



# High Potential Talent Report

Core competencies for emerging leadership

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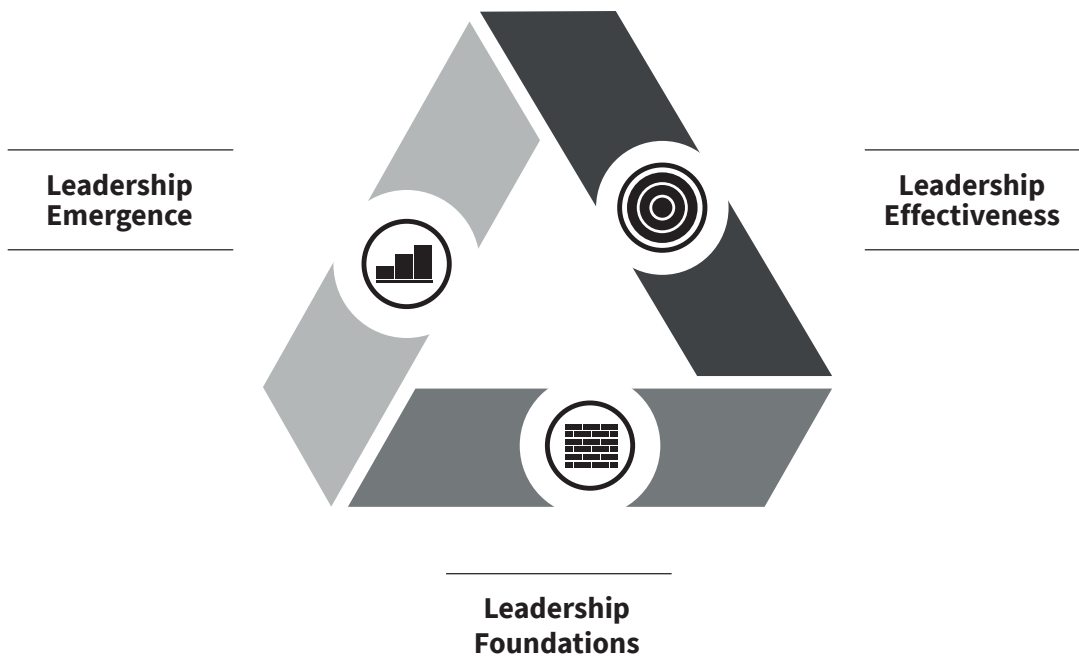
PERSONALITY  
GUIDANCE

## Introduction

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

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

## Hogan High Potential Model



## Background

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

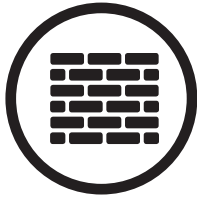
- **Leadership Foundations** concerns the degree to which people are able to manage their careers, are rewarding to deal with, and are good organizational citizens.
- **Leadership Emergence** evaluates the likelihood that people will stand out, emerge, and be labeled as leaders in their organization.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

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

## How to use this report

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

## Report Section Summary



### Section 1: Leadership Foundations

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

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



### Section 2: Leadership Emergence

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

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

## Report Section Summary



### Section 3: Leadership Effectiveness

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

#### Competency Area

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

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

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

#### Lower Scores

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

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

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

#### Higher Scores

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

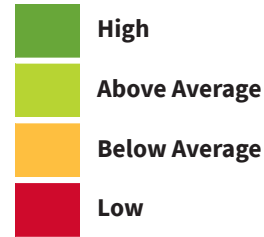
Decisive and comfortable taking smart risks; plans ahead but remains flexible under pressure.




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

## Executive Summary







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

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



 <b>Leadership Foundations</b>		 <b>Leadership Emergence</b>		 <b>Leadership Effectiveness</b>	
<b>6</b>	<b>Following Process</b> Following rules and respecting convention	<b>2</b>	<b>Standing Out</b> Making others aware of one's contributions	<b>1</b>	<b>Leading the Business</b> Achieving critical business outcomes
<b>8</b>	<b>Thinking Broadly</b> Solving a wide range of business-related problems	<b>3</b>	<b>Influencing Others</b> Persuading others to pursue desired outcomes	<b>5</b>	<b>Managing Resources</b> Securing, optimizing, and deploying key assets
<b>7</b>	<b>Getting Along</b> Being cooperative, pleasant, and rewarding to deal with	<b>4</b>	<b>Building Connections</b> Creating strategic networks and relationships	<b>9</b>	<b>Leading People</b> Motivating others to pursue shared goals

