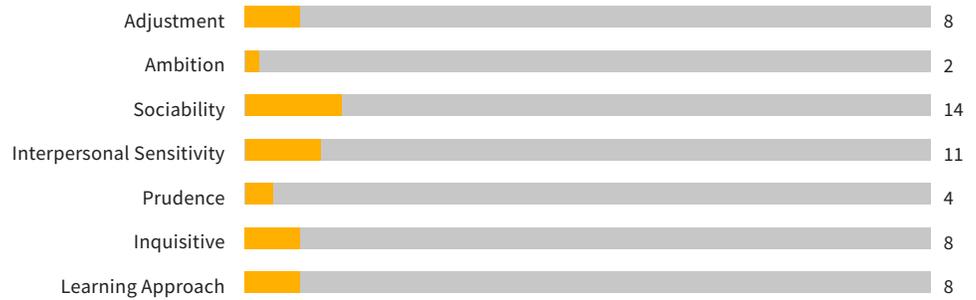


Norms: General

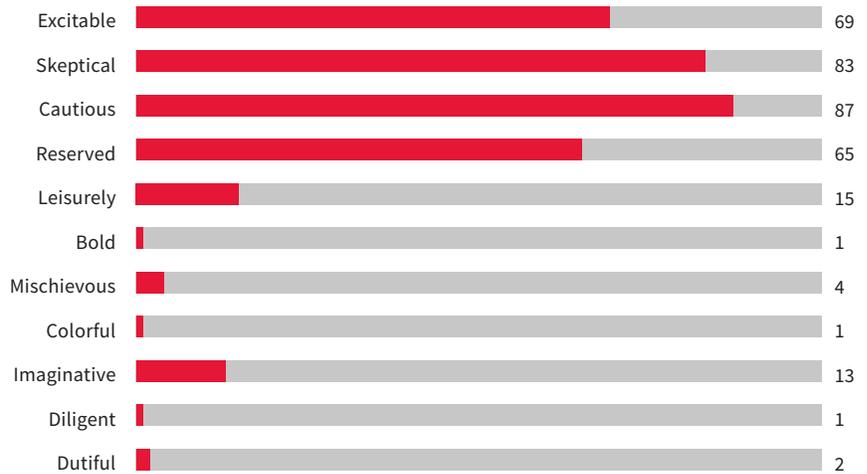
HPI

## Hogan Personality Inventory



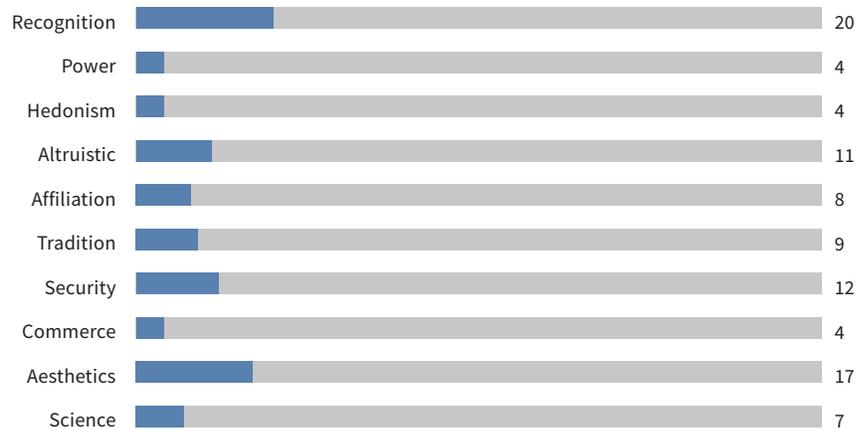
HDS

## Hogan Development Survey



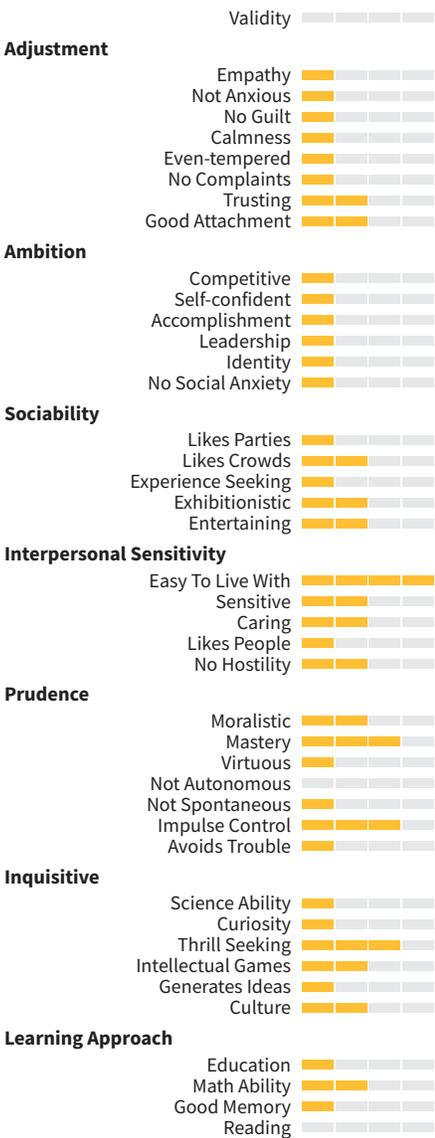
MVPI

## Motives, Values, Preferences Inventory

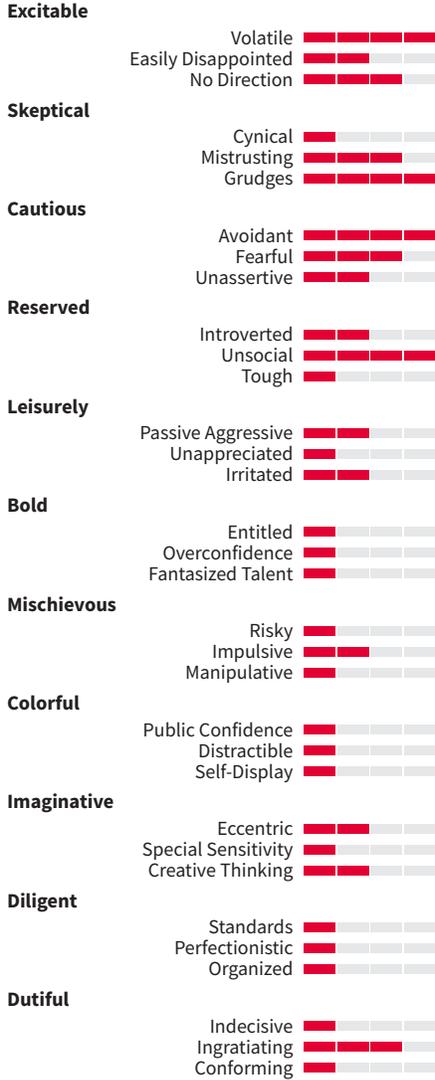




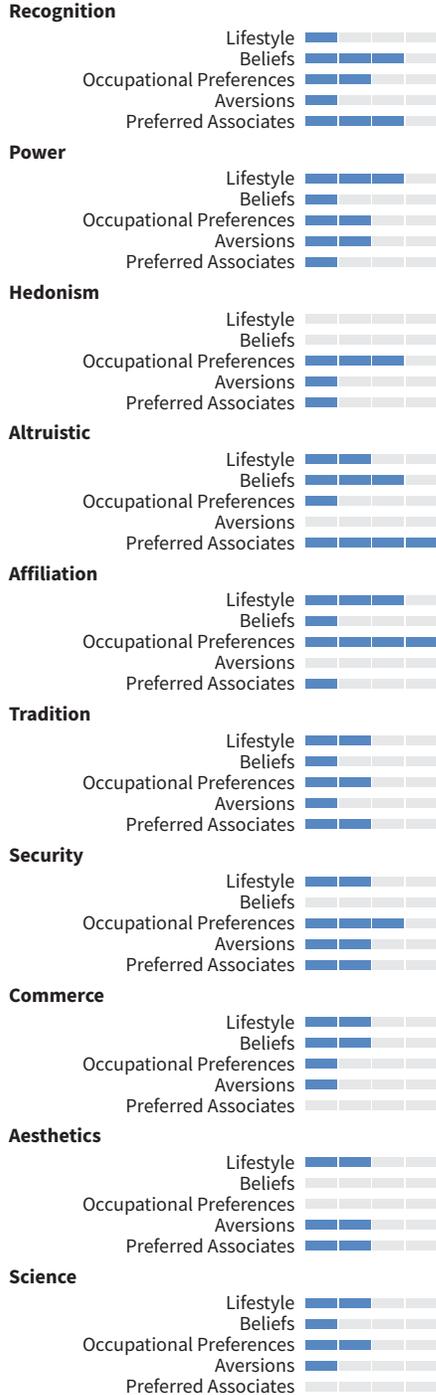
## Subscale Scores



## Subscale Scores



## Subscale Scores





# POTENTIAL

## STRENGTHS AND COMPETENCIES FOR LEADERSHIP

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**Report for:** John Score-Average

**ID:** UH555944

**Date:** 11.08.2016



# INTRODUCTION

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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

