorers are unconcerned about official attention; high scorers seek the spotlight.

POWER
Indifferent to Achievement/Competition vs. Being Perceived as Influential
Driving to achieve results, control resources, and gain responsibility. Low scorers are willing to follow; high scorers want to take charge and make a difference.

HEDONISM
Serious and Self-disciplined vs. Fun Loving and Enjoyment Seeking
Wanting fun, variety, and enjoyment in the workplace. Low scorers are restrained and self-disciplined; High scorers are fun-loving and want to enjoy work.

ALTRUISTIC
Valuing Self-Help vs. Wanting to Help the Others
Wanting to help people who are struggling or in need. Low scorers believe in self-reliance; high scorers selflessly extend help to others.

AFFILIATION
Independent vs. Wanting Social Contact
Seeking opportunities to build social networks and collaborate with people. Low scorers prefer to work alone; high scorers search for interaction and social acceptance.

TRADITION
Valuing Progress and Change vs. History and Convention
Respecting structure, rules, and authority. Low scorers challenge the status quo and are open to change; high scorers respect hierarchy, authority, and the ways of the past.

SECURITY
Risk Tolerant vs. Risk Averse
Wanting stability, structure, and order. Low scorers easily tolerate uncertainty and risk; high scorers value defined clarity and predictability.

COMMERCE
Indifferent to Financial Matters vs. Focused on Commercial Outcomes
Seeking wealth and financial success. Low scorers have modest financial aspirations; high scorers pay close attention to financial matters.

AESTHETICS
Practical vs. Creative
Creating work products with a focus on innovation, style, and appearance. Low scorers care about functionality; high scorers care about creative self-expression and the look and feel of their work.

SCIENCE
Intuitive vs. Analytical
Preferring a rational, objective approach to decision-making. Low scorers prefer quick, intuitive decisions; high scorers prefer deliberate, data-based decisions.

LEADERSHIP VALUES PROFILE

Scales

	%

RECOGNITION

68

POWER

55

HEDONISM

38

ALTRUISTIC

66

AFFILIATION

46

TRADITION

48

SECURITY

73

COMMERCE

53

AESTHETICS

48

SCIENCE

45

LOW   AVERAGE   HIGH

RECOGNITION

Seeking fame, appreciation, and acknowledgment.

Drivers

68

You tend to be personally motivated by a desire to:

- Stand out from the crowd
- Have others notice your achievements
- Be approved and respected by your peers
- Be in the spotlight when you have a contribution to make
- Create a legacy for which you will be known

Fit

You should be most comfortable working in environments that:

- Acknowledge good performance
- Encourage managers to praise successful performance
- Offer opportunities to work on high profile projects
- Reward individual contributions

And you tend to dislike environments that:

- Minimize status
- Don't acknowledge the contributions of high performers

Leadership Style and Culture

As a leader, the culture you create tends to:

- Celebrate success often
- Define tangible measures of achievement
- Recruit high potential staff
- Be upbeat, positive, and energetic
- Ensure that your contributions are recognized

Unconscious Biases

**You may not be aware of the following aspects of your leadership style:**

- You may encourage staff to seek your approval
- You may demotivate more modest employees by overusing public praise and recognition
- You tend to seek the attention of senior management
- You tend to make decisions based on how they may play in public
- You may not always share credit for accomplishments with colleagues and staff

POWER

Driving to achieve results, control resources, and gain responsibility.

Drivers

55
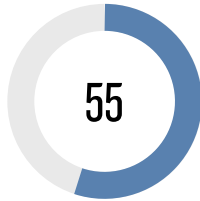
You tend to be personally motivated by a desire to:

- Get things done
- Make a difference
- Become an important contributor to the organization
- Lead change
- Set your own agenda and define your own goals

Fit

You should be most comfortable working in environments that:

- Value hard work and productivity
- Reward effort and success
- Provide opportunities to contribute
- Allow you to take initiative

And you tend to dislike environments that:

- Seem complacent or slow-moving
- Fail to acknowledge individual contributions

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize getting things done
- Compete for business
- Celebrate success
- Value high performing teams
- Reward people who have contributed the most to success

Unconscious Biases

**You may not be aware of the following aspects of your leadership style:**

- You may assume that other people want to work as hard as you do
- You may often overestimate the likelihood of success
- You tend to see most situations as competitive
- You may fail to share success with other contributors
- You may overestimate the organization's competence and resilience

HEDONISM

Wanting fun, variety, and enjoyment in the workplace.

Drivers

38
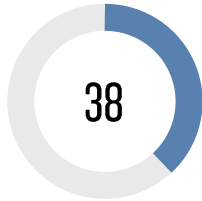
You tend to be personally motivated by a desire to:

- Be respected for your professionalism
- Maintain a well-planned and organized workplace
- Limit disruptions of standard routine
- Promote civility and good manners at work
- Put business before pleasure

Fit

You should be most comfortable working in environments that:

- Feature well-defined and well-structured roles
- Are serious, businesslike, and professional
- Develop leaders who are good role models
- Minimize frivolity and distractions

And you tend to dislike environments that:

- Are disorganized or spontaneous in their approach to work
- Allow employees to behave in overly informal ways

Leadership Style and Culture

As a leader, the culture you create tends to:

- Maintain a businesslike demeanor
- Minimize frivolity at work
- Conform to proper processes
- Treat people with respect
- Ensure that workflow is organized and predictable

Unconscious Biases

**You may not be aware of the following aspects of your leadership style:**

- You may prefer to make decisions based on standard operating procedures
- You may tend to avoid self-indulgence and excess
- You may prefer to observe status and hierarchy distinctions
- You may prefer to complete tasks in standardized ways
- You may resent those who don't give work the consistent attention it deserves

ALTRUISTIC

Wanting to help people who are struggling or in need.

Drivers

66
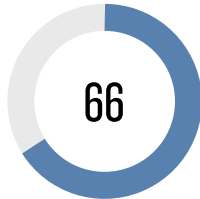
You tend to be personally motivated by a desire to:

- Enhance staff morale and welfare
- Promote fairness and social justice
- Temper the drive for results with a concern for others
- Improve the plight of the disadvantaged
- Encourage people who are experiencing setbacks

Fit

You should be most comfortable working in environments that:

- Treat people with respect
- Take staff welfare seriously
- Use consensus based decision making
- Are concerned with humanitarian issues

And you tend to dislike environments that:

- Are instrumental and profit obsessed
- Fail to respect the needs of those who are struggling

Leadership Style and Culture

As a leader, the culture you create tends to:

- Take staff morale into consideration
- Feature consensual and inclusive decision-making
- Be willing to accommodate individual wants and needs
- Avoid offending or insulting anyone
- Encourage mutual support and understanding

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

- You may attempt to promote consensus and harmony
- You may sometimes treat morale as more important than productivity
- You tend to make decisions based on feelings rather than finances
- You may be reluctant to give negative feedback to staff and subordinates
- You may worry—sometimes excessively—over the right course of action

AFFILIATION

Seeking opportunities to build social networks and collaborate with people.

Drivers

46
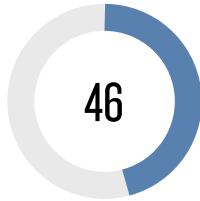
You tend to be personally motivated by a desire to:

- Find some private time at work
- Solve problems by yourself
- Be able to concentrate and focus
- Work with known associates
- Avoid interacting with strangers

Fit

You should be most comfortable working in environments that:

- Reward individual contributions
- Encourage people to stick to their roles
- Require minimal social contact with clients
- Minimize gatherings after work

And you tend to dislike environments that:

- Emphasize solving problems in teams
- Expect interaction outside the group

Leadership Style and Culture

As a leader, the culture you create tends to:

- Require teamwork only when necessary
- Permit people to get on with their own work
- Keep meetings to a required minimum
- Sponsor very few after work events
- Limit committee work

Unconscious Biases

**You may not be aware of the following aspects of your leadership style:**

- You may assume that people will do their best work on their own
- You may assume that everyone is (or should be) self-reliant
- You may assume that solving problems in groups is non-productive
- You may believe that highly social environments waste time

TRADITION

Respecting structure, rules, and authority.
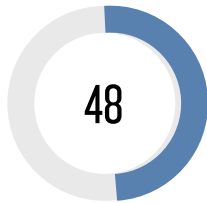
Drivers

You tend to be personally motivated by a desire to:

- Question convention and authority
- Minimize external controls
- Seek novelty, change, and exploration
- Generate novel solutions to problems
- Pursue non-traditional work or careers

48

Fit

You should be most comfortable working in environments that:

- Are democratic and consultative
- Challenge, innovate, and experiment
- Tolerate diversity
- Encourage initiative

And you tend to dislike environments that:

- Are marked by authoritarian leadership
- Treat employees as expendable commodities

Leadership Style and Culture

As a leader, the culture you create tends to:

- Tend to be relaxed and informal
- Encourage spontaneity, openness, and initiative
- Value new ideas
- Seek interesting and novel projects
- Empower staff

Unconscious Biases

**You may not be aware of the following aspects of your leadership style:**

- You tend to challenge authority
- You may dislike setting expectations for others
- You tend to be concerned with finding new ways to do things
- You may make decisions that promote autonomy and self-direction
- You may make decisions that reduce hierarchy

SECURITY

Wanting stability, structure, and order.

Drivers

You tend to be personally motivated by a desire to:

73
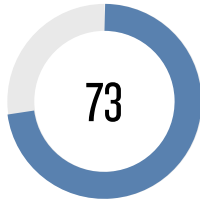
- Be seen as sensible and practical
- Avoid taking unnecessary risks
- Be known as pragmatic and tough
- Generate clear results and expectations
- Know and understand the facts

Fit

You should be most comfortable working in environments that:

- Are stable and prudent
- Contain leaders who are pragmatic and cautious
- Minimize politics and emphasize accountability
- Feature organic growth

And you tend to dislike environments that:

- Seem careless about making risky decisions
- Implement intuitive solutions to problems

Leadership Style and Culture

As a leader, the culture you create tends to:

- Avoid unnecessary risk
- Be reliable, professional, and ethically sound
- Value stability and long-term planning
- Focus on compliance and process following
- Reward high quality, well thought-out decisions

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

- You may avoid decisions based on sentiment and feelings
- You may trust action and mistrust intuition
- You may avoid unnecessary risks
- You may resist deviations from accepted practice
- You may need hard data to justify decisions

COMMERCE

Seeking wealth and financial success.

