



CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

Report for: Sample Candidate

ID: HG355224

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INTRODUCTION

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

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

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

BACKGROUND

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

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

HOW DO RISK FACTORS DEVELOP?

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



INTRODUCTION

WAYS TO USE THIS INFORMATION

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

DEFINITIONS

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

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

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

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

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

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

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

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

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

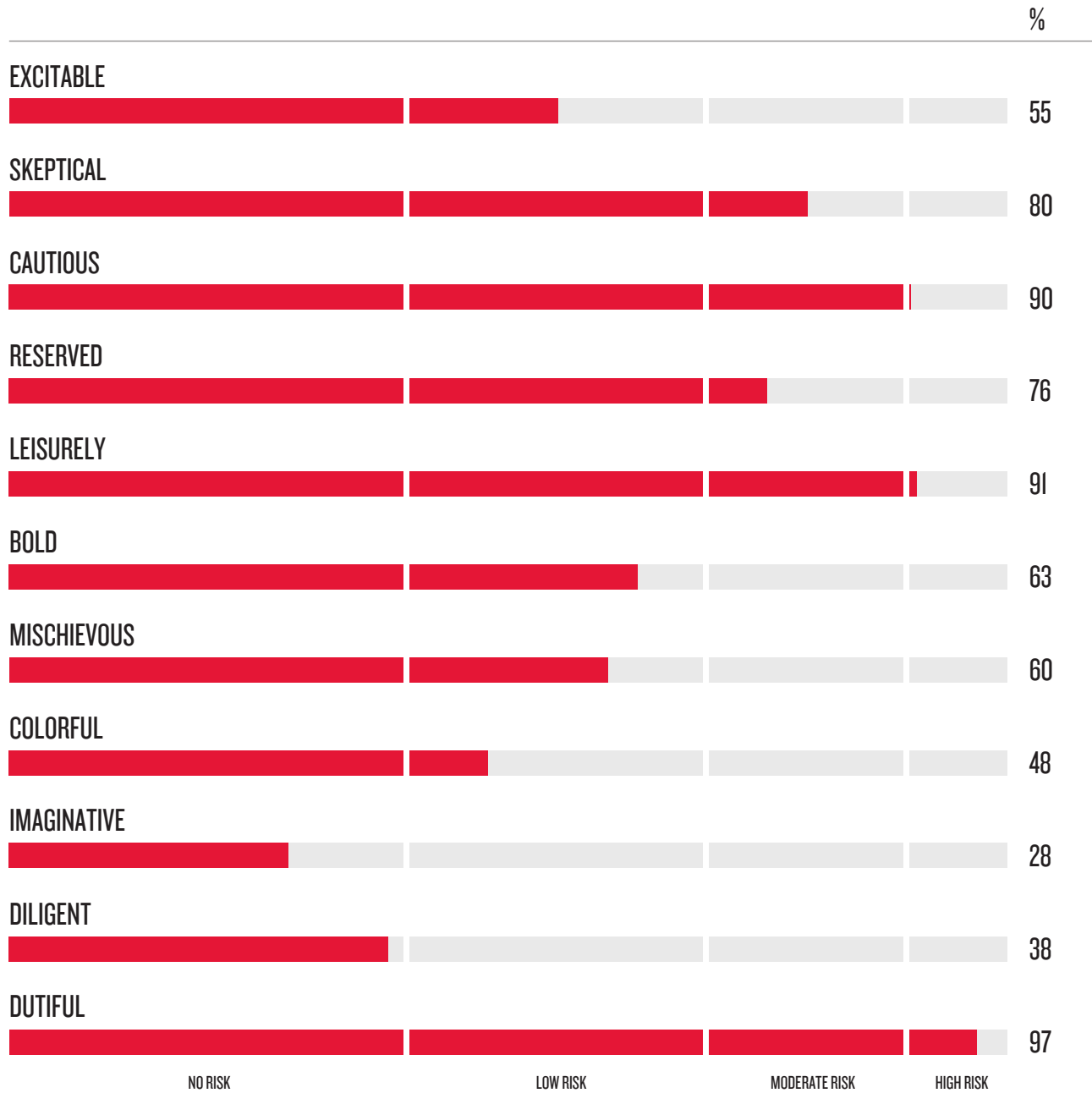
Imaginative Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

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

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

LEADERSHIP CHALLENGE PROFILE

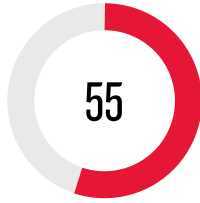
Scales





EXCITABLE

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Usually seem in a good mood.
 - Handle frustration without getting upset.
 - Usually seem enthusiastic.
 - Usually seem calm in emergencies.
 - Rarely get angry with others.
-

LEADERSHIP IMPLICATIONS

Your composed and steady demeanor will enhance your ability to maintain relationships and manage others. Your steadiness should also be an asset in fast paced environments. Your optimism and emotional maturity should facilitate your ability to manage your career, gain the support of others, and motivate them to produce results. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

COMPOSURE Your team will appreciate your even temper, your predictable and calming influence in situations, and your tendency to hold things together in stressful times.