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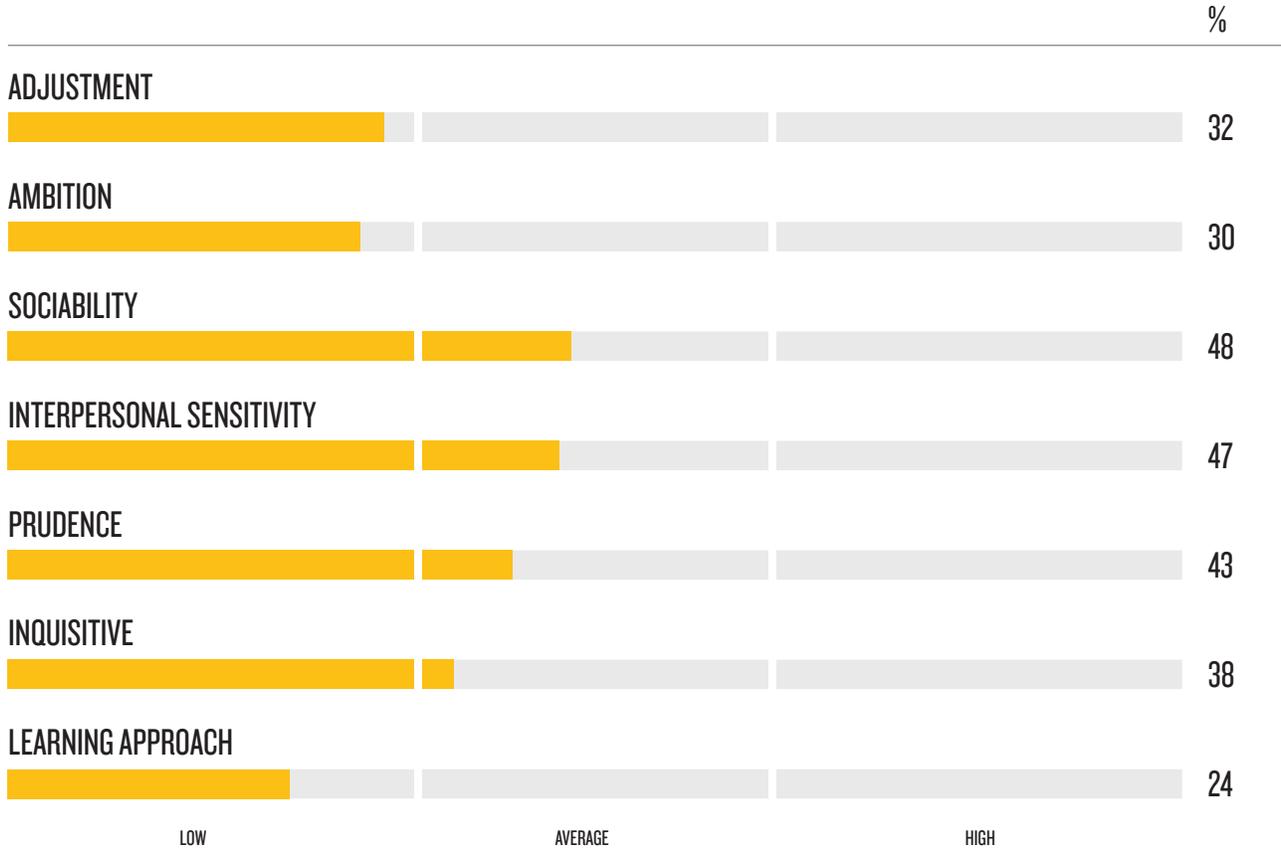
The seven scales of the Leadership Forecast Potential Report are defined as follows:

<b>ADJUSTMENT</b>	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.
<b>AMBITION</b>	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.
<b>SOCIABILITY</b>	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.
<b>INTERPERSONAL SENSITIVITY</b>	The Interpersonal Sensitivity scale reflects social skill, tact, and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
<b>PRUDENCE</b>	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.
<b>INQUISITIVE</b>	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.
<b>LEARNING APPROACH</b>	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



**This Report is Valid and Interpretable**



# ADJUSTMENT

Concerns composure, optimism, and stable moods.

---



## BEHAVIORAL IMPLICATIONS

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

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

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## 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.

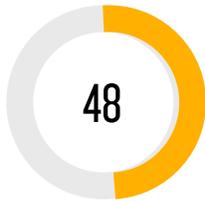




# SOCIABILITY

Concerns seeming talkative, socially bold, and entertaining.

---



## 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

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## 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.

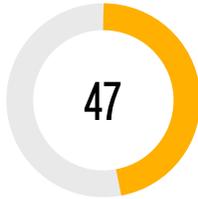




# INTERPERSONAL SENSITIVITY

Concerns being agreeable, considerate and skilled at maintaining relationships.

---



## 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.

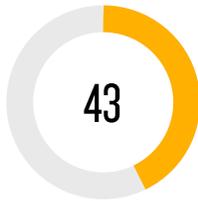




# PRUDENCE

Concerns being conscientious, dependable, and rule-abiding.

---



## 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

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## 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.

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## 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

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## 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.

---



## 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

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## 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:

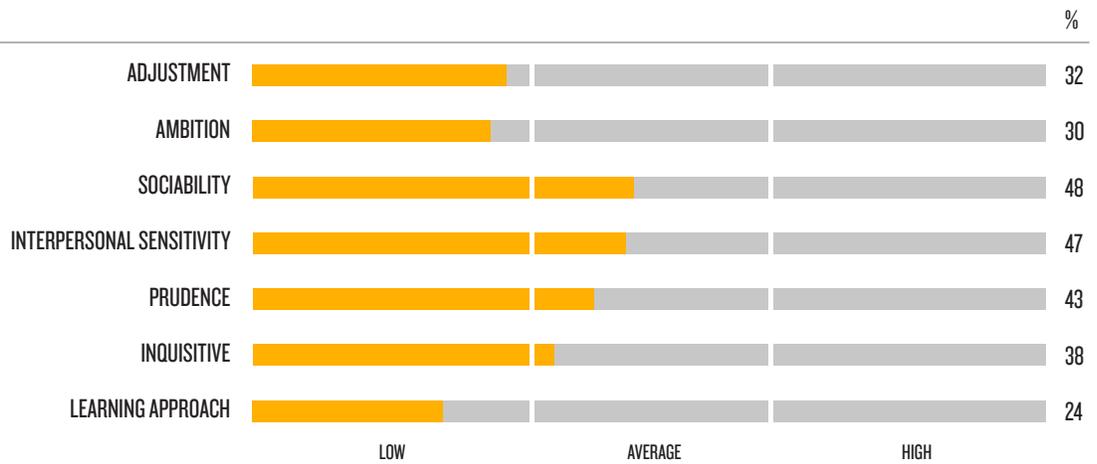
- As a leader, encourage your staff to ask you about written memos that they find unclear. It's better to spend some time up front discussing the memo rather than spending more time later correcting mistakes that resulted from the misunderstanding.