Drivers

You tend to be personally motivated by a desire to:

53
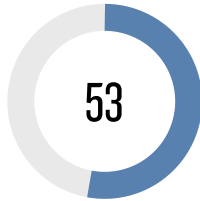
- Achieve and succeed
- Outperform the competition and win
- Gain status and the control of resources
- Make money
- Work on tasks that have financial implications

Fit

You should be most comfortable working in environments that:

- Are hard charging and competitive
- Favor high risk and high reward strategies
- Rigorously evaluate performance
- Are task oriented and professional

And you tend to dislike environments that:

- Are bureaucratic or slow-growing
- Do not identify pathways to success

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be aggressive and business focused
- Be competitive and aspirational
- Hold people accountable for performance
- Focus on the competitive landscape
- Set challenging goals for teams

Unconscious Biases

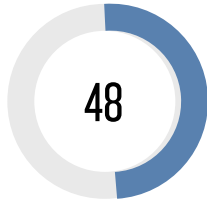**You may not be aware of the following aspects of your leadership style:**

- You may appreciate symbols of success
- You may favor high risk and high reward strategies
- You may tend to push your team to beat the competition
- You tend to rigorously evaluate performance
- You may like people who are task oriented and professional

AESTHETICS

Focusing on innovation, style, and appearance.

Drivers

You tend to be personally motivated by a desire to:

48

- Make decisions based on established facts
- Deliver practical and workable solutions
- Translate vague ideas into practical reality
- Avoid seeming weak and indecisive
- Emphasize substance over style

Fit

You should be most comfortable working in environments that:

- Are procedural and organized
- Work with tangible products and goals
- Are practical and action-oriented
- Have a traditional masculine orientation

And you tend to dislike environments that:

- Are so fraught with emotion that nothing gets done
- Use style to obscure practicality

Leadership Style and Culture

As a leader, the culture you create tends to:

- Mistrust emotion and sentiment
- Emphasize functionality and minimize frills
- Minimize concern with design issues
- Make decisions based on facts rather than feelings
- Focus on outcomes over process

Unconscious Biases

**You may not be aware of the following aspects of your leadership style:**

- You may not be especially interested in marketing issues
- You may have little interest in why something works
- You may show only mild concern with staff morale
- You may tend to avoid speculation and theoretical discussions
- You may focus on hard facts and prior experience

SCIENCE

Preferring a rational, objective approach to decision-making.

Drivers

45
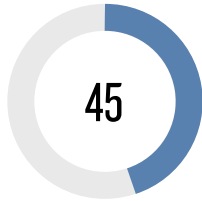
You tend to be personally motivated by a desire to:

- Make decisions and move on
- Pay attention to the practical realities of business and life
- Be specific, concrete, and functional
- Trust your gut feelings
- Avoid becoming overwhelmed by complexity

Fit

You should be most comfortable working in environments that:

- Are pragmatic, practical, and grounded
- Emphasize action over contemplation
- Mistrust hypotheticals
- Focus on what can be done with the resources available

And you tend to dislike environments that:

- Require extensive data-based justification for decisions
- Are prone to "paralysis by analysis"

Leadership Style and Culture

As a leader, the culture you create tends to:

- Prefer quick and intuitive decision making
- Favor action over reflection
- Be practical and tactical
- Avoid endless discussions of possible solutions
- Be impatient with data-based decision making

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

- You tend to be impatient with hypothetical problems
- You may be impatient with overly careful decision-making
- You may value intuition to solve most problems
- You tend to emphasize the tactical over the strategic
- You may desire clarity and simplicity

Development Opportunities

RECOGNITION

- Find ways for your staff and colleagues to gain recognition
- Ask others for feedback regarding your leadership performance
- Be sure to share credit for accomplishments
- Encourage others to share and contribute ideas

POWER

- Share credit when working on a team
- Be realistic about the problems you meet while working on projects
- Recognize that not all projects are competitions
- Solicit ideas and suggestions from others

HEDONISM

- Recognize that your staff may be more productive if you allow them to relax once in a while
- Encourage "brainstorming" and creative problem solving
- Find ways to reduce your need to "take your work home"
- Allow subordinates to personalize their offices or workstations

ALTRUISTIC

- Don't allow concerns about staff morale to affect your performance standards
- Base decisions on data as well as sentiment
- Make sure your staff understands what you expect of them
- Stay focused on the task at hand while respecting your staff as individuals

AFFILIATION

- Socialize more often with staff and clients—they will appreciate it
- Offer your staff multiple projects and roles; don't insist that they specialize in their work
- Use work teams to solve the problems that impact them
- Let subordinates know when they have done well and how they can improve

Development Opportunities

TRADITION

- Remember that some people like and need rules
- Show respect for company expectations by staying on schedule for your performance goals
- Remember that not all of your subordinates will be self-motivated; give them clear direction and guidance
- Give your staff specific feedback regarding success and areas for improvement

SECURITY

- Be sure to invite the creative members of your staff to share their ideas
- Are confident enough to base decisions on "gut feelings" as well as data
- Forget about honest mistakes
- Stay alert for new procedures that will allow you to accomplish your team's mission

COMMERCE

- Make sure you learn to manage work stress effectively
- Ask your staff to contribute ideas for improving productivity
- Be sure that your focus on immediate results doesn't interfere with long-term performance
- Understand that some of your employees may not respond well to competitive pressure

AESTHETICS

- Think carefully about potential gaps in the marketing effort
- Invite your staff to offer ideas about how to improve morale
- Think about the public image of you and your company
- Discuss with your colleagues possible future strategies for your team and the organization

SCIENCE

- Stay up to date with the innovations in your industry
- Challenge the traditional assumptions guiding your business
- Ask your staff to provide data to support their ideas and recommendations
- Find objective ways to evaluate the productivity of your team

Scales

%

Scale		LOW — AVERAGE — HIGH	%
RECOGNITION			68
POWER			55
HEDONISM			38
ALTRUISTIC			66
AFFILIATION			46
TRADITION			48
SECURITY			73
COMMERCE			53
AESTHETICS			48
SCIENCE			45

LOW   AVERAGE   HIGH

Subscale Scores

Recognition

Lifestyle	■ ■ ■ ■
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ■ ■
Aversions	☐ ☐ ☐ ☐
Preferred Associates	☐ ☐ ☐ ☐

Power

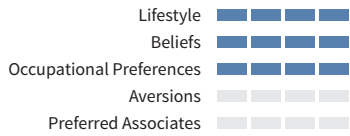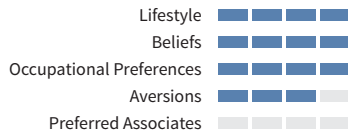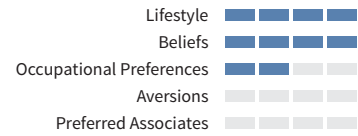|	
Lifestyle	■ ■ ■ ■
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ■ ■
Aversions	■ ■ ■ ☐
Preferred Associates	☐ ☐ ☐ ☐

Hedonism

Lifestyle	■ ■ ■ ■
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ☐ ☐
Aversions	☐ ☐ ☐ ☐
Preferred Associates	☐ ☐ ☐ ☐

Altruistic

Lifestyle	■ ■ ■ ■
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ■ ■
Aversions	■ ■ ■ ■
Preferred Associates	☐ ☐ ☐ ☐

Affiliation

Lifestyle	■ ■ ■ ■
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ■ ■
Aversions	■ ■ ■ ■
Preferred Associates	☐ ☐ ☐ ☐

Tradition

Lifestyle	■ ■ ■ ☐
Beliefs	■ ■ ☐ ☐
Occupational Preferences	■ ■ ■ ☐
Aversions	■ ■ ☐ ☐
Preferred Associates	■ ■ ■ ☐

Security

Lifestyle	■ ■ ■ ■
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ■ ■
Aversions	■ ■ ☐ ☐
Preferred Associates	☐ ☐ ☐ ☐

Commerce

Lifestyle	■ ■ ■ ■
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ■ ■
Aversions	☐ ☐ ☐ ☐
Preferred Associates	☐ ☐ ☐ ☐

Aesthetics

Lifestyle	■ ■ ■ ☐
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ■ ■
Aversions	■ ☐ ☐ ☐
Preferred Associates	☐ ☐ ☐ ☐

Science

Lifestyle	■ ■ ■ ■
Beliefs	■ ■ ■ ■
Occupational Preferences	■ ■ ■ ☐
Aversions	☐ ☐ ☐ ☐
Preferred Associates	☐ ☐ ☐ ☐

HOGAN

LEADERSHIP FORECAST SERIES

COACHING

DEVELOPMENT PLAN FOR
STRATEGIC SELF-AWARENESS

Report for: John Score-Average

ID: UH555944

Date: 11.08.2016

Introduction

The Coaching Report is designed to guide you through the development planning process. The report will help you bring together the results from the Leadership Forecas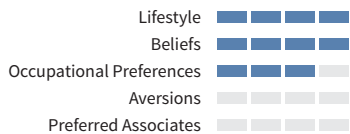t Reports (and any other assessment data you may have) and integrate those results into a comprehensive development plan. You can make effective use of this report on your own or in conjunction with a more formal coaching process. The report includes the following components:

- Process Checklist designed to walk you through building a development plan
- Development Model that provides guidance for integrating assessment data
- Job Analysis Worksheet to better understand the target job for your development effort
- Multi-rater Worksheet to indicate 360 results or behavioral examples
- Forecast Summary that overviews the results of your Leadership Forecast Reports
- Assessment Worksheet to summarize results of your Leadership Forecast Reports
- Data Integration Worksheet to organize all results into an overall performance snapshot
- Development Planning Form to record your development information (Appendix A)

Process Checklist

The process checklist shown below outlines the steps necessary to fully understand the large volume of information you now have regarding your development and how to use the information to create a comprehensive development plan. Before you begin to build your development plan, you should carefully read the next section outlining the Hogan Development Model. The model provides an excellent overview of the steps involved in creating a development plan.

This report follows the sequence of steps listed below beginning with the section following the Hogan Development Model.

