HOGAN

LEADERSHIP FORECAST SERIES

VALUES

CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

Report for: Sample Candidate

ID: HG355224

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Introduction

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

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

Ways to Use this Information.

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

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

Ways to Use this Information.

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

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

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

Definitions

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

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

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

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

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

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

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

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

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

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

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

LEADERSHIP VALUES PROFILE

Scales

RECOGNITION

Seeking fame, appreciation, and acknowledgment.

Drivers

You tend to be personally motivated by a desire to:

- Have people notice and applaud your efforts
- Be praised and celebrated for your accomplishments
- Work on high profile projects
- Be in the spotlight
- Become famous

Fit

You should be most comfortable working in environments that:

- Have the potential to provide visibility and attention
- Provide opportunities to stand out and be noticed
- Praise success often and reward accomplishments publicly
- Allow you opportunities to work on high profile projects
- Promote your accomplishments inside the organization

And you tend to dislike environments that:

- Maintain egalitarian policies regarding performance
- Don't reward you for your accomplishments

Leadership Style and Culture

As a leader, the culture you create tends to:

- Encourage people to seek high profile assignments
- Prefer to recruit staff who might become stars in the organization
- Place you at the center of the action
- Tend to ignore details while pursuing grand gestures
- Encourage your staff to seek public awards

Unconscious Biases

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

- You may have a tendency to compete with your staff
- You may emphasize visibility at the expense of execution
- You may ignore negative feedback
- You may compete for the attention of senior management
- You tend to overlook the needs of your team members

POWER

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

Drivers

You tend to be personally motivated by a desire to:

- Get things done
- Make a difference
- Become an important contributor to the organization
- Lead change
- Set your own agenda and define your own goals

Fit

You should be most comfortable working in environments that:

- Value hard work and productivity
- Reward effort and success
- Provide opportunities to contribute
- Allow you to take initiative

And you tend to dislike environments that:

- Seem complacent or slow-moving
- Fail to acknowledge individual contributions

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize getting things done
- Compete for business
- Celebrate success
- Value high performing teams
- Reward people who have contributed the most to success

Unconscious Biases

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

- You may assume that other people want to work as hard as you do
- You may often overestimate the likelihood of success
- You tend to see most situations as competitive
- You may fail to share success with other contributors
- You may overestimate the organization's competence and resilience

HEDONISM

Wanting fun, variety, and enjoyment in the workplace.

Drivers

You tend to be personally motivated by a desire to:

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

Fit

You should be most comfortable working in environments that:

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

And you tend to dislike environments that:

- Are excessively formal
- Emphasize procedures over results

Leadership Style and Culture

As a leader, the culture you create tends to:

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

Unconscious Biases

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

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

ALTRUISTIC

Wanting to help people who are struggling or in need.

Drivers

You tend to be personally motivated by a desire to:

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

Fit

You should be most comfortable working in environments that:

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

And you tend to dislike environments that:

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

Leadership Style and Culture

As a leader, the culture you create tends to:

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

Unconscious Biases

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

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

AFFILIATION

Seeking opportunities to build social networks and collaborate with people.

Drivers

You tend to be personally motivated by a desire to:

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

Fit

You should be most comfortable working in environments that:

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

And you tend to dislike environments that:

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

Leadership Style and Culture

As a leader, the culture you create tends to:

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

Unconscious Biases

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

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

TRADITION

Respecting structure, rules, and authority.

Drivers

You tend to be personally motivated by a desire to:

- Question convention and authority
- Minimize external controls
- Seek novelty, change, and exploration
- Generate novel solutions to problems
- Pursue non-traditional work or careers

Fit

You should be most comfortable working in environments that:

- Are democratic and consultative
- Challenge, innovate, and experiment
- Tolerate diversity
- Encourage initiative

And you tend to dislike environments that:

- Are marked by authoritarian leadership
- Treat employees as expendable commodities

Leadership Style and Culture

As a leader, the culture you create tends to:

- Tend to be relaxed and informal
- Encourage spontaneity, openness, and initiative
- Value new ideas
- Seek interesting and novel projects
- Empower staff

Unconscious Biases

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

- You tend to challenge authority
- You may dislike setting expectations for others
- You tend to be concerned with finding new ways to do things
- You may make decisions that promote autonomy and self-direction
- You may make decisions that reduce hierarchy

SECURITY

Wanting stability, structure, and order.