### 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.

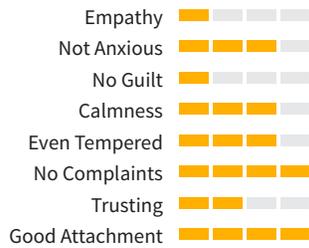


## Scales



## Subscale Scores

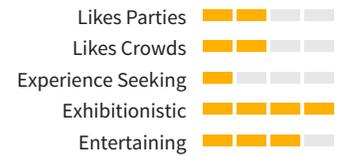
### Adjustment



### Ambition



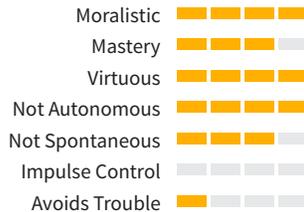
### Sociability



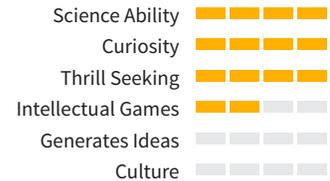
### Interpersonal Sensitivity



### Prudence



### Inquisitive



### Learning Approach





# CHALLENGE

## DERAILERS AND PERSONALITY- BASED PERFORMANCE RISKS

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**Report for:** John Score-Average

**ID:** UH555944

**Date:** 11.08.2016



# INTRODUCTION

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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

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## 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.

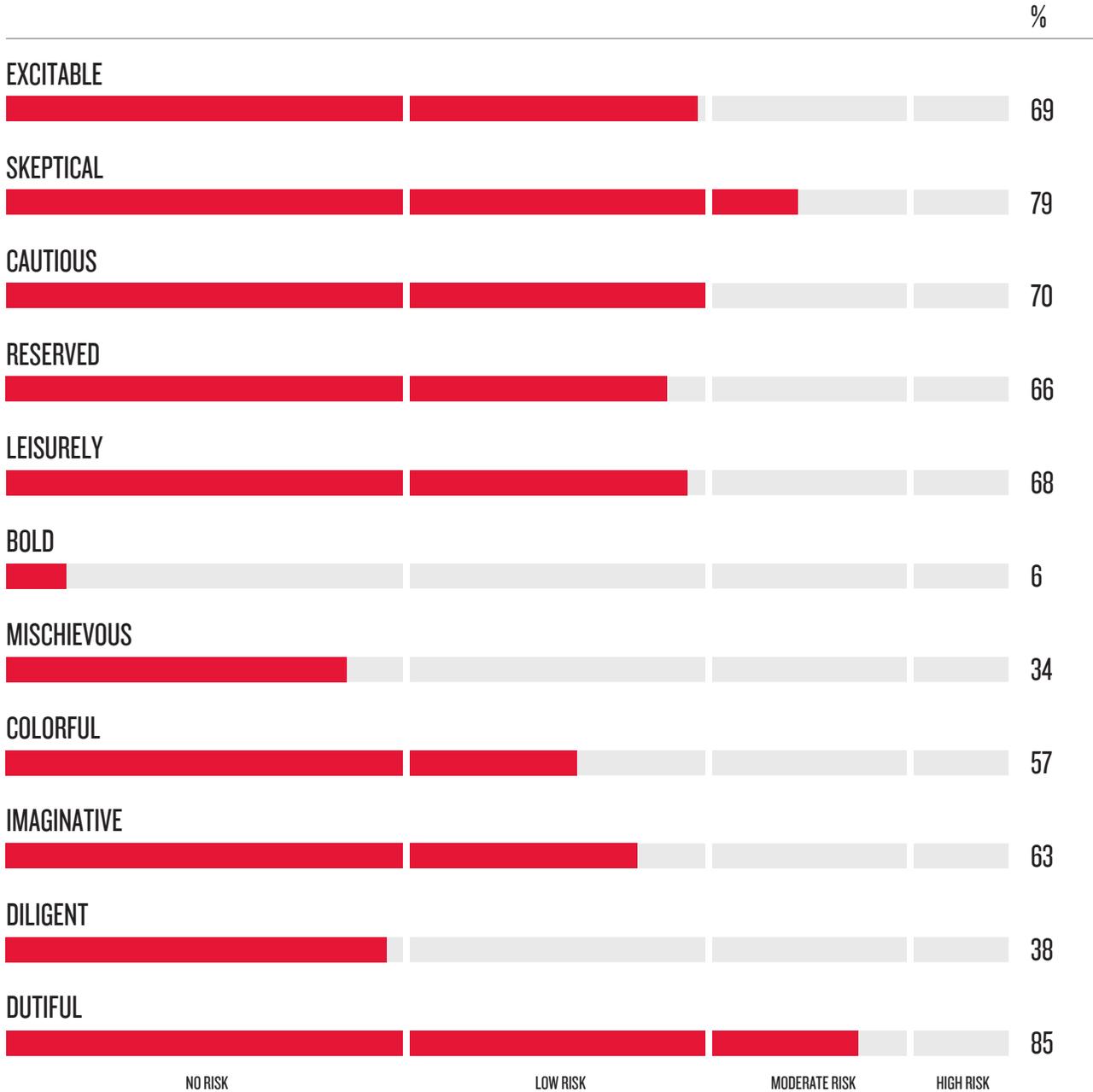
**Imaginative** Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

**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

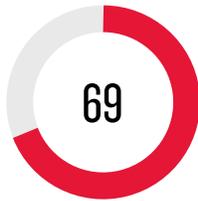




# EXCITABLE

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

---



**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.

---



**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.

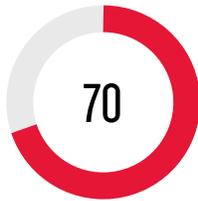
**OBJECTIVITY** On certain issues, you may seem somewhat inflexible and set in your views. Others may not realize that you have reasons for your views and that you can be objective and see things from multiple perspectives.



