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HIGH POTENTIAL TALENT

Measures Core Competencies For Emerging Leadership

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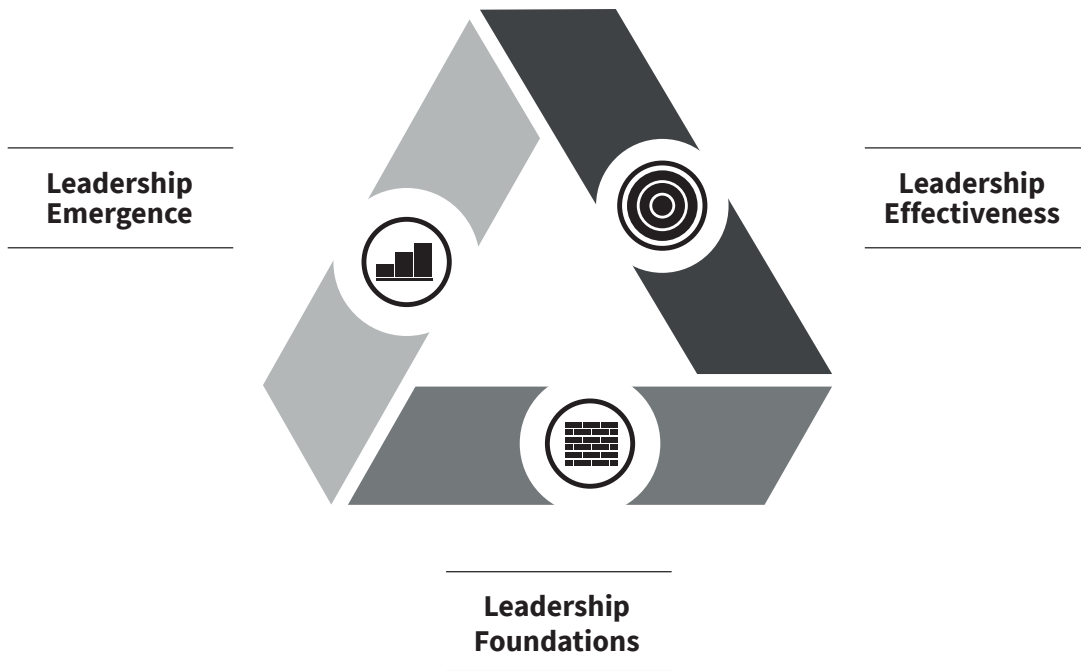
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Introduction

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

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

Hogan High Potential Model



Background

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

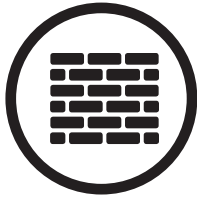
- **Leadership Foundations** concerns the degree to which people are able to manage their careers, are rewarding to deal with, and are good organizational citizens.
- **Leadership Emergence** evaluates the likelihood that people will stand out, emerge, and be labeled as leaders in their organization.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

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

How to use this report

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

Report Section Summary



Section 1: Leadership Foundations

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

Competency Area

Lower Scores

Higher Scores

Following Process: following rules and respecting convention

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

Conscientious, dedicated, and dependable organizational citizens.

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

Grounded, pragmatic, tactical, and less visionary.

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

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

Willing to challenge others; may seem blunt and direct.

Cooperative and friendly; may seem tactful and diplomatic.



Section 2: Leadership Emergence

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

Competency Area

Lower Scores

Higher Scores

Standing Out: making others aware of one's contributions

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

Charming, confident, charismatic, and comfortable taking credit.

Influencing Others: persuading others to pursue certain desired outcomes

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

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

Building Connections: creating strategic networks and relationships

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

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

Report Section Summary



Section 3: Leadership Effectiveness

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

Competency Area

Leading the Business: achieving critical business outcomes

Managing Resources: securing, optimizing, and deploying key assets

Leading People: motivating others to pursue shared goals

Lower Scores

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

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

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

Higher Scores

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

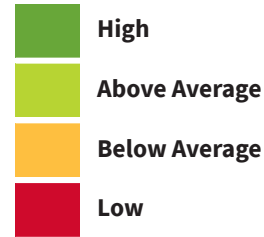
Decisive and comfortable taking smart risks; plans ahead but remains flexible under pressure.




