

- SELECT
- DEVELOP
- LEAD

**HOGAN**LEAD

# CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

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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 an international sample of over 4,000 executives who participated in leadership research conducted over the last 10 years.

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## 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.

**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).

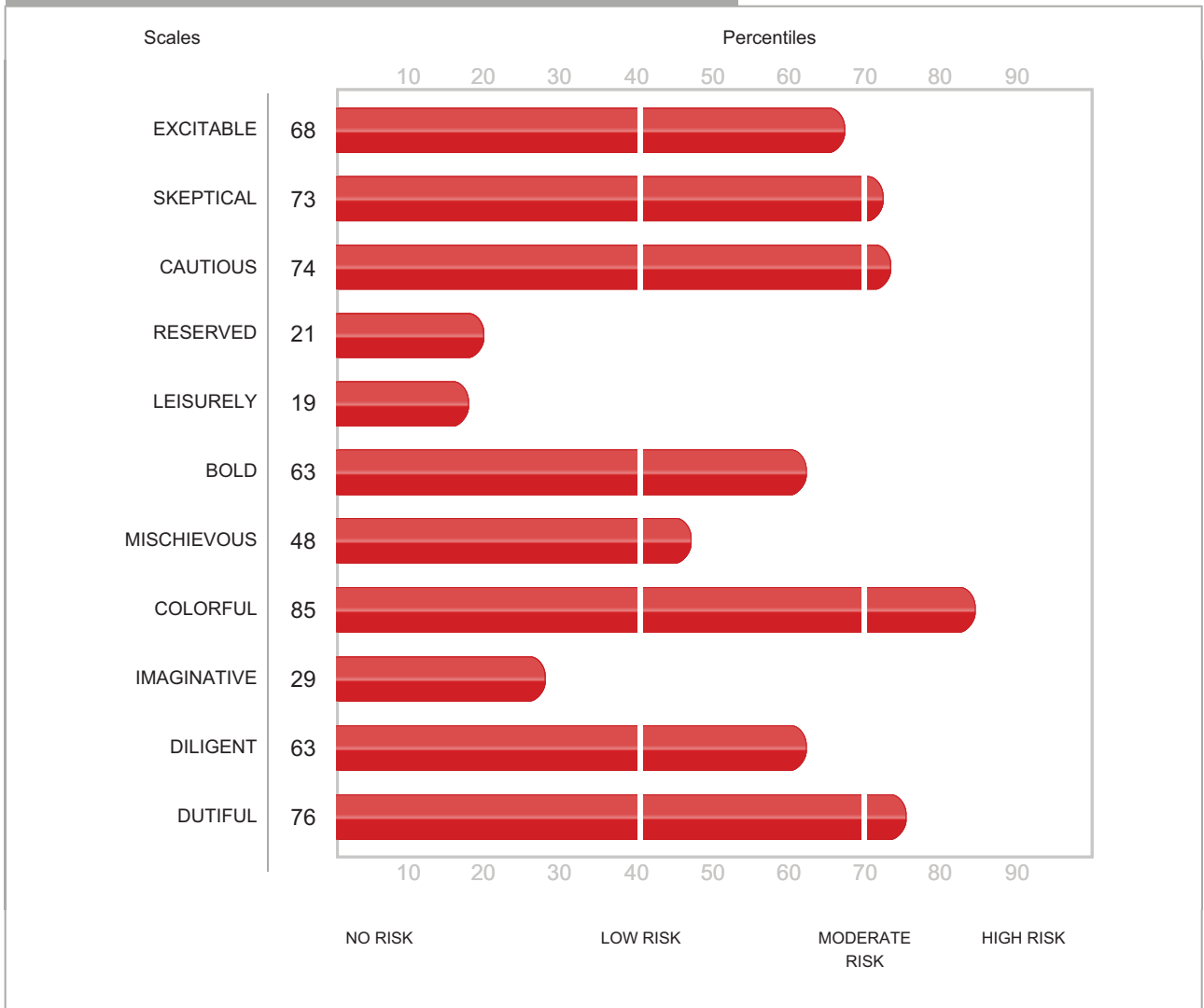
**DEFINITIONS**

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

<b>Excitable</b>	Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.
<b>Skeptical</b>	Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.
<b>Cautious</b>	Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.
<b>Reserved</b>	Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.
<b>Leisurely</b>	Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.
<b>Bold</b>	Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.
<b>Mischievous</b>	Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.
<b>Colorful</b>	Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.
<b>Imaginative</b>	Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.
<b>Diligent</b>	Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.
<b>Dutiful</b>	Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.