Step 1: ├────── | **Analyze Your Job** |

Step 2: ├────── | **Review Multi-rater Data** |

Step 3: ├────── | **Review Forecast Summary** |

Step 4: ├────── | **Review Each Forecast Report** |

Step 5: ├────── | **Complete Data Integration** |
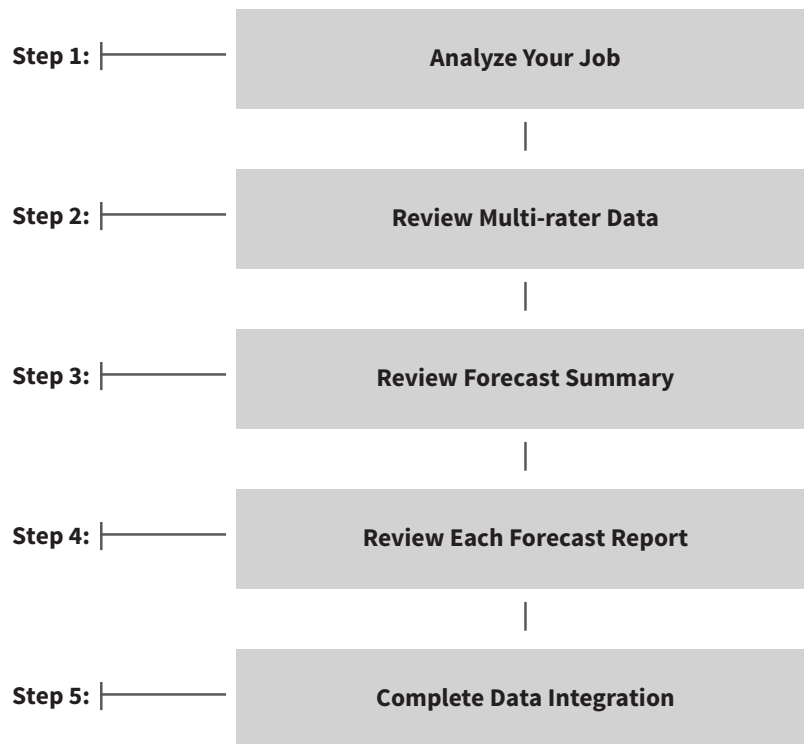
General Model

One of the most difficult challenges associated with development is sifting through performance data and targeting areas for change. The Hogan Development Model is a simple way of meeting this challenge. T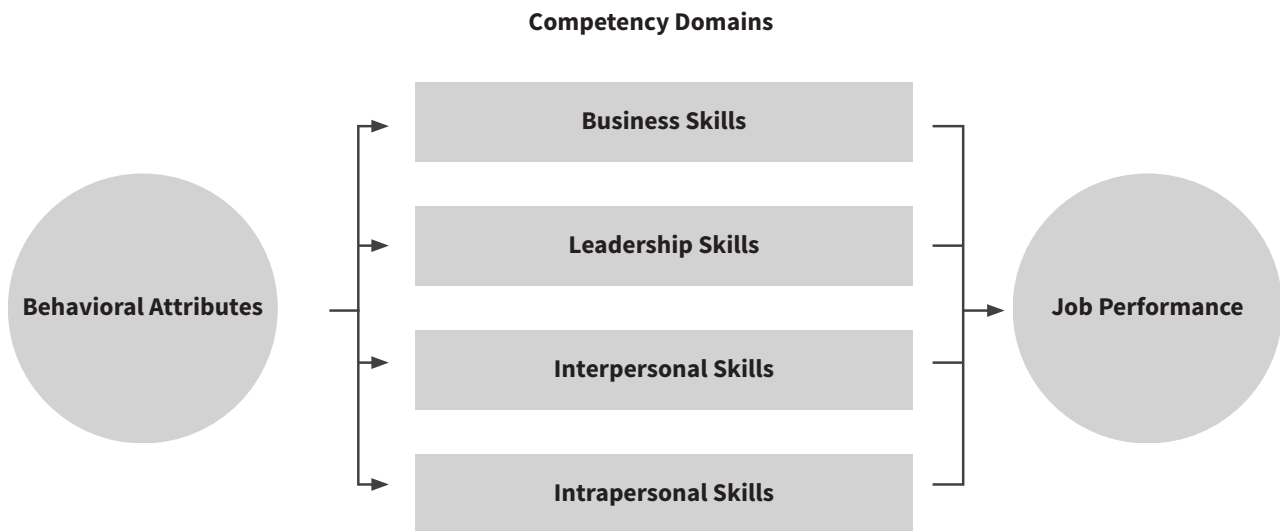he model has three components: Behavioral Attributes, Competency Domains, and Job Performance. Behavioral Attributes describe "why we do what we do." Competency Domains describe "what we do and how we do it." Job Performance represents the requirements necessary to be successful in a job. If you have development information on your Behavioral Attributes and Competency Domains, you can relate that information to job requirements. Accurately targeting development is a matter of choosing those areas that you can reasonably expect to change and, if you make the change, it will produce a noticeable performance improvement. The best targets are those that will produce the most improvement with the least amount of effort to change.

Competency Domains

Business Skills

Leadership Skills

Interpersonal Skills

Intrapersonal Skills

Behavioral Attributes

Job Performance

Job Performance

An appropriate development target should have a significant impact on job performance. If you understand the requirements of the job that impact successful performance, then targeting development is a matter of lining up the three components of the model. You should think about job requirements in terms of the Competency Domains. In other words, consider the competencies responsible for successful performance and group them according to the four domains. The domains will then serve as an organizing structure for all development planning activities. Your manager is probably the best source of information regarding those competencies most responsible for successful performance.
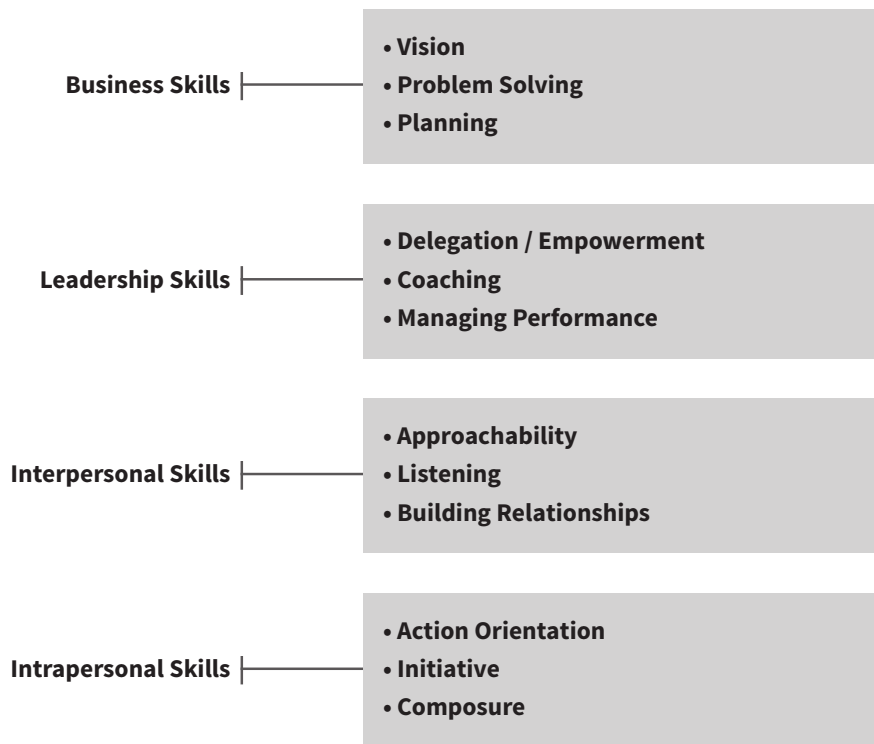
Competency Domains

Competency Domains are clusters of competencies that tend to go together. They are best measured using on-the-job behavioral examples obtained through feedback. This can be done systematically using a 360 rating process or by simply asking for feedback from those individuals that know your work best. Four domains capture most of the competencies that commonly occur in business. Business Skills include competencies that can be done on your own and usually are thoughtful in nature. Leadership Skills include competencies used in managing others. Interpersonal Skills encompass competencies used in getting along with others. Finally, Intrapersonal Skills refer to competencies considered to be at the core of how one approaches any work assignment.

The Competency Domains have an important developmental relationship to each other. Intrapersonal Skills develop early in life followed by Interpersonal, Leadership, and Business Skills. The earlier in life a skill is developed, the more difficult it is to change. For example, planning skills (Business Skills Domain) are much easier to develop than initiative (Intrapersonal Skills Domain). This distinction should be considered when choosing development targets.

WHAT WE DO AND HOW WE DO IT, MEASURED USING JOB-RELATED FEEDBACK

Business Skills
- Vision
- Problem Solving
- Planning

Leadership Skills
- Delegation / Empowerment
- Coaching
- Managing Performance

Interpersonal Skills
- Approachability
- Listening
- Building Relationships

Intrapersonal Skills
- Action Orientation
- Initiative
- Composure

Behavioral Attributes

Behavioral Attributes are best measured by assessment inventories that are capable of looking beyond a small sample of behaviors to provide a description of "why" those behaviors occur in the first place. Behavioral Attributes are comprised of personality characteristics, cognitive abilities, and motivational characteristics. The Leadership Forecast Potential Report and Challenge Report both provide excellent measures of personality characteristics. A measure of critical thinking such as the Watson-Glaser Critical Thinking Inventory is a good measure of cognitive abilities. Motivational characteristics speak to our wants and desires and are often manifested in our values. The Leadership Forecast Values Report provides a good understanding of motivational characteristics. Understanding your personality characteristics, cognitive ability, and motivational characteristics is the foundation for development. Knowing "why you do what you do" often dictates the targets you are likely to be successful in changing. It may also dictate the change strategy with the highest probability of success.

WHY WE DO WHAT WE DO, MEASURED USING ASSESSMENT INVENTORIES
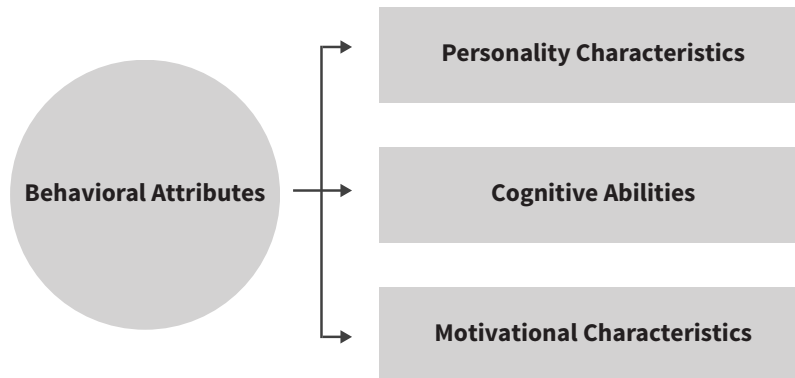
Applying the Model

You now have a better understanding of the three components of the model. The next step is to apply these components to create a high impact development plan. The following example uses a sales job to illustrate how the model works.

Sales jobs have many critical requirements including planning (Business Skills), listening (Interpersonal Skills), and initiative (Intrapersonal Skills). In analyzing the sales job, you find that initiative is the most important competency followed by listening, then planning. In reviewing Competency Domain data (from your 360 ratings), you were rated high in initiative, but low in listening and planning.

Turning to data on your Behavioral Attributes, you were somewhat low on personality characteristics associated with listening and planning. Since you have Competency Domain and Behavioral Attribute data that indicate weaknesses in listening and planning, which one should be the primary target for development? You have to use some judgment at this point. Since listening was rated as more important to success than planning, it would be reasonable to target listening. However, it is important to realize that your listening skills develop long before your planning skills and will be a more challenging development target. You essentially have to balance the development challenge with the potential impact on successful job performance. In this case, it would be reasonable to conclude that, as a sales person, listening skills take priority over planning skills.

The following pages will help you apply this model in building a development plan for your target job.

