HOGAN

LEADERSHIP FORECAST SERIES

SUMMARY

RESULTS-BASED OVERVIEW OF STRENGTHS, VALUES, AND CHALLENGES

Report for: Sam Poole

ID: HC560419

Date: 3.10.2021

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INTRODUCTION

This report summarizes Mr. Poole'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. Poole'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. Poole'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. Poole'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. Poole'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

Personal Impact

Mr. Poole is active, hard-working, competitive, and eager to get ahead. He likes leadership positions and enjoys being in charge. He is willing to take initiative in a group and, with the appropriate interpersonal skills, he will be able to assume leadership roles on team projects. These tendencies are particularly important in jobs that require directing others, persuasiveness, and working without supervision. Others will see him as energetic, talkative, and socially active. Mr. Poole should meet the public well and create a strong, even vivid, impression on others. He seems well suited for work that involves interacting with strangers. He should perform well in front of groups and like public speaking. This is particularly important for jobs in which one must constantly deal with strangers in a positive way, for example, in sales, training, marketing, and customer service work.

Interpersonal Skill

Mr. Poole is unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. He will be able to build and maintain friendships. He is concerned about staff morale and is a good team player. He values encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships. Mr. Poole is typically planful, self-controlled, careful, conscientious, and good with details. He will be a hardworking and solid organizational citizen (i.e., reliable and dependable). He is concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time. Mr. Poole values providing high quality work products and meeting high performance standards. This is particularly important in jobs requiring accuracy, precision, and attention to detail.

Working and Learning Style

Mr. Poole is stable and poised, has a positive attitude, and is usually in a good mood; he can easily handle job pressure and/or heavy work loads, and will rarely be irritable. Coworkers and team members will appreciate his steadiness; this is particularly important for jobs or tasks where there is a great deal of urgency, stress, and/or potential risk, and where it is necessary to keep emotions under control. In times of stress, his coworkers can count on him being calm, consistent, and upbeat. Mr. Poole is open-minded, curious, and imaginative. He understands the big picture, thinks quickly on his feet, has ideas for solving problems, and is comfortable with unstructured work that entails design, invention, or change. He is receptive to new ideas and values finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership. Mr. Poole is bright, knowledgeable, and up-to-date concerning current issues and technology. He also seems self-disciplined, achievement-oriented, and productive, and should enjoy pursuing tasks to completion. He will value training for himself and others, will seek opportunities to grow and develop, and will want to apply the latest relevant knowledge to the work setting. These characteristics are important for most jobs.

VALUES AND DRIVERS

Achievement Motivation

Although Mr. Poole is serious about work, he also enjoys entertaining others, likes variety in his life, and knows how to have a good time. Mr. Poole is keenly interested in career advancement, he evaluates himself in terms of his accomplishments, hates wasting time, and wants to make an impact on his organization and his profession. Although Mr. Poole appreciates positive comments on his performance, he is reluctant to engage in self-promotion, and prefers to wait for others to notice his accomplishments.

Social Interests

Mr. Poole enjoys meeting new people, he likes working as part of a team, and he may not like working by himself. He enjoys the entire process of networking, including reaching out and communicating with others and renewing old acquaintances. Mr. Poole 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. Poole values the lessons of the past but is willing to experiment for the future.

Entrepreneurial Values

Mr. Poole is keenly interested in financial issues and in discovering methods for increasing profitability and improving the bottom line. He is alert for business and investment opportunities, doesn't make many financial mistakes, and he doesn't have a lot of sympathy for those who do. Mr. Poole seems unconcerned about job security and is willing to take chances to advance his career. He doesn't need a lot of direction in his work, and he doesn't mind unexpected changes in work assignments.

Decision Making Style

Mr. Poole 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 to enjoy solving problems, analyzing issues, and understanding what is going on in the world. He is comfortable with technology, and he dislikes making decisions without being able to examine the relevant background information—his preference is to make decisions based on data rather than intuition.

CHALLENGES

Reactions to Others

Mr. Poole seems to be an intense and enthusiastic person, but one who, over time, seems easily frustrated and disappointed by others' performance. When he becomes frustrated, he may tend to give up on people or projects. Others may perceive him as volatile and hard to please. He seems insightful about people and knowledgeable about politics, but vigilant and alert for signs of mistreatment. When he thinks he has been wronged, others may see him as critical and argumentative. Mr. Poole 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. Poole is a person who can take the heat without wilting. Because he is so private, others may perceive him as not listening, indifferent to feedback, and remote. Unless he tells them, others will rarely know when he thinks something is wrong or could be done better. Nonetheless, he has doubts about others' competency, dislikes being pushed, and when he is annoyed, may procrastinate and seem stubborn and hard to coach.

Personal Performance Expectations

Others may see Mr. Poole as mannerly, polite, and unassertive. He seems reserved, socially appropriate and understated. He seems somewhat hesitant to call attention to himself. Mr. Poole seems smart, creative, and somewhat unorthodox in his thinking. Others will notice that his ideas seem unconventional, unusual, and unpredictable. These tendencies are important for problem solving, but over time, others may find some of his ideas impractical, unrealistic, or unworkable.

Reactions to Authority

Mr. Poole seems willing to let others do their work, but he may not give them needed feedback. He seems independent and self-reliant, and may become tired quickly when working as part of a team.

CAREER DEVELOPMENT

When Strengths Become Weaknesses; Feedback for Mr. Poole

In view of Mr. Poole's unusual resilience and ability to handle pressure, help him remember his previous errors and mistakes in order to learn from them, and make sure he is aware that others may be stressed when he is not. Mr. Poole is keenly interested in career advancement. Work with him to stay alert and look for opportunities to make these interests known. He needs to remember not to intimidate inexperienced or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated to succeed. He is so extraverted and enthusiastic that he may need to remember to listen carefully to what others are saying and not interrupt them—especially when dealing with inexperienced or more junior colleagues and with clients. He should also make a point to share credit with others for successes achieved. Because he values getting along with others, Mr. Poole will tend to avoid taking unpopular positions. Remind him to be careful not to promise more than he can deliver, to confront problems promptly before they become unmanageable, and to let others know where he stands on specific topics. Because he is so conscientious, he should remember that he won't be able to do everything himself and that it won't be possible to do every job equally well. Help him learn how to delegate and prioritize work, and make sure he understands the need to be flexible when it is called for--for example, he should allow people to interrupt him when necessary. Although he is imaginative and visionary, he may become easily bored with routine tasks; help him remember to stay with tasks until they are finished. He values being well-informed and will proactively seek training opportunities. Realize that he may become frustrated when they are not available. Moreover, he will enjoy setting his own performance goals because he is very achievement oriented.

Dealing with Derailment Tendencies

- First, remember Mr. Poole's strengths--when he is at his best, he is an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If he can learn to control the tendency to be annoyed or frustrated and the way he expresses emotions, he will be even more helpful to others.
- Second, make sure he listens closely to feedback from people he trusts; this will be particularly helpful in allowing him to persevere when he becomes discouraged about a person or a project and begins to think about breaking off his participation.
- Third, help Mr. Poole recognize that he tends to get overly enthusiastic about people or projects. Focus his attention on this tendency and help him learn to control his initial excessive bursts of enthusiasm. That way, he will reduce the likelihood of being frustrated later.
- Fourth, point out that being overly emotional can send unintended messages to his team and affect its productivity and performance.
- Finally, encourage Mr. Poole to stick with these development plans and strategies and "sweat out" the difficult periods when he might get discouraged. Help him change his expectations from "I knew this wouldn't work" to "Things aren't going well. I need to determine why and what to do next to keep moving forward." The more often he persists in solving his own problems, the more he will build a reputation of being steady and reliable.

SUMMARY OF PERSONALITY ASSESSMENT SCALES

SCALE	%	SCALE INTERPRETATION
Hogan Personality Inventory		
Adjustment	99	Concerns composure, optimism, and stable moods.
Ambition	85	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	77	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	73	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	68	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	91	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	74	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Recognition	25	Desire to be known, seen, visible, and famous.
Power	86	Desire for challenge, competition, achievement, and success.
Hedonism	98	Desire for fun, excitement, variety, and pleasure.
Altruistic	95	Desire to serve others, to improve society, and to help the less fortunate.
Affiliation	94	Need for frequent and varied social contact.
Tradition	41	Concerns for morality, family values, and devotion to duty.
Security	35	Need for structure, order, and predictability.
Commerce	79	Interest in earning money, realizing profits, and finding business opportunities.
Aesthetics	39	Interest in the look, feel, sound, and design of products and artistic work.
Science	80	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Hogan Development Survey		
Excitable	99	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Skeptical	99	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	85	Concerns being overly worried about being criticized.
Reserved	90	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	95	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	40	Concerns having inflated views of one's competency and worth.
Mischievous	47	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	36	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	91	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	27	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	5	Concerns being eager to please and reluctant to act independently.

HOGAN

LEADERSHIP FORECAST SERIES

POTENTIAL

STRENGTHS AND COMPETENCIES FOR LEADERSHIP

Report for: Sam Poole

ID: HC560419

Date: 8.03.2023

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INTRODUCTION

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

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

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

BACKGROUND

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

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

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

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

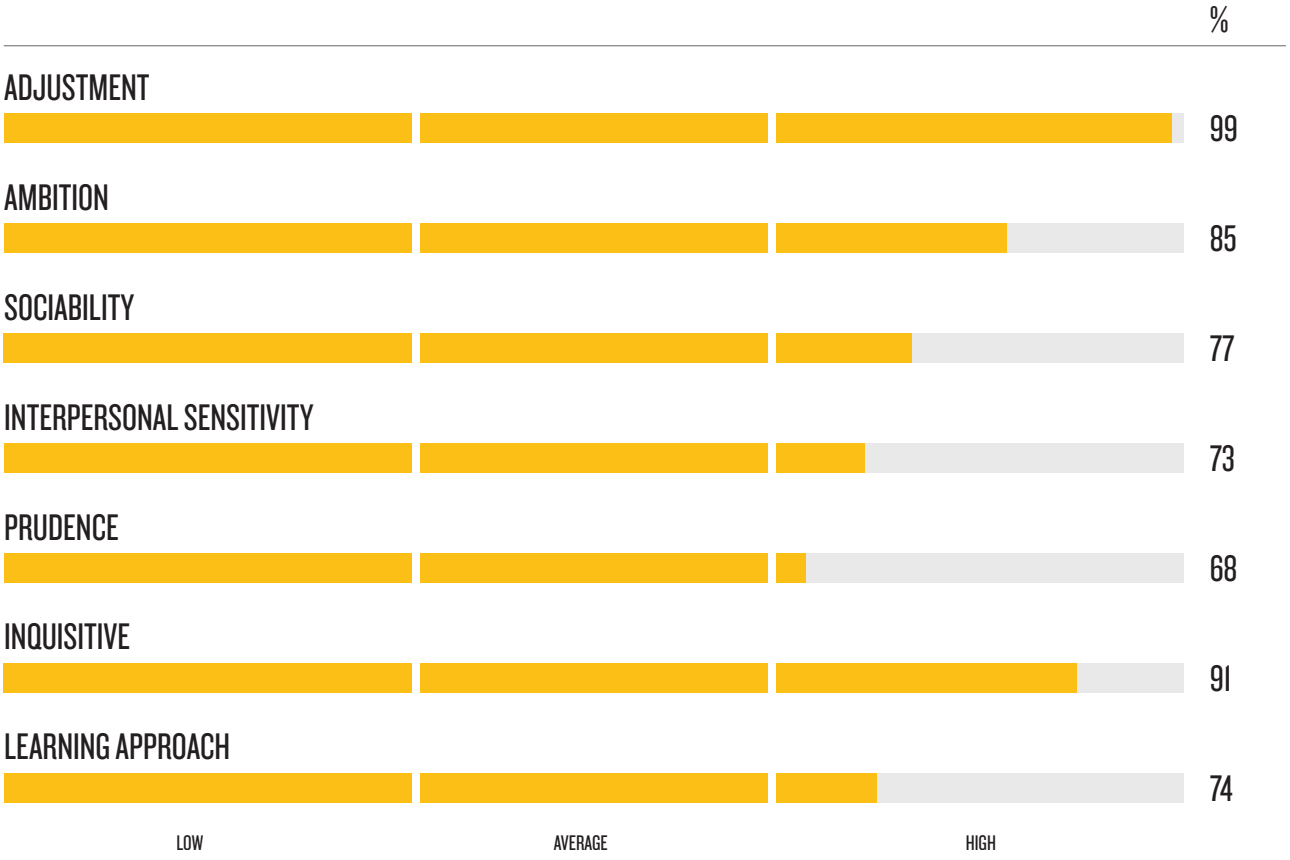
DEFINITIONS

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

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

LEADERSHIP POTENTIAL PROFILE

Scales



This report shows a regular assessment pattern.