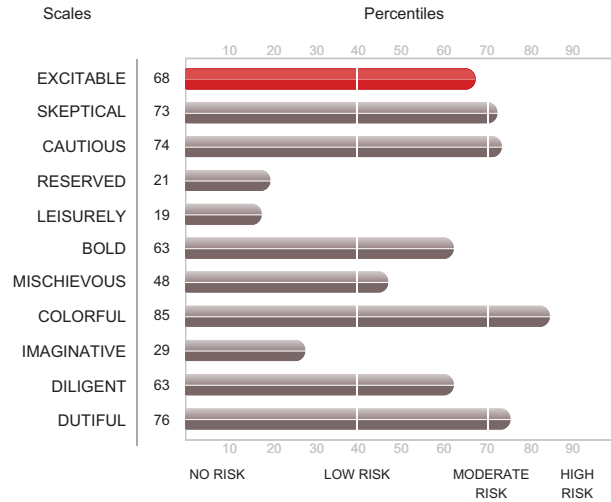
**LEADERSHIP CHALLENGE PROFILE**





## EXCITABLE

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



### 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.

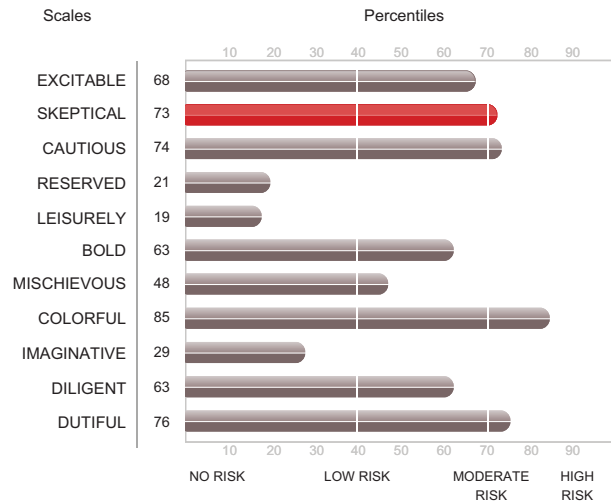
### COMPETENCY ANALYSIS

- **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.



### 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.



### BEHAVIORAL IMPLICATIONS

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

- Seem to make good, low-risk decisions.
- Tend to need reassurance.
- May be reluctant to try new technologies.
- Fret over their mistakes.
- Worry about their staff's mistakes.

### LEADERSHIP IMPLICATIONS

Because you dislike making mistakes and being criticized, you may tend to watch your staff closely to ensure that they get things right. Doing so may undermine their confidence. You may also be slow to make decisions, which could frustrate an action-oriented staff. You tend to avoid taking chances, which may prevent you from accepting difficult assignments. You may also manage your career so as to minimize mistakes. As a leader, you may develop a cautious and conservative vision of the future.

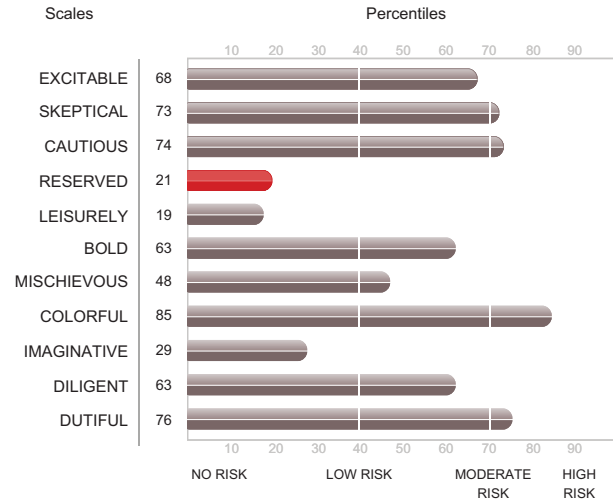
### COMPETENCY ANALYSIS

- **DECISIVENESS** : Your concern about making good decisions may cause you to gather more information than you need. Ultimately, this could prevent you from making timely decisions.
- **ACTION ORIENTATION** : You may tend to avoid taking action when you don't have all of the information. This could slow down processes, especially in times of crisis.
- **LEADING WITH CONFIDENCE** : Your concern about making the right decisions is a strength. However, others may see your deliberations as a lack of confidence in your own ability.