# CAUTIOUS

Concerns being overly worried about being criticized.

---



**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.

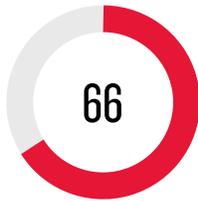
**LEADING WITH CONFIDENCE** Your concern about making the right decisions is a strength. However, others may see your deliberations as a lack of confidence in your own ability.



# RESERVED

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

---



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.

---



**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.

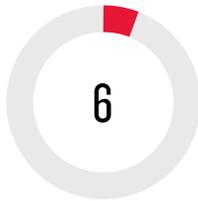
**COOPERATION AND TIMELY RESULTS** Your subordinates will appreciate your efforts to meet commitments and deliver timely results.

**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.

---



**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.



**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.

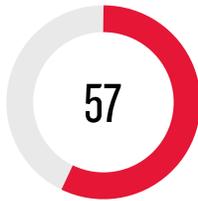




# COLORFUL

Concerns being dramatic, engaging, and attention-seeking.

---



**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.

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## 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.

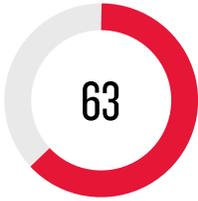
**BUILDING MORALE** Your personal modesty may make you reluctant to promote the accomplishments of your team. Your subordinates can only gain attention through your promotion of their achievements.

**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.

---



**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.

---



NO RISK

## BEHAVIORAL IMPLICATIONS

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.

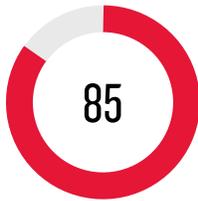
**DELEGATING DOWNWARD** You tend to delegate problem-solving authority to the appropriate level, even though the pressure to solve the problem may be intense.



# DUTIFUL

Concerns being eager to please and reluctant to act independently.

---



**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.

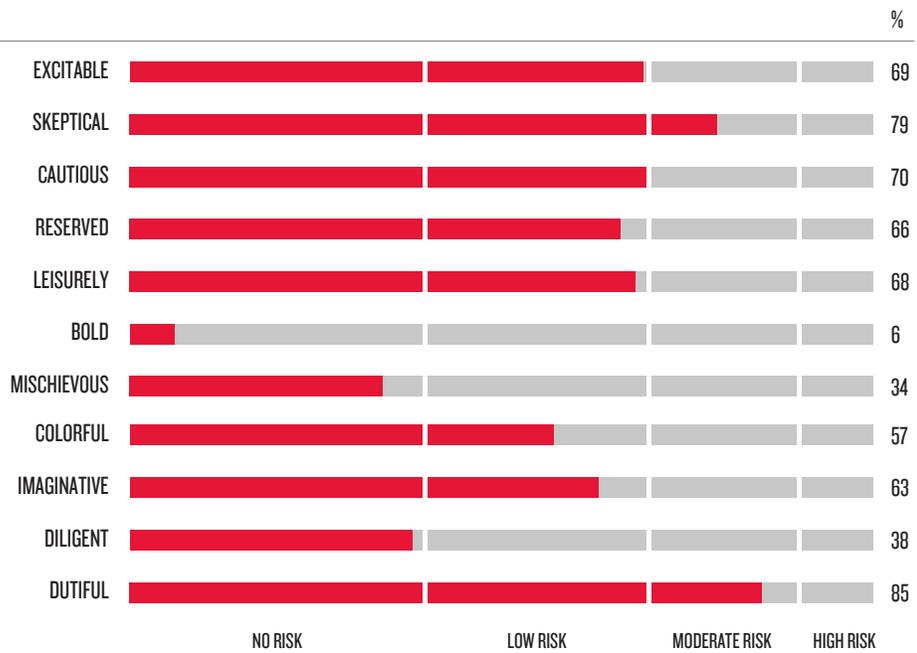
### DUTIFUL - MODERATE RISK

- 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



### Subscale Scores

#### Excitable



#### Bold



#### Diligent



#### Skeptical



#### Mischievous



#### Dutiful



#### Cautious



#### Colorful



#### Reserved



#### Imaginative



#### Leisurely





# VALUES

## CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

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**Report for:** John Score-Average

**ID:** UH555944

**Date:** 11.08.2016



# Introduction

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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.

<b>RECOGNITION</b>	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.
<b>POWER</b>	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.
<b>HEDONISM</b>	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.
<b>ALTRUISTIC</b>	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.
<b>AFFILIATION</b>	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.
<b>TRADITION</b>	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.
<b>SECURITY</b>	Risk Tolerant vs. Risk Averse Wanting stability, structure, and order. Low scorers easily tolerate uncertainty and risk; high scorers value defined clarity and predictability.
<b>COMMERCE</b>	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.
<b>AESTHETICS</b>	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.
<b>SCIENCE</b>	Intuitive vs. Analytical Preferring a rational, objective approach to decision-making. Low scorers prefer quick, intuitive decisions; high scorers prefer deliberate, data-based decisions.

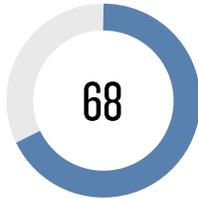




# RECOGNITION

Seeking fame, appreciation, and acknowledgment.

