

TALENT REVIEW



Your Company

Participant Name	John Doe
Hogan ID	HD123456
Assessment Date	24 Apr 2016
Interviewer	Patrick Stark

All participants completed the following assessments by Hogan Assessment Systems:



Hogan Personality Inventory – HPI

The Hogan Personality Inventory (HPI) is a measure of normal personality and it is used to predict job-related behaviour. The HPI was the first inventory of normal personality based on the Five-Factor Model and developed specifically for the business community. The HPI is a high-quality psychometric evaluation of the personality characteristics necessary for success in careers, relationships, education, and life.

Hogan Development Survey – HDS

The Hogan Development Survey (HDS) identifies personality-based performance risks and derailers of interpersonal behaviour, behaviours that are hard to detect during an interview. These behaviours are most often seen during times of stress and may impede work relationships, hinder productivity, or limit overall career potential. These derailleurs - deeply ingrained in personality - affect an individual's leadership style and actions. If these behaviour patterns are recognized, however, they can be compensated by development and coaching.

Hogan Business Reasoning Inventory – HBRI

The Hogan Business Reasoning Inventory (HBRI) evaluates a person's ability to solve problems and make business-related decisions using textual, graphic, and quantitative data. Many psychologists believe that cognitive ability is the single best predictor of occupational performance and other important outcomes, including health, wealth, and life satisfaction. The HBRI is the first measure of reasoning ability based on a theory of intelligence and designed exclusively to predict real-world performance.

Matrigma

Matrigma is a non-verbal abstract reasoning assessment. The test challenges the ability to find hidden connections, fill in gaps where information is missing, grasp the relationship between different objects, and find points of similarity among figures that differ one from the other. In other words, Matrigma measures individual problem-solving, logical ability and a flair for being able to spot logical connections.

Judgement

The Hogan Judgement Report is a new and comprehensive approach to assessing judgement and decision-making. Our judgement model includes: (a) two measures of numerical and verbal information processing, (b) three noncognitive scales assessing decision approaches, and (c) three post-decision scales describing non-cognitive responses to negative feedback.

Business Simulation

Adapted to reflect the business context in which the company operates. A timed case study exercise in which participants are required to use key cognitive skills in information processing, problem identification, analysis, decision-making & judgement and presentational ability.

Competency Based Interview

Competency Based Interviews (CBI) are structured interviews which focus on particular areas of competence which are important to a job. Because of its focused structured format and its specific job competency linkage, it has a high predictive value. Competencies lie at the heart of integrated approaches to human resource management. Understanding which competencies are critical or desirable for a job is accepted as an essential first step to delivering performance.

The Leadership competencies were evaluated through the CBI. This is gained through the use of consistent targeted questions to elicit practical response. The questions are linked to the competency and behavioural dimensions and rating scale, to be able to provide an accurate reflection of each competency. The process is objective and standardized, with questions and follow-up probes defined to minimize the main threat to the CBI process – inter-rater bias, and ensure fairness and consistency.

R (Limited Evidence)	A (Partial Evidence)	A + (Near Target)	G (On Target)	G + (Strong Evidence)
This competency level is applicable where an individual consistently does not demonstrate the required skills and behaviours at the target level or indeed provides clear negative indicators. Red indicates risk.	This level of competency in general describes the inconsistent demonstration of the required skills and behaviours at the target level, with a tendency towards weaker evidence and some areas for concern.	This level of competency describes a solid demonstration of the required skills and behaviours at the target level, with some evidence of a tendency towards a Green rating. Amber Plus indicates solid evidence.	This level of competency is associated with consistent demonstration of the skills and behaviours required at the target level. Green indicates effective and consistent evidence.	This level of competency is associated with the consistent demonstration of the skills and behaviours required at the target level. Green Plus indicates strong and outstanding evidence.