Step 1 – Analyze Your Job

The starting point in building your development plan is to identify the key requirements of your job that are responsible for successful performance. Spend a few minutes thinking about the truly important requirements for success. You may want to ask your manager just to make sure you fully understand the requirements that will lead to success. In the space below, write down the competencies that are critical to success, grouping them according to the Competency Domains. Once you have listed them, describe in your own words what you think is the most important job requirement for each domain.

Domains	Competencies	Describe the most important requirement
BUSINESS		
LEADERSHIP		
INTERPERSONAL		
INTRAPERSONAL		

Step 2 – Review Multi-rater Data

Multi-rater data can be very important to understanding "what" you do and "how" you do it on the job. If you have multi-rater data such as a 360 assessment, you can use this section to summarize the results. If you do not have 360 data, but have feedback from your manager or others in your organization regarding your job performance, you may want to use this section to summarize that information. Skip this section if you do not have any feedback regarding your job performance.

Review your multi-rater data and think about what the results reveal about your strengths and opportunities for development in each of the competency domains. Note your strengths and opportunities in the space provided and write down the specific multi-rater item (or statement) that was most important in leading you to your conclusions.

Domains	Strengths / Opportunities	Multi-rater Items
BUSINESS	Strengths: Opportunity:	_____ _____ _____ _____
LEADERSHIP	Strengths: Opportunity:	_____ _____ _____ _____
INTERPERSONAL	Strengths: Opportunity:	_____ _____ _____ _____
INTRAPERSONAL	Strengths: Opportunity:	_____ _____ _____ _____

Step 3 – Review Forecast Summary

This section summarizes your results from the Leadership Forecast Potential Report, Values Report, and Challenge Report. The summary will prepare you to do a more detailed review of the individual Leadership Forecast Reports. This section is organized in four parts: (1) Performance Strengths; (2) Values and Drivers; (3) Challenges; and (4) a Career Development Summary. At the end of this section, there is a table containing your individual scale scores for each of the Leadership Forecast Reports.

Performance Strengths

Personal Impact
Low keyed and seemingly relaxed, you will not mind letting others be in charge and generally will avoid the "political behavior" that is sometimes necessary to advance in an organization. Because you tend not to seek leadership roles, your career promotions most likely will be based on technical competence rather than by maintaining a high profile within the organization. You appear friendly, outgoing, and approachable, but you are willing to listen and let others talk.

Interpersonal Skill
You are a pleasant and tolerant person, but one who will take a stand when necessary. You are reasonably planful and careful about procedures, but also able to be flexible enough to change directions when necessary.

Working and Learning Style
You tend to be reflective and self-critical. As a result, you are usually vigilant regarding mistakes, concerned about being evaluated, responsive to coaching and feedback, and work in bursts of energy. These characteristics are useful in research activities, and as a stimulus to productivity and hard work. You are open minded and curious, but you also take a practical approach to problem solving. You seem uninterested in education or training for its own sake and, relative to most other people, you are only moderately motivated by academic pursuits. This does not imply a lack of ability; rather, people with this characteristic are likely to see reading and learning as a means to an end rather than something intrinsically important.

Values and Drivers

Achievement Motivation
You like to strike a balance between working hard and playing hard and, although you respect traditional business manners and practices, you are also willing to change with the times. You seem appropriately interested in advancing your career, but you also pay attention to the demands of career, family, and social life. You like being noticed and enjoy having your achievements recognized—you are even willing to advertise them from time to time.

Social Interests
You seem equally happy working by yourself or as part of a team. You enjoy meeting new people, but you also like having time to yourself. You like people, but you do not need constant interaction. You enjoy assisting and developing others, especially those who need the most help. You help others because it is the right thing to do. You also think it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. You seem to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. You are neither liberal nor conservative in management style; you seem to have a natural preference for moderation and compromise. You value the lessons of the past but are willing to experiment for the future.

Entrepreneurial Values
You seem to have a sensible attitude toward money; although you appreciate its value, you are not preoccupied by compensation issues. You judge yourself in part by income potential, but you also take pride in family, friends, and leisure time activities. You prefer to minimize risk and uncertainty; you like expectations to be spelled out and performance standards to be made explicit. You would rather be safe than sorry, which means that you will take few foolish chances, but you may also be reluctant to take the chances necessary to advance your career.

Decision Making Style
You seem to strike a balance between form and function in decision making. You want equipment to look good but also to perform reliably and efficiently. You understand the trade off between elegant style and durable performance and use it in making decisions. You seem willing to make decisions based on data and research as well as your own personal experience. You are comfortable with technology, but you are not interested in technological innovations for their own sake—you understand the use of technology without being addicted to it.

Challenges

Reactions to Others

You seem to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, at times you may seem somewhat irritable, critical, and willing to give up on people or projects. You seem to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see you as mistrustful, uncooperative, or argumentative. You are a careful person who rarely makes silly mistakes. At the same time, however, you may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. You are a sturdy person who can stand up to criticism and adversity. Nonetheless, because you can be reserved, others may think you are aloof, detached, and unconcerned about their interests. Because you are so stoic, others may not know what is on your mind. You also dislike being interrupted, can be skeptical of others' competency, and possibly you are hard to coach.

Personal Performance Expectations

Others may see you as rather modest and reluctant to speak up unless your opinion is explicitly solicited. You seem candid, but somewhat reserved and careful to avoid what you see as unnecessary risks. You seem somewhat hesitant to call attention to yourself. You may be reluctant to put forward ideas that others may see as radical or different.

Reactions to Authority

You seem somewhat tolerant and flexible, but may be inconsistent in your standards for evaluating others' work, sometimes being too strict and other times too lenient. You seem attentive, cooperative, and like consensus rather than controversy. On the other hand, you may seem reluctant to take a stand or make independent decisions and perhaps too eager to please your boss.

Career Development

When Strengths Become Weaknesses—Development feedback for John Score-Average

You tend to be somewhat defensive and may take things personally. As such, periodically remind yourself to lighten up and perhaps even practice stress management. In view of your tendency to be somewhat passive in social settings, you would benefit from training (assertiveness and/or public speaking)—if needed for the current or future job—to enhance your willingness to speak up and take initiative. You should be reminded to talk regularly with your coworkers, to ask them questions, and seek their advice. The goal is for you to achieve a balance between the social and technical aspects of work. You should anticipate others' expectations during interactions and respect their needs. You should be positive and remember that you can gain others' trust by being rewarding and honest in interactions with them. Remember to be patient when others make mistakes—typically, others do not make errors on purpose. You should stay open to change and be flexible in uncertain situations. When making decisions, you should remember that you may never have all relevant information, but should still decide promptly. Make an effort to prioritize work, keeping in mind that not every task requires equal time or attention. There's a big picture for every organization—it is the strategy and vision for the business. Make sure you understand it, able to talk about it, and can determine how your activities contribute to this larger picture. Because you are not particularly interested in traditional education, you should make an effort to read, to take advantage of training opportunities, and encourage others to do the same. You should identify your preferred modes of learning and incorporate these into your development planning process.

Dealing with Derailment Tendencies

- First, remember your strengths—at your best, you are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.

- Second, remember that if you want your staff to be loyal, then you must be loyal to them, even if that means sometimes annoying superiors.

- Third, when asked for an opinion, you should take your time, decide what you believe, and be prepared to defend your position when challenged.

- Fourth, although you dislike conflict, there will be times when confrontation and disagreement are inevitable. In the long run, credibility depends on confronting in a tactful yet persistent manner.

Summary of Scores from your Leadership Forecast Reports

Scale	%	Scale Interpretation
Hogan Personality Inventory		
Adjustment	32	Concerns composure, optimism, and stable moods.
Ambition	30	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	48	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	47	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	43	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	38	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	24	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Recognition	68	Desire to be known, seen, visible, and famous.
Power	55	Desire for challenge, competition, achievement, and success.
Hedonism	38	Desire for fun, excitement, variety, and pleasure.
Altruistic	66	Desire to serve others, to improve society, and to help the less fortunate.
Affiliation	46	Need for frequent and varied social contact.
Tradition	48	Concerns for morality, family values, and devotion to duty.
Security	73	Need for structure, order, and predictability.
Commerce	53	Interest in earning money, realizing profits, and finding business opportunities.
Aesthetics	48	Interest in the look, feel, sound, and design of products and artistic work.
Science	45	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Hogan Development Survey		
Excitable	69	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Skeptical	79	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	70	Concerns being overly worried about being criticized.
Reserved	66	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	68	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	6	Concerns having inflated views of one's competency and worth.
Mischievous	34	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	57	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	63	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	38	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	85	Concerns being eager to please and reluctant to act independently.

Step 4 – Review Each Forecast Report

The Leadership Forecast Reports are designed to help you understand "why" you do what you do. There are three reports in the series including the Potential, Challenge, and Values Reports. Use this section to record strengths and opportunities as identified in the Leadership Forecast Reports.

In the previous step, you reviewed a summary of the three Leadership Forecast Reports. You are now ready to complete an in-depth review of the individual reports. We suggest you read all three reports before completing this section. Once you have read the reports, you should go back, and beginning with the Potential Report, review and record strengths and opportunities for development in each of the competency domains. Do the same for the Challenge and Values Reports. Keep in mind that it is not necessary to list something in every box. Only record the strengths and opportunities that are pertinent to your job success.

Domains	Potential Report	Challenge Report	Values Report
BUSINESS	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
LEADERSHIP	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
INTERPERSONAL	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
INTRAPERSONAL	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:

Step 5 – Complete Data Integration

You have now completed an analysis of your job, reviewed your 360 results, and reviewed your assessment results. You have all the data you need to identify some high impact development targets. First, use your overall impression of the data to identify any behaviors that you believe need to change to improve your job performance. Record those behaviors in the right-hand column under the appropriate domain. It is not necessary to list something in every box. Record only those behaviors that indicate a clear need for attention. Second, in the middle column record the actual 360 items (or statements) that suggested a need for improvement. Finally, in the left-hand column record the Leadership Forecast Report results that help you understand "why" you exhibit these behaviors. Keep in mind, the best development targets are those that will significantly improve your job performance, you have clear data supporting the need for change, and you have acquired some insight as to "why" you exhibit the behavior.

Domains	Using the assessment data from Step 4, describe the results that indicate why you do what you do.	Using the 360 data (or statements) from Step 2, list items that led you to select behaviors needing improvement.	Describe behaviors that need to change in order to improve your performance.
BUSINESS			
LEADERSHIP			
INTERPERSONAL			
INTRAPERSONAL			

Building Your Development Plan

There are many options for creating a development plan. Two options you should consider are outlined below.

Your company's approach
Most companies offer some form of a development planning form that can be used to document and track your personal development. In-house approaches vary widely, but usually include a place to specify development goals, action plans, and a way to document progress. The advantage of using an in-house approach is that it is consistent with what other people are doing in the organization and likely has some structure which conforms to an in-house development process.