ADJUSTMENT

Concerns composure, optimism, and stable moods.

BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Handle pressure well
- Not take criticism personally
- Expect to succeed
- Be hard to coach
- Overlook their mistakes

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you usually maintain a positive attitude, stay in a good mood, remain patient with staff errors and mistakes, and persist in the face of challenges, frustration, and reversals. On the other hand, you may not realize when others are stressed, and may be reluctant to listen to negative feedback.

COMPETENCY ANALYSIS

COMPOSURE: You tend to remain calm even when provoked, or faced with deadlines and heavy external pressure. You are perceived as confident and self-assured, and you express your emotions in a mature and socially appropriate manner.

LISTENING: You are so confident in your judgments that you may sometimes seem not to take others' views seriously. As a result, others may see you as arrogant, regardless of the merit of your views.

LEARNING AND PERSONAL COACHABILITY: You are open to and may even solicit feedback. At the same time, because you are so self-confident, you may tend to focus on the positive and ignore the negative. This can make you hard to coach.

BUILDING RELATIONSHIPS: Your positive mood and predictable demeanor should make you a rewarding person to deal with; you should have good success building and maintaining relationships when you choose to do so.

STRESS MANAGEMENT: You seem to deal comfortably with frustrations, delays, and the pressures of deadlines and heavy workloads. In fact, you appear to thrive under pressure, perhaps taking on more than you should. Others admire and count on your resilience.

ADJUSTMENT

DEVELOPMENTAL RECOMMENDATIONS

COMPOSURE:

- Because many people don't handle frustration and setbacks as well as you do, share with others the tips and techniques that you have found to be helpful when things don't go well.
- Because you are so confident, you may not realize when others are feeling stressed. As a leader, be sure to convey to your staff an appropriate sense of understanding of their problems.

LISTENING:

- Use active listening skills and positive body language – remember to paraphrase, reflect on what others have said, and don't interrupt them.
- Try to display a genuine interest in what is being said by others--people can sense when you are "going through the motions" rather than actively listening to them.

LEARNING AND PERSONAL COACHABILITY:

- Don't ignore criticism, particularly if you receive the same message from various sources.
- Ask your coworkers and colleagues for feedback. Ask yourself, "What do others keep telling me?" Pay attention to recurring themes in what you hear.
- Identify a trusted colleague who can give you honest feedback, and regularly ask them for this information. Before meetings, presentations, or customer contacts, ask your colleague to observe your performance and provide a later critique (this will help your colleague focus on your behavior to give you more useful feedback).

BUILDING RELATIONSHIPS:

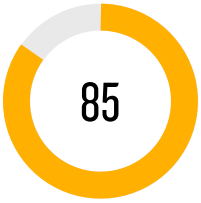
- People will appreciate your calm, steady demeanor. Because others become stressed when you don't, step up and use your skills to calm and motivate them.
- Because you are probably good at building relations with others, become a mentor in this area.

STRESS MANAGEMENT:

- You seem to handle pressure and stress so well that others may not believe you are as "concerned" as you should be. As a leader, it is important that you convey an appropriate level of involvement to your staff.
- Try not to pile work on others because you are not feeling any pressure, or because you feel that others can handle as much as you can.

AMBITION

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



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Enjoy taking charge and making decisions
- Accept difficult challenges
- Enjoy public speaking
- Intimidate inexperienced or more junior people
- Seem eager to advance

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are active, hard working, competitive, and eager to get ahead. You like leadership positions and enjoy being in charge. With the appropriate experience and interpersonal skills, you will be able to assume lead roles on complex projects. On the other hand, you may tend to compete with or intimidate colleagues without intending to do so.

COMPETENCY ANALYSIS

ACTION ORIENTATION: You are hard working, competitive, and want to succeed. People can depend on you to take initiative, solve problems, and get things moving.

CAREER ADVANCEMENT: You have a sense of what you can accomplish, and you have the energy and confidence to make things happen. You seem willing to push projects through to completion.

INITIATIVE: You have the confidence and desire to lead during a crisis. Others often look to you for direction and you like to provide it. Others expect you to do what needs to be done when problems arise, without being asked.

ACHIEVING RESULTS: You take pride in getting things done; others expect that you will push yourself and your staff to finish projects and exceed goals.

DECISION MAKING: You are not afraid to make decisions, even when all the information isn't available. However, you may need to practice delegating decision making when it is appropriate.

AMBITION

DEVELOPMENTAL RECOMMENDATIONS

ACTION ORIENTATION:

- Part of being a leader involves developing the skills of other employees. Be careful not to compete with your staff, or even seem to do so.
- Although being action-oriented is desirable, careful planning frequently leads to better decisions. As a leader, be careful not to treat every issue as urgent—use rapid responses in situations that require it.

CAREER ADVANCEMENT:

- Given your intensity and competitiveness, be careful not to alienate your peer group. When possible, gain consensus on your plan(s), communicate with your peer group, delegate to others, and share successes with all.
- Ask someone whom you trust for feedback about your work as a team member. If the feedback is not positive, create an action plan for improvement.
- Support the careers of your staff and colleagues. Involve others in projects, delegate tasks when possible, and look for opportunities to partner with other groups on projects.

INITIATIVE:

- Don't take on more than you can handle. Unfulfilled promises can erode others' trust.
- Realistically evaluate what your team can accomplish and resist the tendency to over-commit your team's resources.
- Remember that not everyone has your level of intensity. Be careful not to burn out your staff. Being goal-oriented is desirable, but be aware of signs of disengagement and/or burnout on the part of others.

ACHIEVING RESULTS:

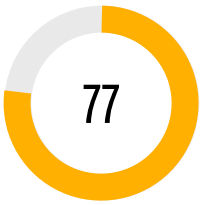
- You have high expectations for staff performance, but not everyone shares this orientation. Be sure to let others know what your expectations are, and then manage them accordingly.
- Be careful when pushing others--their capacity and/or skills may not equal yours.

DECISION MAKING:

- Before making a decision, make sure you review all the relevant information regarding the decision. Remember the carpenter's adage: "Measure twice, cut once."
- You probably make decisions quickly and confidently. As a result, others may rely on you to make decisions, which won't enhance their skills. Therefore, delegate down, make your subordinates responsible for the decisions in their work area.

SOCIABILITY

Concerns seeming talkative, socially bold, and entertaining.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Seem busy and full of energy
- Be talkative, friendly, and approachable
- Build relationships with a wide range of people
- Talk rather than listen
- Confuse activity with productivity

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you seem energetic and socially self-confident, speak up in public, organize your work around social interaction, and expect others to like you. You should be particularly good at building relationships outside your work group because you are so outgoing and approachable. Unless you are unusually conscientious, you may also be easily distracted.

COMPETENCY ANALYSIS

INITIATING INTERACTIONS: You are confident that strangers will like you; as a result, you easily reach out to others in the organization, and this is a useful talent for leaders.

ENERGY: You seem to be a lively, energetic, and intense communicator who gets noticed during meetings.

APPROACHABILITY: Your social self-confidence, lively interpersonal style, and willingness to reach out to strangers will cause others to describe you as outgoing and approachable.

INTERPERSONAL NETWORK: You have good networking skills and interact confidently with a wide variety of people throughout your organization.

TEAM ORIENTATION: You are willing to speak up and take an active part in team meetings.

SOCIABILITY

DEVELOPMENTAL RECOMMENDATIONS

INITIATING INTERACTIONS:

- When talking to direct reports, make sure to listen; talking is not always communicating.
- Remember that your exuberant, enthusiastic interaction style may disrupt others.

ENERGY:

- You probably gain energy from interaction. Spend some time working on your own, also. Effective leaders move easily between group- and individually-based work assignments.
- Be aware that your high energy and strong ideas may overwhelm peers and subordinates. Be sure to give them a chance to speak.
- Ask a trusted colleague for feedback to determine whether you move too fast or change topics too quickly for others to follow.

APPROACHABILITY:

- If you are constantly talking with others, it may impede their work. When you walk into an office, your staff will drop what they are doing, and give you their undivided attention. Recognize this, and avoid sidetracking them unnecessarily.

INTERPERSONAL NETWORK:

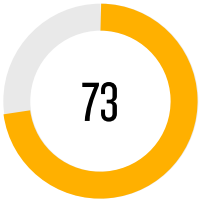
- You probably know many people in your organization and this is a hallmark of successful leaders. Be sure to leverage your many friendships across the organization to help get things done.
- Use your networking strengths to develop your junior staff members. Introduce them to your contacts and help them grow their relationships with other people.
- Use your social skill to engage less outgoing people. Actively reach out and include others--you will have a positive impact on overall communications within your organization.

TEAM ORIENTATION:

- While building your team, get input from others before making suggestions. If you find yourself dominating team interactions, step back, take a more passive role and see what develops. Your team members may surprise you.
- Recognize that some tasks are best done by individuals rather than by teams. Don't use a team approach to solve every problem. Evaluate the need for input and for speedy decisions before starting a group effort.

INTERPERSONAL SENSITIVITY

Concerns being agreeable, considerate and skilled at maintaining relationships.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Be pleasant and rewarding to deal with
- Be socially appropriate and good team players
- Read social and political cues easily
- Promise more than they can deliver
- Avoid confrontations

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you dislike conflict, and try to maintain cordial relations with others. You are a good team player and value encouraging and helping others. Your staff should like and trust you, but just might try to take advantage of your good nature.

COMPETENCY ANALYSIS

COMPASSION: You are a thoughtful and considerate person, you appreciate how your actions will affect others, and you avoid offending people unnecessarily.

COOPERATION: You value cooperation, you are a great team player, and you provide a model for your staff and others regarding how to accomplish goals through collaboration.

SEEKING INPUT: You respect others and seek their input, especially regarding issues that will affect them personally.

