



High Potential Talent Report

Core competencies for emerging leadership

Report for: Candidate Sample

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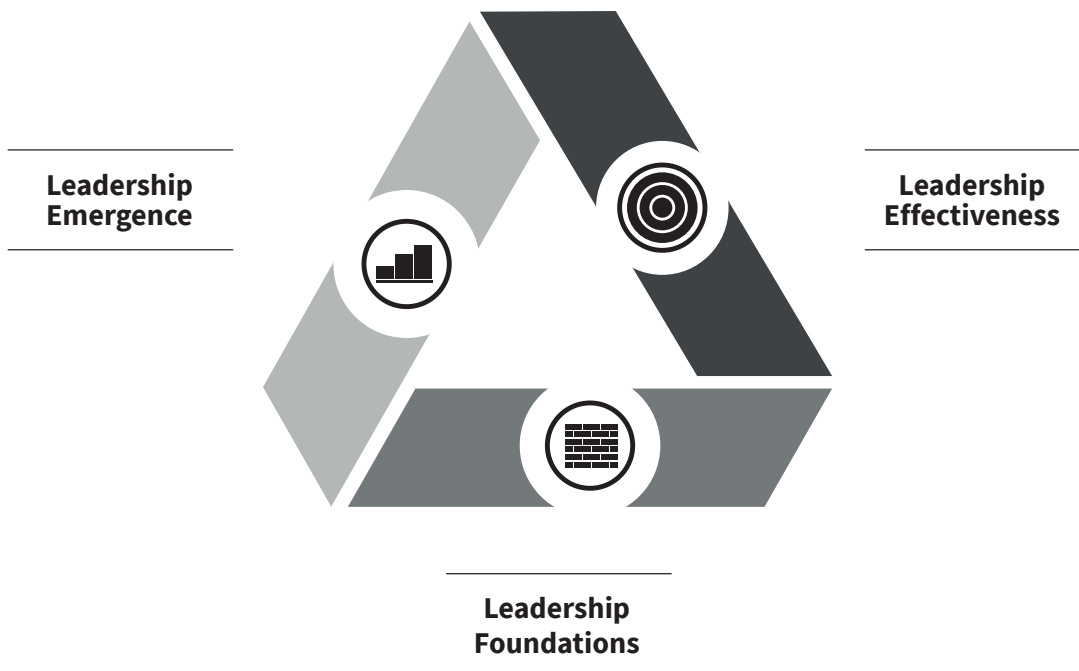


Introduction

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.

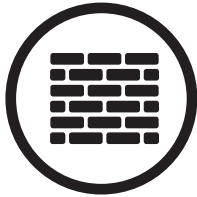
- **Leadership Foundations** concerns the degree to which people are able to manage their careers, are rewarding to deal with, and are good organizational citizens.
- **Leadership Emergence** evaluates the likelihood that people will stand out, emerge, and be labeled as leaders in their organization.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

Following Process: following rules and respecting convention

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

Conscientious, dedicated, and dependable organizational citizens.

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

Grounded, pragmatic, tactical, and less visionary.

Inventive, open-minded, strategic, and more visionary.

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

Willing to challenge others; may seem blunt and direct.

Cooperative and friendly; may seem tactful and diplomatic.



Section 2: Leadership Emergence

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

Competency Area

Lower Scores

Higher Scores

Standing Out: making others aware of one's contributions

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

Charming, confident, charismatic, and comfortable taking credit.

Influencing Others: persuading others to pursue certain desired outcomes

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

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

Building Connections: creating strategic networks and relationships

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

Gregarious, outgoing, and concerned about developing networks and strategic relationships.

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

Leading the Business: achieving critical business outcomes

Managing Resources: securing, optimizing, and deploying key assets

Leading People: motivating others to pursue shared goals

Lower Scores

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

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

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

Higher Scores

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

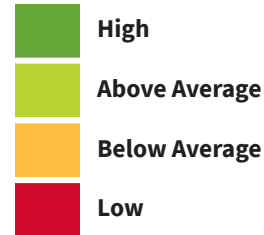
Decisive and comfortable taking smart risks; plans ahead but remains flexible under pressure.