## My Recommended Focus Areas

Highest Scores		Lowest Scores	
<b>1</b>	 <b>Leading the Business</b>	<b>7</b>	 <b>Getting Along</b>
<b>2</b>	 <b>Standing Out</b>	<b>8</b>	 <b>Thinking Broadly</b>
<b>3</b>	 <b>Influencing Others</b>	<b>9</b>	 <b>Leading People</b>



## Section 1: Leadership Foundations

6

### Following Process

#### Following rules and respecting convention

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

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#### Prudence

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

9

#### Lower Scores

- ⊕ Flexible, comfortable with ambiguity
- ⊖ Resists supervision, tests limits

#### Higher Scores

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

#### Development Tips

- ⊕ Stop being impulsive, resisting standard processes, and ignoring inconvenient rules. Others may see you as unpredictable and difficult to manage. Your ability to operate "in the gray" is a natural strength, but manage your tendency to test limits. Find a mentor who can help you improve and sharpen your organization and planning skills.
- ⊕ Listen to your co-workers who are more comfortable with rules, procedures, and authority figures. Count to ten before you take action. Make to-do lists, spend time planning, and put checks and balances into place that will keep you on track. Understand that attention to routine detail, timely execution, and just showing up are important success factors.
- ⊕ Your flexibility, adaptability, and willingness to experiment will allow you to adapt to changing demands and shifts in the business landscape, and are strengths you can leverage. But remember, your flexibility can make you seem unpredictable at times. Be sure to keep your team informed when you change directions so they can more easily follow your lead.



## Section 1: Leadership Foundations

6

### Following Process *(Continued)*

#### Following rules and respecting convention

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#### Dutiful

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

24

#### Lower Scores

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

#### Higher Scores

- ⊕ Supportive, reliable, and dependable
- ⊖ Overly compliant and conforming

#### Development Tips

- ⊕ Avoid using phrases such as "that will never work...here's what we need to do...the truth is..." which may cause your message to be lost. Try to substitute more diplomatic language such as, "May I suggest...if it were my decision, I might...my point of view is..." which will encourage others to listen to your input. This will be important when you are working with people in higher-level positions.
- ⊕ Start monitoring your language and communication style with others. When you have strong opinions on a topic, practice shifting your focus from what you think to what others need to hear during your interactions. Begin each interaction by assuming that others know something that you do not.
- ⊕ Your willingness to challenge authority, stand up for your direct reports, and make independent decisions are valuable career assets. But it is important to be able to disagree with superiors and challenge received opinion in ways that are respectful and that don't offend or embarrass them.





## Section 1: Leadership Foundations

6

### Following Process *(Continued)*

#### Following rules and respecting convention

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#### Tradition

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

43

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ Be careful about criticizing long-standing and accepted organizational processes and practices. If you propose to change them, prepare a list of positives and negatives for the current practice and the proposed new method. Encourage others to come to their own conclusions based on an independent cost/benefit analysis.
  - ⊕ Try to present your ideas for change as enhancements to existing organizational processes. Think about how you can show respect for established methods while also providing ideas for improvement. When you propose a change, suggest that it is a natural evolution or extension of a standard procedure and why it is important for the business.
  - ⊕ Continue to look for opportunities to improve current organizational policies and practices. Your willingness to change the way things are done will introduce new ways of thinking about work processes. When you propose changes to long-standing practices in your organization, be sure to provide clear and rational reasons why they would be good for the business.
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## Section 1: Leadership Foundations

8

### Thinking Broadly

#### Solving a wide range of business-related problems

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

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#### Inquisitive

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

24

##### Lower Scores

- ⊕ Pragmatic and focused
- ⊖ Limited curiosity

##### Higher Scores

- ⊕ Curious and open to new ideas
- ⊖ Easily distracted

#### Development Tips

- ⊕ Be patient with ideas and solutions that seem impractical or unrealistic in order to be seen as constructive, rather than intolerant and/or lacking curiosity. When people suggest new methods and solutions, try to determine if there is any potential merit in their suggestions and, if so, explore their ideas further.
- ⊕ Start spending time with team members who are focused on the big picture. Ask for their views regarding short term and long term challenges to the business. Ask them what they have been reading and what they have learned; doing this will help you build relationships and see alternatives. Ask about how executives in other industries solve complex problems to identify strategies you might find useful.
- ⊕ Keep asking questions about current decisions and business practices to help your team focus on the practical implications of their actions. Your pragmatic orientation will help collaborative ideas stay grounded, and your bias toward action will help keep projects moving forward. Sharpen your competence by learning as much as you can about how other parts of your business operate and try to incorporate this information in daily conversations and problem-solving efforts.