## RESERVED

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



### BEHAVIORAL IMPLICATIONS

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

- Seem outgoing, friendly, kind, and understanding.
- Meet strangers well.
- Communicate effectively.
- Seem concerned about problems.
- Seem to understand others' feelings.

### LEADERSHIP IMPLICATIONS

Your tact and responsiveness suggest that you will be a good listener, which will enhance your ability to manage subordinates. In addition, your pleasant and approachable manner will help enroll others in the strategic direction of the business. Because you are responsive to the needs of others, you should be willing to give them feedback and opportunities to develop. You should perform well on team assignments, and interact well with a variety of bosses. Your interpersonal style suggests that your career should not be hindered by quarrels or disputes. You have no leadership development issues in this area.

### COMPETENCY ANALYSIS

- **MOTIVATING OTHERS** : You seem responsive to others, which should allow you to recruit them to your ideas and strategies.
- **RELATIONSHIP BUILDING** : You should find it easy to build relationships. You will understand the social impact of your actions, and are able to build rapport with peers, subordinates, and others.
- **APPROACHABILITY** : You tend to be accessible even when under stress and heavy workloads.





# LEISURELY

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



### BEHAVIORAL IMPLICATIONS

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

- Seem helpful, positive, and responsive to criticism.
- Solicit performance feedback.
- Support their organization in private.
- Willingly take suggestions.
- Don't mind being interrupted.

### LEADERSHIP IMPLICATIONS

You tend to be a positive person who should be interested in, and receptive to coaching and feedback. You will work well with a variety of people and in general be seen as a good corporate citizen. You honor your commitments and support your boss. You have no leadership development issues in this area.

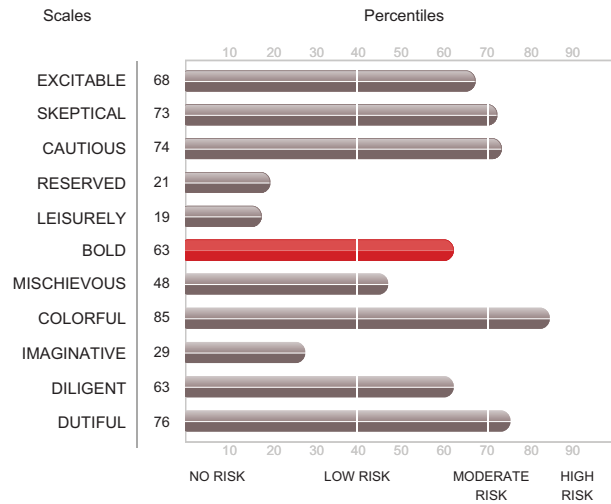
### COMPETENCY ANALYSIS

- **FOSTERING TEAMWORK** : You tend to be cooperative and understand the importance of working together towards common goals and supporting your colleagues.
- **COOPERATION AND TIMELY RESULTS** : Your colleagues will appreciate your efforts to meet commitments and deliver timely results.
- **BUILDING TRUST** : Your willingness to openly express your honest disagreements and objections will make you appear trustworthy.