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

Executive Summary







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

To help you 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.



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

My Recommended Focus Areas

Highest Scores		Lowest Scores	
1	 Thinking Broadly	7	 Leading People
2	 Standing Out	8	 Managing Resources
3	 Getting Along	9	 Following Process



Section 1: Leadership Foundations

9 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.

Prudence

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

80



Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Stop relying on standard methods and rules without considering whether there is a better way. Although you execute well and manage details, problems will always arise for which there are no rules. Your tendency to follow strict process parameters may lead you to overlook the nuances in situations and potentially miss hidden opportunities. Take time to identify ways to improve standard processes.
- ⊖ Ask others for feedback about the amount of structure you provide to your team. Some people thrive in flexible environments and don't perform as well when they have too much structure. Give people permission to tell you when they feel you are beginning to micromanage or get overly involved in implementation details. When they raise the issue, thank them and adjust your behavior.
- ⊕ Your work ethic, attention to detail, responsibility, and good citizenship are important personal strengths. Direct reports will appreciate the way you set clear expectations and define responsibilities. You should capitalize on these skills in operational leadership and driving strategies to implementation.



Section 1: Leadership Foundations

9 Following Process *(Continued)*

Following rules and respecting convention

Dutiful

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

40



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 bold language such as "that will never work...here's what we need to do...the truth is..." which may cause others to tune you out. Try substituting firm but respectful language such as, "May I suggest...if it were my decision, I might...my point of view is..." which will facilitate others - and especially senior people - listening to you.
- ⊕ Start monitoring how you communicate with senior colleagues. You may overstate your opinions and occasionally have difficulty seeing the senior person's point of view. During your interactions, practice taking the other person's point of view. Begin each interaction by assuming that others know something that you don't, and follow the 40-60 rule: speak more than 40% but less than 60% of the time.
- ⊕ People will respect your independence, self-reliance, willingness to challenge authority, and ability to stand up for your direct reports. It is important, however, to be able to disagree with superiors and challenge others' assumptions in ways that are respectful and don't embarrass them.



Section 1: Leadership Foundations

9 Following Process *(Continued)*

Following rules and respecting convention

Tradition

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

8

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

- ⊕ Avoid criticizing embedded organizational practices or traditions unless you first highlight those aspects that are working well. If you propose changes, include a list of positives and negatives for the current way and the new way, and encourage others to come to their own conclusions based on an independent cost/benefit analysis.
 - ⊕ Be sure to present your ideas for improvement as building on existing processes and procedures rather than as criticizing them. Try to show respect for established practices while also providing ideas for improvement. When you propose a change, try to present it as a natural evolution or extension of an existing approach and why it is important for the business.
 - ⊕ Continue to evaluate the business critically and seek opportunities for improvement. Be careful, however, that your desire for progress is not seen as challenging established organizational practices. When you make proposals for change, be sure to have clear and rational reasons why the change will be good for the business.
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Section 1: Leadership Foundations

1 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.

Inquisitive

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

97

Lower Scores

- ⊕ Pragmatic and focused
- ⊖ Limited curiosity

Higher Scores

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

Development Tips

- ⊕ Don't assume that every discussion is an opportunity to brainstorm or solve big picture problems. Before important meetings, identify the objective to be achieved before moving into the problem solving phase. Doing so will help your reputation for being focused and pragmatic.
- ⊕ Identify a trusted colleague who has a reputation for questioning how things will work. Ask that person for feedback on your ideas before you go public with them. Team up with that person to test and refine your ideas, especially when the stakes are high.
- ⊕ Your curiosity and open-mindedness are a major resource for your team. Others will appreciate the vision and creativity you bring to problem solving. In addition, your fresh insights will help drive continuous improvement. Be sure to be tolerant of colleagues who are slow to catch on to your views, and help them understand the practical relevance of your proposals.