## Section 1: Leadership Foundations

8

### Thinking Broadly *(Continued)*

Solving a wide range of business-related problems

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#### Learning Approach

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

16

##### Lower Scores

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

##### Higher Scores

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

#### Development Tips

- ⊕ Stop avoiding opportunities to learn new methods and techniques because you don't have time. Hold yourself accountable for staying up-to-date on what is going on in your industry, factors affecting your marketplace, and new skills required in your area of expertise. Resist dismissing the advice of people with more book knowledge but less practical experience than you.
- ⊕ Keep a journal of acquired information and share your new knowledge with others; this should help them see you as being interested in personal growth as well as being a resource for problem solving and providing new business intelligence.
- ⊕ Your skepticism towards experts and your preference to learn from experience are a competitive advantage you can use. Continue to help team members of a more bookish nature to learn how to apply their theoretical knowledge in real-world settings.



## Section 1: Leadership Foundations

8

### Thinking Broadly *(Continued)*

Solving a wide range of business-related problems

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#### Imaginative

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

3

#### Lower Scores

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

#### Higher Scores

- ⊕ Original, inventive
- ⊖ Eccentric, unfocused

#### Development Tips

- ⊕ Try to avoid becoming impatient when people offer suggestions that seem odd or impractical. When others express poorly-developed ideas, resist the urge to object; instead, politely ask for clarification. Allowing ample time for discussion, feedback, and idea-generation often yields positive and beneficial results.
  - ⊕ Begin to develop a reputation as someone who is interested in and supports innovation. You are probably good at evaluating unconventional ideas. Try to find opportunities to be involved in strategic planning activities so you can learn new skills, make an input, and demonstrate your pragmatic problem-solving style.
  - ⊕ Continue to provide your team with sensible, level-headed feedback and advice. Others will appreciate your grounded outlook and practical ideas. Continue to be a sounding board for people with creative ideas who typically have trouble gaining buy-in. Help them refine the way they present their ideas so the team can benefit from their original insights.
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## Section 1: Leadership Foundations

7

### Getting Along

#### Being cooperative, pleasant, and rewarding to deal with

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

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#### Adjustment

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

44

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊗ You tend to be self-critical and critical of the performance of others, and you need to become more tolerant of both. When you are feeling annoyed, try to keep it to yourself and address the issue when you are in a better mood. The goal is to avoid being seen as judgmental and easily irritated. Take a deep breath and think over your response before reacting to annoying incidents.
- ⊕ Because you are intense and care about your performance, little things sometimes upset you more than they should. Find ways to deal constructively with these annoyances. Take a deep breath and walk away when you feel tempted to react passionately. Establish habits that will help you constructively deal stress such as relaxation, meditation, and other displacement activities.
- ⊕ Continue to pay attention to your own personal development. Ask others for feedback and use that information to guide your performance. Your self-awareness and desire to improve are important career resources, and your sense of urgency sends a positive signal to your colleagues. Put together an Individual Development Plan to help you focus on and track your progress.



## Section 1: Leadership Foundations

7

### Getting Along *(Continued)*

Being cooperative, pleasant, and rewarding to deal with

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#### Interpersonal Sensitivity

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

1

##### Lower Scores

- ⊕ Straightforward communication style
- ⊖ May seem blunt and abrasive

##### Higher Scores

- ⊕ Diplomatic communication style
- ⊖ May avoid difficult conversations

#### Development Tips

- ⊕ Although people generally appreciate your honest, candid, and unvarnished communication style, being very direct can sometimes have unintended consequences on professional relationships. Before giving people explicit feedback, ask yourself if they are ready to hear it, taking into account the fact that few people ever really are, and then conduct yourself accordingly.
- ⊕ Some people don't respond well to an honest and direct style of communication; although some will find it refreshingly candid, others may find it challenging and upsetting. Learn what style works best with which colleagues by watching their non-verbal reactions. Ask a trusted colleague for feedback on your conversational style and adjust your style accordingly.
- ⊕ Continue to speak up and confront issues that need to be discussed. If you challenge other people's views, be sure to acknowledge the valid parts of their position before giving yours. Your willingness to confront poor performance is an important leadership attribute, but it is important to confront issues in a friendly and respectful manner. When you delegate, phrase it as "Would you mind doing...?".