HOGAN RESULTS - HPI, Matrigma & HBRI

You are typically calm and able to handle pressure, but at the same time willing to admit errors and listen to feedback. You seem confident and willing to take charge of a group or project when necessary, but you are equally comfortable letting others take the lead role. Others should see you as energetic, talkative, and socially active. You should enjoy meeting the public and working with new people and value a lifestyle and work organized around social interaction. You should perform well in front of groups and like public speaking. This is particularly important for jobs in which one must constantly deal with strangers, and do so in a positive way, for example, sales, training, marketing, and customer service work. You are unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. You will be able to build and maintain friendships. You are concerned about staff morale and you are a good team player. You value encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships. You are reasonably planful and careful about procedures, but also are able to be flexible and change directions when necessary. You seem uninterested in education or training for its own sake and, relative to most other people, you are only moderately motivated by academic pursuits. This does not imply a lack of ability; rather, people such as yourself are likely to see reading and learning as a means to an end rather than something intrinsically important. You are open-minded, curious, and imaginative. You understand the big picture, think quickly on your feet, have ideas for solving problems, and are comfortable with unstructured work that entails design, invention, or change. You are receptive to new ideas and value finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership.

Matrigma

Measures individual problem-solving, logical ability and a flair for being able to spot logical connections.

Low

Individuals with similar results have, in comparison with others, a little more difficulty in solving problems that require a logical deductive ability. They will probably require some more time to familiarize themselves with their work duties and manage well in jobs that do not make excessively high demands on their problem-solving ability.

Strategic Reasoning

Concerns being able to evaluate current business practices from a strategic perspective, and understand how recent trends and technological innovations may impact future business development.

Low

Your score suggest that you deal with problems as they are presented to you, that you take them at face value, and then try to solve them. This direct approach to problem solving is attractive, but sometimes it is useful to ask if there is a story behind the facts, if there is more to a problem than is immediately apparent. You might find it helpful to pause and reflect on this fact before you start working on a problem. There are two kinds of stories that typically lie behind the surface of a problem. On the one hand, there is the question of who will benefit from the solution of a problem. For example, if no one will benefit, then a problem might not be worth solving. On the other hand, some problems are caused by recent changes in the nature of the business. Be sure to ask yourself if the problem on which you are working is unique or if it reflects larger scale trends and issues.

Tactical Reasoning

Concerns being able to reach sound, defensible conclusions using the data and information that are available.

Average

You are able to identify causal chains and sequences of events that tend to reoccur, and this allows you to predict outcomes. In addition, you are reasonably good at solving problems once the facts have become known. Given a set of facts, you can usually find the right answer and fairly quickly. You are good at using data to solve problems, you can evaluate the strengths and weaknesses of business presentations, and you know how to turn strategy into action. Nonetheless, when deciding on a course of action at work, spend some time thinking about where the problems might occur, where the barriers to implementation might appear.

Critical Reasoning

Concerns being able to define and solve complex problems.

Low

Your score indicate that you are an Expedient Thinker. You tend to make spontaneous decisions and move on. Opportunistic rather than strategic in defining problems and choosing goals. Prefers solutions that are good enough rather than the best possible. May not anticipate long term business problems and opportunities. Making decisions and then moving on may impede the ability to learn from experience. Should consider partnering with someone who is good with details.

HOGAN RESULTS - Judgement

INFORMATION PROCESSING STYLE

NUMERICAL VS. VERBAL	VERBAL LEVEL	HIGH	YOUR INFORMATION MAKING STYLE:	QUALITATIVE
	NUMERICAL LEVEL	AVERAGE		

In terms of information processing style, you seem to be skilled in interpreting words and their meaning; you may be more interested in understanding people issues than solving abstract analytical problems. You process verbal information more efficiently than numerical information. Because you often prefer to use words to interpret events and create emotional experiences, you may tend to do well in areas such as communications, literature, philosophy, journalism, and advertising.