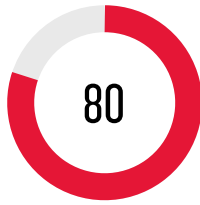
FAIRNESS TO OTHERS As a leader, you won't tend to get down on people, and your staff will respond to your even-handed treatment.

PERSEVERANCE As a leader, your coworkers will appreciate your persistence and ability to complete projects regardless of frustrations, roadblocks, and challenges. You are not likely to give up when the going gets tough, but to keep working until the job is done.



SKEPTICAL

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



MODERATE RISK

BEHAVIORAL IMPLICATIONS

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

- Seem insightful about others' motives and about office politics.
 - Take criticism personally.
 - Tend to hold grudges.
 - Can be argumentative.
 - Can be hard to coach.
-

LEADERSHIP IMPLICATIONS

You are good at evaluating the talents and motives of others and this is a potentially valuable leadership skill. However, your skepticism regarding others' intentions may inhibit your ability to build and maintain relationships. People may perceive you as argumentative, and the feedback you provide subordinates may focus on their flaws, which could affect your impact. Your business strategy may tend to reflect a 'worst case scenario' and you may plan your career from a similar perspective.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS At times, you may seem suspicious and spend more time thinking about politics than core business issues. As a result, others may find you hard to deal with and it may be difficult for you to persuade them to cooperate with you.

OPENNESS TO IDEAS When presented with new ideas or suggestions, you tend to raise doubts and to bring the underlying political issues to the surface. At times this could cause you to seem resistant to new ideas. Others may see you as being better at identifying problems than finding alternative solutions.

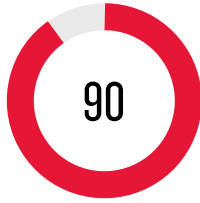
OBJECTIVITY On certain issues, you may seem somewhat inflexible and set in your views. Others may not realize that you have reasons for your views and that you can be objective and see things from multiple perspectives.





CAUTIOUS

Concerns being overly worried about being criticized.



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Make high percentage, low-risk decisions.
 - Seem concerned about being criticized.
 - Worry that their staff will make mistakes.
 - Seem reluctant to try new technology.
 - Avoid taking controversial positions in public.
-

LEADERSHIP IMPLICATIONS

You dislike being criticized and you try to avoid making mistakes, which could have several consequences. You may be reluctant to rely on your subordinates. You may be slow to make decisions, which could frustrate those who are eager for action. When working in a team, you may be overly cautious about offering input. You may be reluctant to challenge your boss. Also, you may avoid tough assignments while managing your career. Finally, these tendencies could also lead you to overlook potentially risky, but important career opportunities.

COMPETENCY ANALYSIS

DECISIVENESS In times of stress, you may seem uncertain and unwilling to make a decision. This stems from an aversion to criticism and negative feedback.

ACTION ORIENTATION Your team members may see you as reluctant to seize opportunities or take quick action in ambiguous situations. This reluctance may annoy those who like to make quick decisions and take action.

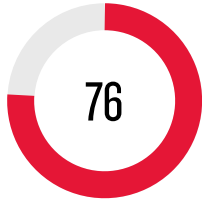
LEADING WITH CONFIDENCE Others may see you as trying to take the safest route when faced with heavy pressure. Your subordinates may perceive your hesitation as a lack of confidence in your own ability.





RESERVED

Concerns lacking interest in or awareness of the feelings of others.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

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

- Seem independent, tough, reserved, and detached.
 - Tend to act without consulting others.
 - May misinterpret feedback.
 - Seem stiff around strangers.
 - Handle criticism and pressure with ease.
-

LEADERSHIP IMPLICATIONS

You are not thin-skinned and you can tolerate conflict and criticism better than most people. However, you may also seem indifferent to others' problems. If so, then this will inhibit your ability to build relationships and manage people. Bosses and subordinates may find you hard to read, and they may not know where they stand with you. Moreover, under pressure you may stop communicating, leaving your staff confused about what you want.

COMPETENCY ANALYSIS

MOTIVATING OTHERS Your direct and straightforward manner may sometimes seem blunt and could de-motivate your subordinates.

RELATIONSHIP BUILDING Under stress, you may seem withdrawn and aloof, which will put a strain on relationships.