## Section 1: Leadership Foundations

7

### Getting Along *(Continued)*

Being cooperative, pleasant, and rewarding to deal with

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#### Altruistic

Desire to improve society and actively help others, and a lifestyle organized around making the world a better place to live

6

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ When others ask you for help or guidance, don't automatically assume they are needy or dependent. Leaders need to be a resource for helping their teams improve. Encouraging others' development is part of being a resource for the team. It is important to avoid creating a culture of "every person for him/herself", which will erode teamwork and collaboration.
  - ⊕ Start being more proactive in identifying your team's development needs to determine when help and coaching may be required. Engaging leaders strike a balance between providing assistance and driving accountability. Create a list of key development needs for your direct reports, then work with them to take specific actions to improve.
  - ⊕ Continue to emphasize that people need to be self-sufficient and personally accountable because this helps foster a culture of empowerment. At the same time, make sure others understand that you are willing to help them with reasonable requests. Although others need to learn self-sufficiency, a good leader will also recognize when team members legitimately need support and collaboration.
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## Section 2: Leadership Emergence

### 2 Standing Out

#### Making others aware of one's contributions

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

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#### Bold

Degree to which a person seems fearless, confident, and self-assured, always expecting to succeed, unable to admit mistakes or learn from experience.

81

#### Lower Scores

- ⊕ Modest, humble, and unpretentious
- ⊖ Reluctant to take charge

#### Higher Scores

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

#### Development Tips

- ⊕ In meetings and discussions, you don't need to be the first to speak, nor is it necessarily the case that your ideas are naturally the best in the room. Don't assume that others are eager for you to give your views. When others disagree with you, don't immediately assume they are wrong. You can learn something useful by listening to contrary points of view.
- ⊕ Begin evaluating your successes and failures and identify the specific role you played in each outcome, paying particular attention to the failures. Think about what you could have done differently to influence a more positive outcome, especially when you want to attribute failure to other stakeholders. Make a special effort to listen to feedback.
- ⊕ Your willingness to step up and take on responsibility for challenging tasks is an important career asset. People appreciate your confident self-assurance and the belief that you can successfully complete difficult assignments. Your positive work attitude sends a useful signal to all of your colleagues.



## Section 2: Leadership Emergence

### 2 Standing Out *(Continued)*

#### Making others aware of one's contributions

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#### Colorful

Concerns the risk that a colorful, gregarious persona can also seem overpowering, attention seeking, and interruptive

45

#### Lower Scores

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

#### Higher Scores

- ⊕ Entertaining and dramatic
- ⊖ Easily distracted

#### Development Tips

- ⊕ Stop trying to stay behind the scenes and letting others take credit for your good work. Some modesty is charming in a leader; too much modesty can be counterproductive. Identify some contributions that could elevate your leadership brand in the organization and find ways to share them with your colleagues. Find ways to keep others informed of your progress on your various projects.
- ⊖ Begin planning a series of steps to increase your visibility inside the organization. Find ways to communicate with stakeholders with whom you don't normally interact. Volunteer for projects that, when successfully completed, will raise your profile and increase others' confidence in your versatility. During team meetings, find ways to contribute to the discussion.
- ⓘ Your willingness to share the spotlight with others and support their performance is a good example of modest and understated leadership. Your colleagues will appreciate your low profile approach that allows them to concentrate and not pay attention to you. The way you prioritize organizational goals over your personal objectives will build your reputation as a dependable, team-oriented colleague.



## Section 2: Leadership Emergence

2

### Standing Out *(Continued)*

Making others aware of one's contributions

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#### Recognition

A desire for attention, approval, and praise

43

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ Don't assume that others share your view that good work and results speak for themselves. Some of your team members may want and need public recognition, and effective leadership requires providing the praise and recognition needed to bring team members along. It is also a mistake to assume that bosses always notice good performance; sometimes it pays to advertise.
  - ⊖ It is important to ensure that your team receives the visibility it deserves when it accomplishes something that contributes significantly to the business. You shouldn't celebrate trivial achievements, but you should think about ways you can make other parts of the organization aware of the value your team creates.
  - ⊕ Continue supporting your team while sharing credit with others. Your team will appreciate the even-handed way in which you reward good work and your willingness to support them without drawing attention to yourself. Remain alert for ways that you and your team can contribute to key business outcomes without insisting that every contribution be publicly acknowledged.
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## Section 2: Leadership Emergence