Section 1: Leadership Foundations

1 Thinking Broadly *(Continued)*

Solving a wide range of business-related problems

Learning Approach

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

73

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Avoid spending time in training courses just because they sound interesting. Focus your learning on topics that are relevant to your job and that can advance your career. Ask for feedback regarding gaps in your knowledge, and spend time with pragmatic, action-oriented colleagues to learn how to translate training into real world performance.
- ⊕ Start sharing the information you enjoy gathering. Circulate articles, take-away points, and information you acquire through various channels, and try to help less-focused team members see how they can apply that knowledge on the job. Become a knowledge resource on whom others can depend.
- ⊕ Because you tend to stay up-to-date with developments in business and technology, you can be a resource for the organization regarding market and industry trends. Be prepared to help educate and train team members who don't stay as well informed as you and be a resource for their professional development.



Section 1: Leadership Foundations

1 Thinking Broadly *(Continued)*

Solving a wide range of business-related problems

Imaginative

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

96

Lower Scores

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

Higher Scores

- ⊕ Original, inventive
- ⊖ Eccentric, unfocused

Development Tips

- ⊕ Avoid telling others about every idea that occurs to you. You may enjoy brainstorming and considering new possibilities, but others can become fatigued or confused by your many ideas. End your meetings by summarizing your key action items; then ask others whether they received the message you intended to relay, and reconcile any differences before concluding.
 - ⊕ Start paying closer attention to others' responses when you share ideas. Although some people may be energized and inspired by your vision, others may think you communicate in a somewhat disorganized or confusing manner. Before important meetings, rehearse what you are going to say. This will help you refine your communication strategy.
 - ⊕ Continue to be a source of creative, inventive, and original ideas and problem solving. If your views are presented correctly, you should be seen as an innovative and visionary leader. Your capacity for strategic thinking and your ability to take the long view are an important contribution to your team.
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Section 1: Leadership Foundations

3

Getting Along

Being cooperative, pleasant, and rewarding to deal with

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

Adjustment

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

98

Lower Scores

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

Higher Scores

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

Development Tips

- ⊛ Don't assume that others can tolerate stress and organizational pressure as well as you. In fact, others may sometimes be stressed and you might not notice. Avoid dismissing their worries and concerns because you don't share them. Practice expressing more compassion when discussing their stress levels.
- ⊕ You are unusually self-confident, which is a strength that can sometimes cause problems. Pay close attention to negative feedback and keep track of your mistakes. Stay alert for performance problems and faulty processes and deal with them promptly when you find them. Begin to show a sense of urgency around correcting these matters.
- ⊕ During times of uncertainty and change in the organization, your colleagues count on you to set the tone for the group. Your consistent, optimistic attitude and ability to tolerate stress are a helpful example for others. Others will appreciate your steadiness, maturity, and emotional self-control.



Section 1: Leadership Foundations

3 Getting Along *(Continued)*

Being cooperative, pleasant, and rewarding to deal with

Interpersonal Sensitivity

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

90

Lower Scores

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

Higher Scores

- ⊕ Diplomatic communication style
- ⊖ May avoid difficult conversations

Development Tips

- ⊕ Stop avoiding tough conversations, especially when needing to confront the poor performance of peers and subordinates. Such confrontations may be challenging for you, but you have the skills needed to give people feedback without alienating them. Practice your feedback with a trusted colleague to make sure you convey your message with the appropriate clarity and power.
- ⊕ Expand your comfort zone by asking provocative questions, challenging assumptions, and speaking your mind. Confront people who are not performing as they should. Practice balancing diplomacy with more direct talk. During meetings, especially those concerning innovation or strategic planning, let people know what you really think. Your natural tact and reputation for diplomacy will allow you to do this.
- ⊕ Your skill at communicating and building relationships are important career assets that you can and should use to good advantage. Your network of relationships is a stabilizing influence on the organization. Others will view you as a resource for persuading people to cooperate and work together toward common goals – which are essential tasks of leadership.



