HOGAN

High Potential Talent

Core competencies for emerging leadership

Report for: Sample Candidate

ID: HJ561272

Date: 1.23.2023

Norm: Global

relevant Managementberatung

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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.

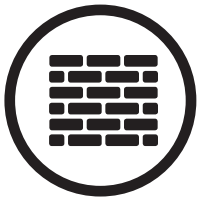
- **Leadership Foundations** concerns the degree to which people are able to manage their careers, are rewarding to deal with, and are good organizational citizens.
- **Leadership Emergence** evaluates the likelihood that people will stand out, emerge, and be labeled as leaders in their organization.
- **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	Lower Scores	Higher Scores
Leading the Business: achieving critical business outcomes	Less assertive when selling ideas to others; may show little interest in taking charge and directing others.	Willing to take charge, set goals, provide direction, and push others toward desired outcomes.
Managing Resources: securing, optimizing, and deploying key assets	Seeks to minimize risk; may struggle with forecasting resource needs and resist committing to plans.	Decisive and comfortable taking smart risks; plans ahead but remains flexible under pressure.
Leading People: motivating others to pursue shared goals	Independent and task-oriented; may avoid trying to galvanize others to pursue shared goals.	Engaging and patient; inspires commitment, and identifies appropriate group goals.

Executive Summary

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

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

- **High**
- **Above Average**
- **Below Average**
- **Low**

Leadership Foundations

5 **Following Process**
Following rules and respecting convention

8 **Thinking Broadly**
Solving a wide range of business-related problems

1 **Getting Along**
Being cooperative, pleasant, and rewarding to deal with

Leadership Emergence

2 **Standing Out**
Making others aware of one's contributions

9 **Influencing Others**
Persuading others to pursue desired outcomes

4 **Building Connections**
Creating strategic networks and relationships

Leadership Effectiveness

3 **Leading the Business**
Achieving critical business outcomes

7 **Managing Resources**
Securing, optimizing, and deploying key assets

6 **Leading People**
Motivating others to pursue shared goals

My Recommended Focus Areas

Highest Scores		Lowest Scores	
1	Getting Along	7	Managing Resources
2	Standing Out	8	Thinking Broadly
3	Leading the Business	9	Influencing Others

Section 1: Leadership Foundations

5 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

Lower Scores

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

Higher Scores

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

Development Tips

- ⊗ Before you take action, ask yourself about the consequences and how the action fits with your long term agenda. Otherwise, you may be perceived as disorganized, impulsive, and unpredictable. Leverage your ability to work without supervision, but make sure others can follow your shifts in direction. Find a mentor to help sharpen your organization and planning skills.
- ⏻ Listen to colleagues who are careful about following rules and procedures. Develop methods to prevent work projects from falling through the cracks. Make lists, spend time planning your work, and find methods to keep yourself on track. Find a stretch role in which your success depends on precision and timely execution.
- ⊕ Your flexibility and ability to tolerate ambiguity at work are useful career assets because they allow you to adapt to change and uncertainty. It is important for you to stay flexible, but make sure to keep your team informed as you make changes so they can follow your lead.

Section 1: Leadership Foundations

5 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

97

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 qualifiers such as, "maybe...perhaps...I could be wrong, but…" because they weaken your message, particularly when dealing with senior leaders. Try substituting executive vocabulary that delivers greater impact, such as "I am confident that...I recommend...based on my experience..." to strengthen your points.
- Start cultivating independent viewpoints on important topics. Learning how to respectfully challenge the status quo and express strong opinions are critical leadership skills. The next time you are in a meeting and have a dissenting opinion, ask the group if you can share potential alternatives. Asking permission should make you - and those around you - more comfortable with potentially controversial viewpoints.
- You should continue demonstrating loyalty to your superiors and their decisions. Your cooperative, committed attitude will enhance your ability to get along within the organizational hierarchy, support team goals, and seek the advice and assistance needed to develop your career. However, remember that you can't say "yes" to every request made by seniors. To prevent becoming over committed and burned-out, learn to say "no" in a diplomatic manner.

Section 1: Leadership Foundations

5 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

36

Lower Scores

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

Higher Scores

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

Development Tips

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

Section 1: Leadership Foundations

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.