### 3 Influencing Others

#### Persuading others to pursue desired outcomes

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

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#### Ambition

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

88

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ Stop thinking others will move as quickly as you expect them to. Some people prefer to work at a deliberate pace and will resist your quick, action-oriented style. Sometimes they may know something you don't, and in order for you to succeed, you will need them to work as a cohesive unit. Think about this while trying to motivate them to act more rapidly.
- ⊕ Ask your peers and subordinates for feedback on your leadership style. Do you tend to become too aggressive at times? Do you tend to take action without consulting others who will be affected? Are you sometimes impatient with others' performance for reasons they don't understand? Do you provide your staff with all the support they need? Start thinking about how to achieve more collective wins.
- ⊕ Continue being a role model for decisiveness and willingness to take charge. Your "lead from the front" style should help others stay focused and continue moving in the right direction. Being able to influence others in positive and productive ways is an important leadership skill and one for which you seem to have natural talent.



## Section 2: Leadership Emergence

### 3 Influencing Others *(Continued)*

#### Persuading others to pursue desired outcomes

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#### Excitable

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

78

#### Lower Scores

- ⊕ Patient, calm, easy going
- ⊖ Lacks a sense of urgency

#### Higher Scores

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

#### Development Tips

- ⊕ You seem to be a person who takes work seriously. As a result, people sometimes annoy you by underperforming. When you become discouraged with a project or person and feel the urge to give up, take a break to create temporary distance from the person or problem, but be sure to finish what you have started. Otherwise, you risk being seen as lacking persistence.
- ⊕ Try to become more mindful of how you express your emotions and how others perceive the way you express them. If you notice yourself becoming frustrated, impatient, or irritated, take a break (e.g., walk, get some tea, stretch). Doing so will give you time to process the emotion, and will give you a fresh perspective when you return to the task at hand.
- ⊕ Continue to demonstrate energy and passion at work. When you are at your best, others will admire the intensity and commitment you bring to projects; they will also appreciate your ability to fire up others and inspire them with your enthusiasm. You can be a role model for a positive and proactive attitude at work.



## Section 2: Leadership Emergence

### 3 Influencing Others *(Continued)*

#### Persuading others to pursue desired outcomes

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#### Cautious

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

58

#### Lower Scores

- ⊕ Willing to try new things
- ⊖ May take unnecessary risks

#### Higher Scores

- ⊕ Seldom make dumb mistakes
- ⊖ Afraid of making mistakes

#### Development Tips

- ⊕ Stop making decisions without first considering the costs of failure compared to the benefits of success and the likelihood of either outcome. It is good to be known as a person who makes decisions quickly, takes action, and supports innovation, but there is a down side to rapid decision making and an upside to careful planning and analysis of downstream implications.
  - ⊕ Pay attention to how you make decisions: what kinds of topics interest you, how do you evaluate risk vs. reward, what kind of information do you use? You are probably more action-oriented and risk taking than many of your colleagues. If so, it might be helpful to consult with someone whose decision making is more structured and analytic as you move forward. The more important the decision, the more you should use others to validate your decision-making process.
  - ⊕ Your willingness to challenge standard procedures and take chances with new methods and technology will support a culture of innovation and define your place in that culture. If challenged, be prepared to answer tough questions and defend your decisions with logic and supporting data. Doing so will help persuade others and support your reputation as an innovator and strategic decision maker.
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## Section 2: Leadership Emergence

### 4 Building Connections

#### Creating strategic networks and relationships

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

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#### Sociability

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

20

##### Lower Scores

- ⊕ Focused, good listener
- ⊖ Remote, quiet, and retiring

##### Higher Scores

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

#### Development Tips

- ⊕ Although you prefer to work without being interrupted, you should try not to go into your work area and tune others out. Be sure to avoid sending the message that you want to be left alone and not bothered. During team meetings, don't stare quietly at your notebook, and then leave the meeting without saying something to the others. You do not want to be seen as remote and unapproachable.
- ⊕ Start thinking about how to develop a strategic network. Make a list of people from across the business with whom you might share interests and who could support you in becoming more successful. Set up meetings or phone calls to learn from them, and then maintain these relationships. Help your direct reports and team members expand their connections as well.
- ⊕ People tend to see you as a reliable sounding board when they want to talk through problems. Your ability to listen attentively and stay focused sends the message that you are interested in what others have to say, and that you are a trusted confidante. Continue to make yourself available to whomever is in need of personalized consultation.