Section 1: Leadership Foundations

3 Getting Along *(Continued)*

Being cooperative, pleasant, and rewarding to deal with

Altruistic

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

35

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 for advice or input, don't automatically assume they are needy or dependent. Avoid requiring people to solve their own problems if your coaching could help them solve broader problems or develop beneficial skills. Try not to create a culture of total self-sufficiency, because doing so will erode teamwork and collaboration.
 - ⊕ Take some time to think about your team's development needs. Make a list of key development areas for your direct reports, then encourage them to plan specific actions to improve their performance. Ask your team about where they might need more of your involvement, and take steps to provide it.
 - ⊕ Continue to encourage others to practice self-sufficiency and personal accountability because doing this helps foster a sense of empowerment. At the same time, be sure others know you are ready to lend a hand when the need arises. In this way, you can create a culture of accountability and self-reliance while maintaining a caring and collaborative environment.
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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.

Bold

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

90

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Although it might be true, don't assume that you are the smartest person in the room and that others are eager to hear from you. In addition, when others disagree with you, don't dismiss or ignore them. You can learn useful facts and acquire good ideas by listening to criticism and negative feedback. The goal is to find the right answers and make good decisions, not win every debate.
- ⊕ Start taking more responsibility when things go wrong. It is easy to assume that circumstances or other stakeholders are to blame when projects fail. Team members appreciate confident leadership, but they also hope their leaders can take responsibility for their mistakes and be able to learn from them. Find a senior colleague whom you respect and ask that person for feedback regarding your performance.
- ⊕ Your courage, fearless self-confidence, and willingness to take on difficult assignments send a powerful signal to your colleagues that you are a person who leads from the front. Continue to serve as a role model for positive work ethic and willingness to step up, take on tough jobs, and be accountable for driving them to a conclusion.

Section 2: Leadership Emergence

2 Standing Out *(Continued)*

Making others aware of one's contributions

Colorful

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

100

Lower Scores

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

Higher Scores

- ⊕ Entertaining and dramatic
- ⊖ Easily distracted

Development Tips

- ⊕ You are a fun and entertaining person and people enjoy your company. Be aware that there may be times when you think you are being entertaining but in fact you are interrupting. You don't always need to be the center of attention. Ask trusted colleagues for feedback regarding your performance during team meetings and consider whether you need to dial back your contributions.
- ⊖ Find ways to give others opportunities to display leadership. You are a strong presence who can personally carry any interaction, but you will be more effective when everyone on the team is seen as capable of taking the lead. When the next major project or challenge comes up, consider how a team member might benefit if she/he were to be the project champion. Delegate assignments accordingly.
- ⊕ Continue to use your energy, enthusiasm, and natural charisma to connect with others in the organization and, when appropriate, to promote yourself and your accomplishments. Your social skill and drive are essential leadership characteristics around which you can build a successful career. Others will mostly appreciate the way in which you liven up the work environment.

Section 2: Leadership Emergence

2 Standing Out *(Continued)*

Making others aware of one's contributions

Recognition

A desire for attention, approval, and praise

53

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

- ⊕ Be careful not to appear to take credit for your team's or team members' accomplishments. Like many successful people, you enjoy having your achievements noticed. It is important to remember that as a leader you succeed when your team succeeds; look for opportunities to acknowledge the role your team members play in achieving results.
 - ⊕ Try to find ways to share credit with everyone involved when your team achieves a significant goal. When you are praised for an outcome, be sure to share the praise with everyone who contributed, and state your appreciation for their efforts. Doing this will, over time, also enhance your reputation as a leader and your visibility in the organization.
 - ⊕ Your desire to find ways to allow others to appreciate the contributions of you and your team is an important career asset. Continue doing this in a balanced and thoughtful manner while acknowledging the contributions of the supporting players. Be thoughtful about when and how you communicate your successes and be sure that you consistently and appropriately share credit with your team.
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Section 2: Leadership Emergence

4 Influencing Others

Persuading others to pursue desired outcomes

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

Ambition

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

73

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Stop expecting everyone to move as quickly as you do. Some people are more deliberate in their work and may resist your action-oriented style. Because they may know something you don't, and because your success depends on being able to influence diverse team members to work together, control your natural tendencies to be impatient.
- ⊕ When you find yourself becoming impatient with others' performance, try to determine if there are valid reasons for their lack of progress before you begin pushing for results. Understand that few people actually want to do a poor job; normally people will give you their best effort when they can. Before you start trying to motivate people, be sure there are no external obstacles to their performance.
- ⊕ Continue trying to influence the team's progress toward achieving its goals. Being able to keep peers and direct reports focused on the right priorities and timelines is an important leadership skill, and something that seems to come easily to you. People appreciate leaders who help keep them on track and moving forward without being pushy or overly assertive.