Inquisitive

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

Lower Scores

- Pragmatic and focused
- Limited curiosity

Higher Scores

- Curious and open to new ideas
- Easily distracted

Development Tips

- Be sure to publicly tolerate unconventional ideas and impractical strategies; otherwise, colleagues may begin to question your adaptability. Listen to seemingly odd suggestions and try to determine if they have any practical merit. If so, pursue the suggestion; if not, let the other person down gently. The goal is to encourage an open climate of discussion.
- Start trying to find new solutions to persistent problems. Discuss the issues with colleagues who are known to think differently. Feel free to abandon standard methods when problems persist and innovation is needed, and stay alert for new and untested ideas. Start working with someone whose level of strategic effectiveness you admire and with whom you have easy access.
- Continue to challenge ideas and agendas that seem unrealistic; you are good at determining when projects have become too radical or experimental. At the same time, keep an open mind about new and different perspectives, especially those concerning strategy and changes in technology. Spend some time learning about other parts of the business; learn as much as you can and try to incorporate this knowledge in daily conversations and problem-solving efforts.

Section 1: Leadership Foundations

8 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

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 learning opportunities that seem inconvenient; you may miss valuable updates and fail to acquire new skills if you pass up opportunities to expand your knowledge-base. Pick topics that could be helpful to your career, but in which you have little interest, and try to explore them in depth.
- Skim the business news headlines each day and ask your colleagues to comment on what the headlines might mean for the future of your business. Doing this should help others see you as being interested in acquiring and sharing new business intelligence.
- Your skepticism regarding the opinions of experts and your preference to check things for yourself are valuable attributes. Nonetheless, you should keep up on new methods and industry updates in order to not be caught by surprise. Help your team members who prefer to learn through reading and formal training apply their knowledge in real-world settings.

Section 1: Leadership Foundations

8 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

28

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.

Section 1: Leadership Foundations

1 Getting Along

Being cooperative, pleasant, and rewarding to deal with

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

Adjustment

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

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

1 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

92

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

1 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

95

Lower Scores

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

Higher Scores

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

Development Tips

- When you notice that direct reports are struggling, avoid jumping in and solving their problems. Your over-involvement can reduce their feelings of empowerment; it can also send the signal that you are overly protective of them. When people struggle and even fail, they often learn valuable lessons about self-reliance and personal accountability.
- Start encouraging your team members to become more independent and self-reliant. Develop some personal guidelines regarding when and what kinds of support you will provide your team versus how much you should push them to solve their own problems. Be clear about when you expect others to take ownership of decisions.
- Continue to be a resource for helping to develop colleagues who are struggling with their performance. Your willingness to provide them with support sends a signal that you are a resource for improving the performance of the entire team. It also encourages a culture of teamwork and collaboration, and the fundamental task of leadership is to build a high performing team.

Section 2: Leadership Emergence

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.

Lower Scores

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

Higher Scores

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

Development Tips

- ⊗ You seem to be reluctant to draw attention to yourself, but you need to realize that organizations often reward those who are more comfortable with self-promotion. Showcase your core competencies in a way that feels authentic and comfortable. Work with a coach or mentor to determine how best to do so, especially if doing so makes you feel apprehensive.
- ⏻ Your natural modesty may make you reluctant to advertise your accomplishments; nonetheless, it is important that you do so in a nice way. Ask a trusted colleague to help you devise an internal marketing strategy. Before important meetings, think about what you have to say regarding the performance of your team. Ask yourself if you are getting the kind of experience needed to help you reach your next significant career goal in the context of your current job.
- ⓘ Your team members appreciate your apparent humility and your willingness to ask for input, to acknowledge your limitations, to admit your mistakes, and to learn from them. They also appreciate the fact that you don't feel compelled to assert your authority, and your willingness to let others take the lead when it is appropriate for them to do so.

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

48

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

Recognition

A desire for attention, approval, and praise

96

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 sure not to seem to take credit for your team's or team members' accomplishments. Like most successful people, you enjoy having your achievements recognized. At the same time, however, you will succeed as a leader when your team succeeds; look for opportunities to acknowledge the role your team members play in achieving results.
- Find ways to share credit with everyone involved when your team makes a significant contribution to the business. When you receive recognition for an outcome, be sure to share that praise everyone who contributed, and tell them how you appreciate their efforts. Doing this will both contribute to your reputation as a leader and to your visibility in the organization.
- Continue to ensure that key people in the organization appreciate the business value that you and your team create. You seem naturally to be motivated by recognition and public praise, so it seems likely that you find ways to let your successes be known. Be thoughtful about when and how you communicate your successes and be sure that you appropriately share any credit with your team.

Section 2: Leadership Emergence

9 Influencing Others

Persuading others to pursue desired outcomes

People with higher scores on this dimension tend to display confidence and have a willingness to take charge; they are able to demonstrate patience with others when needed and are not afraid to experiment or make mistakes to win people over. People with lower scores may be hesitant to lead, have a tendency to play it safe, and may experience frustration over minor setbacks.