DECISION MAKING STYLE

THREAT AVOIDANCE VS. REWARD SEEKING	THREAT AVOIDANCE	72%	YOUR DECISION MAKING STYLE:	CHESSPLAYER	THREAT AVOIDANCE
	REWARD SEEKING	28%			STRATEGIC
TACTICAL VS. STRATEGIC THINKING	TACTICAL	43%			DATA DRIVEN
	STRATEGIC	57%			
DATA-DRIVEN VS. INTUITIVE DECISIONS	DATA DRIVEN	72%	Your decision-making style resembles a Chess Player; you may try to minimize threats to future positions by making strategic, experience-based decisions.		
	INTUITIVE	28%			

Such people tend to make decisions to minimize threats to their future positions, base their decisions on strategic considerations, think several moves ahead, make decisions based on their past experience and intuition, accept short-term losses to win in the end, expect that winning will take time, try to put details into their proper context, value thinking outside the box, make decisions and move on and keep track of past decisions to improve future decisions.

REACTIONS TO FEEDBACK

DEFENSIVE VS. COOL-HEADED	DEFENSIVE	57%	YOUR DECISION MAKING STYLE:	DEFENSIVE
	COOL-HEADED	43%		ACCEPTANCE
DENIAL VS. ACCEPTANCE	DENIAL	47%		GENUINE
	ACCEPTANCE	53%		
SUPERFICIAL VS. GENUINE ENGAGEMENT	SUPERFICIAL	39%	You may react emotionally to bad news, but then focus once you calm down. People with similar tendencies tend to benefit from coaching because they are often motivated to change their behavior and improve their performance.	
	GENUINE	61%		

Your reactions to feedback about you decisions suggest that you may tend to first react defensively and emotionally to negative feedback, initially blame other people and external factors for past mistakes, be willing to reflect on past mistakes once the initial storm has passed, be modest and straightforward in considering feedback, genuinely engage in feedback sessions, appear motivated to improve performance and change behavior and benefit from coaching after the initial emotional reaction.

OPENNESS TO FEEDBACK & COACHING

NEUTRAL	Your coachability score suggests that you are generally neutral to feedback and coaching. When discussing others' roles in past mistakes, make sure to acknowledge your own faults. Accepting responsibility for your mistakes can set the example for others to do the same. Consider your emotions when you react or respond to feedback. A balanced emotional response shows others that you take the feedback seriously without overreacting to it. Think about times when you may avoid or deflect feedback before fully considering it. Take time to reflect on your role in past mistakes before you respond in new situations. Reflect on times when you could have more actively participated in feedback sessions. Make sure you take full advantage of such opportunities to improve your decision-making.
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HOGAN RESULTS - HDS

The Hogan Development Survey (HDS) is designed to assess eleven common dysfunctional dispositions. These dispositions: (a) are caused by people's distorted beliefs about how others will treat them; and (b) negatively influence people's careers, relationships, and life satisfactions.

Top Four Derailers

Excitable

Skeptical

Cautious

Reserved

Excitable

What You May Do

Excitable people tend to be easily frustrated, explosive and may eventually leave projects or relationships.

Why You May Do It

You usually expect to be cheated, deprived, denied, and experience wrongdoing even when it doesn't occur. You often get their way by yelling, bullying, and intimidating.

Strengths

You bring a lot of energy and enthusiasm to new projects.

Shortcomings

You are often easily frustrated, volatile, and may destroy relationships.

Keep Doing

Acting with passion, energy, and enthusiasm.

Stop Doing

Losing emotional control, allowing emotions to run away, yelling.

Start Doing

Analysing the situations in which you become frustrated and upset, learning to recognize the signs that you are about to lose control, and then leaving the situation to take a time out.

Behavioural Suggestions

Remember your strengths - when you are at your best, you are an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If you can learn to control your tendency to be annoyed or discouraged and modify the way you express your emotions, you will be even more helpful to others. Listen closely to feedback from people you trust. This will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation. Recognize that you tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, you will reduce the likelihood of being discouraged later. Remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.