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

Executive Summary







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

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



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

My Recommended Focus Areas

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



Section 1: Leadership Foundations

6 Following Process

Following rules and respecting convention

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

Prudence

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

72



Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Stop using tried-and-true methods or following rules without asking where they came from and why they were formulated. Although you execute well, your preference for clear process parameters may cause you to overlook possible improvements or new approaches. Ask others for input on opportunities for improvement or when changing course may be beneficial.
- ⊕ Ask your direct reports for feedback regarding your level of involvement in their work and how they feel about it. People learn more when they are responsible for their work and mistakes. Give them permission to tell you when you are getting too involved in implementation details. If they bring this up, thank them, and adjust your behavior.
- ⊕ Your work ethic, attention to detail, and responsible performance are a strength in roles that require careful and precise execution. Your team members will appreciate the structure you create in the work environment as well as your ability to set clear expectations. Capitalize on these skills by seeking operational leadership responsibilities.



Section 1: Leadership Foundations

6 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

5

Lower Scores

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

Higher Scores

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

Development Tips

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



Section 1: Leadership Foundations

6 Following Process *(Continued)*

Following rules and respecting convention

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

2

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

90

Lower Scores

- ⊕ Pragmatic and focused
- ⊖ Limited curiosity

Higher Scores

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

Development Tips

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



Section 1: Leadership Foundations

2

Thinking Broadly *(Continued)*

Solving a wide range of business-related problems

Learning Approach

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

73

Lower Scores

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

Higher Scores

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

Development Tips

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



Section 1: Leadership Foundations

2 Thinking Broadly *(Continued)*

Solving a wide range of business-related problems

Imaginative

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

96

Lower Scores

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

Higher Scores

- ⊕ Original, inventive
- ⊖ Eccentric, unfocused

Development Tips

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



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

98

Lower Scores

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

Higher Scores

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

Development Tips

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



Section 1: Leadership Foundations

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

69



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 and issues of poor performance. Direct communication and making difficult talent decisions can be uncomfortable, but you have the skills to challenge people without alienating them. Test feedback messages with a trusted colleague to make sure they are received with the appropriate power and intention.
- ⊕ Test the limits of your comfort zone by asking people provocative questions and challenging their assumptions. Use your natural agreeableness and tact to raise sensitive issues that others try to avoid. Start challenging others whose performance is not where it should be. Feel free to disagree with others during meetings that involve brainstorming or high-stakes planning.
- ⊕ Your ability to develop and maintain relationships with direct reports, colleagues, and others is a strength you can use. In addition, your network of relationships helps hold your team together. You are an important source of morale and cohesion for your part of the organization, and a go-to person for conflict resolution.



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

96

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.
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Section 2: Leadership Emergence

7

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.

43

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

7

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

34

Lower Scores

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

Higher Scores

- ⊕ Entertaining and dramatic
- ⊖ Easily distracted

Development Tips

- ⊕ Stop trying to avoid being the center of attention and stop waiting for others to notice your accomplishments. In the right amount, modesty can be attractive, but too much modesty could potentially kill your career. Identify activities and achievements that could elevate your leadership brand in the organization and practice sharing them with others who could benefit from your experiences.
- ⊕ Before team meetings, identify some points you will make, then be sure to make those points out loud. When you read an interesting business article or blog, share it with your colleagues. Identify projects that, if successful, will increase your visibility in the organization. Make it a priority to set goals over the next year to increase your professional visibility and then pursue them.
- ⊕ Your willingness to listen and to share the stage with others will make you a lot of friends. Your tendency to prioritize organizational goals over your personal objectives will support your reputation as a dependable, team-oriented colleague. Your understated interpersonal style allows others to concentrate at work and provides a good example of a leader who doesn't need to be the center of attention.