Ambition

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

22

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 acting as if every decision at work deserves a democratic solution. Others appreciate your consensus-driven decision making style, but it may not work well in urgent scenarios. Although it helps when others agree with your decisions, you do not always have to make a priority out of gaining the buy-in approval of others; sometimes you need to decide and then move on.
- Start positioning yourself as more of a take charge leader. Although people appreciate your easy-going style, they also tend to listen to those who "lead from the front." Think about the things you would do if you were in charge and no one had to agree, then begin to advocate for those changes. Doing so will send signals that appeal to the implicit leadership expectations of those people with whom you work.
- Continue trying to build consensus before moving forward on important decisions – because people like to be consulted on decisions they must live with. In addition, many people will appreciate your patient and easy going leadership style and your willingness to let people find their own way, a style that is particular appealing to people who are creative and/or have deep expertise.

Section 2: Leadership Emergence

9 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

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

9 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

90

Lower Scores

- Willing to try new things
- May take unnecessary risks

Higher Scores

- Seldom make dumb mistakes
- Afraid of making mistakes

Development Tips

- You may be overly concerned about making mistakes and then being criticized. You may also encourage others to adopt an overly cautious decision-making style. This type of leadership can limit risk-taking, innovation, and creativity. Give your teams specific permission to point out when you seem to be overly cautious, listen to their feedback, and adjust your behavior accordingly.
- Be alert for opportunities to take calculated risks. Your decisions are typically designed to minimize careless mistakes. While you are avoiding mistakes, you may miss important opportunities. Identify an area of the business where you think you could take more risks, make a list of the advantages and disadvantages of taking the risk, and then evaluate the absolute best and worst case outcomes.
- The way you try to avoid unnecessary risks, foreseeable mistakes, and getting yourself in trouble will contribute to your reputation as a judicious and deliberate decision maker, and save the company from potentially negative business outcomes. At the same time, be sure to stay alert for opportunities to grow or improve the business and avoid being perceived as a road block to business innovation.

Section 2: Leadership Emergence

4 Building Connections

Creating strategic networks and relationships

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

Sociability

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

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

4 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

Lower Scores

- Tactful and considerate
- Overly sensitive

Higher Scores

- Tough and resilient
- Detached and uncommunicative

Development Tips

- You are a resilient person and you tend not to take criticism and bad news personally. Most people lack your level of personal security, and it is important to remember this when giving negative feedback to others. Being candid and frank might seem like a good idea but over time it can erode important relationships.
- During periods of rapid change and uncertainty, be sure your team knows you are ready to support them. You are resilient, and your team may sometimes be stressed when you are not. Understand that others may look to you for encouragement when times become difficult. Be on the lookout for when they need encouragement and be prepared to provide it.
- You seem to be someone who can deal with stress and pressure and who won't avoid confrontations when they are necessary. Your willingness to challenge poor performers and hold people accountable for their behavior are important leadership attributes that send an important signal to the organization about individual responsibility.

Section 2: Leadership Emergence

4 Building Connections *(Continued)*

Creating strategic networks and relationships

Affiliation

Seeking opportunities to build social networks and collaborate with people.

80

Lower Scores

- Values independence
- May lack interest in expanding networks

Higher Scores

- Values relationships
- May have difficulty working alone

Development Tips

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

Section 3: Leadership Effectiveness

3 Leading the Business

Achieving critical business outcomes

People with higher scores on this dimension tend to be action-oriented, competitive, and focused on business results. They have high standards and push others toward desired outcomes. People with lower 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

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 waiting for others to find opportunities and provide direction for your team. Remember the old rule: "it is easier to get forgiveness than permission". When you see a problem that can be fixed, or an improvement that should be made, don't wait for consensus to develop around the issue. Take action while keeping your manager informed.
- Start looking for opportunities to take initiative around projects. Find problems that need fixing, projects that need staffing, opportunities that need exploring, and get involved with them. Be sure to keep your boss discretely informed – messaging behavior will be important as you begin to take on more challenging business projects.
- You prefer to set goals that are realistic and attainable. Setting realistic goals is a good way to spare your team unnecessary stress and pressure and allow them to build a sense of mastery and competence. The risk, however, is that you may be seen as only pursuing easy wins. One goal of leadership is to help people achieve what would otherwise be out of reach.