## BOLD

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



### 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.

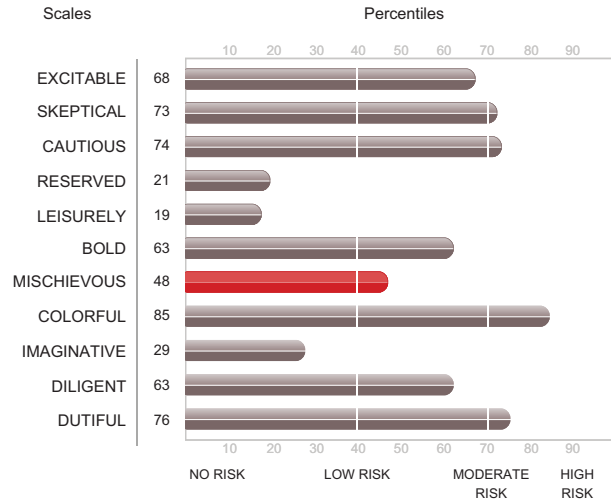
### COMPETENCY ANALYSIS

- **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.



## 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.

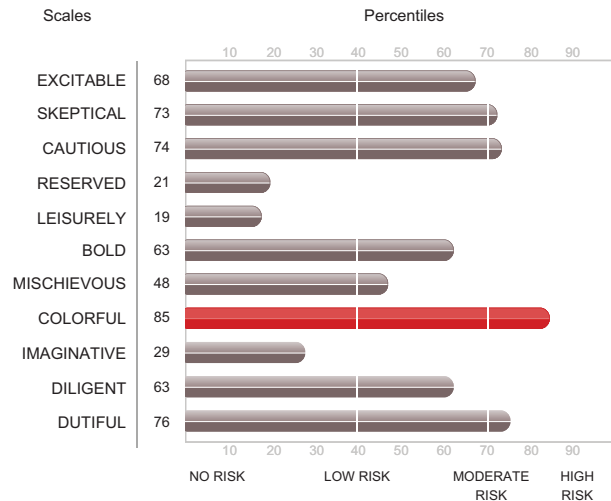
## COMPETENCY ANALYSIS

- **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.



### BEHAVIORAL IMPLICATIONS

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

- Seem clever, interesting, and expressive.
- Make a strong first impression.
- Seem unconcerned with details.
- Seem flirtatious and fun.
- Enjoy leadership positions.

### LEADERSHIP IMPLICATIONS

You are a talkative and interesting person who performs well in public. You will be a high profile participant in teams, but you may not actively listen to others. As a coach, you may tend to "shoot from the hip" when offering advice. People will find you engaging and entertaining; however, you may change focus quickly and not always follow through on the details of projects. If so, then this may put extra burdens on your team.

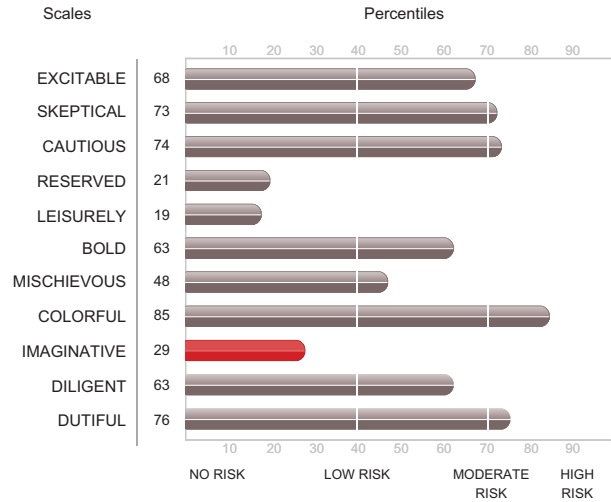
### COMPETENCY ANALYSIS

- **CELEBRATING SUCCESS** : You like the recognition you receive from being in charge, but you also need to share credit. Celebrate team successes both big and small.
- **BUILDING MORALE** : As a leader, the morale of the group will increase as you provide your staff with opportunities to demonstrate their competencies.
- **SELF-DEVELOPMENT** : You should understand the development needs of both yourself and your staff. Although others will see you as interesting and fun, you need to expand your management skills over the long term--which involves listening, sharing credit, and letting others take charge.