If an in-house approach is not available or if you are looking for an alternative, the following approach should be considered.

Development Planning Form
For those interested in a simple paper-and-pencil approach that does not require a large time investment to create, we have provided a planning form that is located in Appendix A. Based on the information you recorded in Section 5, you should identify one or two development goals and record them in the first column of the form. A good development goal is one that is stated in behavioral terms and can be measured over time to ensure progress. Development action items can be listed in the second column and progress toward achieving the goal can be recorded in the subsequent columns over time. If you need suggestions for development actions, the Internet provides a rich source of information. An inverted pyramid approach is recommended to complete a successful Internet search. Begin with a specific development question, perhaps even the goal you have selected. Work backward using less specific search questions until you locate information that you find useful. This approach often reduces search time on the Internet and improves the probability of finding information directly related to your development goal.

Appendix A – Development Planning Form

Goal	Development Actions	Results		
		3 Months	6 Months	9 Months

HOGAN

HIGH POTENTIAL TALENT

Core competencies for emerging leadership

Report for: John Doe

ID: UH555936

Date: 11.16.2016

Norm: Global

INTRODUCTION

In business the competition for talent is fierce, and the future of many companies depends on finding and developing leaders for key senior roles. Smart organizations make it a top priority to identify and prepare talented people for advancement. However, most organizations struggle to find accurate and useful ways to identify and develop people with the most potential for success as leaders.

People who seem to have leadership potential are often not effective leaders; conversely, many effective employees are overlooked for promotion because they don't stand out. The Hogan high potential (HIPO) model simplifies the process of finding talented people who can be developed, and who then will go on to achieve positive business outcomes.

BACKGROUND

The Hogan HIPO Model and The Hogan High Potential Talent Report are grounded in a substantial research base. Three performance dimensions that are crucial for leader success define the model; the dimensions concern: (1) foundations; (2) emergence, and (3) effectiveness. Each dimension contains three competencies that are critical for success in that dimension.

- **Leadership Foundations** concerns the degree to which people are able to manage their careers, are rewarding to deal with, and are good organizational citizens.

- **Leadership Emergence** evaluates the likelihood that people will stand out, emerge, and be labeled as leaders in their organization.

- **Leadership Effectiveness** involves the ability to successfully guide teams toward productive outcomes.

These three dimensions of our HIPO model are linked to personality. This report identifies a person's strengths and gaps along these three dimensions, and suggests specific, targeted developmental actions that can be used to address them.

HOW TO USE THIS REPORT

The Hogan High Potential Talent Report is intended to help leaders and organizations identify a person's natural leadership style. Although there is no such thing as "good" or "bad" scores, this report is intended to help emergent leaders become more effective, and help effective leaders become more emergent. The goal is to identify performance areas where focus and attention can be profitably directed in order to maximize leadership potential.

REPORT SECTION SUMMARY
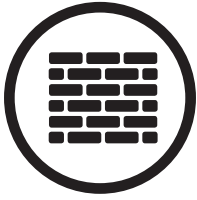
SECTION 1: LEADERSHIP FOUNDATIONS

Leadership potential is based on certain personal attributes that form the building blocks for career effectiveness. Before people can lead others, they must first demonstrate their ability to contribute to a team and they must establish a personal reputation as dependable and productive.

COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Following Process: following rules and respecting convention	Flexible and fast-moving; may be impulsive and limit testing.	Conscientious, dedicated, and dependable organizational citizens.
Thinking Broadly: solving a wide range of business-related problems	Grounded, pragmatic, tactical, and less visionary.	Inventive, open minded, strategic, and more visionary.
Getting Along: being cooperative, pleasant, and rewarding to deal with	Willing to challenge others; may seem blunt and direct.	Cooperative and friendly; may seem tactful and diplomatic.

SECTION 2: LEADERSHIP EMERGENCE

Leadership potential depends significantly on the degree to which people are perceived as leaders. People who emerge as leaders are able to create a leader-like impression by standing out, being noticed, and seeming influential.

COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Standing Out: making others aware of one's contributions	More interested in being productive than in being recognized; may be reluctant to promote themselves.	Charming, confident, charismatic, and comfortable taking credit.
Influencing Others: persuading others to pursue certain desired outcomes	Competent and self-reliant, but unable or unwilling to influence others in a particular direction.	Willing to take charge, make suggestions, and exercise influence.
Building Connections: creating strategic networks and relationships	Confident, independent, self-reliant, and reluctant to depend on others.	Gregarious, outgoing, and concerned about developing networks and strategic relationships.

SECTION 3: LEADERSHIP EFFECTIVENESS

Leadership potential involves being able to build and maintain high performing teams. Effective leaders attract, retain, and develop talented team members, and then secure resources, remove barriers to success, and achieve strategic business goals.

| COMPETENCY AREA	LOWER SCORES	HIGHER SCORES
Leading the Business: achieving critical business outcomes	Less assertive when selling ideas to others; may show little interest in taking charge and directing others.	Willing to take charge, set goals, provide direction, and push others toward desired outcomes.
Managing Resources: securing, optimizing, and deploying key assets	Seeks to minimize risk; may struggle with forecasting resource needs and resist committing to plans.	Decisive and comfortable taking smart risks; plans ahead but remains flexible under pressure.
Leading People: motivating others to pursue shared goals	Independent and task-oriented, may avoid trying to galvanize others to pursue shared goals.	Engaging and patient; inspires commitment, and identifies appropriate group goals.

EXECUTIVE SUMMARY

Your Hogan High Potential Profile is summarized below. The 9 competencies essential for success are presented in rank order, where 1 is your highest score and 9 is your lowest score.

To help you better understand your strengths and development opportunities, your scores are also color-coded to show how they compare with scores for a global population of professionals, managers, and executives. Please remember that there are potential strengths and shortcomings associated with scores at every level.

HIGH	
ABOVE AVERAGE	
BELOW AVERAGE	
LOW	
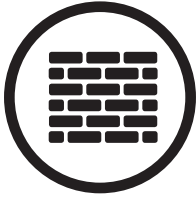
LEADERSHIP FOUNDATIONS

RANK	COMPETENCY
6	**FOLLOWING PROCESS**
	Following rules and respecting convention
2	**THINKING BROADLY**
	Solving a wide range of business-related problems
1	**GETTING ALONG**
	Being cooperative, pleasant, and rewarding to deal with

LEADERSHIP EMERGENCE

RANK	COMPETENCY
7	**STANDING OUT**
	Making others aware of one's contributions
8	**INFLUENCING OTHERS**
	Persuading others to pursue desired outcomes
4	**BUILDING CONNECTIONS**
	Creating strategic networks and relationships

LEADERSHIP EFFECTIVENESS

RANK	COMPETENCY
3	**LEADING THE BUSINESS**
	Achieving critical business outcomes
5	**MANAGING RESOURCES**
	Securing, optimizing, and deploying key assets
9	**LEADING PEOPLE**
	Motivating others to pursue shared goals

MY RECOMMENDED FOCUS AREAS

HIGHEST SCORES

SECTION	RANK	COMPETENCY
FOUNDATIONS	1	GETTING ALONG
FOUNDATIONS	2	THINKING BROADLY
EFFECTIVENESS	3	LEADING THE BUSINESS

LOWEST SCORES

SECTION	RANK	COMPETENCY
EMERGENCE	7	STANDING OUT
EMERGENCE	8	INFLUENCING OTHERS
EFFECTIVENESS	9	LEADING PEOPLE

SECTION I: LEADERSHIP FOUNDATIONS

6	**FOLLOWING PROCESS**	Following rules and respecting convention

People with higher scores on this dimension tend to be conscientious, hard working, careful about details, and good organizational citizens. People with lower scores tend to be flexible, adaptable, and comfortable with uncertainty, but they may also test limits and not attend closely to details.

PRUDENCE

The degree to which a person is conscientious, conforming and dependable

72

Lower Scores
⊕ Flexible, comfortable with ambiguity
⊖ Resists supervision, tests limits

Higher Scores
⊕ Dependable, rule-following, organized
⊖ Conforming and resisting change

Development Tips

✱ Stop using tried-and-true methods or following rules without asking where they came from why they were formulated. Although you execute well, your preference for clear process parameters may cause you to overlook possible improvements or new approaches. Ask others for input on opportunities for improvement or when changing course may be beneficial.

⟲ Ask your direct reports for feedback regarding your level of involvement in their work and how they feel about it. People learn more when they are responsible for their work and mistakes. Give them permission to tell you when you are getting too involved in implementation details. If they bring this up, thank them, and adjust your behavior.

⊕ Your work ethic, attention to detail, and responsible performance are a real strength in roles that require careful and precise execution. Your team members will appreciate the structure you create in the work environment as well as your ability to set clear expectations. Capitalize on these skills by seeking operational leadership responsibilities.

DUTIFUL

Concerns the risk that eagerness to please comes across as ingratiation and reluctance to take a stand or act independently

5

Lower Scores
⊕ Independent and willing to dissent
⊖ Independent and non-conforming

Higher Scores
⊕ Supportive, reliable, and dependable
⊖ Overly compliant and conforming

Development Tips

✱ Avoid using phrases such as "that will never work...here's what we need to do…the truth is…," which may cause your message to be lost. Try to substitute more diplomatic language such as, "May I suggest...if it were my decision, I might...my point of view is..." which will encourage others to listen to your input. This will be especially important when you are working with people in higher-level positions.

⟲ Start monitoring your language and communication style with others. When you have strong opinions on a topic, practice shifting your focus from what you think to what others need to hear during your interactions. Begin each interaction by assuming that others know something that you do not.

⊕ Your willingness to challenge authority, stand up for your direct reports, and make independent decision are valuable career assets. But it is important to be able to disagree with superiors and challenge received opinion in ways that are respectful and that don't offend or embarrass them.

SECTION I: LEADERSHIP FOUNDATIONS

| 6 | FOLLOWING PROCESS | *(Continued)* |

TRADITION

Belief in responsibility, hard work, appropriate social behavior and a lifestyle that reflects dedication to well-defined personal beliefs

36

Lower Scores
- ⊕ Informal, value innovation and progress
- ⊖ May introduce change too quickly

Higher Scores
- ⊕ Principled, judicious, and steady
- ⊖ May seem to resist change

Development Tips

✴ Be careful about criticizing long-standing and accepted organizational processes and practices. If you propose to change them, prepare a list of positives and negatives for the current practice and the proposed new method. Encourage others to come to their own conclusions based on an independent cost/benefit analysis.

⟳ Try to present your ideas for change as enhancements to existing organizational processes. Think about how you can show respect for established methods while also providing ideas for improvement. When you propose a change, suggest that it is a natural evolution or extension of a standard procedure and why it is important for the business.