Drivers

You tend to be personally motivated by a desire to:

- Maintain predictability and order
- Be known for your socially appropriate behavior
- Seek continuity and stability of employment
- Avoid risky decisions
- Have clear guidelines about performance expectations

Fit

You should be most comfortable working in environments that:

- Are stable and can stand the test of time
- Are safe, calm, and predictable
- Encourage leaders to tell people what to do
- Minimize the need for change

And you tend to dislike environments that:

- Are fast-changing, innovative, or unstable
- Do not provide clear expectations for performance

Leadership Style and Culture

As a leader, the culture you create tends to:

- Try to avoid economic disruptions
- Try to minimize risk and market exposure
- Emphasize fitting in and good citizenship
- Values structure, order, and rule compliance
- Focus on long-term planning and safe decision-making

Unconscious Biases

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

- You may make decisions designed to minimize risk
- You tend to have a preference for tried and true methods
- You may make decisions based on metrics and data
- You may resist change if the outcome cannot be easily predicted
- You tend to prefer staff who fit in and comply

COMMERCE

Seeking wealth and financial success.

Drivers

You tend to be personally motivated by a desire to:

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

Fit

You should be most comfortable working in environments that:

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

And you tend to dislike environments that:

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

Leadership Style and Culture

As a leader, the culture you create tends to:

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

Unconscious Biases

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

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

AESTHETICS

Focusing on innovation, style, and appearance.

Drivers

You tend to be personally motivated by a desire to:

- Find ways to understand experience
- Seek creative solutions to problems
- Explore and share ideas and concepts
- Interpret sensations and experiences
- Create organizational myths

Fit

You should be most comfortable working in environments that:

- Encourage creativity and attention to appearances
- Value and support independent self-expression
- Periodically evaluate the business strategy
- Reward creativity, innovation, and unconventional thought

And you tend to dislike environments that:

- Are old-fashioned or conservative
- Emphasize procedures over understanding

Leadership Style and Culture

As a leader, the culture you create tends to:

- Value creativity, imagination, and thinking
- Enhance the look and feel of the workplace
- Emphasize the appearance and quality of product design
- Tolerate eccentricity
- Resist conventional business strategies

Unconscious Biases

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

- You tend to be influenced by what is stylish and in vogue
- You may be concerned about appearances and reputation
- You may be enthusiastic about impractical projects
- You tend to be suspicious of conventional beliefs
- You may support unproductive people because they are interesting

SCIENCE

Preferring a rational, objective approach to decision-making.

Drivers

You tend to be personally motivated by a desire to:

- Make quick decisions
- Pursue action, not analysis
- Work with people rather than ideas
- Find answers that are politically defensible
- Give customers what they want

Fit

You should be most comfortable working in environments that:

- Favor action over data
- Are fast paced
- Are pragmatic and customer focused
- Make decisions and move on

And you tend to dislike environments that:

- Often reach “paralysis by analysis”
- Are so data-driven that there is no room for creativity

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be impatient with analysis and endless discussion
- Prefer quick, intuitive decision making
- Pursue solutions that feel "good enough"
- Value trend spotting and trend following
- Use data to support ideas—not drive them

Unconscious Biases

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

- You tend to make gut-level decisions based on experience
- You may focus on short-term, urgent issues
- You may distrust untested technologies
- You might avoid complex answers and solutions
- You may prefer fast rather than carefully analyzed decisions

Development Opportunities

RECOGNITION

- Offer positive feedback to staff and team members for jobs well done
- Control the urge to be the center of attention in committee or team meetings
- Seek feedback from trusted colleagues regarding strategies for improving your own performance
- Review projects and goals frequently to ensure that good ideas are turned into action

POWER

- Share credit when working on a team
- Be realistic about the problems you meet while working on projects
- Recognize that not all projects are competitions
- Solicit ideas and suggestions from others

HEDONISM

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

ALTRUISTIC

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

AFFILIATION

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

Development Opportunities

TRADITION

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

SECURITY

- Remember that your careful decision making may prevent you from completing important projects
- Ask your staff for ideas that could make the team more productive and competitive
- Use “brainstorming” to develop ideas for new products or methods
- Don’t let a need to avoid risk prevent finding solutions that offer greater long-term payoffs

COMMERCE

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

AESTHETICS

- Think about how your current work fits with long-term organizational goals
- Provide your staff with clear goals and performance targets
- Don’t let emotions interfere with your decisions about staffing and procedures
- Don’t let your curiosity interfere with the search for practical solutions

SCIENCE

- Remember that intuitions are useful, but hard data are also important
- Ask your staff for help when solving complex problems
- Consider the outcomes of various options before making decisions
- Delegate problem solving to the experts on your staff

Scales

Subscale Scores