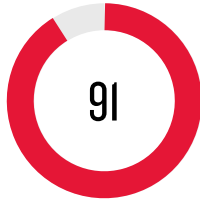
APPROACHABILITY Under pressure, you may tend to be difficult to reach. As a result, you may be perceived as an "absent leader" when the pressure mounts, even though you think you are fully engaged.





LEISURELY

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



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

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

LEADERSHIP IMPLICATIONS

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

COMPETENCY ANALYSIS

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

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

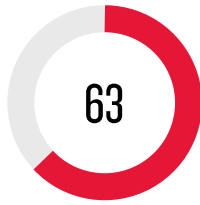
BUILDING TRUST When pressed about an issue, you may withhold your true opinions or ideas. Others may see this as support for the issue and believe that you will perform as needed.





BOLD

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

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

LEADERSHIP IMPLICATIONS

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

COMPETENCY ANALYSIS

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

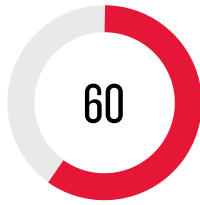
PERSONAL DEVELOPMENT You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

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



MISCHIEVOUS

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

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

LEADERSHIP IMPLICATIONS

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

COMPETENCY ANALYSIS

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

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

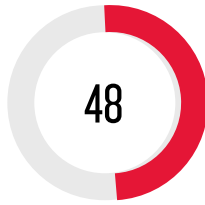
LEARNING FROM EXPERIENCE You pay attention to the consequences of your actions and reflect on past experience as a guide to future decisions and behavior. You may be reluctant to take action in situations where you have no experience from which to draw.





COLORFUL

Concerns being dramatic, engaging, and attention-seeking.



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Seem unpretentious and socially appropriate.
 - Do not seek the limelight.
 - Support the performance of others.
 - Seem to be good followers.
 - Do not take themselves too seriously.
-

LEADERSHIP IMPLICATIONS

You don't need to be the center of attention and prefer to let your actions speak for themselves. You will manage with a light-touch and share credit with your staff. You should work well with a variety of bosses, who will like your willingness to share credit. However, your career may not advance as rapidly as your talent would suggest because of your reluctance to engage in self promotion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CELEBRATING SUCCESS You seem willing to support your subordinates, and you don't compete with them. More importantly, you are willing to share credit for success.

BUILDING MORALE Your personal modesty may make you reluctant to promote the accomplishments of your team. Your subordinates can only gain attention through your promotion of their achievements.

SELF-DEVELOPMENT You may not aggressively seek developmental opportunities for yourself and your staff. Without you finding learning experiences, the productivity of the group may diminish. Progress depends on learning and you are responsible for obtaining resources for team development.





IMAGINATIVE

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



NO RISK

BEHAVIORAL IMPLICATIONS

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

- Seem practical, steady, and sensible.
 - Stay on task.
 - Don't show off.
 - Make realistic decisions.
 - Seem sensible, level-headed, and task-oriented.
-

LEADERSHIP IMPLICATIONS

As a leader, your staff will appreciate your businesslike, 'no surprises" style. As a coach and mentor, you will offer advice that is practical and grounded. You should work well with a variety of bosses who will appreciate your steady work and sensible problem-solving style. You will plan your career in a practical, deliberate manner. However, you may not be especially helpful on issues of vision or long-range planning when they require radical departures from previous strategies. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION You should communicate intelligibly no matter how much pressure you are under.

CREATIVITY You should be able to provide practical solutions to problems even when you are pressured. In addition, you will be a good resource for evaluating the plausibility of new ideas and initiatives.

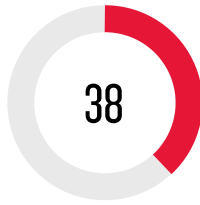
STAYING FOCUSED You should be able to stay focused on the relevant problems and issues, even in the midst of distractions.





DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



NO RISK

BEHAVIORAL IMPLICATIONS

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

- Seem undemanding and relaxed about rules.
 - Do not micromanage their staff.
 - Routinely delegate tasks.
 - Tend to be flexible.
 - Prioritize tasks appropriately.
-

LEADERSHIP IMPLICATIONS

You seem relatively relaxed and undemanding, and your tolerance and willingness to delegate should make you popular with your subordinates. This is because they sense that they are trusted. In addition, your delegating will give your staff opportunities to learn. Bosses like your tolerant, flexible, and forbearing attitude, but may wish you would pay more attention to the details of the business. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

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

ADAPTABILITY You seem able to adapt to changing circumstances and priorities.

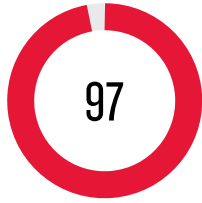
DELEGATING DOWNWARD You tend to delegate problem-solving authority to the appropriate level, even though the pressure to solve the problem may be intense.