---



## Drivers

**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
- 

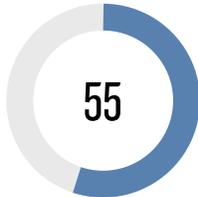




# POWER

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

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## Drivers

**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

**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
- 

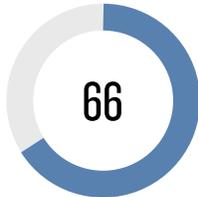




# ALTRUISTIC

Wanting to help people who are struggling or in need.

---



## Drivers

**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
- 

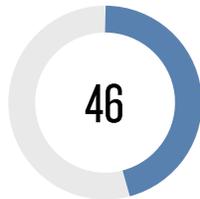




# AFFILIATION

Seeking opportunities to build social networks and collaborate with people.

---



## Drivers

**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
- 

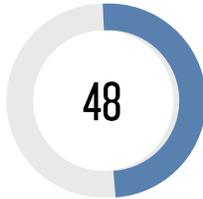




# TRADITION

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
- 

## 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
- 

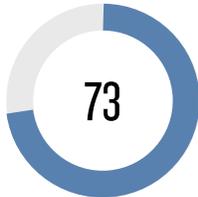




# SECURITY

Wanting stability, structure, and order.

---



## Drivers

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

- 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
- 

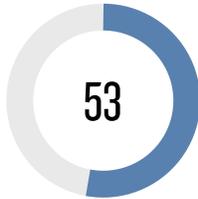




# COMMERCE

Seeking wealth and financial success.

---



## Drivers

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

- 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
- 

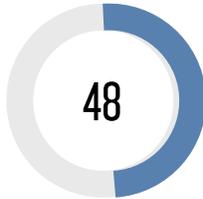




# AESTHETICS

Focusing on innovation, style, and appearance.

---



## Drivers

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

- 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
- 

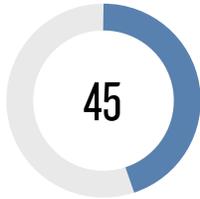




# SCIENCE

Preferring a rational, objective approach to decision-making.

---



## Drivers

**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

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## 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

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## 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

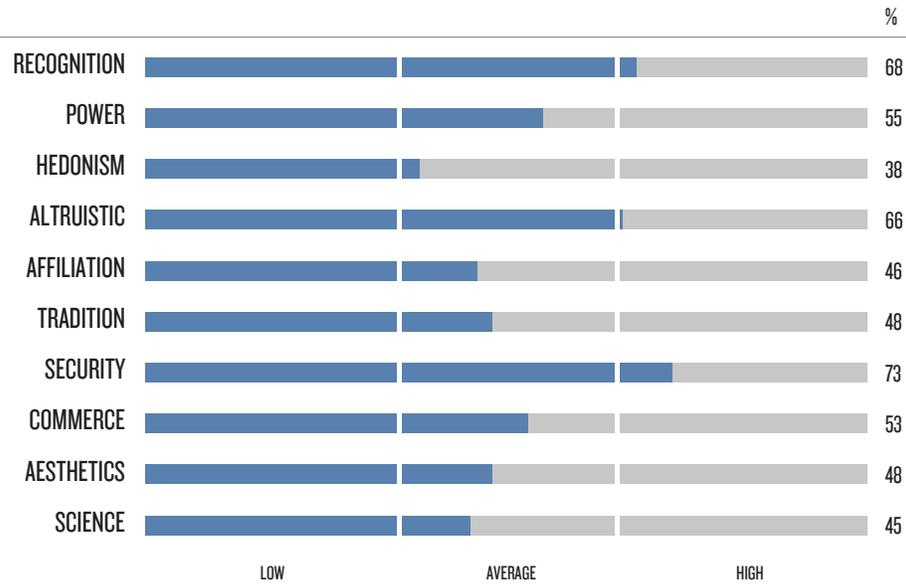
## SCIENCE

- 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



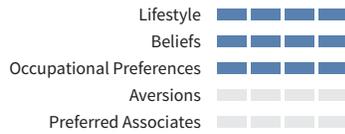


### Scales

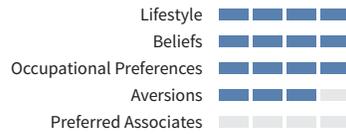


### Subscale Scores

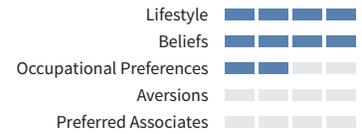
#### Recognition



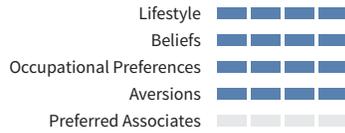
#### Power



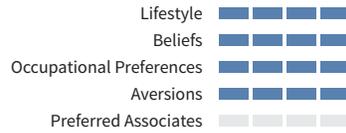
#### Hedonism



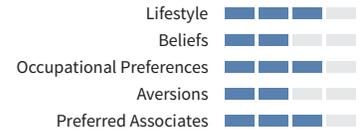
#### Altruistic



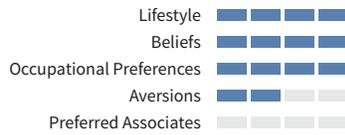
#### Affiliation



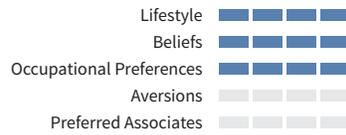
#### Tradition



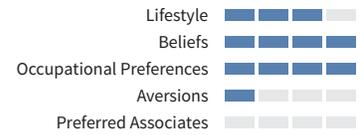
#### Security



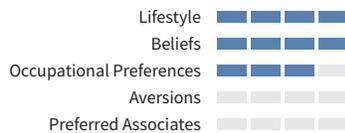
#### Commerce



#### Aesthetics



#### Science





# Summary

RESULTS-BASED OVERVIEW OF  
STRENGTHS, VALUES, AND  
CHALLENGES

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**Report for:** John Score-Average

**ID:** UH555944

**Date:** 11.08.2016

# INTRODUCTION

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This report summarizes Mr. Score-Average's results from the Hogan Personality Inventory (HPI), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The report is organized in five parts: (1) Performance Strengths from the HPI results; (2) Values and Drivers from the MVPI results; (3) Performance Challenges from the HDS results; (4) Career Development tips from across the assessment results, and (5) a tabular summary of these results.