## Section 2: Leadership Emergence

4

### Building Connections *(Continued)*

Creating strategic networks and relationships

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#### Reserved

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

100

#### Lower Scores

- ⊕ Tactful and considerate
- ⊖ Overly sensitive

#### Higher Scores

- ⊕ Tough and resilient
- ⊖ Detached and uncommunicative

#### Development Tips

- ⊕ You are an unusually strong person, you are rarely bothered by criticism or bad news, and you probably take pride in your direct and plain spoken communication style. Few people are as resilient as you, however. Think before you speak because your frank and candid commentary may unintentionally upset or erode important relationships.
- ⊕ When staffing and business demands change quickly, some members of your team will be stressed. Because you are so resilient, you may not notice they are upset. Make it a point to ask about staff morale; when you find there are issues, be sure your staff knows you are available to discuss and, if possible, fix those issues.
- ⊕ You seem to be someone who is not afraid of conflict and confrontations, and who is willing to challenge people who are not performing as they should. You also seem able to take stress and pressure without losing your focus. Your steadiness under pressure and willingness to hold people accountable for their performance are important leadership attributes, especially during periods of confusion and rapid change.

## Section 2: Leadership Emergence

### 4 Building Connections *(Continued)* Creating strategic networks and relationships

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#### Affiliation

Seeking opportunities to build social networks and collaborate with people.

94

#### Lower Scores

- ⊕ Values independence
- ⊖ May lack interest in expanding networks

#### Higher Scores

- ⊕ Values relationships
- ⊖ May have difficulty working alone

#### Development Tips

- ⊕ Stop assuming that others find meetings and conversations as useful as you do. You enjoy building relationships and connecting with other people, whereas some people may prefer to spend more time focusing and working alone. Monitor others' preferences in this regard, especially if you have direct reports, and determine how much of your time they may actually need.
  - ⊕ Start evaluating how you spend your time and whether you should schedule meetings when a more independent approach to problem solving might better serve the organization's goals. Ask your colleagues for feedback regarding the time they spend in meetings and the degree to which the interactions, although enjoyable, are the most efficient approach to achieving results.
  - ⊕ Continue to build a network of relationships inside and outside of your organization. Your wide range of contacts serve as a very useful way to promote better and more effective communication in the workplace. By facilitating connections between people, you also build the cohesion, trust, and engagement that helps stabilize the entire operation.
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## Section 3: Leadership Effectiveness

### 1 Leading the Business

#### Achieving critical business outcomes

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

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#### Ambition

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

88

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ Stop thinking everyone will be as intense, competitive, and results oriented as you. Your determination to achieve results is admirable and important, but you should be careful not to intimidate or undervalue colleagues and direct reports who don't meet your standards of productivity. Rather than being annoyed, try to leverage each team member's unique strengths by providing them with stretch assignments.
- ⊕ Start spending time with your team discussing what interests and motivates them; be sure to ask them about the times they felt most engaged in their work. Try to identify the common themes that connect their interests with your vision for the team, and then make these common interests a unifying factor as you go forward.
- ⊕ Continue to take the initiative when appropriate, usually by identifying challenging goals whose accomplishment will benefit the business. Check in with your team to make sure they support your critical objectives and that they are able to keep up with related demands. Although you should continue to push the team, make sure the goals you set are attainable.



## Section 3: Leadership Effectiveness

### 1 Leading the Business *(Continued)*

#### Achieving critical business outcomes

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#### Power

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

89

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ You have a strong bias toward taking action and getting results. Be sure to resist the temptation to make decisions and move on without seeking input and buy-in from your key colleagues. They are more likely to support your decisions and be engaged in their implementation if they participate in the process and influence the outcome.
- ⊕ When problems arise in the business, think about making the decisions collaboratively in order to build alignment and leverage your team members' expertise. Foster open discussion around these issues so others have some influence over the aligned direction. Be sure to delegate control when possible in order to get the best outcome. Foster the team's development by encouraging members to adopt roles that challenge their natural inclinations.
- ⊕ Your desire to win and your results-focused leadership style should drive your reputation for being a person with high standards who strives to be the best at what you do. The bottom line in business is to outperform the competition, and that only happens when people make high performance a conscious goal.