Section 2: Leadership Emergence

4 Influencing Others *(Continued)*

Persuading others to pursue desired outcomes

Excitable

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

55

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 keeps his/her emotions under control. Be sure your emotionally controlled style doesn't interfere with your ability to influence and inspire. Your cool demeanor may not give others the implicit cues they need to help them understand your priorities and the intensity of your commitment to the task at hand.
- ⊕ Because you seem so calm and composed in difficult situations, others may wonder whether you care about the problems. When discussing topics about which you feel strongly, try to be aware of how you express enthusiasm and energy. Ask a trusted colleague for feedback regarding whether your audience understood how you felt about the topic.
- ⊕ Continue being an example of how to remain patient and calm at work, especially when others are stressed. People appreciate the way you can bounce back from setbacks and failures while remaining composed and keeping the drama under control. Your steadiness under pressure should allow you to be a positive influence on others during difficult or stressful times.



Section 2: Leadership Emergence

4 Influencing Others *(Continued)*

Persuading others to pursue desired outcomes

Cautious

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

44

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.
-

Section 2: Leadership Emergence

6 Building Connections

Creating strategic networks and relationships

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

Sociability

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

100

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Understand that other people sometimes need private time and may not want to talk when you feel like it. When others are talking, be careful not to interrupt or talk over them, and avoid dominating social situations by letting others speak first, offering the floor to team members, and making sure everyone has a chance to speak in discussions.
- ⊕ You seem to be a strong communicator; it would be helpful if you were also known as a good listener. Practice active listening and follow the 40-60 rule: speak 40% of the time and try to listen 60% of the time. In addition, because you have so many acquaintances in the business, make it a point to introduce your colleagues to your contacts around the organization either one-on-one or in the context of social gatherings.
- ⊕ Others should see you as open, friendly, and approachable. You probably also have a wide network of connections inside the organization, and you can use these connections to put people together to solve their overlapping problems. In addition, you are probably a good resource for helping newcomers get established in the work group.



Section 2: Leadership Emergence

6

Building Connections *(Continued)*

Creating strategic networks and relationships

Reserved

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

66

Lower Scores

- ⊕ Tactful and considerate
- ⊖ Overly sensitive

Higher Scores

- ⊕ Tough and resilient
- ⊖ Detached and uncommunicative

Development Tips

- ⊕ You seem to be a tactful person; as such, you are typically careful not to offend or insult others deliberately. However, tactful people often have a tendency to avoid conflict. Be careful not to seem to avoid difficult conversations with people whose performance issues need to be discussed.
- ⊕ If you are in charge, you will need to hold others accountable for their performance; you will also need to confront them if they don't meet standards. If you don't challenge poor performers, it will suggest that you might be playing favorites, and your strong performers may become annoyed.
- ⊕ You seem to have the empathic skills needed to connect with others in practical, goal-oriented ways. Your ability to balance business and personal issues should help you find common ground and identify mutually-beneficial business outcomes. It is important to continue to be aware of and concerned about changes in the level of staff morale.

Section 2: Leadership Emergence

6 Building Connections *(Continued)* Creating strategic networks and relationships

Affiliation

Seeking opportunities to build social networks and collaborate with people.