CONFRONTING SUBORDINATES: Because you value cooperation and you dislike upsetting people, you may find it difficult to confront problem performers.

STANDING ALONE: You seem uncomfortable taking unpopular positions, especially when doing so may annoy others, and you tend to avoid confrontations.

INTERPERSONAL SENSITIVITY

DEVELOPMENTAL RECOMMENDATIONS

COMPASSION:

- As a leader, you will sometimes have to make tough decisions. Learn that although you may have to confront others, you can still remain friends.
- Because you are a considerate and tolerant person, some people will try to take advantage of your good nature.

COOPERATION:

- In trying to be helpful, don't promise more than you can deliver. Evaluate your current situation before taking on additional tasks or requests from others.
- Management by consensus is not always appropriate. Learn when to consult your staff and when to make independent decisions.

SEEKING INPUT:

- When asking others for feedback, don't focus solely on the positives or the negatives--try to walk away with 2-3 of each.
- Be selective about whom you ask for feedback, because giving feedback can be an emotionally draining task for others.

CONFRONTING SUBORDINATES:

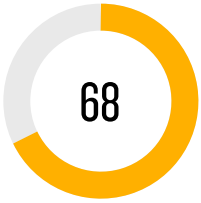
- Giving your staff timely feedback will produce better results. Not giving it causes inefficiencies and can create perceptions of favoritism.
- Make your performance expectations clear up front. That way, you will set standards and feel comfortable addressing future shortcomings.

STANDING ALONE:

- Your staff counts on you to express their concerns to the senior management in the organization. If you don't, then your work group will begin to doubt your leadership. Stick up for your staff.
- Your tendency to avoid confrontations and contentious situations may undermine your effectiveness as a leader. Be prepared to endure occasional unpleasantness.

PRUDENCE

Concerns being conscientious, dependable, and rule-abiding.



BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Work hard for the company
- Follow company rules and procedures
- Plan work in advance and anticipate changes in the workload
- Have trouble delegating, and tend to micromanage their staff
- Get bogged down in details

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you are a hard working and solid organizational citizen. You are concerned about rules, procedures, and task clarity. You value doing things right and try to meet high standards of performance. Others will see you as careful and conscientious, but perhaps also as inflexible and needing a lot of structure.

COMPETENCY ANALYSIS

HANDLING AMBIGUITY: When starting new projects, you prefer to have the expectations, rules, and guidelines spelled out carefully in advance, so you will know how you are doing and how you will be evaluated.

FLEXIBILITY: You prefer to use established methods and procedures in your work, especially when the stakes are high, rather than experimenting with new techniques that might not work.

PLANNING: You tend to plan your work carefully in advance, estimating time, steps, personnel, and resources required for tasks. You are most comfortable when goals, timetables, and a firm understanding of obligations are in place.

ATTENTION TO DETAIL AND TIMELINES: You want your work to be technically accurate and completed on time. Others see you as organized, conscientious, and punctual.

RULE ORIENTATION: You respect the rules of the organization, you follow them carefully, and you expect others to do so as well.

PRUDENCE

DEVELOPMENTAL RECOMMENDATIONS

HANDLING AMBIGUITY:

- Even the most careful plan will change, and change is an inevitable part of organizational life. As a leader, you must be able to deal with changes. Identify someone in your organization who adapts well to change and try to learn from this person.
- You will never have enough information to make the best possible decision; life is about making decisions with the information you have. Make a list of what you need to know and then act.

FLEXIBILITY:

- You may try to complete every task equally well; if so, learn how to prioritize your work.
- You are well-organized and planful, and this involves using rules and procedures; but what may seem like a good rule today can become an obstacle tomorrow. Therefore, be selective about introducing new rules and procedures.
- Be sure you delegate decision making to those persons who will have to live with the decision, and do not make it yourself.

PLANNING:

- You have strong planning and organizing skills. Help others who are not as planful to achieve their goals, and ensure that they remain responsible for completing their own work.
- Tell others about your schedules, plans, and deadlines. If they know what you expect, they will be better able to meet your targets.

ATTENTION TO DETAIL AND TIMELINES:

- Your strengths include thoroughness and attention to detail. Such strengths can become weaknesses if you micro-manage your staff. Give your staff freedom to succeed and encourage them to approach you with questions.

RULE ORIENTATION:

- Challenge existing rules if they are no longer appropriate. Don't blindly follow rules just because they are on the books; review them in terms of business necessity.
- You should remember that "rule breakers" sometimes have ideas and/or insights that others may lack. Stay objective and listen to their side of the story.

INQUISITIVE

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

BEHAVIORAL IMPLICATIONS

Leaders with similar scores tend to:

- Be seen as visionary about business
- Think quickly on their feet and help solve problems
- Understand and talk about the "big picture"
- Be seen as worldly and sophisticated
- Become easily bored with implementation or repetitious tasks

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you think quickly on your feet, generate lots of ideas, and are curious about how things work. You understand the big picture and can be creative and even visionary. Others will see you as original and imaginative, but easily bored, especially with the details of implementation.

COMPETENCY ANALYSIS

CREATIVITY: You should be a resource for your organization when it needs to solve problems that require thinking outside the box.

MANAGING INNOVATION: You seem interested in trying new technology, processes, and problem-solving methods to improve the speed and quality of your work.

CURIOSITY: You are an open-minded person with a wide range of interests; as a result, you like to have more than a superficial understanding of how things work.

VISION: You think about the future of the business and enjoy reviewing strategies for getting there.

PROBLEM SOLVING: Your ability to think "outside the box" and in terms of the big picture is a competency that should enhance your career within the organization.

INQUISITIVE

DEVELOPMENTAL RECOMMENDATIONS

CREATIVITY:

- You are likely to be good at developing novel approaches to solving problems. However, not every problem requires a new solution. Try to determine whether an acceptable solution to the problem at hand already exists.
- Innovation and creativity have a price--namely, the time needed to develop unique solutions is time away from other duties. Keep track of the ROI for any rework, changes, or new strategies you adopt. Set a time and dollar limit for new projects and when you exceed them, learn to move on.

MANAGING INNOVATION:

- Technology may not be the answer to every problem. Identify the best practices on a topic before adopting new technology as a solution.
- Don't become so taken by technology that you miss straightforward logical solutions.

CURIOSITY:

- Effective leaders like to understand how things work, and they ask lots of questions. You probably do this, too. At some point, however, further questioning has little ROI. Therefore, continue seeking information about "hows" and "whys", but put some limits on your investigations, so that you have sufficient time to complete projects.

VISION:

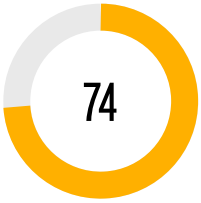
- You probably enjoy thinking about long range issues and problems. Be sure that you also spend time on important current problems.
- Make sure that you have a sound rationale for your ideas, and present it carefully--you need to "sell" your ideas to others to ensure their commitment and support. Ask colleagues for feedback on your ideas and how well you are communicating them.

PROBLEM SOLVING:

- Be sure that your organization is aware of your strengths—visioning and strategic planning—and be a resource to other groups in these areas.
- Understand when a problem can benefit from a down-to-earth solution.

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:

- Value training for themselves and their staff
- Stay up-to-date with recent developments in business and technology
- Be self-disciplined and conscientious about goals
- Take action before others are on board
- Have an opinion about everything

LEADERSHIP IMPLICATIONS

Compared to other leaders, your scores suggest that you like to learn and acquire new knowledge. You will value training for yourself and others and will want to apply the latest relevant knowledge to your work. Although your friends may think of you as bright and well-informed, others may think you sometimes show off your knowledge.

COMPETENCY ANALYSIS

STAYING CURRENT: You should find it easy to stay up-to-date on recent business trends and relevant developments in your industry.

LEARNING QUICKLY: You should also find it easy to learn new techniques and procedures, because you remember new material easily.

LEARNING STYLE: You seem to enjoy traditional forms of education, including lectures and reading.

COMMUNICATING ACCURATELY: Your written communications should be clear and accurate.

INTELLECTUAL MOTIVATION: Others see you as bright, hard-working, and achievement-oriented.

LEARNING APPROACH

DEVELOPMENTAL RECOMMENDATIONS

STAYING CURRENT:

- Your interest in remaining up-to-date will enhance your effectiveness. You also tend to have an answer or opinion on most topics, and you are usually right. However, when appropriate, let others solve problems on their own. Doing so is an essential development experience for them.
- Share with others your techniques for staying up-to-date. Build a learning environment within your own team, perhaps by holding information sessions or group Q&A sessions, discussing topical books and publications, sharing your vision of the company's future, and so forth.

LEARNING QUICKLY:

- Remember that others may not learn as fast as you do. As a leader, your learning speed may intimidate others—be aware of this, and try to make others feel comfortable as they learn at their own rate.

LEARNING STYLE:

- You are likely to be comfortable in a classroom environment and may even prefer this style of learning. Learn to profit from hands-on and demonstration-style experiences, too.
- As a leader, do not assume that all of your team members learn as you do. Get to know your people, and try to match their developmental experiences with their individual learning styles.

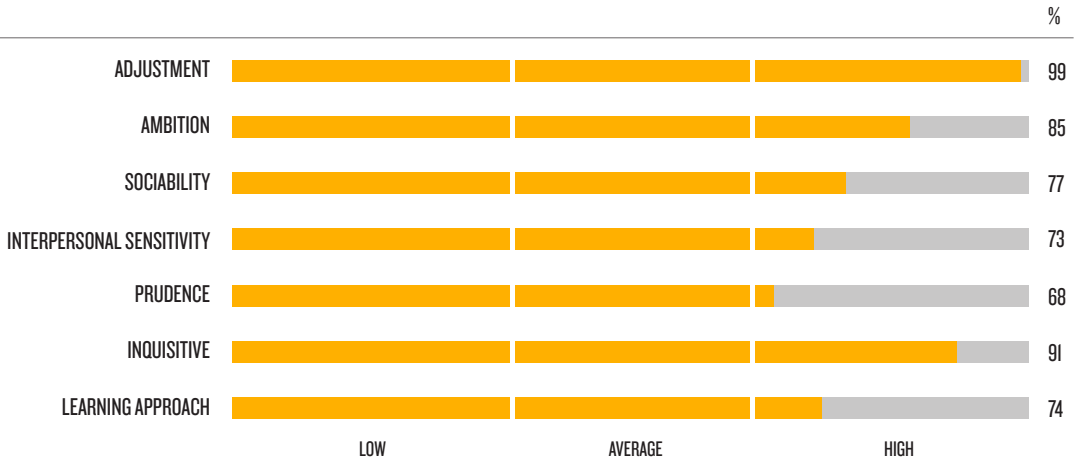
COMMUNICATING ACCURATELY:

- Your staff probably finds your memos and instructions easy to read and understand. Use your strengths in this area to mentor and coach others who do not write as well as you. Remember to use tact when correcting others.

INTELLECTUAL MOTIVATION:

- Continue to set high standards for yourself and your staff regarding both job-specific and managerial/leadership training. Create a learning environment within your work group.
- Pursuing training for yourself and others is laudable, but training costs money. Therefore, do not go to training programs simply because they are available. Instead, review the contents of the course, and only attend programs or seminars that are likely to be worthwhile for you and/or your team.