## Section 3: Leadership Effectiveness

### 1 Leading the Business *(Continued)*

#### Achieving critical business outcomes

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#### Commerce

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

42

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ Be careful not to minimize the importance of revenue generation and bottom-line considerations. Although you tend not to measure success in economic terms, the organization still expects you to be financially savvy and to express business results in monetary terms. Even though issues such as staff engagement are crucial, financial outcomes are the ultimate measure of performance.
  - ⊕ Be sure to evaluate business success in terms that include financial outcomes as well as team engagement, morale, and other psychological factors. Also begin using financial consequences to evaluate choices, decisions and intended actions. Discuss trends with your colleagues that may have a financial impact on your business.
  - ⊕ Continue to discuss the importance of indicators of success other than the bottom line (e.g., staff engagement). Not all important outcomes in business can be evaluated in financial terms, although financial outcomes are the final measure of organizational success. It is helpful to find ways to broaden the perspective of people who may be narrowly focused on financial results.
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## Section 3: Leadership Effectiveness

### 5 Managing Resources

#### Securing, optimizing, and deploying key assets

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

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#### Prudence

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

9

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ When it comes to planning for, securing, and then allocating resources, you should avoid trying to figure it out as you go. Being flexible is helpful, but only to a point. Your ability to change directions quickly as circumstances change should be balanced against the need for a planful and consistent approach to resource distribution and use.
- ⊕ The work lives of your team members will become more orderly if they are able to understand the rules for resource management by which you expect them to abide. Find a process-oriented team member and ask him/her to help you formulate bullet points that illustrate your ideas around resource management. Discuss these at your next team planning meeting.
- ⊕ Your overall flexibility, your willingness to change directions and adapt to new circumstances, and your ability to work without a great deal of guidance and oversight are useful career assets. Your flexibility will also allow you to move quickly when you sense opportunity to acquire additional resources and it will help you allocate the resources in creative ways.



## Section 3: Leadership Effectiveness

### 5 Managing Resources *(Continued)*

#### Securing, optimizing, and deploying key assets

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#### Mischievous

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

87

#### Lower Scores

- ⊕ Transparent, respects boundaries
- ⊖ Overly conservative or objective

#### Higher Scores

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

#### Development Tips

- ⊕ Avoid making important decisions about acquiring or allocating resource decisions without consulting your team. Your ability to sell your ideas should help you gain access to critical material (and human) resources. However, you may sometimes over-promise your team's capabilities. Before your next important decision, make sure your team is comfortable with the level of commitment and/or risk involved.
- ⊕ Your charm and charisma will help you acquire resources quickly and easily, but be sure you are transparent about your intentions. Careers are built on long-term relationships, which depend on mutual trust and accountability. If others don't understand the reasoning behind your quick decisions and resource requests, they may begin to question your intentions.
- ⊕ You seem socially skilled and insightful about people and their motives. These assets should help you build strategic networks and know how to acquire needed resources. Be sure to maintain your reputation as someone who knows how to return a favor by helping others as often as they help you.

## Section 3: Leadership Effectiveness

### **5** Managing Resources *(Continued)* Securing, optimizing, and deploying key assets

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#### Science

Measures interest in knowledge, research, technology, and data

**40**



#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ You seem to prefer to make decisions based on your experience with similar situations. You also seem to prefer making decisions with minimal input from your colleagues. Nonetheless, this can result in sub-optimal outcomes. Avoid relying on your experience to make important decisions; talk with others to get a different perspective on the problem.
  - ⊕ To improve your decision-making process, be sure to take your time and don't make decisions in a hurry. Take the time to review whatever data are available to inform each decision. Review your past decisions from time to time to see if any have gone badly and if there are any trends or consistent patterns associated with those choices.
  - ⊕ You seem able to make intuitive decisions quickly based on your experience in the business. This will allow you to take advantage of unexpected but important business opportunities. You also seem able to make decisions and then move on, without second guessing yourself. Your colleagues will appreciate the way your speedy decisions expedite moving forward.
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## Section 3: Leadership Effectiveness

### **9** Leading People

#### Motivating others to pursue shared goals

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

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#### Interpersonal Sensitivity