Skeptical

What You May Do

Skeptical individuals are prone to think you have been wronged, and then retaliate by fault-finding, hostility, and cynicism.

Why You May Do It

You see the world as full of people who want to prey on you. You may often get your way by intimidating others.

Strengths

You are very insightful about others' motives, and organizational politics.

Shortcomings

You don't trust anyone and can't build a team.

Keep Doing

Thinking about and analyzing others' motives and intentions, and challenging their assumptions.

Stop Doing

Arguing with others, unless there is a way to reach an agreement after an exchange of views.

Start Doing

Developing the capacity to trust at least some other people, or at least keep one's doubts to oneself.

Behavioural Suggestions

Because you may tend to mistrust coaching, feedback and advice, it will be important for you to suspend judgment and give coaching a chance; you don't need to be skeptical of others' good intentions. You might be seen as argumentative when expressing your opinions, so it will be important for you to ask for others' viewpoints, show sensitivity in communicating with others, and take coworkers' actions at face value. You should use criticality to address organizational process improvements: offer opinions not only concerning faults and problems but also on how to rectify situations—describe how things can work better rather than why they don't work. Practice giving positive feedback by looking at the best case scenario.

HOGAN RESULTS - HDS

Cautious

What You May Do

Cautious individuals tend to make decisions very slowly, are reluctant to change methods, avoid trying new technology, and seem risk averse.

Why You May Do It

You hate being criticized, and you think others are poised to judge and criticize you. By delaying decisions, you can control people and resources.

Strengths

You will make very few dumb mistakes, and are a resource for evaluating new initiatives.

Shortcomings

Cautious individuals don't make decisions. You micromanage your staff in order to prevent staff members from making mistakes that might embarrass them with their superiors.

Keep Doing

Reviewing critically plans and proposals for unnecessary risk.

Stop Doing

Holding up progress by not making decisions, resisting new technology.

Start Doing

Providing suggestions for solutions rather than simply raising objections.

Behavioural Suggestions

You should not avoid trying new things or taking initiative: let others help make risky decisions and realize the costs of lost opportunities. Focus on your past successes, particularly when you made decisions that had a positive outcome. Use your hindsight to confront your fear of being embarrassed or criticized. If you continue to be overly cautious, you may miss valuable opportunities and others may see you as tentative. Therefore, it will be important for you to assess options realistically, not emotionally, and consider the worst case scenario when faced with a significant challenge or decision. Before important meetings, you should rehearse key talking points to make. Make a list of all the issues you are facing and prioritize the important ones that you have to make decisions about. Set limits on your fact gathering, set a firm timeline and stick by your decision (even if it turns out wrong).

Reserved

What You May Do

Reserved people treat others as physical objects rather than feeling individuals. You seem tough, remote, and insensitive, and stop communicating when under pressure. You use silence to manipulate and control others.

Why You May Do It

You see the world as threatening, and deal with the threat by withdrawing, isolating themselves, and ignoring other people. Your behaviours (e.g., silence) put them in a position to manipulate and control.

Strengths

You are tough, can handle pressure, negative feedback, and emotional outbursts without becoming flustered.

Shortcomings

You can be a poor communicator and staff often don't know what is expected of you.

Keep Doing

Showing steadiness when others are becoming emotional and overwrought.

Stop Doing

Tuning other people out and ignoring their concerns.

Start Doing

Asking other people for feedback on your performance. After important meetings, ask others what they heard.

Behavioural Suggestions

Since you may have a tendency to withdraw from social situations, you should ensure that others get the message you intended. Pay attention to the impact of verbal and bodily communications. Also, you should actively participate in meetings, be more visible to the workgroup (esp. in times of stress), and think through the potential impact of your actions, including your communications. Since a perception of insensitivity might undermine your ability to persuade others, spend more time understanding what will motivate and inspire others. Get out of the office and talk with people and show a genuine interest in employees' activities and careers. It's important to understand the role of connections and the success of business.