36

Lower Scores

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

Higher Scores

- ⊕ Values relationships
- ⊖ May have difficulty working alone

Development Tips

- ⊕ Stop interacting exclusively with your small circle of favorite colleagues. It is important to do good work, but it is also important that others know how much you can offer to the company at large. Stop focusing on work to the degree that you risk being excluded from the informal channels of communication through which so much important information circulates.
 - ⊕ Begin planning to establish more alliances with a wider variety of people by interacting with them more frequently. Make a list of people whom you would like to know better, learn about the challenges they face at work, and then share your ideas and opinions with them in an effort to solve mutual problems. This will enhance your reputation as a collaborative problem-solver.
 - ⊕ Your ability to focus, to work independently, and to finish projects without requiring meetings, feedback, and other social support sends a useful message to others that will serve you well. Continue using your ability to stay on task and work alone with minimal drama and disruption. You can be a role model for quiet competence.
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Section 3: Leadership Effectiveness

5 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.

Ambition

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

73



Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ You are more action-oriented than most people. The fact that some people lack your sense of urgency may sometimes bother you. Your possible irritation is understandable; nonetheless, it would be helpful if you were to resist the temptation to urge other people to greater action, particularly if those people don't work for you.
- ⊕ Spend more time with your team discussing what interests them; talk to them about times they felt the most engaged in their work. Try to find common themes that connect their interests with your agenda for the team. Make sure to separate this conversation from the performance review process to encourage a more open discussion about motivation and career goals.
- ⊕ Continue to demonstrate initiative by identifying challenging goals that benefit the business, and then encouraging your team to pursue them to completion. Check with your team to make sure they understand and support your general strategic direction and that they are able to keep up with the associated demands.

Section 3: Leadership Effectiveness

5 Leading the Business *(Continued)*

Achieving critical business outcomes

Power

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

34

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

- ⊕ It is key to be seen as willing to make important business decisions and be accountable for outcomes. Be sure to provide clear and direct input on key issues, even while soliciting others' ideas. Try to find the proper balance between giving direction and encouraging collaboration by asking your team members what they need from you in terms of decisions and direction that you are not currently providing.
- ⊕ Be sure others know where you stand on key business issues. Effective business leaders have a clear point-of-view and recognizable strategies for solving critical issues. As a start, review key deliverables for which you will be held accountable and make sure your team and other key stakeholders understand where you are going and why.
- ⊕ Good leaders know how to be good followers, something you seem to understand. Continue setting an example of how to be a collaborative leader; your willingness to share credit, responsibilities, and work as a team member sends a nice message about you as a good organizational citizen.

Section 3: Leadership Effectiveness

5 Leading the Business *(Continued)*

Achieving critical business outcomes

Commerce

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

64

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Don't assume that others are as motivated by financial gain as you are; some, for example, will be more interested in having their work recognized than they are interested in raises and bonuses. Financial results are obviously critical, but they are the outcome of leading a successful business not the cause of business success.
 - ⊕ The data show that an array of "soft factors" (e.g., team engagement, corporate culture, vision) impact the financial performance of any business. Begin reflecting on the importance of building your team and developing talent; they are part of an array of factors that are critical to the organization's success. Be sure to consider both financial and non-financial factors before making consequential decision or proposals.
 - ⊕ Continue to find opportunities to teach others how to understand financial metrics, speak in financial terms, and communicate the value of their work outcomes as contributions to revenue and profit. In this regard, consider your team members and help them develop plans to improve their financial acumen and literacy.
-

Section 3: Leadership Effectiveness

8 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.

Prudence

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

80



Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Even the best thought out plans sometimes need to be changed. Plans, rules, and process parameters are essential guidelines, but exceptions should be sometimes be considered, especially if circumstances change unexpectedly. When the inevitable special case occurs, be prepared to be more flexible.
- ⊕ It will be helpful to review your resource plan periodically to see if some adjustments are needed. Then commit yourself to reviewing your resource plan once a quarter. Ask your team how the current plan is holding up. When you meet with the team, be prepared to learn that the resource plan may need some realignment.
- ⊕ Your ability to plan for resource management, your willingness to keep to the plan, and the orderly way in which you expend your resources are important career attributes. Others will appreciate the predictable and disciplined manner in which you conduct business, conserve resources, and keep your team organized and on task.