Section 2: Leadership Emergence

7

Standing Out *(Continued)*

Making others aware of one's contributions

Recognition

A desire for attention, approval, and praise

22

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

- ⊕ Although you don't need much feedback to be happy at work, some of your team members may really need public recognition to stay engaged. Stop focusing so closely on getting work done, and reach out to them. Your modesty and selfless task orientation are important career assets, but effective leadership also requires building staff engagement and commitment by paying attention to their individual needs.
 - ⊕ Make sure that your team receives the credit it deserves when it accomplishes something that creates significant business impact. You shouldn't call attention to trivial achievements, but you should think about ways to recognize key successes so as to make other parts of the organization aware of the value your team creates.
 - ⊕ Continue to support your team while sharing credit with others. Others are likely to appreciate how you recognize their good work and your willingness to work behind the scenes to get things done. Keep finding ways for you and your team to contribute to key business outcomes without worrying about whether you personally receive acknowledgement when things go well.
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Section 2: Leadership Emergence

8 Influencing Others

Persuading others to pursue desired outcomes

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

Ambition

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

73

Lower Scores

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

Higher Scores

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

Development Tips

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



Section 2: Leadership Emergence

8

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

99

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 someone who is intense and works with a sense of urgency and who may become annoyed when people don't perform as you expect. When you become irritated with projects or people and feel like walking away, take a break, but finish what you have started. Otherwise, you risk developing a reputation for lacking persistence, which will limit your future influence.
- ⊖ Try to become more aware of your emotions in real time, particularly, how you experience them, and how they are perceived by others. When you notice yourself becoming frustrated, impatient, or irritated, take a break (e.g., walk, get some tea, stretch). Doing this will give you time to process the emotion, and give you a fresh perspective when you return to the task at hand.
- ⊕ Continue to pursue your projects at work with energy and intensity. When you are working at your best, you provide an excellent example of passionate commitment to bringing projects to completion. Others are likely to appreciate your passion and enthusiasm for your work, and no one will doubt your desire to finish projects in a timely way.



Section 2: Leadership Emergence

8

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

86

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 worry too much about making mistakes and being criticized for your errors. You may also tend to influence others toward overly-cautious decision making and behaviors. If so, this can limit innovation and stifle creativity, creating teams and organizations that are reluctant to move forward. Give your teams permission to point out when you are being overly cautious, listen to their message, and adjust your behavior accordingly.
 - ⊖ Look for opportunities to take calculated risks. Your natural carefulness may sometimes cause you to overlook potential opportunities. Although you rarely make careless mistakes, you may also sometimes seem risk-averse. Identify a topic area in which you would be comfortable taking on more risks and then make an effort to push yourself outside your comfort zone.
 - ⓘ Continue to make decisions carefully. Your natural tendency to minimize risk and avoid mistakes can save you and others from potentially negative business outcomes. At the same time, be sure to listen to others about opportunities you, your team, or organization might miss. This kind of flexibility will support your reputation as a sound decision maker.
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Section 2: Leadership Emergence

4 Building Connections

Creating strategic networks and relationships

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

Sociability

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

74

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ When others are talking, don't show signs of impatience, and resist the urge to interrupt. Be careful to avoid dominating social situations, for example, by letting others speak first, offering the floor to team members, and checking to make sure all parties have an opportunity to speak in discussions.
- ⊕ You seem to be a sociable and articulate person; it would also be useful for you to be known as a good listener. In conversations, monitor the amount of time you talk and be sure to listen to how others respond. You also seem to be well connected inside the organization; make it a point to introduce your junior colleagues to your contacts in other parts of the business.
- ⊕ You seem to be someone who is friendly and approachable and who knows a lot of other people in the business. As such you can be a resource for connecting people who need one another to solve problems in the business. You are also likely to be a resource for showing new employees how to get around inside the organization.

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

93

Lower Scores

- ⊕ Tactful and considerate
- ⊖ Overly sensitive

Higher Scores

- ⊕ Tough and resilient
- ⊖ Detached and uncommunicative

Development Tips

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

Section 2: Leadership Emergence

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

Affiliation

Seeking opportunities to build social networks and collaborate with people.