⊕ Continue to look for opportunities to improve current organizational policies and practices. Your willingness to change the way things are done will introduce new ways of thinking about work processes. When you propose changes to long-standing practices in your organization, be sure to provide clear and rational reasons why they would be good for the business.

SECTION 1: LEADERSHIP FOUNDATIONS

2	**THINKING BROADLY**	Solving a wide range of business-related problems

People with higher scores on this dimension seem curious, imaginative, and well-informed. They stay up to date with new developments in business and technology and tend to think strategically and outside the box. People with lower scores seem grounded, pragmatic, and focused. They tend to be action-oriented tactical thinkers who prefer to learn from experience rather than formal training.

INQUISITIVE

Degree to which a person is perceived as curious, creative, and open to new ideas

90

Lower Scores
⊕ Pragmatic and focused
⊖ Limited curiosity

Higher Scores
⊕ Curious and open to new ideas
⊖ Easily distracted

Development Tips

⊛ Don't assume that every discussion is an opportunity to brainstorm or solve big picture problems. Before important meetings, identify the objective to be achieved before moving into the problem solving phase. Doing so will help your reputation for being focused and pragmatic.

⟳ Identify a trusted colleague who has a reputation for questioning how things will work. Ask that person for feedback on your ideas before you go public with them. Team up with that person to test and refine your ideas, especially when the stakes are high.

⊕ Your curiosity and open-mindedness are a major resource for your team. Others will appreciate the vision and creativity you bring to problem solving. In addition, your fresh insights will help drive continuous improvement. Be sure to be tolerant of colleagues who are slow to catch on to your views, and help them understand the practical relevance of your proposals.

LEARNING APPROACH

Degree to which a person stays up-to-date, seems to enjoy learning and values educational pursuits

73

Lower Scores
⊕ Prefers to learn from experience
⊖ May not stay up-to-date

Higher Scores
⊕ Prefers to learn from other experts
⊖ May be seen as a "know-it-all"

Development Tips

⊛ Avoid spending time in training courses just because they sound interesting. Focus your learning on topics that are relevant to your job and that can advance your career. Ask for feedback regarding gaps in your knowledge, and spend time with pragmatic, action-oriented colleagues to learn how to translate training into real world performance.

⟳ Start sharing the information you enjoy gathering. Circulate articles, take-always, and information you acquire through various channels, and try to help less focused team members see how they can apply that knowledge on the job. Become a knowledge resource on whom others can depend.

⊕ Because you tend to stay up-to-date with developments in business and technology, you can be a resource for the organization regarding market and industry trends. Be prepared to help educate and train team members who don't stay as well informed as you and be a resource for their professional development.

SECTION I: LEADERSHIP FOUNDATIONS

| 2 | **THINKING BROADLY** | *(Continued)* |

IMAGINATIVE

Concerns the risk that unconventional thought patterns and ideas are seen as eccentric, ungrounded and confusing

96

Lower Scores
⊕ Grounded, level-headed
⊖ Ideas may seem unoriginal

Higher Scores
⊕ Original, inventive
⊖ Eccentric, unfocused

Development Tips

⊛ Avoid telling others about every idea that occurs to you. You may enjoy brainstorming and considering new possibilities, but others can become fatigued or confused by your many ideas. End your meetings by summarizing your key action items; then ask others whether they received the message you intended to relay, and reconcile any differences before concluding.

⌽ Start paying closer attention to others' responses when you share ideas. Although some people may be energized and inspired by your vision, others may think you communicate in a somewhat disorganized or confusing manner. Before important meetings, rehearse what you are going to say. This will help you refine your communication strategy.

⌖ Continue to be a source of creative, inventive, and original ideas and problem solving. If your views are presented correctly, you should be seen as an innovative and visionary leader. Your capacity for strategic thinking and your ability to take the long view are an important contribution to your team.

SECTION I: LEADERSHIP FOUNDATIONS

1	GETTING ALONG	Being cooperative, pleasant, and rewarding to deal with

People with higher scores on this dimension seem cooperative, friendly, and charming . People with lower scores seem candid, direct, and even challenging; they are willing to speak up and disagree openly.

ADJUSTMENT
Degree to which a person seems calm, optimistic, and steady under pressure

98

Lower Scores
⊕ Passionate, with a sense of urgency
⊖ Tense, edgy, defensive

Higher Scores
⊕ Resilient and composed
⊖ May seem to lack sense of urgency

Development Tips

✸ Don't assume that others can tolerate stress and organizational pressure as well as you. In fact others may sometimes be seriously stressed and you might not notice. pressure. Avoid dismissing their worries and concerns because you don't share them. Practice expressing more compassion when discussing their stress levels.

⏻ You are unusually self-confident, which is a strength that, paradoxically, can sometimes cause problems. Pay close attention to negative feedback and keep track of your mistakes. Stay alert for performance problems and faulty processes and deal with them promptly when you find them. Consciously show a sense of urgency around correcting these matters.

⊕ During times of uncertainty and change in the organization, your colleagues count on you to set the tone for the group. Your consistent, optimistic attitude and ability to tolerate stress are a helpful example for others. Others will appreciate your steadiness, maturity, and emotional self-control.

INTERPERSONAL SENSITIVITY
Degree to which a person seems socially perceptive, tactful and sensitive to others' needs

69

Lower Scores
⊕ Straightforward communication style
⊖ May seem blunt and abrasive

Higher Scores
⊕ Diplomatic communication style
⊖ May avoid difficult conversations

Development Tips

✸ Stop avoiding tough conversations and confronting poor performers. Direct communication and making difficult talent decisions can be uncomfortable, but you have the skills to challenge people without alienating them. Test feedback messages with a trusted colleague to make sure they land with the appropriate power and intention.

⏻ Test the limits of your comfort zone by asking people provocative questions and challenging their bogus assumptions. Use your natural agreeableness and tact to raise sensitive issues that others try to avoid. Start challenging others whose performance is not where it should be. Feel free to disagree with others during meetings that involve brainstorming or high-stakes planning.

⊕ Your ability to develop and maintain relationships with direct reports, colleagues, and various others is a strength you can leverage. In addition, your network of relationships is a kind of glue that helps hold your team together. You are an important source of morale and cohesion for your part of the organization, and a go-to guy for conflict resolution.

SECTION I: LEADERSHIP FOUNDATIONS

| 1 | **GETTING ALONG** | *(Continued)* |

ALTRUISTIC

Concerns being alert for signs of threat or wrongdoing and, when detected, becoming negative, vindictive and unforgiving

96

Lower Scores
- ⊕ Values independence and self-reliance
- ⊖ May seem insensitive and unsympathetic

Higher Scores
- ⊕ Values helping others, being service-oriented
- ⊖ May not value personal accountability

Development Tips

⊛ When you notice that direct reports are struggling, avoid jumping in and solving their problems. Your over-involvement can reduce their feelings of empowerment; it can also send the signal that you are overly protective of them. When people struggle and even fail, they often learn valuable lessons about self reliance and personal accountability.

⏻ Start encouraging your team members to become more independent and self-reliant. Develop some personal guidelines regarding when and what kinds of support you will provide your team versus how much you should push them to solve their own problems. Be clear about when you expect others to take ownership of decisions.

⊕ Continue to be a resource for helping to develop colleagues who are struggling with their jobs. Your willingness to provide them with support sends a signal that you are a resource for improving the performance of the entire team. It also encourages a culture of teamwork and collaboration, and the fundamental task of leadership is to build a high performing team. .

SECTION 2: LEADERSHIP EMERGENCE

| 7 | STANDING OUT | Making others aware of one's contributions |

People with higher scores on this dimension seem charming and charismatic, and tend to enjoy self-promotion. People with lower scores seem not interested in being recognized and reluctant to engage in self-promotion.

BOLD
Degree to which a person seems leader-like, competitive, energetic and self-confident

43

Lower Scores
⊕ Modest, humble, and unpretentious
⊖ Reluctant to take charge

Higher Scores
⊕ Fearless and courageous
⊖ Overly self-confident and entitled

Development Tips

✱ You seem to be reluctant to beat your own drum, but you need to realize that organizations often reward those who are more comfortable with self-promotion. Showcase your core competencies in a way that feels authentic and comfortable. Work with a coach or mentor to determine how best to do so, especially if doing so makes you feel apprehensive.

⏻ Your natural modesty may make you reluctant to advertise your accomplishments; nonetheless, it is important that you do so in a nice way. Ask a trusted colleague to help you devise an internal marketing strategy. Before important meetings, think about what you have to say regarding the performance of your team. Ask yourself if you are getting the kind of experience needed to help you reach your next significant career goal in the context of your current job.

⊕ Your team members appreciate your apparent humility and your willingness to ask for input, to acknowledge your limitations, to admit your mistakes, and to learn from them. They also appreciate the fact that you don't feel compelled to assert your authority, and your willingness to led others take the lead when it is appropriate for them to do so.

COLORFUL
Concerns the risk that a colorful, gregarious persona can also seem overpowering, attentionseeking, and interruptive

34

Lower Scores
⊕ Modest and self-restrained
⊖ Uncomfortable in the spotlight

Higher Scores
⊕ Entertaining and dramatic
⊖ Easily distracted

Development Tips

✱ Stop trying to avoid being the center of attention and stop waiting for others to notice your accomplishments. In the right amount, modesty can be attractive, but too much modesty could potentially kill your career. Identify activities and achievements that could elevate your leadership brand in the organization and practice sharing them with others who could benefit from your experiences.

⏻ Before team meetings, identify some points you will make, then be sure to make those points out loud. When you read an interesting business article, blog, or essay, share it with your colleagues. Identify projects that, if successful, will increase your visibility in the organization. Make it a priority to set goals over the next year to increase your professional visibility and then pursue them.

⊕ Your willingness to listen and to share the stage with others will make you a lot of friends. Your tendency to prioritize organizational goals over your personal objectives will support your reputation as a dependable, team-oriented colleague. Your understated interpersonal style allows others to concentrate at work and provides a good example of a leader who doesn't need to be the center of attention.

SECTION 2: LEADERSHIP EMERGENCE

| 7 | STANDING OUT | *(Continued)* |

RECOGNITION

A desire to succeed, have influence, attain status, make a difference and outperform one's competition

22

Lower Scores
⊕ Modest, prefer to work behind the scene
⊖ Too discreet, lacks visibility

Higher Scores
⊕ Seek to be center stage
⊖ May not share credit when appropriate

Development Tips

✱ Although you don't need much feedback to be happy at work, some of your team members may really need public recognition to stay engaged. Stop focusing so closely on getting work done, and reach out to them. Your modesty and selfless task orientation are important career assets, but effective leadership also requires building staff engagement and commitment by paying attention to their individual needs.