CASE STUDY & COMPETENCY BASED INTERVIEW RESULTS

Competency	Description
Customer First	The ability to define internal and external customers, proactively identify and understand their needs, take action, make commitment to provide them with the highest service quality and continuously exceed their expectations.

Case Study	C
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The candidate generally understood the importance of good customer service and stakeholder attention to move the team forward. He treated all stakeholders with respect and deal with them in a polite and friendly way. He maintained composure and objectivity when confronted by difficult stakeholders, and asked questions to clarify stakeholders' requests. Seeks feedback from others on how to communicate effectively and responds constructively to ideas and contribution. Identifies the longer term communication and cross-cultural skill requirements of individuals and develops appropriate initiatives to address them. Takes specific actions to ensure the successful implementation of these initiatives. Foresees the impact of effective communication whether internal or external, on the work situation; recommends the development of skills and competencies and builds confidence among staff to cope with them. Identifies and anticipates potential cultural concerns for key stakeholders and uses multiple strategies and methods to address them. he manages a large team of around 300 people and is aware that he cannot know/support all so he focusses on the senior team.

Competency Based Interview	C
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The candidate described his internal customers as being most departments across the company, particularly Legal, Risk assessment, Audits, and Sales. Externally, he mentioned CITC and end users of the company products – especially when he needs to close a complaint. He described the process of implementing a new regulation. He ensured CITC had the correct impression about the service, lobbied with other operators, and noted that CITC are driven by other ministries and departments and the fact that they often have to adjust pace to suit these wider stakeholders. The issue in question was an order to close all outlets and sell only through the company outlets, not third parties. He spoke to other phone operators and issued a justification back to CITC on why this could not be done. He worked with others to brainstorm a response and gain approval for distributors to work again. This process took a year. He also described a course he attended on business regulatory impact and how he used this to come up with initiatives to regulators to show them how regulatory requirements were being met. He also referenced occasions where he had acted in conjunction with other departments in the company to get customer complaints settled and customers compensated. The candidate presented evidence of dealing with stakeholders and customers constructively and proactively to ensure that services are provided effectively and in accordance with regulations.

Competency	Description
Innovation	The ability to imagine limitless possibilities and experience breakthrough insights by developing new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

Case Study	C
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He was not that relaxed during his presentation and though he did quite well he did not evidence much around some of the competencies we assessed. He focused very much on the data of the case and came up with logical standard responses. He even mentioned that some of the things in the business case did not have enough data to make very accurate recommendations. He presented as someone who was open to new ideas and was happy to share his own perspective. He did evidence his ability to search for new and more effective methods of solving the problems in the case.

Competency Based Interview	C
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The candidate described two innovations he has led – the first being to make regulatory affairs 'paperless' by encouraging email communication and creating different groups of staff to deal with regulatory issues at different stages of escalation who were equipped to take action right away to deal with issues arising. He also described a project he was responsible for regarding how to act on emergency SMS messages from Civil Defence and broadcast them quickly and effectively. He sat with all concerned departments to understand their points of view and the obstacles to quickly disseminating these messages. He facilitated the groups to come up with solutions. He mentioned that technical people tended to think in one way, i.e. about the technology, and he encouraged them to think differently about reaching the goals – he also told people they could not afford to take time and it was better to get lower accuracy than to not send the message until it was too late. Teams now get ready in advance so that messages are prepared ready to send in the event of an emergency. To improve in this competency area, the candidate would benefit from considering how he can embed innovation and creativity in teams more proactively and as a normal part of work, by fostering a climate that encourages innovation and supporting others to develop ideas.

COMPETENCY BASED INTERVIEW RESULTS

Competency	Description
Team Leadership	The ability to take a role as leader in a team or other group. This involves creating and leading high performance teams towards desired outcomes; displaying and encouraging high standard behaviours, and fostering collaboration and sustaining team performance even in uncertain and stressful situations.