94

Lower Scores

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

Higher Scores

- ⊕ Values relationships
- ⊖ May have difficulty working alone

Development Tips

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

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

73



Lower Scores

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

Higher Scores

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

Development Tips

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

Section 3: Leadership Effectiveness

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

86

Lower Scores

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

Higher Scores

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

Development Tips

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

Section 3: Leadership Effectiveness

3 Leading the Business *(Continued)*

Achieving critical business outcomes

Commerce

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

79



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

5 Managing Resources

Securing, optimizing, and deploying key assets

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

Prudence

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

72



Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Even the best plans sometimes have to be changed. Avoid sticking to a plan past the point where it is useful just because it is your plan. Also remember that there are often exceptions to useful rules, especially when circumstances change unexpectedly. Practice more flexibility for special cases.
- ⊕ Periodically review your plan for acquiring and expending resources to see if reallocation is needed. Then make it a point to review your resource plan periodically and put it on your calendar. Check with your team to see how work is progressing and compare the results with the current plan. As you do this, be prepared to learn that the resource plan will likely need some realignment.
- ⊕ Your ability to plan your work, stay with your plan, and forecast your needs for resources are important career assets. Others will appreciate the way you conserve and then expend resources in an orderly manner. Your team will also appreciate being able to anticipate your demands and requirements; your planning helps make you more predictable.

Section 3: Leadership Effectiveness

5 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

49



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

5 Managing Resources *(Continued)*

Securing, optimizing, and deploying key assets

Science

Measures interest in knowledge, research, technology, and data

86



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

- ⊕ Be careful to avoid paralysis by analysis. When decisions need to be made, don't get distracted by searching for more information, especially if a quick judgment call would be sufficient. Although bad decisions should be avoided, there is often a tradeoff between speed and accuracy. Resist the temptation to revisit decisions you have already made.
 - ⊕ Find ways to turn your natural comfort with and interest in technology into a competitive advantage for your team. Consider activities that could be made more efficient or effective by applying technology, and devise a technology plan for your group. Work with your IT team to find ways to aggregate data for decision making or to identify critical business trends.
 - ⊕ Your tendency to review the available evidence before making decisions will lead to better outcomes. Others will appreciate your reliance on rational analysis rather than emotional arguments because this makes your decision making more transparent and predictable. Some will also appreciate your willingness to use data to challenge the status quo.
-

Section 3: Leadership Effectiveness

9 Leading People

Motivating others to pursue shared goals

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

Interpersonal Sensitivity

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

69

Lower Scores

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

Higher Scores

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

Development Tips

- ⊕ Be aware that you may tend to avoid difficult conversations with people who are not performing well. Although it is tempting to focus on providing people with positive feedback, the only way they can improve their performance is to pay attention to their weaknesses. When leaders fail to confront non-performers, others notice and may dial back their own performance.
- ⊕ Most people see you as pleasant, thoughtful, and perceptive. As a result, some people may think you lack resolve (i.e., you won't hold them accountable for their job duties). In the context of being consistently considerate, make sure that people understand that, when it comes to job performance, you think people should live up to their responsibilities.
- ⊕ Your communication style encourages others to trust and confide in you; this is especially helpful when coaching direct reports and developing and maintaining cross-functional relationships. People appreciate the diplomatic and tactful way you provide supportive but balanced feedback regarding their performance issues.



Section 3: Leadership Effectiveness

9

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

99

Lower Scores

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

Higher Scores

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

Development Tips

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



Section 3: Leadership Effectiveness

9

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

99

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 looking for the worst in others or trying to "catch" them doing something wrong. Your tendency to see the worst-case-scenario under stress prevents those around you from taking risks and admitting to honest mistakes, damaging your ability to build trusting relationships. Instead, make an effort to try to catch others doing the right thing. Make a concerted effort to praise others' and their accomplishments.
 - ⊕ Start giving others the benefit of the doubt versus assuming the worst. Your skeptical nature indicates you are more likely to point out what could go wrong rather than what may go right, particularly when under stress. 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 shrewd, discerning nature allows you to be insightful about others' motives and agendas. However, this tendency may cause others to view you as negative, mistrusting, and possibly argumentative. 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 2. Take inventory how I spent my time over the past month 3. Delegate any non-essential work activities to team 4. Hold weekly accountability meetings	1. June 1 2. June 1 3. June 15 4. Ongoing
How to Measure Success	Support/ Resources
Measurable progress in each of my 3 focus areas (will solicit feedback from my manager about progress) Team reports they are receiving more and bigger delegations Delegations are completed accurately and on time	My team members My manager

My Individual Development Plan

Name: _____ Role: _____ Coach/Mentor: _____

Development Commitment 1:

Actions	Timeline
How to Measure Success	Support/ Resources

Development Commitment 2:

Actions	Timeline
How to Measure Success	Support/ Resources

My Individual Development Plan

Development Commitment 3:

Actions	Timeline
How to Measure Success	Support/ Resources