Scales



Subscale Scores

Adjustment

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

Ambition

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

Sociability

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

Interpersonal Sensitivity

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

Prudence

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

Inquisitive

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

Learning Approach

- Education
- Math Ability
- Good Memory
- Reading

HOGAN

LEADERSHIP FORECAST SERIES

CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

Report for: Sam Poole

ID: HC560419

Date: 4.11.2023

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INTRODUCTION

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

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

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

BACKGROUND

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

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

HOW DO RISK FACTORS DEVELOP?

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

INTRODUCTION

WAYS TO USE THIS INFORMATION

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

DEFINITIONS

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

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

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

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

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

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

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

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

Colorful Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.

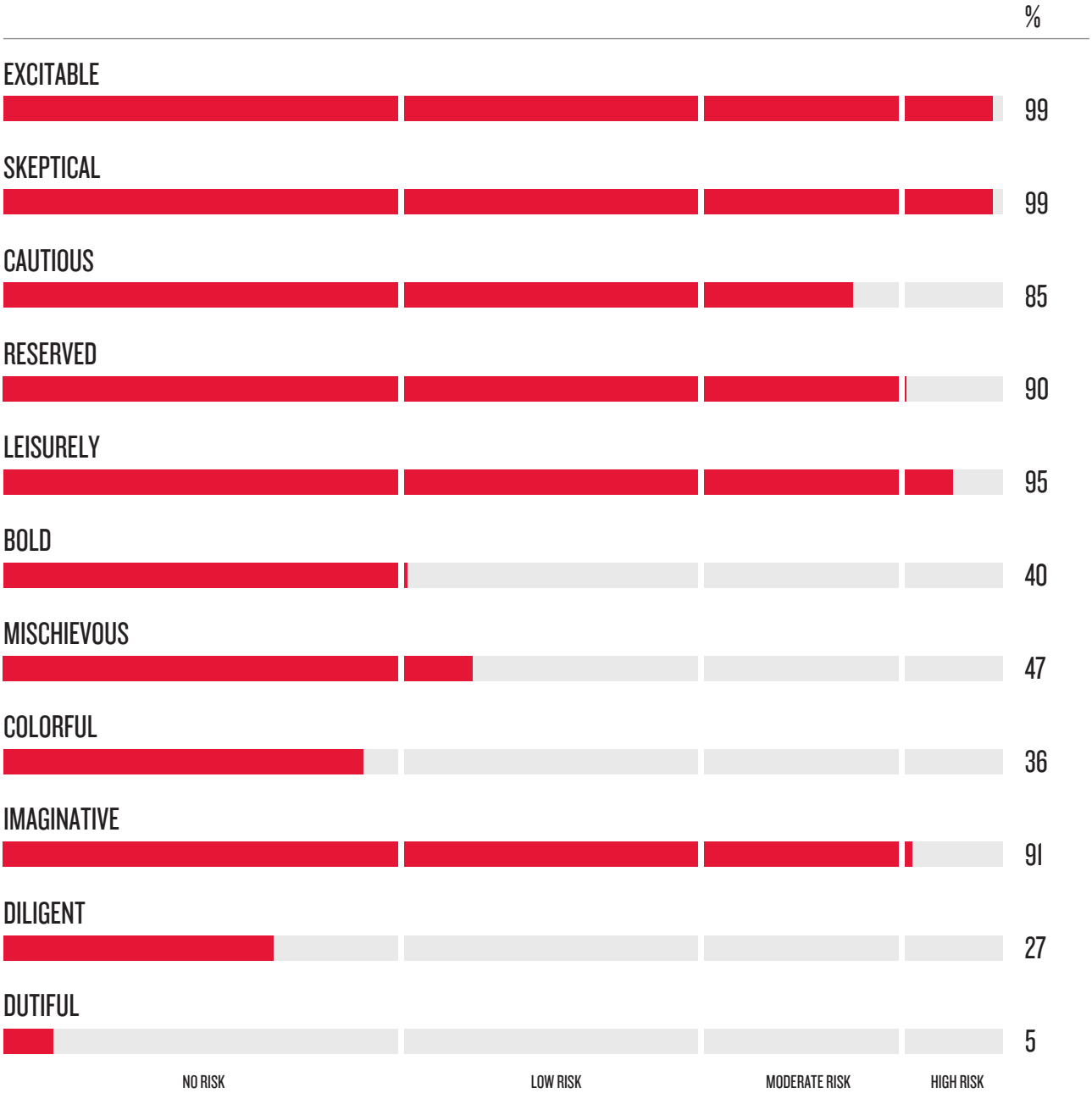
Imaginative Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

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

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

LEADERSHIP CHALLENGE PROFILE

Scales



EXCITABLE

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

HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Seem intense and energetic, but volatile and sometimes explosive.
- May quit when frustrated.
- Yell when angry.
- Overreact to criticism.
- Often seem to understand when others are stressed.

LEADERSHIP IMPLICATIONS

Your intensity and energy about new projects will have a positive impact on your organization. However, your tendency toward emotional displays could erode your credibility, your ability to coach others, and your effectiveness to work as part of a team. Your boss will probably be impressed with your enthusiasm for new projects, but may notice your tendency to become discouraged when things don't work out. Your moodiness may make you seem unpredictable and hard to read.

COMPETENCY ANALYSIS

COMPOSURE In high-pressure situations, your coworkers may see you as unpredictable and emotional. In addition, you tend to become upset by unexpected demands and may say things that you regret later. As a result, your coworkers could hesitate to approach you with problems because they don't know how you will react.

FAIRNESS TO OTHERS When you are frustrated with projects, you may tend to give up on them. This could blind side the other people who are working on them.

PERSEVERANCE Your enthusiasm for people and projects may fade when you meet setbacks, resistance, challenges, and potential failure. You may not press long enough to get things done; if so, this can be perceived as a lack of perseverance.

SKEPTICAL

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

HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Are very insightful about people and politics.
- Are alert for signs of betrayal or disrespect.
- Seem argumentative and easily offended.
- Expect to be mistreated.
- Retaliate when they feel wronged.

LEADERSHIP IMPLICATIONS

You are perceptive about others' intentions and a shrewd observer of organizational politics. These qualities can be a major asset in your career. However, you may also tend to focus on the negative, overreact to perceived threats, become argumentative when you feel slighted, and take critical feedback personally. You may become too concerned about organizational politics. These tendencies can interfere with your ability to build and sustain relationships and appreciate others' viewpoints. A tendency to be suspicious and argumentative could also cause others to perceive you as difficult and uncooperative.

COMPETENCY ANALYSIS

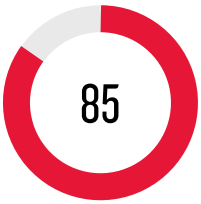
INFLUENCING AND PERSUADING OTHERS You may seem suspicious of others’ intentions. If so, then this will limit your ability to influence, persuade, and inspire them to take action.

OPENNESS TO IDEAS You may react to new ideas by arguing and pointing out how they won't work. This tendency will make others defensive and lead to difficulty in gaining their consensus or approval.

OBJECTIVITY You may seem set in your ways and unable to appreciate viewpoints different from your own.

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

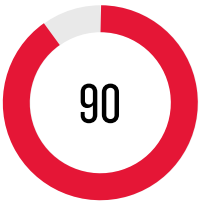
DECISIVENESS Your concern about making good decisions may cause you to gather more information than you need. Ultimately, this could prevent you from making timely decisions.

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.



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Can make independent decisions and stand up to criticism.
- May misread social cues.
- Seem tough and independent.
- May unintentionally bruise others' feelings.

LEADERSHIP IMPLICATIONS

You seem to be a strong person who handles pressure and criticism well. At the same time, you may also seem unconcerned with others' feelings and you may prefer to work alone. If so, then these tendencies can affect your ability to form relationships and to build coalitions. You can be tough and direct, which could offend those who are overly sensitive. Your feedback may be too blunt, and could intimidate the person receiving it. You may also seem uncommunicative, making it difficult to influence or motivate others.

COMPETENCY ANALYSIS

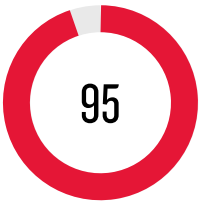
MOTIVATING OTHERS Your direct and somewhat blunt style may inhibit your ability to build relationships. Your reserve may annoy your staff and may impede your ability to gain their commitment.

RELATIONSHIP BUILDING You may not pay attention to your impact on others, which will limit your effectiveness in building and maintaining relationships.

APPROACHABILITY In high pressure situations, you may tend to withdraw and stop communicating. As a result, your staff may wonder what you need or expect.

LEISURELY

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



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Have good social skills and make a positive first impression.
- Seem cooperative but covertly feel mistreated.
- Privately challenge the competence of top management.
- Become irritated when interrupted.
- Procrastinate and put off projects for people they don't like.

LEADERSHIP IMPLICATIONS

As a leader, you have good social skills and others rarely know how you really feel. You can be irritable when interrupted or given additional assignments; you may then drag your feet, put off tasks, and generally resist requests for extra effort. This could impair your ability to build relationships and manage others. You can effectively coach people you like, but may be unwilling to help those you do not. Similarly, you will accept advice and feedback from bosses you like, but silently reject influence from bosses you do not respect. You may not always enjoy being part of a team and may sometimes resist when asked to participate.

COMPETENCY ANALYSIS

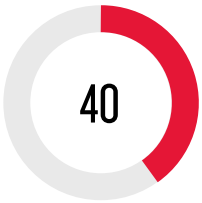
FOSTERING TEAMWORK Under pressure you may tend to ignore others' timelines and focus on your own goals and priorities. This may inhibit effective teamwork and cause others to doubt your commitment.

COOPERATION AND TIMELY RESULTS Although you may overtly agree to complete tasks, if you don't see the relevance, you may procrastinate and not follow through. This may limit your effectiveness in meeting your commitments and producing timely results.

BUILDING TRUST When pressed about an issue, you may withhold your true opinions or ideas. Others may see this as support for the issue and believe that you will perform as needed.

BOLD

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Seem confident in their abilities.
- Have a realistic view of their competencies.
- Have reasonable career goals.
- Seem willing to listen to negative feedback.

LEADERSHIP IMPLICATIONS

You seem to be an appropriately confident person who makes reasonable demands on staff and subordinates. You will participate in team tasks without demanding leadership positions. In the process of managing your career, your easy going style may cause you to hold back unnecessarily. You may not actively promote a vision or strategy for the organization, preferring to wait until others ask for your opinion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

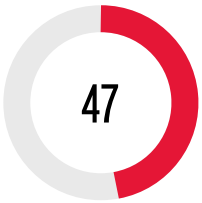
SEEING PERSPECTIVE Although you have ideas about how to expand and improve the business, you may not push them aggressively.

PERSONAL DEVELOPMENT You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

DRIVE FOR RESULTS Your natural modesty may cause you to underestimate your capacity and to set your aspiration level too low.

MISCHIEVOUS

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Seem dependable and self-disciplined.
- Think before they act.
- Communicate through the appropriate channels.
- Maintain commitments.
- Rarely take unnecessary chances.