# IMAGINATIVE

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



### 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.

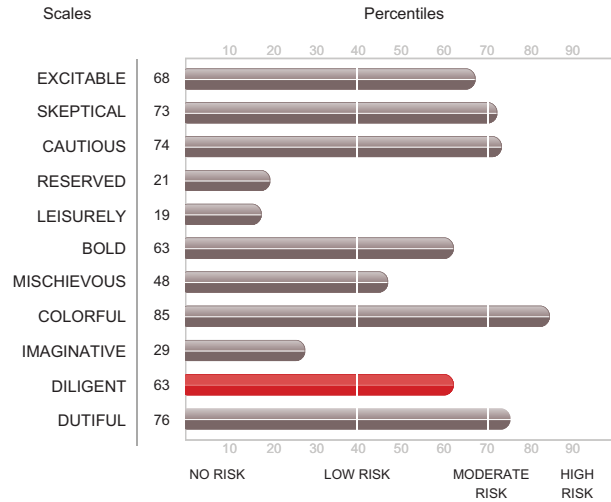
### COMPETENCY ANALYSIS

- **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.



### BEHAVIORAL IMPLICATIONS

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

- Seem flexible about rules and procedures.
- Prioritize work and activities appropriately.
- Delegate tasks to others.
- Seem comfortable working without explicit directions.

### LEADERSHIP IMPLICATIONS

You seem flexible about rules and standards, know how to delegate and prioritize, and give your staff opportunities to learn. Your boss should appreciate your ability to empower and not micromanage your staff. You will approach the issue of strategic planning with a mid-to-long term view. You have no leadership development issues in this area.

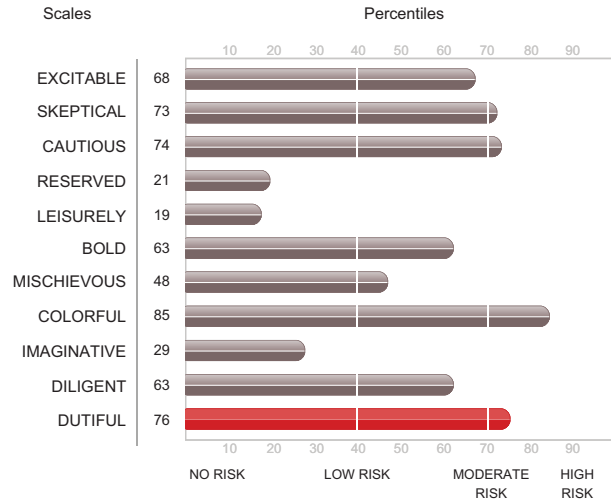
### COMPETENCY ANALYSIS

- **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 change directions and methods even when faced with challenging problems.
- **DELEGATING DOWNWARD** : You seem willing to delegate problem-solving authority to the appropriate level, even though the pressure to solve a problem may be intense.



# DUTIFUL

Concerns being eager to please and reluctant to act independently.



### BEHAVIORAL IMPLICATIONS

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

- Are agreeable, pleasant, and cooperative.
- Seem eager to please.
- Keep their boss informed.
- Seem to always support corporate policy.
- Are good team players.

### LEADERSHIP IMPLICATIONS

You are a pleasant and accommodating person who does not like controversy. As a leader, you will be polite and attentive, but you may be reluctant to push or advocate on behalf of your staff. You are a good team player who works well with a variety of bosses; they will appreciate your loyal and cooperative attitude. You will seek advice and assistance for managing your career, and will be reluctant to make decisions without first consulting others.

### COMPETENCY ANALYSIS

- **CONFRONTING CONFLICT** : You probably prefer to avoid conflict and confrontations and may be uncomfortable giving others negative feedback.
- **ACTING INDEPENDENTLY** : You may not make your views known on important and/or controversial issues and instead go along with the group.
- **SUPPORTING YOUR STAFF** : You may focus more on getting along with your boss than getting along with your staff, which can erode your credibility with your subordinates.



## DEVELOPMENTAL RECOMMENDATIONS

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

### SKEPTICAL

- 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

- 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.

### COLORFUL

- You probably use displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Practice active listening--don't interrupt. When others have finished, try to paraphrase what they have said as a way of showing that you were listening. This will enhance your credibility and show respect for the opinion of others.
- Beware of confusing activity with productivity, and don't waste people's time with unnecessary meetings.
- At your best, you are an interesting and entertaining person who can do several things at once, and who can galvanize others to action with your ideas and your ability to sell them.





## DUTIFUL

- 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.