⏻ Make sure that your team receives the credit it deserves when it accomplishes something that creates significant business impact. You shouldn't call attention to trivial achievements, but you should regularly think about ways you to recognize key successes so as to make other parts of the organization aware of the value your team creates.

⊕ Continue to support your team while sharing credit with others. Others are likely to appreciate how you recognize their good work and your willingness to work behind the scenes to get things done. Keep finding ways for you and your team to contribute to key business outcomes without worrying about whether you personally receive acknowledgement when things go well.

SECTION 2: LEADERSHIP EMERGENCE

8 INFLUENCING OTHERS   Persuading others to pursue desired outcomes

People with higher scores on this dimension tend to take charge and push for results; they seem to have a sense of urgency and can be impatient with delays. People with lower scores seem more patient, may seem to lack a sense of urgency, and seem reluctant to push for results.

AMBITION

Degree to which a person seems leader-like, competitive, energetic and self-confident

73

Lower Scores
⊕ Gains influence by seeking alignment
⊖ May be reluctant to take charge

Higher Scores
⊕ Gains influence by taking charge
⊖ May sometimes seem too intense

Development Tips

⊛ Stop expecting everyone to move as quickly as you do. Some people are more deliberate in their work and may resist your action-oriented style. Because they may know something you don't, and because your success depends on being able to influence diverse team members to work together, control your natural tendencies to be impatient.

⟳ When you find yourself becoming impatient with others' performance, try to determine if there are valid reasons for their lack of progress before you begin pushing for results. Understand that few people actually want to do a poor job; normally people will give you their best effort when they can. Before you start trying to motivate people, be sure there are no external obstacles to their performance.

⊕ Continue trying to influence the team's progress toward achieving its goals. Being able to keep peers and direct reports focused on the right priorities and time lines is an important leadership skill, and something that seems to come easily to you. People appreciate leaders who help keep them on track and moving forward without being pushy or overly assertive.

EXCITABLE

Concerns the risk that initial passion for people and projects is displaced by frustration when setbacks or failures occur

99

Lower Scores
⊕ Patient, calm, easy going
⊖ No sense of urgency

Higher Scores
⊕ Intense, energetic, passionate
⊖ Emotionally volatile; may over-react

Development Tips

⊛ You seem to be someone who is intense and works with a sense of urgency and who may become annoyed when people don't perform as you expect. When you become irritated with projects or people and feel like walking away, take a break, but finish what you have started. Otherwise, you risk developing a reputation for lacking persistence, which will limit your future influence.

⟳ Try to become more aware of your emotions in real time, particularly (1) how you experience them, and (2) how they are perceived by others. When you notice yourself becoming frustrated, impatient, or irritated, take a break (walk, get some tea, stretch). Doing this will give you time to process the emotion, and give you a fresh perspective when you return to the task at hand.

⊕ Continue to pursue your projects at work with energy and intensity. When you are working at your best, you provide an excellent example of passionate commitment to bringing projects to completion. Others are likely to appreciate your passion and enthusiasm for your work, and no one will doubt your desire to finish projects in a timely way.

SECTION 2: LEADERSHIP EMERGENCE

| 8 | INFLUENCING OTHERS | *(Continued)* |

CAUTIOUS

The risk that caution may cross the line to excessive fear of mistakes and avoidance of criticism or failure

86

Lower Scores
⊕ Willing to try new things
⊖ May take unnecessary risks

Higher Scores
⊕ Seldom make dumb mistakes
⊖ Afraid of making mistakes

Development Tips

✱ You may worry too much about making mistakes and being criticized for your errors. You may also tend to influence others toward overly-cautious decision making and behaviors. If so, this can limit innovation and stifle creativity, creating teams and organizations that are reluctant to move forward. Give your teams permission to point out when you are being overly cautious, listen to their message, and adjust your behavior accordingly.

⊙ Look for opportunities to take calculated risks. Your natural carefulness may sometimes cause you to overlook potential opportunities. Although you rarely make careless mistakes, you may also sometimes seem risk-averse. Identify a topic area in which you would be comfortable taking on more risks and then make a effort to push yourself outside your comfort zone.

① Continue to make decisions carefully. Your natural tendency to minimize risk and avoid silly mistakes can save you and others from potentially negative business outcomes. At the same time, be sure to listen to others about opportunities you or your team or organization might miss. This kind of flexibility will support your reputation as a sound decision maker.

SECTION 2: LEADERSHIP EMERGENCE

4 | BUILDING CONNECTIONS — Creating strategic networks and relationships

People with higher scores on this dimension tend to be seen as gregarious and socially skilled; they are good at expanding their networks and strategic relationships. People with lower scores tend to have smaller networks on which they rely for continued career success. Despite their talent, they may be disadvantaged by their lower profile.

SOCIABILITY
Degree to which a person seems socially energetic, extroverted and proactivey communicative

74

Lower Scores
⊕ Focused, good listener
⊖ Remote, quiet and retiring

Higher Scores
⊕ Outgoing and approachable
⊖ Distractible; may talk more than listen

Development Tips

✱ When others are talking, don't show signs of impatience and resist the urge to interrupt. Be careful to avoid dominating social situations, for example, by letting others speak first, offering the floor to team members, and checking to make sure all parties have an opportunity to speak in discussions.

⏻ You seem to be a sociable and articulate person; It would also be useful for you to be known as a good listener. In conversations, monitor the amount of time you talk and be sure to listen to how others respond. You also seem to be well connected inside the organization; make it a point to introduce your younger colleagues to your contacts in other parts of the business.

⊕ You seem to be someone who is friendly and approachable and who knows a lot of other people in the business. As such you can be a resource for connecting people who need one another to solve problems in the business. You are also likely to be a resource for showing new employees how to get around inside the organization.

RESERVED
Concerns the risk that being tough and self-reliant comes across as aloof, remote and indidfferent to others' feelings

93

Lower Scores
⊕ Tactful and considerate
⊖ Overly sensitive

Higher Scores
⊕ Tough and resilient
⊖ Detached and uncommunicative

Development Tips

✱ You are an unusually strong person, you are rarely bothered by criticism or bad news, and you probably take pride in your direct and plain spoken communication style. But few people are as resilient as you. Think before you speak because your frank and candid commentary may unintentionally upset or erode important relationships.

⏻ When staffing and business demands change quickly, some members of your team will be stressed. Because you are so resilient, you may not to notice that they are upset. Make it a point regularly to ask about staff morale; when you find there are issues, be sure your staff knows you are available to discuss and, if possible, fix those issues.

⊕ You seem to be someone who is not afraid of conflict and confrontations and who is willing to challenge people who are not performing as they should. You also seem able to take stress and pressure without losing your focus. Your steadiness under pressure and willingness to hold people accountable for their performance are important leadership attributes, especially during periods of confusion and rapid change.

SECTION 2: LEADERSHIP EMERGENCE

| 4 | BUILDING CONNECTIONS | *(Continued)* |

AFFILIATION

Seeking opportunities to build social networks and collaborate with people.

94

Lower Scores
⊕ Values independence
⊖ May lack interest in expanding networks

Higher Scores
⊕ Values relationships
⊖ May have difficulty working alone

Development Tips

✱ Stop assuming that others find meetings and conversations as useful as you do. You enjoy building relationships and connecting with other people, whereas some people may prefer to spend more time focusing and working alone. Monitor others' preferences in this regard, especially if you have direct reports, and determine how much of your time they may actually need.

⏻ Start evaluating how you spend your time and whether you should schedule meetings when a more independent approach to problem solving might better serve the organization's goals. Ask your colleagues for feedback regarding the time they spend in meetings and the degree to which the interactions, although enjoyable, are the most efficient approach to achieving results.

⬆ Continue to build a network of relationships inside and outside of your organization. Your wide range of contacts serve as a very useful way to promote better and more effective communication in the workplace. By facilitating connections between people, you also build the cohesion, trust, and engagement that helps stabilize the entire operation.

SECTION 3: LEADERSHIP EFFECTIVENESS

| 3 | LEADING THE BUSINESS | Achieving critical business outcomes |

People with higher scores on this dimension tend to be action-oriented, competitive, and focused on business results. They have high standards and push others toward desired outcomes. People with lower score may be less assertive, less able to sell their ideas to others, and/or have less interest in steering the business agenda.

AMBITION

Degree to which a person seems leader-like, competitive, energetic and self-confident

73

Lower Scores
⊕ Pursues realistic, well-defined goals
⊖ Stays within comfort zone

Higher Scores
⊕ Pursues aggressive business targets
⊖ May compete with or intimidate team members

Development Tips

✱ You are more intensely action oriented than most people. The fact that some people lack your sense of urgency may sometimes bother you. Your possible irritation is understandable; nonetheless, It would be helpful if you were to resist the temptation to urge other people to greater action, particularly if those people don't work for you.

⏀ Spend more time with your team discussing what interests them; talk to them about times they felt the most engaged in their work. Try to find common themes that connect their interests with your agenda for the team. Make sure to separate this conversation from the performance review process to encourage a more open discussion about motivation and career goals.

⊙ Continue to demonstrate initiative by identifying challenging goals that benefit the business, and then encouraging your team to pursue them to completion. Check regularly with your team to make sure that they understand and support your a general strategic direction and that they are able to keep up with the associated demands.

POWER

A desire to succeed, have influence, attain status, make a difference and outperform one's competition

86

Lower Scores
⊕ Tends to respect established procedures
⊖ May be satisfied with the status quo

Higher Scores
⊕ Wants to win and beat the competition
⊖ Emphasizes winning over all else

Development Tips

✱ You have a strong bias toward taking action and getting results. Be sure to resist the temptation to make decisions and move on without seeking input and buy-in from your key colleagues. They are more likely to support your decisions and be engaged in their implementation if they participate in the process and influence the outcome.

⏀ When problems arise in the business, think about making the decisions collaboratively in order to build alignment and leverage your team members' expertise. Foster open discussion around these issues so others have some influence over the aligned direction. Be sure to delegate control when possible in order to get the best outcome. Foster the team's development by encouraging members to adopt roles that challenge their natural inclinations.

⊙ Your desire to win and your results-focused leadership style should drive your reputation for being a person with high standards who strives to be the best at what you do. The bottom line in business is to outperform the competition, and that only happens when people make high performance a conscious goal.

SECTION 3: LEADERSHIP EFFECTIVENESS

| 3 | LEADING THE BUSINESS | *(Continued)* |

COMMERCE

Concerns interest in money, profits, investment, and business opportunities

79

Lower Scores
- ⊕ Values non-materialistic goals and outcomes
- ⊖ Relatively unconcerned with the bottom line

Higher Scores
- ⊕ Values financial success
- ⊖ Values materialistic goals above all else

Development Tips

⊛ Don't assume that others are as motivated by financial gain as you are; some people, for example, may be more interested in having their work recognized than they are interested in raises and bonuses. Financial goals are critical to leading a business and focusing on them is appropriate, but a number is not a vision or strategy; it is a good idea to communicate organizational goals in both financial and in strategic or visionary terms.