LEADERSHIP IMPLICATIONS

You tend to avoid taking unnecessary risks and others see you as trustworthy. This will enhance your ability to build a team and manage others. You will be a planful mentor, and will manage your own career in a way that minimizes risk. Your boss should respect your judgment and appreciate your reliability. You don't press the limits and you will tend to make high quality, low risk decisions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DECISION QUALITY You don't take unnecessary risks, and can be counted on to make decisions that optimize outcomes and minimize mistakes.

RISK TAKING You will not take on speculative projects without appropriate consideration and analysis. At the same time, you may tend to avoid taking appropriate risks, and this could cause you to miss opportunities to enhance your career.

LEARNING FROM EXPERIENCE You pay attention to the consequences of your actions and reflect on past experience as a guide 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.

NO RISK

BEHAVIORAL IMPLICATIONS

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

- Seem quiet and self-restrained.
- Avoid calling attention to themselves.
- Tend to work behind the scene.
- Don't mind letting others take the lead.
- Seem able to stay on task.

LEADERSHIP IMPLICATIONS

You are a quiet person who rarely engages in self-promotion. Your modesty and willingness to listen will make you a trusted and credible manager. However, your staff may want you to be more visible and take a higher profile from time to time. You may be reluctant to give feedback and career advice, preferring to be asked first. You should work well with a variety of bosses who will respect your understated style. Your career may not advance as rapidly as it should due to your reluctance to advertise your success. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

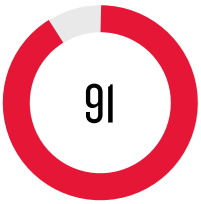
CELEBRATING SUCCESS You tend not to engage in self-promotion. As a leader however, it will be important for you to celebrate and promote the accomplishments and achievements of your staff.

BUILDING MORALE As a leader, your modesty could lead you to miss opportunities to cheer up and encourage your team members. Although you might not require a lot of recognition, your subordinates will appreciate your paying attention to them and their achievements.

SELF-DEVELOPMENT You may not actively seek development opportunities for yourself or your staff. Without encouragement and support for learning experiences, the productivity of the group will diminish. Think strategically about how you can develop the skills of yourself and your staff.

IMAGINATIVE

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



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Seem playful and innovative.
- May be hard to understand.
- Have unusual and original ideas.
- Make surprising decisions.
- Change focus quickly and often.

LEADERSHIP IMPLICATIONS

You are a colorful and interesting person with some decided strengths as a leader -- including an ability to change directions quickly, to work without explicit guidelines, and to anticipate future trends. Although you will be fun to work with, you may be easily distracted and communicate in unpredictable, idiosyncratic, or confusing ways. Although you will be a creative coach and mentor, your advice may sometimes be judged impractical, "off the wall," or inconsistent with the organizational culture. Your boss will appreciate your creativity and spontaneity, and may find your knack for strategic and visionary thinking quite helpful. On the other hand, your playfulness, idiosyncratic communicative style, and unusual ideas may detract from your credibility.

COMPETENCY ANALYSIS

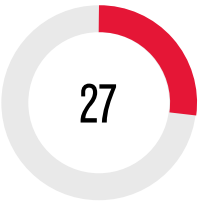
PROVIDING CLEAR DIRECTION When you are hurried or under pressure, you may tend to communicate by using words or phrases that make sense to you but leave others wondering what, exactly, you have said.

CREATIVITY You are able to see things in ways that are fresh and original. However, when you are excited, your ideas may tend to be impractical and go over the top.

STAYING FOCUSED When you are under pressure, you may have trouble staying focused on the problem at hand.

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

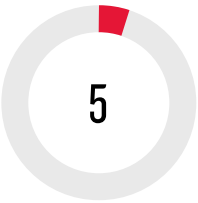
DEALING WITH AMBIGUITY You seem able to remain flexible and keep your options open, even when you are being pressured for results.

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.



NO RISK

BEHAVIORAL IMPLICATIONS

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

- Seem independent and self-reliant.
- Seem willing to act without prior approval.
- Seem willing to challenge their boss.
- Trust their direct reports.
- Stick up for their subordinates.

LEADERSHIP IMPLICATIONS

Your score suggests that you are an independent and self-reliant person. You are likely to make your own decisions, and be willing to challenge the business assumptions of others. You will work best with bosses who appreciate taking initiative, acting, and challenging. Although you are willing to stick up for your staff, you may not always be perceived as a team player. In planning business strategy, you will be willing to take unpopular positions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT You seem unafraid of conflict and are willing to confront poor performers and give them feedback.

ACTING INDEPENDENTLY You seem comfortable taking initiative, acting, and challenging the assumptions of others when appropriate.

SUPPORTING YOUR STAFF You seem willing to challenge your boss on behalf of your staff, which is important because loyalty goes both ways.

DEVELOPMENTAL RECOMMENDATIONS

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

EXCITABLE - HIGH RISK

- First remember your strengths--when you are at your best, you are an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If you can learn to control your tendency to be annoyed or discouraged and modify the way you express your emotions, you will be even more helpful to others.
- Second, listen closely to feedback from people you trust; this will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation.
- Third, recognize that you tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, you will reduce the likelihood of being discouraged later.
- Fourth, remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.
- Finally, encourage yourself to stick with your plans and strategies and "sweat out" the difficult periods when you might get discouraged. Change your expectations from "I knew this wouldn't work" to "Things aren't going well, I need to think about why, and what to do next to keep them moving forward." The more often you persist in solving your problems, the more you will build a reputation of being steady and reliable.

SKEPTICAL - HIGH 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 your friend to tell you when you are being excessively critical, defensive, or sensitive--and listen to their feedback.

DEVELOPMENTAL RECOMMENDATIONS

CAUTIOUS - MODERATE RISK

- You are deeply concerned about doing things right; others will appreciate your commitment and know they can depend on you to give projects your very best effort.
- You do not like to take the initiative in activities for which you feel you lack sufficient talent or information. These tendencies can cut you off from valuable developmental experiences and, in the long run, although you will make fewer mistakes, your career will not advance as rapidly as it might.
- Your habit of making careful decisions may sometimes cause you to miss opportunities and could cause others to see you as not being action oriented. You need to develop the willingness to experiment. Trusted friends can help you evaluate the merit of new ventures.
- When people ask for your opinion during a meeting, they usually think you have something useful to contribute. You need to speak your mind in such circumstances. Some sort of assertiveness training might be helpful.

RESERVED - HIGH RISK

- When you are at your best, you are a resolute and independent person who is not easily intimidated, and who can take the heat during difficult times.
- After important meetings, check with others to make sure you got the same message they did. You can rely on social consensus as a guide to action.
- Your toughness and independence are desirable qualities in some situations, but they can prevent you from listening to feedback; you need to be aware of this and make extra efforts to profit from the coaching and advice of your friends.
- Your tendency to be somewhat direct and blunt can affect your ability to enroll people in your ideas and build a team.
- Although you may prefer to work alone--especially when you are under pressure--you need to get out of your office and talk with your staff each day. This may be difficult at first, but it is a very important way for you to show concern and try to listen.

DEVELOPMENTAL RECOMMENDATIONS

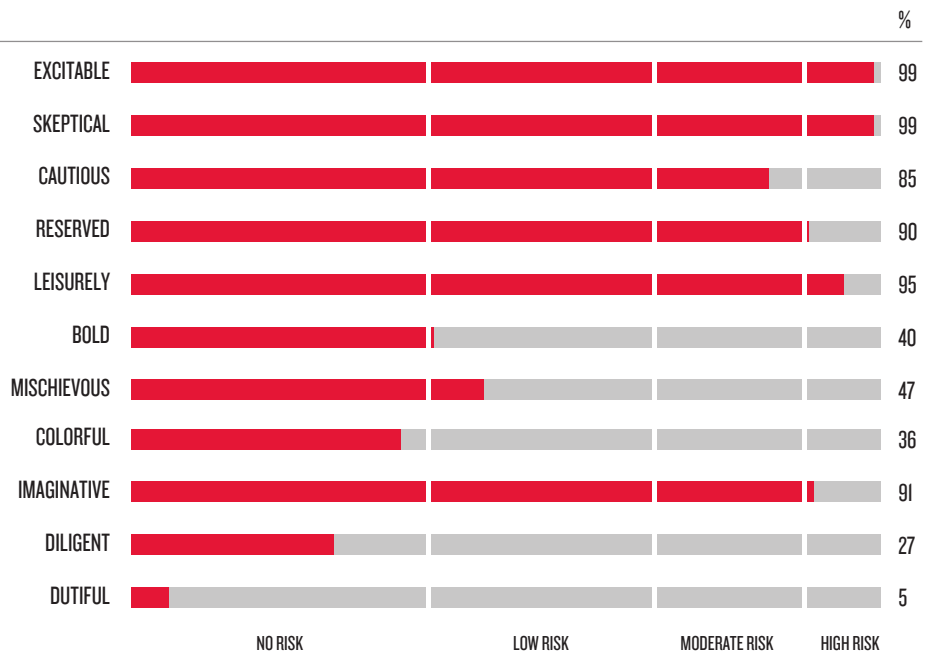
LEISURELY - HIGH RISK

- You are independent, socially skilled, and able to say "no" diplomatically. You make few demands of others, except to be left alone to do your work in your own way.
- You see more incompetence in the world than others do. Although you may think others are naive, you could profit from their optimism and trust.
- Understand that you may become irritable when others try to coach you. Allow yourself to be more easily influenced by friends or family, and more willing to do the little extra things they ask you to do.
- Limit the promises you make to others, but be sure to fulfill the promises and commitments you do make.

IMAGINATIVE - HIGH RISK

- When you are at your best, you are a colorful, visionary, and stimulating person. Others will appreciate your imagination, your vision, and your creative thinking.
- Remember to communicate clearly in order to avoid your ideas from getting lost or not getting implemented
- Your career will develop most productively if you focus on those ideas that seem most interesting to others, not you. In this way, more of your ideas will get turned into action.
- You probably need to partner with someone who may be less creative, but who is better at implementation. You will need some assistance in bringing your ideas to fruition, and the best way to do this is to work with someone who likes your ideas and wants to help you implement them.

Scales



Subscale Scores

Excitable
- Volatile
- Easily Disappointed
- No Direction

Bold
- Entitled
- Overconfidence
- Fantasized Talent

Diligent
- Standards
- Perfectionistic
- Organized

Skeptical
- Cynical
- Mistrusting
- Grudges

Mischievous
- Risky
- Impulsive
- Manipulative

Dutiful
- Indecisive
- Ingratiating
- Conforming

Cautious
- Avoidant
- Fearful
- Unassertive

Colorful
- Public Confidence
- Distractible
- Self-Display

Reserved
- Introverted
- Unsocial
- Tough

Imaginative
- Eccentric
- Special Sensitivity
- Creative Thinking

Leisurely
- Passive Aggressive
- Unappreciated
- Irritated

HOGAN

VALUES

CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

Report for: Sam Poole

ID: HC560419

Date: 3.11.2021

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Introduction

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

1. **Drivers:** Your values are your key drivers—the things in life that motivate you. Values determine your aspirations and symbolize what you strive for and hope to attain. Your values define what you desire in your work and life.
2. **Fit:** Your values determine how well you will fit with any organizational culture. Organizational cultures typically reflect the values of senior management. People are happy and productive in cultures that are consistent with their values, and they are distressed and unhappy working in cultures defined by values that differ from their own.
3. **Leadership Style and Culture:** Your values reflect what you find rewarding and pay attention to or what you dislike and avoid. Thus, your values define the behavior that you like and reward and the behavior that you ignore or dislike. Consequently, your values shape the kind of culture that you, as a leader, will create for your staff and subordinates.
4. **Unconscious Biases:** Values influence the decisions you make—about people, projects, plans, and strategy. Values filter perceptions of experience, especially about what is desirable or undesirable, good or bad. Values typically operate outside conscious awareness and bias both thought and action.