The HPI concerns Mr. Score-Average's overt strengths as they normally appear in an interview or an assessment center. These characteristics are the basis for the impression he makes on others, and they influence his typical style of social interaction and his reputation among his peers. The MVPI concerns his core values and goals, and the activities that give meaning to his life. These are key drivers—what he desires, strives to attain, and his sense of identity. His values influence his preferences and determine with whom he affiliates and what he appreciates. The HDS concerns behavioral tendencies that could potentially undermine or inhibit Mr. Score-Average's performance. These tendencies emerge when he is tired, pressured, or feeling insecure, or when he lets down his guard. They may impede his effectiveness and erode the quality of his relationships with customers, colleagues, and friends.

These results provide a comprehensive, valid, and in-depth summary of Mr. Score-Average's strengths, values, and challenges. The report is designed to help understand his performance potential, and any barriers to achieving it. While reading this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how he thinks about himself. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. Although the report may seem to contain contradictions, this is the result of the report combining two perspectives: (a) what you see in an interview (HPI); and (b) what you see after prolonged exposure (HDS).

This report can be used in three ways. The report provides: (1) a snapshot of Mr. Score-Average's interpersonal performance; (2) a way to evaluate the fit between his values and those of an organization; and (3) a primer for thinking about performance improvement. Interpret his results in terms of his own career aspirations and goals rather than in absolute terms. A frequently asked question concerns “Can behavior change?” The “yes” response entails knowing what should be changed, deciding to make a change, and then knowing how to change. The information provided in this report will be helpful in this regard.

# PERFORMANCE STRENGTHS

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## **Personal Impact**

Low keyed and seemingly relaxed, Mr. Score-Average 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 he tends not to seek leadership roles, his career promotions most likely will be based on technical competence rather than maintaining a high profile within the organization. He appears friendly, outgoing, and approachable, but is willing to listen and let others talk.

## **Interpersonal Skill**

Mr. Score-Average is a pleasant and tolerant person but one who will take a stand when necessary. He is reasonably planful and careful about procedures, but also is able to be flexible enough to change directions when necessary.

## **Working and Learning Style**

Mr. Score-Average tends to be reflective and self-critical. As a result, he is usually vigilant regarding mistakes, concerned about being evaluated, responsive to coaching and feedback, and works in bursts of energy. These characteristics are useful in research activities, and as a stimulus to productivity and hard work. He is open minded and curious, but also takes a practical approach to problem solving. Mr. Score-Average seems uninterested in education or training for its own sake and, relative to most other people, is 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

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## **Achievement Motivation**

Mr. Score-Average likes to strike a balance between working hard and playing hard and, although he respects traditional business manners and practices, he is also willing to change with the times. Mr. Score-Average seems appropriately interested in advancing his career, but also pays attention to the demands of career, family, and social life. He likes being noticed and enjoys having his achievements recognized--he is even willing to advertise them from time to time.

## **Social Interests**

Mr. Score-Average seems equally happy working by himself or as part of a team. He enjoys meeting new people, but he also likes having time to himself. He likes people, but he doesn't need constant interaction. Mr. Score-Average enjoys assisting and developing others, especially those who need the most help. He helps others because it is the right thing to do. He also thinks it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. He seems to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. He is neither liberal nor conservative in management style; he seems to have a natural preference for moderation and compromise. Mr. Score-Average values the lessons of the past but is willing to experiment for the future.

## **Entrepreneurial Values**

Mr. Score-Average seems to have a sensible attitude toward money; although he appreciates its value, he is not preoccupied by compensation issues. He judges himself in part by income potential, but he also takes pride in family, friends, and leisure time activities. Mr. Score-Average prefers to minimize risk and uncertainty; he likes expectations to be spelled out and performance standards to be made explicit. He would rather be safe than sorry, which means that he will take few foolish chances, but he may also be reluctant to take the chances necessary to advance his career.

## **Decision Making Style**

Mr. Score-Average seems to strike a balance between form and function in decision making. He wants equipment to look good but also to perform reliably and efficiently. He understands the trade off between elegant style and durable performance and uses it in making decisions. He seems willing to make decisions based on data and research as well as his own personal experience. Mr. Score-Average is comfortable with technology, but he is not interested in technological innovations for their own sake—he understands the uses of technology without being addicted to it.

# CHALLENGES

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## **Reactions to Others**

Mr. Score-Average seems 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, he may seem somewhat irritable, critical, and willing to give up on people or projects. He seems to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see him as mistrustful, uncooperative, or argumentative. Mr. Score-Average is a careful person who rarely makes silly mistakes. At the same time, however, he may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. Mr. Score-Average is a sturdy person who can stand up to criticism and adversity. Nonetheless, because he can be reserved, others may think he is aloof, detached, and unconcerned about their interests. Because he is so stoic, others may not know what is on his mind. He also dislikes being interrupted, is skeptical of others' competency, and possibly is hard to coach.