Section 3: Leadership Effectiveness

3 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

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 seem to be an action-oriented individual. People like you need to resist the temptation to make decisions and take action without consulting key stakeholders. Others are more likely to support your decisions and be more engaged in their execution if they have a chance to provide input at the outset.
- Identify your key objectives and goals for the near future and the methods needed to achieve them, then discuss these goals and methods with your team. Foster some open discussion around these objectives to create alignment and allow others to feel they have influence over the future direction. Support the team's development by encouraging members to adopt roles that challenge their natural inclinations.
- Continue to send a message about the importance of being the best at what you do. The bottom line in business is to outperform the competition, something you clearly understand. Your desire to be the best sends a nice message about the importance of not being complacent, taking success for granted, and then resting on your laurels.

Section 3: Leadership Effectiveness

3 Leading the Business *(Continued)*

Achieving critical business outcomes

Commerce

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

96

Lower Scores

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

Higher Scores

- Values financial success
- Values materialistic goals above all else

Development Tips

- Don't assume that others are as motivated by financial gain as you are; some people, for example, may be more interested in having their work recognized than they are interested in raises and bonuses. Financial goals are critical to leading a business and focusing on them is appropriate, but a number is not a vision or strategy; it is a good idea to communicate organizational goals in both financial and in strategic or visionary terms.
- Think about whether you prioritize the business's financial outcomes over building your team, developing talent, and ensuring employee alignment and engagement. Research shows that these "soft" topics are critical to sustained successful financial performance. When you discuss your decisions and proposals, outline the financial as well as non-financial considerations and consequences of your intended actions.
- Continue to focus on creating bottom-line value and making decisions based on their implications for financial impact. You tend to use quantitative measures as the key scorecard for success. Find ways to teach others how to communicate the value of their work outcomes in terms that illustrate their contribution to revenue and profit.

Section 3: Leadership Effectiveness

7 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

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 you need to find, acquire, or allocate resources, you should avoid trying to figure it out as you go along. Your flexibility can be helpful at times, but it should be balanced by the requirement for a plan and consistent approach to resource acquisition and use. Your team will appreciate you being willing to make a plan and stick to it.
- In order to create stability in the work lives of your team members, they need to be able to understand the resource management rules by which you expect them to abide. Ask a more process-oriented team member for some advice on specifying some bullet points that illustrate your ideas about resource acquisition and expenditure. Discuss these at your next team planning meeting.
- Your willingness to adapt your plans to changing circumstances, and your ability to work without guidance or supervision will allow you to take advantage of opportunities for resource acquisition that come up suddenly. Your team should also appreciate your willingness to let them move quickly when opportunities arise.

Section 3: Leadership Effectiveness

7 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

60

Lower Scores

- Transparent, respects boundaries
- Overly conservative or objective

Higher Scores

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

Development Tips

- It is important, when making decisions about how to acquire or allocate resources, not to be seen as cautious and/or risk avoidant. No one likes to make obvious mistakes, but in order to take advantage of unexpected opportunities, it is often necessary to take a chance and interpret guidelines flexibly. It is sometimes useful to take a risk.
- Create a reputation for being able to respond quickly to emerging opportunities. It is useful to be seen as someone who will take reasonable chances on new projects and people. Identify someone in your organization who is both fun and successful. Take that person as a model for how to build relationships, identify resources, and find new talent for the team. Identify skills you can emulate, and then take specific actions to support your development in this area.
- You seem like a steady, controlled person who makes responsible decisions and pays attention to rules and guidelines. You seem likely to think through the consequences of decisions about resources, to learn from experience, and rarely to promise more than you can deliver. Others will see you as dependable, trustworthy, transparent, and consistent.

Section 3: Leadership Effectiveness

7 Managing Resources *(Continued)*

Securing, optimizing, and deploying key assets

Science

Measures interest in knowledge, research, technology, and data

23

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

- It often seems faster and more convenient to make decisions based on your experience with similar problems in similar situations. In addition, gathering input from others may seem to be a waste of time. Nonetheless, making quick, experience-based decisions can lead to less than optimal outcomes. Try to resist making decisions the easy way.
- To improve your decision-making skills, keep in mind the following. First, speed kills; when decisions matter, take your time. Second, take time to find and review whatever data might be available to inform your decision. Third, periodically review your past decisions for signs of mistakes and how you might have avoided them.
- Your ability to make quick decisions based on your intuitions (which are grounded in your experience) will allow you to take advantage of unexpected but important opportunities. In addition, you can make decisions and move on without feeling the need to revisit them. Others will appreciate the fact that you don't hold up progress with hesitant decision making.

Section 3: Leadership Effectiveness

6 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

92

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

6 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

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

6 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

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

Development Commitment 1:

Actions	**Timeline**
1.Discern the top 3 areas where I should be spending my time	1.June 1
2.Take inventory how I spent my time over the past month	2.June 1
3.Delegate any non-essential work activities to team	3.June 15
4.Hold weekly accountability meetings	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**