Case Study

G+

He spoke in a respectful and positive way valuing the staff member rather than blame and shame. He focused comments on all people in the organisation working on their leadership skills. He also motivated him by asking him what was happening in his team. He tried to paint a picture that he will solve these problems, therefore, engaging the staff member in the plan and delivery of the outcomes. He made sure he was prepared to commit to the plan, and assured him that he would follow up. He set up a tone where he stressed values around proactivity and initiative.

Competency Based Interview

A

The candidate described a public consultation he had to work on regarding a new regulation. He worked on it himself and cascaded requirements, and he worked with staff to gather inputs. He instituted a mini-project for everyone involved to go and gain the information from colleagues in other departments. The regulations document was very long and people had other work so he applied a little pressure to get things done quickly. His good relationships with other departments enabled him to do this positively. The project was completed and the regulation was implemented on time. He described his approach as remembering that they are 'not in a school' and the employee doesn't have to be at the desk all the time. He asks people to achieve their objective by a certain deadline. The bottom line as he sees it, is getting the task done with quality output – methods and process for getting to this point are things he can leave to employees. The candidate is effective in bringing people together to complete a project, he would benefit from enhancing his team leadership skill to bring team together across the business to lead broader improvement initiatives and create buy in the company mission – in a wider and longer term way than he does for current problem solving endeavours. His unique cross-business perspective could help him with this.

Competency	Description
Decision Making	The ability to make decisions takes actions or makes commitments at the right time, after considering the available courses of action and the needs of others to achieve the desired objectives.

Case Study

A+

His analysis weighed the short- and long-term implications of decisions for self and team. He seemed to weigh the pros and cons of alternative courses of action before deciding on what approach to take. Empowering team members and providing constructive appraisals of ideas and proposals is important in his decision making. He strives to look beyond the obvious - not satisfied with the first/obvious answer he was seeking other options and scenarios.

Competency Based Interview

A+

The candidate described a brief and simple regulation regarding recharging mobile accounts. Every time, customers had to link their ID number with a voucher number. From the regulators point of view this seems simple; however it can have a major impact on the customer experience, they may forget their ID then have inconvenience which could affect revenue and their experience of customer service. Also the candidate noted there was an IT issue as they would need to know how to apply this in systems and also ensure consumer protection. It touched every aspect of the business. The candidate analyzed the issue and came up with the implications and consulted departments in the company. He used the information gathered from his own analysis and from his colleagues to advise CITC and shed light on the problems so that the regulation could be changed. He stated that he often has to lobby in this way for certain decisions to be made for the company's best interests. The candidate provided several examples in the CBI of having made, and helped others make, complex decisions. He could improve in this competency by ensuring he creates maximum opportunity and learning for others to be empowered to make decisions, e.g. through wider involvement and through creating opportunities for others to take responsibilities.

COMPETENCY BASED INTERVIEW RESULTS

Competency	Description
Crisis Management	The ability to react and respond quickly and skilfully to unforeseen situations that result in significant business disruptions (e.g., natural disaster, systems failure, public relations crisis).

Case Study	G
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He seemed open to listening to individuals and responding with concern and empathy. His plan showed a willingness to communicate allowing for the contribution of others and providing appropriate opportunities for other people to participate. He is open to suggestions and recommendation of how to improve the communication of information in different cultural environments.

Competency Based Interview	G
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The candidate referred to the example of the Civil Defence SMS messages mentioned above, noting that he had to also do things during Ramadan and Hajj season even when it was hard to get things done and he had to give things to authorities to fulfil his responsibilities in a timely manner. He also referenced another example of having the license suspended and the effort that he put into getting it back. New sales were suspended under 'decision 325' but the suspension was lifted within a week following his efforts. He broke down the job of every person in Regulatory Affairs and assigned tasks, e.g. testing for IT – and kept checking that their interpretation was OK and the work was going well and meeting requirements. He acted as facilitator between the company and the regulator and ensured all knew exactly what was required to be done. He facilitated meetings between Regulatory Affairs and CITC and other departments. The candidate provided many examples of evidence of having dealt with substantial crises that could affect to the compan's business and successfully seen these through to conclusions; he also evidenced helping others get prepared for crises that occur in a more predictable fashion (e.g. adverse weather). This is an area of strength for this candidate. He could improve further by acting as a resource for others to develop crisis management skills in the business.