## **Personal Performance Expectations**

Others may see Mr. Score-Average as rather modest and reluctant to speak up unless his opinion is explicitly solicited. He seems candid but somewhat reserved and careful to avoid what he sees as unnecessary risks. He seems somewhat hesitant to call attention to himself. Mr. Score-Average may be reluctant to put forward ideas that others may see as radical or different.

## **Reactions to Authority**

Mr. Score-Average seems somewhat tolerant and flexible, but may be inconsistent in his standards for evaluating others' work, being sometimes too strict and other times too lenient. He seems attentive and cooperative, he likes consensus and dislikes controversy. On the other hand, he may seem reluctant to take a stand or make independent decisions and perhaps too eager to please his boss.



# CAREER DEVELOPMENT

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## **When Strengths Become Weaknesses; Feedback for Mr. Score-Average**

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

## **Dealing with Derailment Tendencies**

- First, remember Mr. Score-Average's strengths--at his best, he is a cooperative, congenial person who works well as part of a team. He is good at resolving disputes and soothing ruffled feelings, and is a loyal supporter of good people and admirable causes.
- Second, remember that if he wants his staff to be loyal, then he must be loyal to them, even if that means sometimes annoying superiors.
- Third, when asked for an opinion, Mr. Score-Average should take his time, decide what he believes, and be prepared to defend his position when challenged.
- Fourth, although he dislikes 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 PERSONALITY ASSESSMENT SCALES

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



# HIGH POTENTIAL TALENT

Core competencies for emerging leadership

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**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.

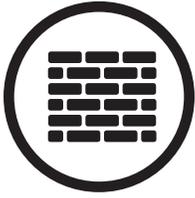
- **Leadership Foundations** concerns the degree to which people are able to manage their careers, are rewarding to deal with, and are good organizational citizens.
- **Leadership Emergence** evaluates the likelihood that people will stand out, emerge, and be labeled as leaders in their organization.
- **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

**Following Process:** following rules and respecting convention

**Thinking Broadly:** solving a wide range of business-related problems

**Getting Along:** being cooperative, pleasant, and rewarding to deal with

### LOWER SCORES

Flexible and fast-moving; may be impulsive and limit testing.

Grounded, pragmatic, tactical, and less visionary.

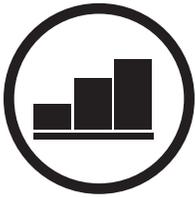
Willing to challenge others; may seem blunt and direct.

### HIGHER SCORES

Conscientious, dedicated, and dependable organizational citizens.

Inventive, open minded, strategic, and more visionary.

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

**Standing Out:** making others aware of one's contributions

**Influencing Others:** persuading others to pursue certain desired outcomes

**Building Connections:** creating strategic networks and relationships

### LOWER SCORES

More interested in being productive than in being recognized; may be reluctant to promote themselves.

Competent and self-reliant, but unable or unwilling to influence others in a particular direction.

Confident, independent, self-reliant, and reluctant to depend on others.

### HIGHER SCORES

Charming, confident, charismatic, and comfortable taking credit.

Willing to take charge, make suggestions, and exercise influence.

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

**Leading the Business:** achieving critical business outcomes

**Managing Resources:** securing, optimizing, and deploying key assets

**Leading People:** motivating others to pursue shared goals

### LOWER SCORES

Less assertive when selling ideas to others; may show little interest in taking charge and directing others.

Seeks to minimize risk; may struggle with forecasting resource needs and resist committing to plans.

Independent and task-oriented, may avoid trying to galvanize others to pursue shared goals.

### HIGHER SCORES

Willing to take charge, set goals, provide direction, and push others toward desired outcomes.

Decisive and comfortable taking smart risks; plans ahead but remains flexible under pressure.

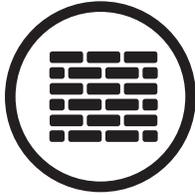
Engaging and patient; inspires commitment, and identifies appropriate group goals.

# 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.

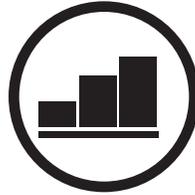
To help you better understand your strengths and development opportunities, your scores are also color-coded to show how they compare with scores for a global population of professionals, managers, and executives. Please remember that there are potential strengths and shortcomings associated with scores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

HIGH
ABOVE AVERAGE
BELOW AVERAGE
LOW



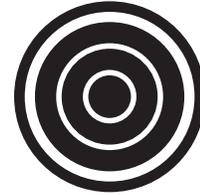
## LEADERSHIP FOUNDATIONS

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



## LEADERSHIP EMERGENCE

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



## LEADERSHIP EFFECTIVENESS

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

# MY RECOMMENDED FOCUS AREAS

HIGHEST SCORES		
SECTION	RANK	COMPETENCY
 FOUNDATIONS	1	<b>GETTING ALONG</b>
 FOUNDATIONS	2	<b>THINKING BROADLY</b>
 EFFECTIVENESS	3	<b>LEADING THE BUSINESS</b>

LOWEST SCORES		
SECTION	RANK	COMPETENCY
 EMERGENCE	7	<b>STANDING OUT</b>
 EMERGENCE	8	<b>INFLUENCING OTHERS</b>
 EFFECTIVENESS	9	<b>LEADING PEOPLE</b>



# 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 I: 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 let 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.
- ⓘ 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 proactively 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 indifferent 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 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 decision-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 than 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:  <i>Delegate more responsibilities to my team.</i>	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:				