DUTIFUL

Concerns being eager to please and reluctant to act independently.



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Seem obliging, unassuming, and likeable.
 - Consult regularly with their boss.
 - Seem to be very good team players.
 - Seem mannerly and polite.
 - Rarely challenge corporate policy.
-

LEADERSHIP IMPLICATIONS

You are a likeable person who seems eager to please. As a manager, you will get along well with your staff, but tend to side with upper management should problems arise. Although you are a good team player who supports team goals and decisions, you may be reluctant to express contrary opinions or go against the grain. You will seek advice and assistance in developing and managing your career. You should be popular with a wide range of bosses because of your loyal and supportive attitude.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT Your natural tendency is to avoid conflict and confrontations. With your staff, you may delay or sugar-coat negative feedback.

ACTING INDEPENDENTLY Others may see you as reluctant to take a position on divisive issues or unwilling to challenge others when you think they are wrong.

SUPPORTING YOUR STAFF You may not stick up for your staff and protect them from unreasonable requests and demands from senior people in the organization.





DEVELOPMENTAL RECOMMENDATIONS

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

SKEPTICAL - MODERATE RISK

- When you are at your best, you are a perceptive and insightful judge of people and you have a superior understanding of organizational politics. You are a good resource for identifying potential hidden agendas and for analyzing and solving social and political problems.
- You will tend to distrust your coach; you should suspend judgment and give your coach a chance to try to help you. The same is true for others who care about you--you need to make an extra effort to appreciate what they are telling you and why.
- Be careful how you communicate with others. When you believe you are expressing honest opinions, others may see you as being argumentative. Be open to other points of view.
- You should try to be less critical and judgmental. Tell a trusted friend that you are trying to become more tolerant. Ask him/her to tell you when you are being excessively critical, defensive, or sensitive--and listen to his/her feedback.

CAUTIOUS - HIGH RISK

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



DEVELOPMENTAL RECOMMENDATIONS

RESERVED - MODERATE RISK

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

LEISURELY - HIGH RISK

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





DEVELOPMENTAL RECOMMENDATIONS

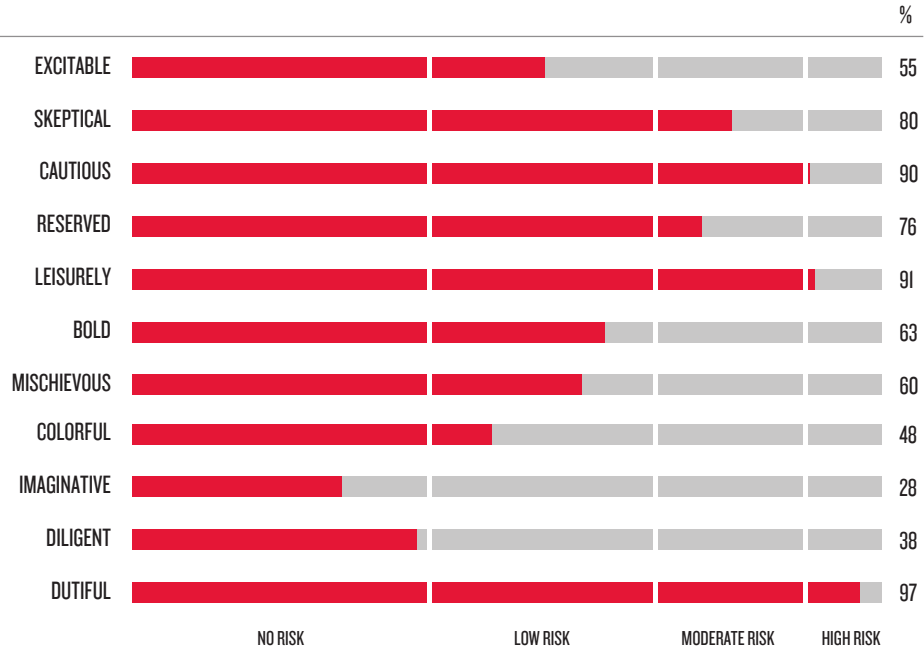
DUTIFUL - HIGH RISK

- You are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.
- Remember that if you want your staff to be loyal to you, then you must be loyal to them, even if that means sometimes annoying superiors.
- When asked for your opinion, take your time, decide what you believe, and be prepared to defend it when challenged.
- Although you dislike conflict, there will be times when you must confront others and disagree with them. In the long run, your credibility depends on doing this.





Scales



Subscale Scores

Excitable



Bold



Diligent



Skeptical



Mischievous



Dutiful



Cautious



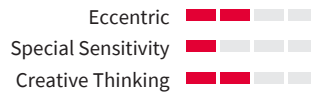
Colorful



Reserved



Imaginative



Leisurely