Ways to Use this Information.

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

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

Ways to Use this Information.

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

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

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

Definitions

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

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

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

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

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

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

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

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

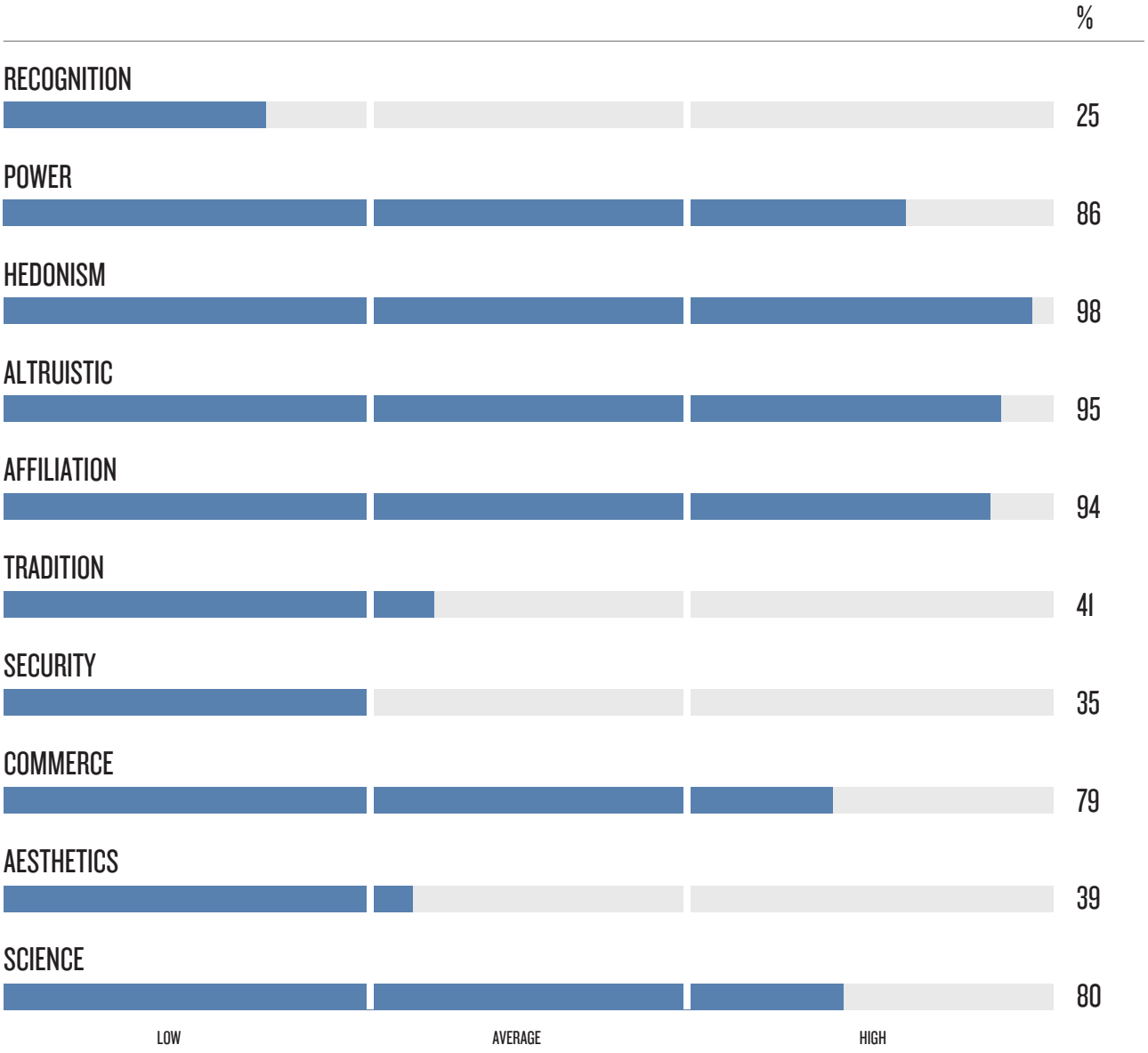
COMMERCE
Indifferent to Financial Matters vs. Focused on Commercial Outcomes
Seeking wealth and financial success. Low scorers have modest financial aspirations; high scorers pay close attention to financial matters.

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

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

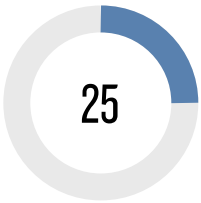
LEADERSHIP VALUES PROFILE

Scales



RECOGNITION

Seeking fame, appreciation, and acknowledgment.



Drivers

You tend to be personally motivated by a desire to:

- Avoid being the center of attention
- Be left alone to get on with your work
- Seek peace and quiet in the work environment
- Be a "silent contributor"
- Be seen as modest and unassuming

Fit

You should be most comfortable working in environments that:

- Are calm and orderly
- Allow people to work independently
- Require limited team interactions and performance
- Avoid exuberant and noisy outbursts

And you tend to dislike environments that:

- Publicly celebrate individual effort
- Encourage self-display

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be muted, restrained, and relatively peaceful
- Value people who work and keep their heads down
- Minimize needless meetings and interactions
- Provide few rewards and praise only superior performance
- Assume people work for the intrinsic reward of doing a good job

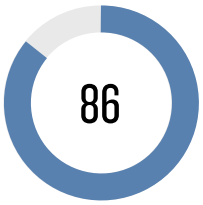
Unconscious Biases

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

- You may not notice when others want and need your attention
- You may assume that others know what you are thinking and, therefore, tend not to communicate
- You may make decisions without considering others' needs for recognition
- You tend to think public recognition of performance is a waste of time
- You tend to prefer formal, scripted situations to spontaneous environments

POWER

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



Drivers

You tend to be personally motivated by a desire to:

- Make an impact and get things done
- Be known for your accomplishments
- Create a legacy
- Be in charge of significant projects
- Have freedom of your actions

Fit

You should be most comfortable working in environments that:

- Reward people who are bold and competitive
- Reward results with opportunities for advancement
- Empower people to get results
- Encourage individual initiative

And you tend to dislike environments that:

- Fail to reward individual achievement
- Reward unproductive people

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize productivity and a drive for results
- Focus on ways to beat the competition
- Celebrate winners and winning
- Base rewards and promotions on merit, not politics
- Value innovation and creative problem solving

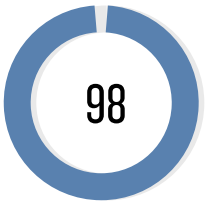
Unconscious Biases

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

- You tend to frequently underestimate the competition
- You may refuse to acknowledge the possibility of failure
- You tend to prefer competition over cooperation
- You may not share success with your subordinates or team members
- You may be attracted to risky business propositions

HEDONISM

Wanting fun, variety, and enjoyment in the workplace.



Drivers

You tend to be personally motivated by a desire to:

- Enjoy your life and your work
- Spend time with interesting people
- Innovate and create new solutions
- Work hard and play hard
- Explore new places and experiences

Fit

You should be most comfortable working in environments that:

- Are fun loving and freewheeling
- Are comfortable with ambiguity or disorder
- Encourage you to work hard and play hard
- Provide chances for travel and entertainment

And you tend to dislike environments that:

- Are excessively formal
- Emphasize procedures over results

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be informal and open
- Take work and fun seriously
- Be flexible in policies, procedures, and protocol
- Emphasize results rather than methods
- Be moderately irreverent and limit testing

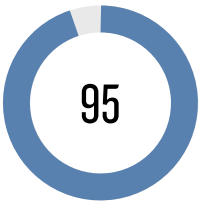
Unconscious Biases

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

- You are likely to tolerate minor infractions of rules
- You may value change for its own sake
- You may dislike employees who can’t seem to have fun
- You are likely to make spontaneous and opportunistic decisions
- You tend to embrace novelty and eccentricity

ALTRUISTIC

Wanting to help people who are struggling or in need.



Drivers

You tend to be personally motivated by a desire to:

- Meet people's needs rather than increase profits
- Improve staff morale and well-being
- Do good for others
- Establish harmonious staff relations
- Motivate your staff to share your sense of social responsibility

Fit

You should be most comfortable working in environments that:

- Care about and look after staff
- Have a public service agenda and mission
- Encourage volunteering
- Treat people with respect

And you tend to dislike environments that:

- Appear to value profit over people
- Allow confrontation and rudeness

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize respect and consideration
- Accommodate individual needs
- Be democratic and solicit lots of input
- Be sensitive to issues of equity and fairness
- Maximize engagement and morale

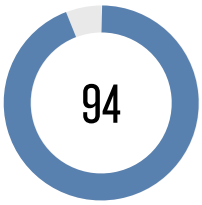
Unconscious Biases

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

- You may emphasize individual comfort over productivity
- You tend to believe that harmonious relations are more important than productivity
- You tend to undervalue the trait of self-reliance in your staff
- You may seek to promote social justice inside the building
- You tend to make decisions based on people's feelings rather than data

AFFILIATION

Seeking opportunities to build social networks and collaborate with people.



Drivers

You tend to be personally motivated by a desire to:

- Maximize interactions with others
- Work as part of group or team projects
- Experience variety and novelty in your work
- Seek out social acceptance and approval
- Maintain a large network of business contacts

Fit

You should be most comfortable working in environments that:

- Rely on teams to accomplish work
- Require lots of interactions with people outside of the group
- Involve frequent meetings and public discussion
- Reward success for group, rather than individual, accomplishments

And you tend to dislike environments that:

- Discourage face-to-face communication
- Require you to work alone

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be team-based with flexible rules and roles
- Feature lots of meetings and opportunities to interact
- Provide spontaneous and flexible scheduling
- Provide lots of communication and feedback
- Discourage individual contributions

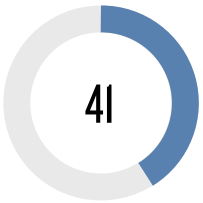
Unconscious Biases

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

- You may prefer people to work together and cooperate
- You may encourage group based problem solving
- You may confuse activity (e.g., meetings and conversations) with productivity
- You may be an important catalyst for bringing diverse people together to collaborate
- You tend to believe that social interaction enhances productivity

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

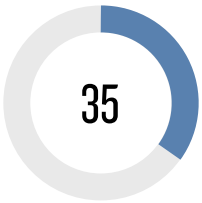
Unconscious Biases

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:

- Find new challenges in life
- Have new experiences
- Be noticed by taking risks
- Explore novel ideas and new ways of doing things
- Test the ordinary limits

Fit

You should be most comfortable working in environments that:

- Make decisions and move on
- Are fun, exciting, and even edgy
- Recruit colleagues who like risk and challenge
- Encourage spontaneous decision making

And you tend to dislike environments that:

- Are routine and process-driven
- Discourage innovation and risk-taking

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be experimental, lively, and bouncy
- Reward experimentation and risk taking
- Be flexible, quick, and nimble
- Have a bias toward action
- Be individualistic and sales oriented

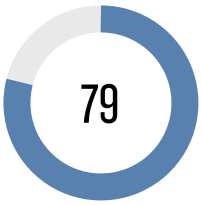
Unconscious Biases

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

- You may see change per se as the answer to problems
- You may make decisions based more on instinct than facts
- You may choose intuitively appealing actions and projects
- You tend to dislike cautious or defensive decision making
- You may interpret data in a creative, non-literal manner

COMMERCE

Seeking wealth and financial success.