Competency	Description
Change Management	The ability to support change initiatives. It involves helping employees and individuals understand what the change means to them. People with this competency willingly embrace and champion change.

Case Study	G
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He holds himself and others accountable for achieving desired performance standards. He often directs others to work passionately through significant obstacles to consistently meet their objectives and likes to set an example for others to follow. . Accomplishes own, team and department goals while ensuring the work is completed on time and within budget. Encourages others to take responsibility towards achieving their goals and attainment of outcomes.

Competency Based Interview	G
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The candidate stated that he had lived a lot of change since 2008 and these were in his own work and at company level, whilst maintaining business as usual and sticking to company processes and values. He mentioned the move from paper to electronic communication with CITC. He first agreed with CITC that they would no longer send paper to the company and all correspondence was to be electronic. He established a group to take care of it and post relevant regulatory information onto a new Intranet site for all to see. There were concerns about making the process faster and potentially missing important issues; however his team were very diligent and their work allowed to the company to skip a step - as now top management no longer have to spend time going over small issues that the team can take care of – they can focus on larger regulatory concerns. The candidate exhibited strength in making changes himself and within his sphere of influence; however he had less evidence of leading large scale organizational change and he could improve in this area through greater exposure to, and involvement in, strategic changes in which he could develop others to carry out change management and lead broader initiatives.

STOP DOING

He adopts a cautious approach to his work in regulatory affairs, reading people and situations well and being careful to make right decisions and convey things the right way. He is encouraged to continue doing this. His preference with complex problems is to spend some time thinking about it and reflect on the solution after arriving at it to make sure. Again, this is a positive approach for the field he is operating in. He is encouraged to continue to play to these strengths.

KEEP DOING

He commented that he makes a plan each year regarding KPIs and how objectives will be achieved; he also mentioned that last year he put together a five-year plan for how he sees the department developing, which had to be shelved during the recent crisis. He is encouraged to supplement these plans with a specific plan concerning development of himself and his team members. This concerns what actions he may need to take now, next year, and even the year after, to develop skills in his team so that he has a highly skilled workforce to whom he can delegate responsibility and decision making. This is a longer-term endeavor and requires planning of what kinds of skills he would like to see others developing and how this can be done whilst also meeting operational needs – and will also serve the purpose of helping He delegate more work to others to raise the capability of everyone in the team, including his own, to deal with larger and more complex briefs. He may benefit in due course from supplementing his skills with further training in strategic thinking a strategic planning to build on his skills and experience. As he operates across many areas of the company, he is in a good position to build on this to understand – and become involved in – broader strategic initiatives that will also help him develop his strategic management skills. He is encouraged to factor this into his own development planning.

START DOING

Analyze your emotional intelligence and its impact on your day-to-day behavior. This analysis should involve identifying moments of "emotional hijacking" (situations in which you become overly frustrated and upset) and methods allowing you to effectively react to them. Create a bit more lively and enthusiastic image of yourself - do not let your limited sociability and interpersonal sensitivity create an image of a person who might come across as quiet, somewhat shy, modest, distanced, detached, reserved, a bit cold and uninterested in others. Start building a more visible, "leader-like" position of yourself - caring about effectively leading people and projects, showing more signs of being (more) energetic, devoted, committed, results- and goal oriented. Start displaying more value to formal opportunities to acquire knowledge - both for yourself as well as for you employees. If your current level of attention to detail leads to you micromanaging your crew - allow for more delegation from your side and more space for execution for your people. Discuss with your staff findings from AC/DC and Hogan inventories, draw conclusions, implement suggestions and monitor progress.