Section 3: Leadership Effectiveness

8 Managing Resources *(Continued)*

Securing, optimizing, and deploying key assets

Mischievous

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

98

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Before making important resource decisions, be sure to consider the consequences. Your ability to sell your ideas should help you acquire critical material (and human) resources, but your confidence may lead you to stretch your team's capabilities and take excessive risks. Avoid making important decisions without consulting your team to make sure they are comfortable with the level of risk implied.
- ⊖ Be transparent in how you communicate your resource needs. Although your charm and charisma will help you build relationships quickly, career success depends on long term connections, and they depend on trust and accountability. If others cannot understand the logic behind your quick maneuvers and sudden requests for resources, they may begin to question your intentions.
- ⊕ You seem perceptive and insightful about people and their motives, and you seem to make friends easily. Use your social skills to build the relationships needed to gain access to critical resources. Take special care to ensure that these relationships are mutually beneficial and that you are seen as someone who knows how to return a favor.



Section 3: Leadership Effectiveness

8 Managing Resources *(Continued)*

Securing, optimizing, and deploying key assets

Science

Measures interest in knowledge, research, technology, and data

54

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

- ⊕ When you need to make a decision, avoid conducting thorough analyses when a quick decision would be sufficient and/or warranted. The amount of time and data you need to make sense of a situation may delay some decisions that need to be made rapidly. Try not to second guess decisions that you have already made.
 - ⊕ Begin looking for ways to streamline your decision-making process perhaps by applying technology to automate data gathering and synthesis. Be sure to delegate decision making to those who will have to live with the decisions. Use your IT team to find ways to aggregate data to identify critical but hidden business trends.
 - ⊕ Your preference for making decisions based on data, combined with your willingness to revisit and revise your decisions when necessary, often leads to better outcomes. Others will appreciate your rational and careful decision-making style, as well as your ability to use data to challenge conventional thinking and upgrade standard practices.
-

Section 3: Leadership Effectiveness

7 Leading People

Motivating others to pursue shared goals

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

Interpersonal Sensitivity

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

90

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Be careful not to avoid confronting poor performance and put off difficult conversations involving negative feedback. The only way people can improve their performance is to recognize what they are doing wrong and try to change. Leaders who avoid holding people accountable risk creating a reputation for playing favorites, and encouraging others to stop trying their best.
- ⊖ Because you are such a nice person, some people may be tempted to think that you won't hold them strictly accountable for their performance. If you don't consistently enforce performance expectations, performance will begin to slide. Providing positive feedback and rewards without any corrective feedback can be as problematic as not providing rewards at all.
- ⓘ You seem to have a talent for developing relationships; continue to treat people as individuals and to get to know them on a personal level. Your thoughtful and friendly leadership style will be appreciated especially by those who have made a mistake or who are struggling with a deliverable. Your ability to appreciate others' needs and respond accordingly is a valuable leadership asset.

Section 3: Leadership Effectiveness

7 Leading People *(Continued)*

Motivating others to pursue shared goals

Excitable

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

55



Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Stop to consider whether your tendency to remain composed in difficult situations is interpreted as lacking a sense of urgency. When team members are upset and look to you for support, your calmness helps prevent further escalation. However, be sure to provide emotional support in a professional but authentic manner.
- ⊕ Start showing a bit more vulnerability in your interactions with direct reports and key stakeholders when necessary. Because you tend to remain calm and composed under pressure, others may perceive you as overly stoic or unaffected by problems. When discussing highly-charged issues with your organization or team, monitor the energy and intensity of your communications. Ask for feedback from a trusted colleague to gauge whether your messages convey the level of passion you intend.
- ⊕ Because you are able to remain emotionally consistent and level-headed under intense pressure, you will be seen as a reliable leader in times of change and uncertainty. Continue to be a model for poise, clear thinking, and controlled passion during stressful times; this will be when your team most needs your support.



Section 3: Leadership Effectiveness

7 Leading People *(Continued)*

Motivating others to pursue shared goals

Skeptical

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

79



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.
-

Development Planning

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

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

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

Sample Development Commitment

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