Drivers

You tend to be personally motivated by a desire to:

- Achieve wealth and fame
- Increase your compensation and net worth
- Gain power and control
- Win and beat the competition
- Create a legacy and be remembered

Fit

You should be most comfortable working in environments that:

- Provide tangible rewards for performance
- Use metrics to evaluate performance
- Emphasize competition
- Have high aspirations

And you tend to dislike environments that:

- Cannot define success
- Base rewards on seniority and not performance

Leadership Style and Culture

As a leader, the culture you create tends to:

- Value financial forecasting and cost benefit analysis
- Be alert for competitive threats
- Continuously evaluate productivity and performance
- Be intolerant of complacency
- Be driven by a sense of urgency

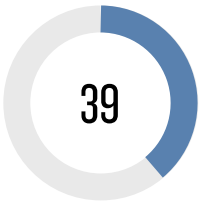
Unconscious Biases

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

- You may see others as competitors
- You tend to see staff as a tool for your own success
- You may underestimate problems or threats
- You might be constantly searching for competitive advantage
- You might be averse to signs of sentimentality and tender-mindedness

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 practical, business-like 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

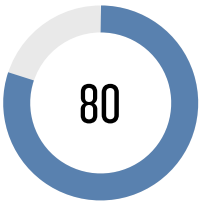
Unconscious Biases

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:

- Understand how things work
- Make data-based decisions
- Explore new technologies
- Find the right answers to problems
- Learn and stay up to date

Fit

You should be most comfortable working in environments that:

- Reward logic and rational analysis
- Support empirical inquiry
- Are modern and technology-savvy
- Encourage people to question authority

And you tend to dislike environments that:

- Favor faith-based decision making
- Fail to defend claims rationally

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize logic and rational problem solving
- Be argumentative
- Value being bright and being right
- Be picky about evidence
- Challenge others' views and assertions

Unconscious Biases

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

- You may dislike concepts such as superstition, luck, or fate
- You may instinctively need to challenge received opinion
- You tend to prefer analysis over action
- You tend to distrust quick decisions
- You may resist gut-level judgments and individual experience

Development Opportunities

RECOGNITION

- Recognize that others need "pats on the back" more than you do
- Take an active interest in the performance of your staff; ask them for progress reports and tell them when they are doing good work
- Outline explicitly your expectations for your team and each member of your staff
- Be tolerant of any accomplishments your staff may celebrate—even if you choose not to participate

POWER

- Are realistic about the probable success of your projects
- Understand that others can contribute even if they lack your drive to win
- Don’t turn every project into a competition for your subordinates; encourage them to cooperate
- Express appreciation to your staff for their contributions to projects

HEDONISM

- Make sure that others perceive you as businesslike and professional
- Be careful of spontaneous decisions—collect data to justify your choices
- Remember that when others do not want to socialize, it doesn’t reflect on you or their job commitment
- Tell your subordinates what change is needed but let them set the pace for change

ALTRUISTIC

- Recognize that people may try to exploit your good nature to avoid their responsibilities
- Remember that business requirements are usually more important than staff problems
- Respect the fact that other people may not share your interest in helping the less fortunate
- Remember that hard and important decisions rarely make everyone happy

AFFILIATION

- Don’t let social networking distract you from your leadership responsibilities
- Identify appropriate roles for subordinates as individuals and members of the team
- Show respect for corporate expectations, time limits, and deadlines
- Be sure that your staff perceives you as decisive, assertive, and in charge

Development Opportunities

TRADITION

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

SECURITY

- Try to understand the reasons behind current practices before changing them
- Recognize that your ideas may threaten some people
- Be sure that your staff supports your new ideas
- Be careful not to make decisions that are inconsistent with the organization's goals

COMMERCE

- Avoid sacrificing long-term productivity for short-term payoffs
- Ask your staff for suggestions to enhance the quality of the workplace
- Remember that if your staff is happy, they will be more productive
- Listen to staff for ways to improve their connection to work

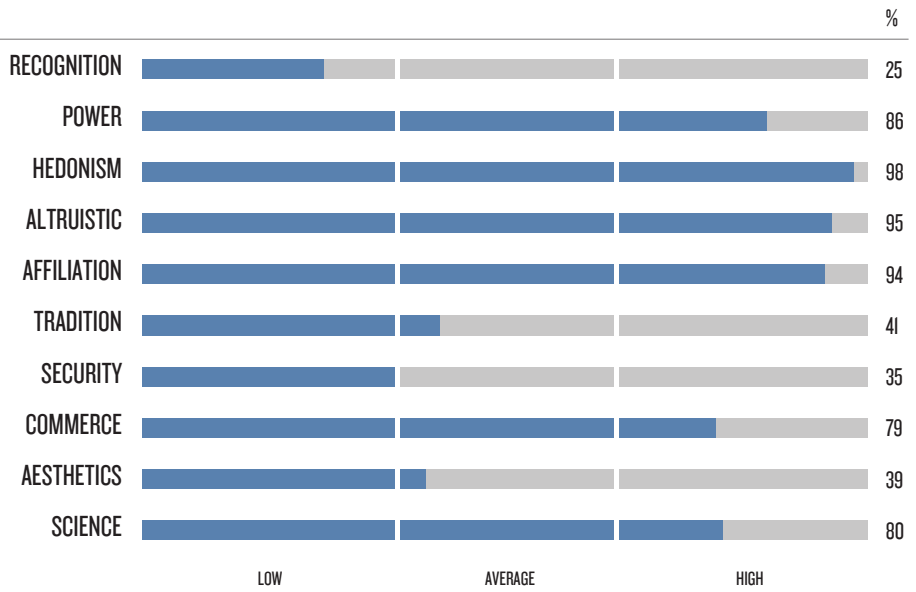
AESTHETICS

- 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

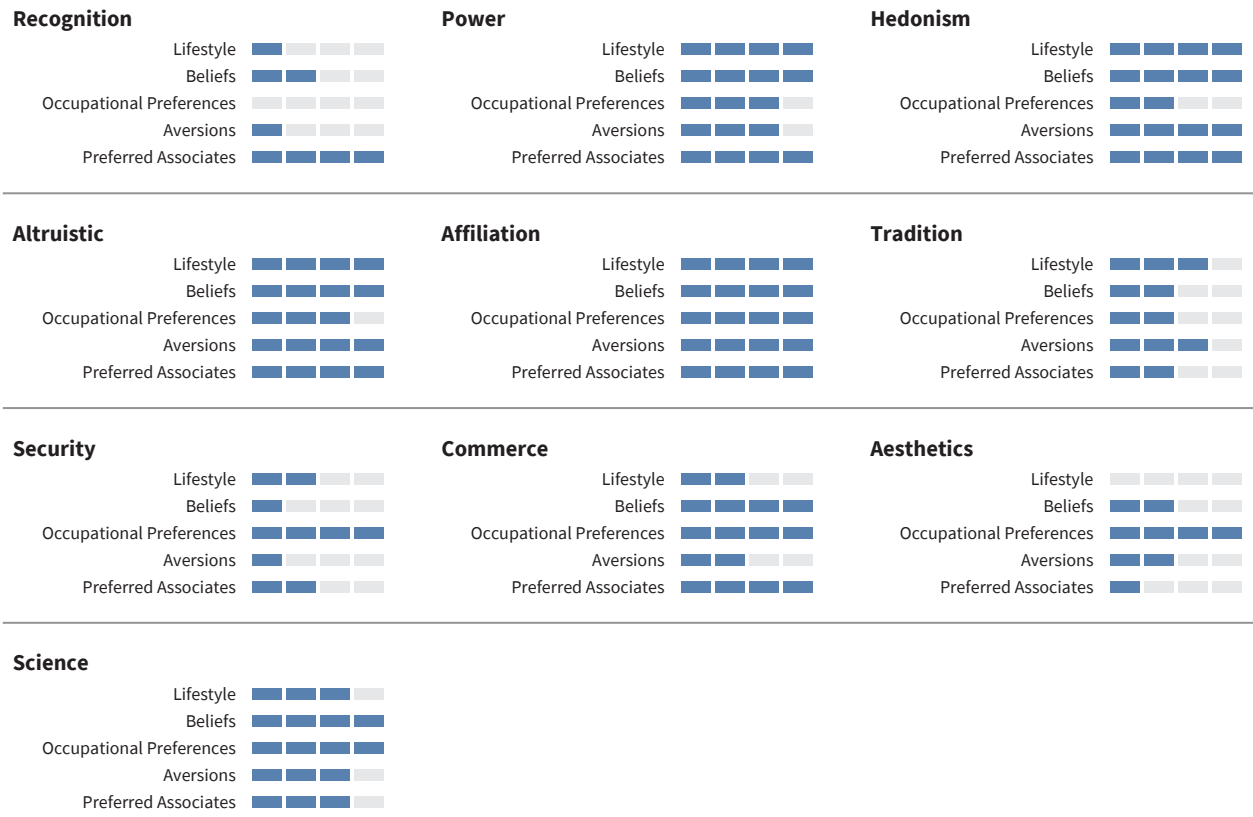
SCIENCE

- Pay attention to the practical realities of business while you try to understand them more fully
- Remember that data and technology are tools, not ends in themselves
- Learn to speed up your decision making so that you can move on to new problems
- Ensure that your solutions to problems are realistic given the resources available

Scales



Subscale Scores



HOGAN

LEADERSHIP FORECAST SERIES

COACHING

DEVELOPMENT PLAN FOR STRATEGIC SELF-AWARENESS

Report for: Sam Poole

ID: HC560419

Date: 5.22.2019

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Introduction

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

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

Process Checklist

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

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

Step 1: Analyze Your Job

Step 2: Review Multi-rater Data

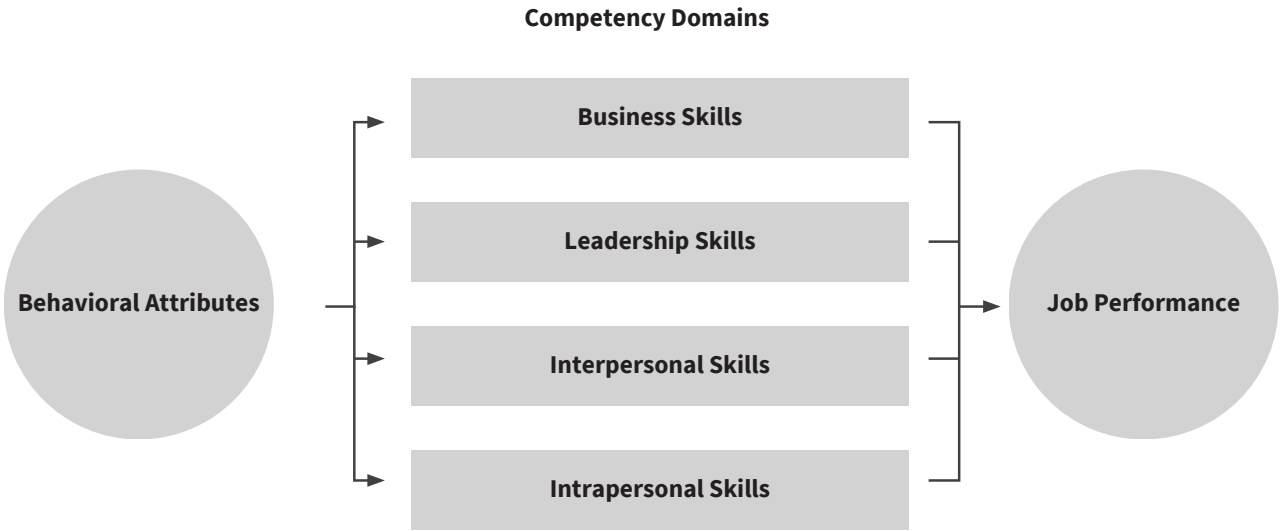
Step 3: Review Forecast Summary

Step 4: Review Each Forecast Report

Step 5: Complete Data Integration

General Model

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



Job Performance

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

Competency Domains

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

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

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

Business Skills
- **Vision**
- **Problem Solving**
- **Planning**

Leadership Skills
- **Delegation / Empowerment**
- **Coaching**
- **Managing Performance**