⊚ Think about whether you prioritize the business's financial outcomes over building your team, developing talent, and ensuring employee alignment and engagement. Research shows clearly that these "soft" topics are critical to sustained successful financial performance. When you discuss your decisions and proposals, outline the financial as well as non-financial considerations and consequences of your intended actions.

⊙ Continue to focus on creating bottom-line value and making decisions based on their implications for financial impact. You tend to use quantitative measures as the key scorecard for success. Find ways to teach others how to communicate the value of their work outcomes in terms that illustrate their contribution to revenue and profit.

SECTION 3: LEADERSHIP EFFECTIVENESS

5	MANAGING RESOURCES	Securing, optimizing, and deploying key assets

People with higher scores on this dimension plan ahead, seem comfortable with calculated risks, and take decisive action to secure and allocate resources. They create necessary structure but will make changes based on performance data. People with lower scores may resist planning , struggle to forecast resources needs effectively, and seem reluctant to change when standard methods don't yield desired results.

PRUDENCE

The degree to which a person is conscientious, conforming and dependable

72

Lower Scores
⊕ Adaptable, comfortable with ambiguity
⊖ Disorganized; may lack interest in planning

Higher Scores
⊕ Organized, strong planning skills
⊖ May struggle with changes to the plan

Development Tips

⊛ Even the best plans sometimes have to be changed. Avoid sticking to a plan past the point where it is useful just because it is your plan. Also remember that there are often exceptions to very useful rules, especially when circumstances change unexpectedly. Practice more flexibility for special cases.

⊙ Periodically review your plan for acquiring and expending resources to see if reallocation is needed. Then make it a point to review your resource plan periodically and put it on your calendar. Check with your team to see how work is progressing and compare the results with the current plan. As you do this, be prepared to learn that the resource plan will likely need some realignment.

⊕ Your ability to plan your work, stay with your plan, and forecast your needs for resources are important career assets. Others will appreciate the way you conserve and then expend resources in an orderly manner. Your team will also appreciate being able to anticipate your demands and requirements; your planning helps make you more predictable.

MISCHIEVOUS

Concerns the risk that excitement-seeking behaviors also imply careless risk-taking or reckless decsion-making

49

Lower Scores
⊕ Transparent, respects boundaries
⊖ Overly conservative or objective

Higher Scores
⊕ Charming, persuasive, charismatic
⊖ May be impulsive and take ill-advised risks

Development Tips

⊛ It is important, when making decisions about how to acquire or allocate resources, not to be seen as cautious and/or risk avoidant. No one likes to make obvious mistakes, but in order to take advantage of unexpected opportunities, it is often necessary to take a chance and interpret guidelines flexibly. It is sometimes useful to take a risk.

⊙ Create a reputation for being able to respond quickly and flexibly to newly emerging opportunities. It is useful to be seen as someone who will take reasonable chances on new projects and people. Identify someone in your organization who is both fun and successful. Take that person as a model for how to build relationships, identify resources, and find new talent for the team. Identify skills you can emulate, and then take specific actions to support your development in this area.

⊕ You seem like a steady, controlled person who makes responsible decisions and pays attention to rules and guidelines. You seem likely to think through the consequences of decisions about resources, to learn from experience, and rarely to promise more than you can deliver. Others will see you as dependable, trustworthy, transparent, and consistent.

SECTION 3: LEADERSHIP EFFECTIVENESS

5	MANAGING RESOURCES	*(Continued)*

SCIENCE

Measures interest in knowledge, research, technology, and data

86

Lower Scores
- ⊕ Prefers fast and intuitive decision making
- ⊖ Intuitions can be wrong

Higher Scores
- ⊕ Prefers data-based decision-making
- ⊖ May put off making decisions while gathering more data

Development Tips

⊛ Be careful to avoid paralysis by analysis. When decisions need to be made, don't get distracted by searching for more information, especially if a quick judgment call would be sufficient. Although bad decisions should be avoided, there is often a trade off between speed and accuracy. Also resist the temptation to revisit decisions you have already made; what is done is already done.

⊙ Find ways to turn your natural comfort with and interest in technology into a competitive advantage for your team. Consider activities that could be made more efficient or effective by applying technology, and devise a technology plan for your group. Leverage your IT team to find ways to aggregate data for decision making or to identify critical business trends that are otherwise invisible.

⊙ Your tendency to review the available evidence before making decisions will lead to better outcomes. Others will appreciate your reliance on rational analysis rather than emotional arguments because this makes your decision making more transparent and predictable. Some will also appreciate your willingness to use data to challenge the status quo.

SECTION 3: LEADERSHIP EFFECTIVENESS

9 | LEADING PEOPLE — Motivating others to pursue shared goals

People with higher scores on this dimension seem tolerant, patient, and insightful, but also able to drive accountability. They build high-performing teams, inspire commitment, and get results. People with lower scores may seem brusque, independent, and intimidating; they are personally hard working, but may struggle to motivate others to pursue shared goals.

INTERPERSONAL SENSITIVITY

Concerns the degree to which a person seems socially perceptive, tactful and sensitive to others' needs

69

Lower Scores
- ⊕ Candid; straightforward communicator
- ⊖ May seem abrupt and insensitive

Higher Scores
- ⊕ Likeable and patient
- ⊖ May be uncomfortable delivering tough feedback

Development Tips

⊛ Be aware that you may tend to avoid difficult conversations with people who are not performing well. Although it is tempting to focus on providing people with positive feedback, the only way they can improve their performance is to pay attention to their weaknesses. When leaders fail to confront non-performers, others notice and may dial back their own performance.

⊙ Most people see you as pleasant, thoughtful, and perceptive. As a result, some people may think you lack serious resolve--i.e., you won't hold them accountable for their job duties. In the context of being consistently considerate, make sure that people understand that, when it comes to job performance, you think people should live up to their responsibilities.

⊕ Your communication style encourages others to trust and confide in you; this is especially helpful when coaching direct reports and developing and maintaining cross-functional relationships. People appreciate the diplomatic and tactful way you provide supportive but balanced feedback regarding their performance issues.

EXCITABLE

Concerns the risk that initial passion for people and projects is displaced by frustration when setbacks or failures occur

99

Lower Scores
- ⊕ Calm, stable, and consistent
- ⊖ May lack a sense of urgency

Higher Scores
- ⊕ Passionate, engaged, and intense
- ⊖ Volatile and unpredictable

Development Tips

⊛ Stop allowing yourself to become visibly frustrated or discouraged with projects and/or people. Allow yourself to take a break and create temporary distance from the person or problem, but make it a habit to return and finish what you have started. Otherwise, you run the risk of developing a reputation for lacking persistence or abandoning others during stressful times.

⊙ Start identifying the situational factors that tend to trigger strong emotional responses for you. Write down several recent examples of times you expressed frustration at an inappropriate level. Determine what those occasions have in common to help you anticipate the next time you may be susceptible to the emergence of negative emotional reactions. Prepare strategies in advance that you can use to counteract each trigger in real time.

⊕ Continue to channel your passion in ways that inspire your team to match your level of energy and commitment. However, be aware of the tendency for your initial enthusiasm to be rapidly displaced by disappointment when you encounter setbacks. Strive to remain positive through difficult times and monitor your tendency to over-react to setbacks and issues.

SECTION 3: LEADERSHIP EFFECTIVENESS

| 9 | LEADING PEOPLE | *(Continued)* |

SKEPTICAL

Concerns being alert for signs of threat or wrongdoing and, when detected, becoming negative, vindictive and unforgiving

99

Lower Scores
⊕ Trusting, optimistic
⊖ Takes others at face value

Higher Scores
⊕ Pays close attention to others' motives
⊖ May be cynical, mistrusting, or fault finding

Development Tips

✱ Stop looking for the worst in others or trying to "catch" them doing something wrong. Your tendency to see the worst-case-scenario under stress prevents those around you from taking risks and admitting to honest mistakes, damaging your ability to build trusting relationships. Instead, make an effort to try to catch others doing the right thing. Make a concerted effort to praise others' efforts and accomplishments when you notice them.

⏻ Start giving others the benefit of the doubt versus assuming the worst. Your skeptical nature indicates you are more likely to point out what could go wrong rather that what may go right, particularly when under stress. Practice considering more positive alternate explanations for situations with which you are unhappy. When feelings of mistrust arise, consult with others to determine if you may be assuming malicious intentions where none exist.

⊕ Continue thinking critically about others' intentions when evaluating whether you can trust their words. Your shrewd, discerning nature allows you to be quite insightful about others' motives and agendas. However, this tendency may cause others to view you as negative, mistrusting, and possibly argumentative. Do not allow your circle of trust to become too narrow or insular, which can create perceptions of favoritism on your team and/or degrade the quality of information you have to make important decisions.

DEVELOPMENT PLANNING

An Individual Development Plan (IDP) is important for keeping you and others involved in and accountable for your professional development. Below is an IDP template; the objective is to help you and those championing your professional growth concentrate on the areas that will deliver the greatest developmental impact. After reflecting on your assessment results, we recommend that you commit yourself to two or three actionable development objectives. Below are some guidelines to help focus your efforts:

- Focusing on average or low (orange/red) scores will have the biggest payoff if you execute on your commitments.
- If you have mostly strong (green/yellow) scores, you may want to focus on new ways to leverage your strengths, or how to prevent overuse of your strengths. Remember, higher scores are not necessarily better in all situations.
- If you have mostly average or low (orange/red) scores, we recommend narrowing your focus to one or two key areas.
- Before you outline your objectives, review your development tips for your lowest scores and use them in defining your development commitments and actions.

The most critical task is to ensure that the actions you list are specific and easily observable by others.

SAMPLE DEVELOPMENT COMMITMENT

Name: Jane Sample   **Role:** VP Sales   **Coach/Mentor:** John Sample

COMMITMENT	ACTIONS	TIMELINE	HOW TO MEASURE SUCCESS	SUPPORT/RESOURCES
Development Commitment 1: *Delegate more responsibilities to my team.*	1. Discern the top 3 areas where I should be spending my time 2. Take inventory how I spent my time over the past month 3. Delegate any non-essential work activities to team 4. Hold weekly accountability meetings	1. June 1 2. June 1 3. June 15 4. Ongoing	Measurable progress in each of my 3 focus areas (will solicit feedback from my manager about progress) Team reports they are receiving more and bigger delegations Delegations are completed accurately and on time	My team members My manager

MY INDIVIDUAL DEVELOPMENT PLAN

Name: **Role:**   **Coach/Mentor:**

COMMITMENT	ACTIONS	TIMELINE	HOW TO MEASURE SUCCESS	SUPPORT/RESOURCES
Development Commitment 1:				
Development Commitment 2:				
Development Commitment 3:				