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

**1**

##### Lower Scores

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

##### Higher Scores

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

#### Development Tips

- ⊕ Stop thinking everyone is as comfortable with a direct communication style as you seem to be. Some talented people are quite sensitive; to get the best out of them will require tact, diplomacy, and understanding. Everyone is unique, and smart leaders recognize this and try to adapt their communication style accordingly.
- ⊕ Learn to appreciate the benefits of diplomacy. Although you may prefer to communicate in a candid manner, some people will find this abrupt and abrasive. To inspire others to improve, emphasize their positives before addressing their development needs. Start each feedback conversation by complimenting some aspect of the person's performance in order to enhance his/her receptiveness to additional feedback.
- ⊕ Continue to confront poor performance, to hold people accountable, and to provide them with timely and explicit feedback. People appreciate your transparency and knowing where you stand on the issues. Your willingness to confront issues and debate ideas candidly helps your team address issues before they reach a critical point.



## Section 3: Leadership Effectiveness

9

### Leading People *(Continued)*

#### Motivating others to pursue shared goals

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#### Excitable

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

78

#### Lower Scores

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

#### Higher Scores

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

#### Development Tips

- ⊕ Stop allowing yourself to become visibly frustrated or discouraged with projects and/or people. Allow yourself to take a break and create temporary distance from the person or problem, but make it a habit to return and finish what you have started. Otherwise, you run the risk of developing a reputation for lacking persistence or abandoning others during stressful times.
- ⊕ Start identifying the situational factors that tend to trigger emotional responses for you. Write down a few recent examples of times you expressed frustration at an inappropriate level. Determine what those occasions have in common to help you anticipate the next time you may be susceptible to the emergence of negative emotional reactions. Prepare strategies in advance that you can use to counteract each trigger in real time.
- ⊕ Continue to channel your passion in ways that inspire your team to match your level of energy and commitment. However, be aware of the tendency for your initial enthusiasm to be replaced by discouragement when you encounter setbacks. Strive to remain positive through difficult times and monitor your tendency to overreact to unforeseen issues.





## Section 3: Leadership Effectiveness

9

### Leading People *(Continued)*

#### Motivating others to pursue shared goals

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#### Skeptical

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

87

#### Lower Scores

- ⊕ Trusting, optimistic
- ⊖ Takes others at face value

#### Higher Scores

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

#### Development Tips

- ⊕ Stop the impulse to only focus on the negatives when under stress. If your tendency is to see the worst-case-scenario, those around you will begin to fear taking a risk or admitting to an honest mistake. This pattern can disengage your team and impede your ability to build trusting relationships. Make an effort to praise others' efforts and accomplishments when you notice them.
  - ⊕ Start giving others the benefit of the doubt versus assuming the worst, especially when experiencing stress. Your skeptical nature means you are more likely to point out what could go wrong rather than what may go right. Practice considering more positive alternate explanations for situations with which you are unhappy. When feelings of mistrust arise, consult with others to determine if you may be assuming malicious intentions where none exist.
  - ⊕ Continue thinking critically about others' intentions when evaluating whether you can trust their words. Your discerning nature lends you unique insight into many situations. However, this tendency may cause others to view you as negative, cynical, and mistrusting. Do not allow your circle of trust to become too narrow or insular, which can create perceptions of favoritism on your team and/or degrade the quality of information you have to make important decisions.
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## Development Planning

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

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

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

## Sample Development Commitment

<b>Name:</b>	<b>Role:</b>	<b>Coach/Mentor:</b>
Jane Sample	VP Sales	John Sample

### Development Commitment 1:

Actions	Timeline
1. Discern the top 3 areas where I should be spending my time 2. Take inventory how I spent my time over the past month 3. Delegate any non-essential work activities to team 4. Hold weekly accountability meetings	1. June 1 2. June 1 3. June 15 4. Ongoing
How to Measure Success	Support/ Resources
Measurable progress in each of my 3 focus areas (will solicit feedback from my manager about progress) Team reports they are receiving more and bigger delegations Delegations are completed accurately and on time	My team members My manager

# My Individual Development Plan

Name: \_\_\_\_\_ Role: \_\_\_\_\_ Coach/Mentor: \_\_\_\_\_

## Development Commitment 1:

Actions	Timeline
How to Measure Success	Support/ Resources

## Development Commitment 2:

Actions	Timeline
How to Measure Success	Support/ Resources

## My Individual Development Plan

### Development Commitment 3:

Actions	Timeline
How to Measure Success	Support/ Resources