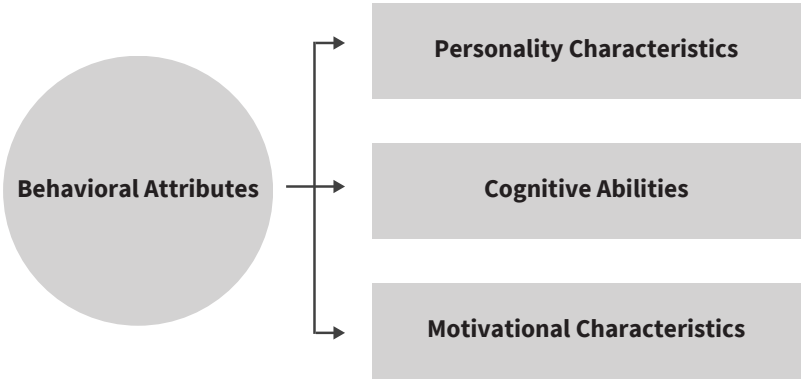
Interpersonal Skills
- **Approachability**
- **Listening**
- **Building Relationships**

Intrapersonal Skills
- **Action Orientation**
- **Initiative**
- **Composure**

Behavioral Attributes

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

WHY WE DO WHAT WE DO, MEASURED USING ASSESSMENT INVENTORIES



Applying the Model

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

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

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

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

Step 1 – Analyze Your Job

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

Domains	Competencies	Describe the most important requirement
BUSINESS	_____ _____ _____ _____	
LEADERSHIP	_____ _____ _____ _____	
INTERPERSONAL	_____ _____ _____ _____	
INTRAPERSONAL	_____ _____ _____ _____	

Step 2 – Review Multi-rater Data

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

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

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

Step 3 – Review Forecast Summary

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

Performance Strengths

Personal Impact

You are active, hardworking, competitive, and eager to get ahead. You like leadership positions and enjoy being in charge. You are willing to take initiative in a group and, with the appropriate interpersonal skills, you will be able to assume leadership roles on team projects. These tendencies are particularly important in jobs that require directing others, persuasiveness, and working without supervision. Others will see you as energetic, talkative, and socially active. You should meet the public well and create a strong, even vivid, impression on others. You seem well suited for work that involves interacting with strangers. You should perform well in front of groups and like public speaking. This is particularly important for jobs in which one must constantly deal with strangers in a positive way, for example, in sales, training, marketing, and customer service work.

Interpersonal Skill

You are unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. You will be able to build and maintain friendships. You are concerned about staff morale and being a good team player. You value encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships. You are typically planful, self-controlled, careful, conscientious, and good with details. You will be a hardworking and solid organizational citizen (i.e., reliable and dependable). You are concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time. You value providing high quality work products and meeting high performance standards. This is particularly important in jobs requiring accuracy, precision, and attention to detail.

Working and Learning Style

You are stable and poised, have a positive attitude, and are usually in a good mood. You can easily handle job pressure and/or heavy work loads, and will rarely be irritable. Coworkers and team members will appreciate your steadiness; this is particularly important for jobs or tasks where there is a great deal of urgency, stress, and/or potential risk, and where it is necessary to keep emotions under control. In times of stress, your coworkers can count on you to be calm, consistent, and upbeat. You are open-minded, curious, and imaginative. You understand the big picture, think quickly on your feet, have ideas for solving problems, and are comfortable with unstructured work that entails design, invention, or change. You are receptive to new ideas and value finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership. You are bright, knowledgeable, and up-to-date concerning current issues and technology. You also seem self-disciplined, achievement-oriented, and productive, and should enjoy pursuing tasks to completion. You will value training for yourself and others, will seek opportunities to grow and develop, and will want to apply the latest relevant knowledge to the work setting. These characteristics are important for most jobs.

Values and Drivers

Achievement Motivation

Although you are serious about work, you also enjoy entertaining others, like variety in your life, and know how to have a good time. You are keenly interested in career advancement, you evaluate yourself in terms of your accomplishments, hate wasting time, and want to make an impact on your organization and your profession. Although you appreciate positive comments on your performance, you are reluctant to engage in self-promotion, and prefer to wait for others to notice your accomplishments.

Social Interests

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

Entrepreneurial Values

You are keenly interested in financial issues and in discovering methods for increasing profitability and improving the bottom line. You are alert for business and investment opportunities, do not make many financial mistakes, and do not have a lot of sympathy for those who do. You seem unconcerned about job security and are willing to take chances to advance your career. You do not need a lot of direction in your work, and you do not mind unexpected changes in work assignments.

Decision Making Style

You seem to strike a balance between form and function in decision making. You want equipment to look good but also to perform reliably and efficiently. You understand the trade off between elegant style and durable performance and use it in making decisions. You seem to enjoy solving problems, analyzing issues, and understanding what is going on in the world. You are comfortable with technology, and dislike making decisions without being able to examine the relevant background information—your preference is to make decisions based on data rather than intuition.

Challenges

Reactions to Others

You seem to be an intense and enthusiastic person, but one who, over time, seems easily frustrated and disappointed by others' performance. When you become frustrated, you may tend to give up on people or projects. Others may perceive you as volatile and hard to please. You seem insightful about people and knowledgeable about politics, but vigilant and alert for signs of mistreatment. When you think you have been wronged, others may see you as critical and argumentative. You are a careful person who rarely makes silly mistakes. At the same time, however, you may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. You are a person who can take the heat without wilting. Because you are so private, others may perceive you as not listening, indifferent to feedback, and remote. Unless you tell them, others will rarely know when you think something is wrong or could be done better. Nonetheless, you have doubts about others' competency, dislike being pushed, and when you are annoyed, you may procrastinate and seem stubborn and hard to coach.

Personal Performance Expectations

Others may see you as mannerly, polite, and unassertive. You seem frank, straightforward, and understated. You seem somewhat hesitant to call attention to yourself. You seem smart, creative, and somewhat unorthodox in your thinking. Others will notice that your ideas seem unconventional, unusual, and unpredictable. These tendencies are important for problem solving, but over time, others may find some of your ideas impractical, unrealistic, or unworkable.

Reactions to Authority

You seem willing to let others do their work, but you may not give them needed feedback. You seem independent and self-reliant, and may become tired quickly when working as part of a team.

Career Development

When Strengths Become Weaknesses—Development feedback for Sam Poole

In view of your unusual resilience and ability to handle pressure, remember your previous errors and mistakes in order to learn from them, and make sure you are aware that others may be stressed when you are not. You are keenly interested in career advancement. Work to stay alert and look for opportunities to make these interests known. You need to remember not to intimidate inexperienced or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated to succeed. You are so extraverted and enthusiastic that you may need to remember to listen carefully to what others are saying and not interrupt them—especially when dealing with inexperienced or more junior colleagues and with clients. You should also make a point to share credit with others for successes achieved. Because you value getting along with others, you will tend to avoid taking unpopular positions. Remember to be careful not to promise more than you can deliver, to confront problems promptly before they become unmanageable, and to let others know where you stand on specific topics. You are so conscientious, you should remember that you will not be able to do everything yourself and that it will not be possible to do every job equally well. Learn how to delegate and prioritize work, and make sure you understand the need to be flexible when it is called for—for example, you should allow people to interrupt you when necessary. Although you are imaginative and visionary, you may become easily bored with routine tasks; remember to stay with tasks until they are finished. You value being well-informed and will proactively seek training opportunities. Realize that you may become frustrated when they are not available. Moreover, you will enjoy setting your own performance goals because you are very achievement oriented.

Dealing with Derailment Tendencies

- First, remember your strengths—when you are at your best, you are an active, energetic, and an interesting person who can infuse intensity and purpose in an organization. If you can learn to control the tendency to be annoyed or frustrated and the way you express emotions, you will be even more helpful to others.
- Second, make sure you listen closely to feedback from people you trust; this will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation.
- Third, recognize that you tend to get overly enthusiastic about people or projects. Focus your attention on this tendency and learn to control your initial excessive bursts of enthusiasm. That way, you will reduce the likelihood of being frustrated later.
- Fourth, being overly emotional can send unintended messages to your team and affect its productivity and performance.
- Finally, stick with your development plans and strategies and “sweat out” the difficult periods when you might get discouraged. Change your expectations from “I knew this wouldn’t work” to “Things aren’t going well, I need to determine why and what to do next to keep moving forward.” The more often you persist in solving your own problems, the more you will build a reputation of being steady and reliable.

Summary of Scores from your Leadership Forecast Reports

Scale	%	Scale Interpretation
Hogan Personality Inventory		
Adjustment	99	Concerns composure, optimism, and stable moods.
Ambition	85	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	77	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	73	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	68	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	91	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	74	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Recognition	25	Desire to be known, seen, visible, and famous.
Power	86	Desire for challenge, competition, achievement, and success.
Hedonism	98	Desire for fun, excitement, variety, and pleasure.
Altruistic	95	Desire to serve others, to improve society, and to help the less fortunate.
Affiliation	94	Need for frequent and varied social contact.
Tradition	41	Concerns for morality, family values, and devotion to duty.
Security	35	Need for structure, order, and predictability.
Commerce	79	Interest in earning money, realizing profits, and finding business opportunities.
Aesthetics	39	Interest in the look, feel, sound, and design of products and artistic work.
Science	80	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Hogan Development Survey		
Excitable	99	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Skeptical	99	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	85	Concerns being overly worried about being criticized.
Reserved	90	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	95	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	40	Concerns having inflated views of one's competency and worth.
Mischievous	47	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	36	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	91	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	27	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	5	Concerns being eager to please and reluctant to act independently.

Step 4 – Review Each Forecast Report

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

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

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

Step 5 – Complete Data Integration

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

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

Building Your Development Plan

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

Your company's approach

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

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

Development Planning Form

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

Appendix A – Development Planning Form

Goal	Development Actions	Results		
		3 Months	6 Months	9 Months