TALENT REVIEW REPORT

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| Participant Name	John Doe
Position	Sales Supervisor
Hogan ID	HD158482
Assessment Date	14 Jan 2016

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ASSESSMENT METHOD

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 derailers - deeply ingrained in personality - affect an individual's leadership style and actions. If these behaviour patterns are recognised, however, they can be compensated by development and coaching.
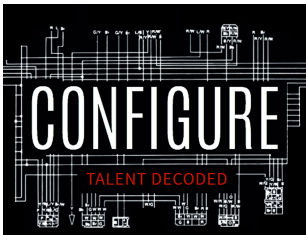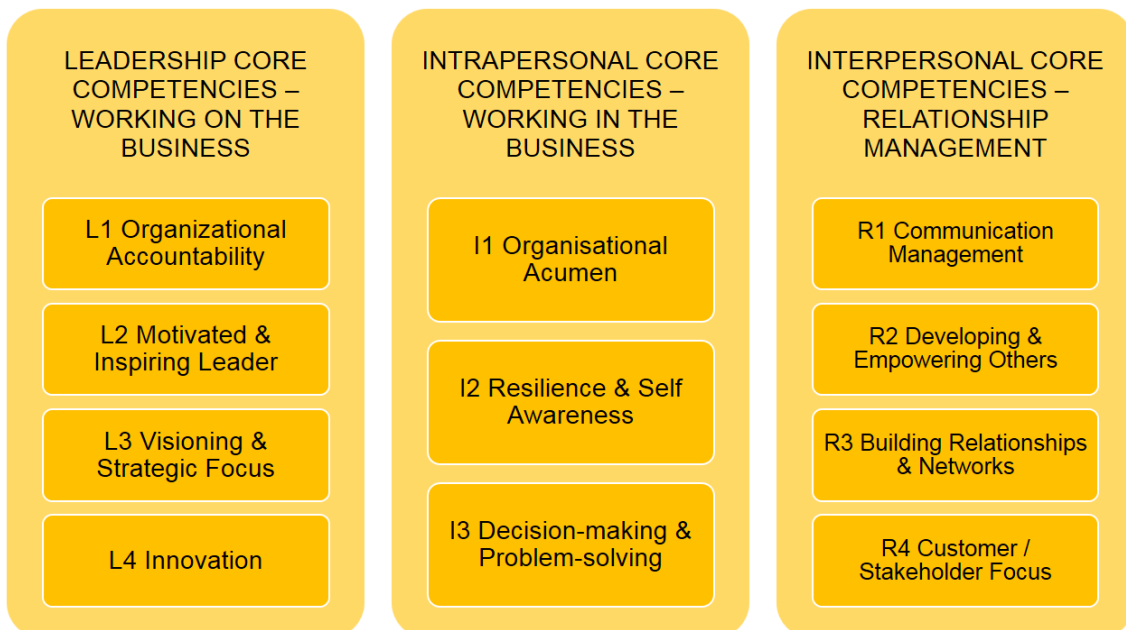
Hogan Configure

Hogan Configure identifies talent that aligns with corporate competency models. Based on the synthetic validation evidence, we identified the most predictive HPI and HDS scales for each competency. Specifically, we selected the most predictive HPI scale, the most predictive HDS scale, and the next most predictive scale from either the HPI or the HDS to create mathematical algorithms to score each competency.

COMPETENCY LEVELS

Each competency is described at one specific level:

Red (Level 1)	Amber (Level 2)	Amber + (Level 3)	Green (Level 4)	Green (Level 5)
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.

THE COMPETENCIES

LEADERSHIP CORE COMPETENCIES – WORKING ON THE BUSINESS

- L1 Organizational Accountability
- L2 Motivated & Inspiring Leader
- L3 Visioning & Strategic Focus
- L4 Innovation

INTRAPERSONAL CORE COMPETENCIES – WORKING IN THE BUSINESS

- I1 Organisational Acumen
- I2 Resilience & Self Awareness
- I3 Decision-making & Problem-solving

INTERPERSONAL CORE COMPETENCIES – RELATIONSHIP MANAGEMENT

- R1 Communication Management
- R2 Developing & Empowering Others
- R3 Building Relationships & Networks
- R4 Customer / Stakeholder Focus

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Direct, straightforward, candid, and willing to take a stand. You should confront poor performance when appropriate and you are not easily intimidated. Energetic and hardworking. You take initiative when appropriate, but also are content to work as part of a team or let others lead as long as he can make significant contributions Susceptible to stress or pressure, which may affect your mood at times. You tend to work with a sense of urgency and be interested in feedback on your performance. Curious, innovative, creative, tolerant and open-minded. You may also seem impractical, impatient with details, and easily bored. Uninterested in formal training opportunities. You strongly prefers on-the-job experience and should be more concerned with applying a skill than with acquiring theoretical knowledge. Self-disciplined, reliable, conscientious, and dependable. Although a good organizational citizen, you may also seem rigid, inflexible, and resistant to change.

YOUR CORE COMPETENCIES & LEADERSHIP POTENTIAL
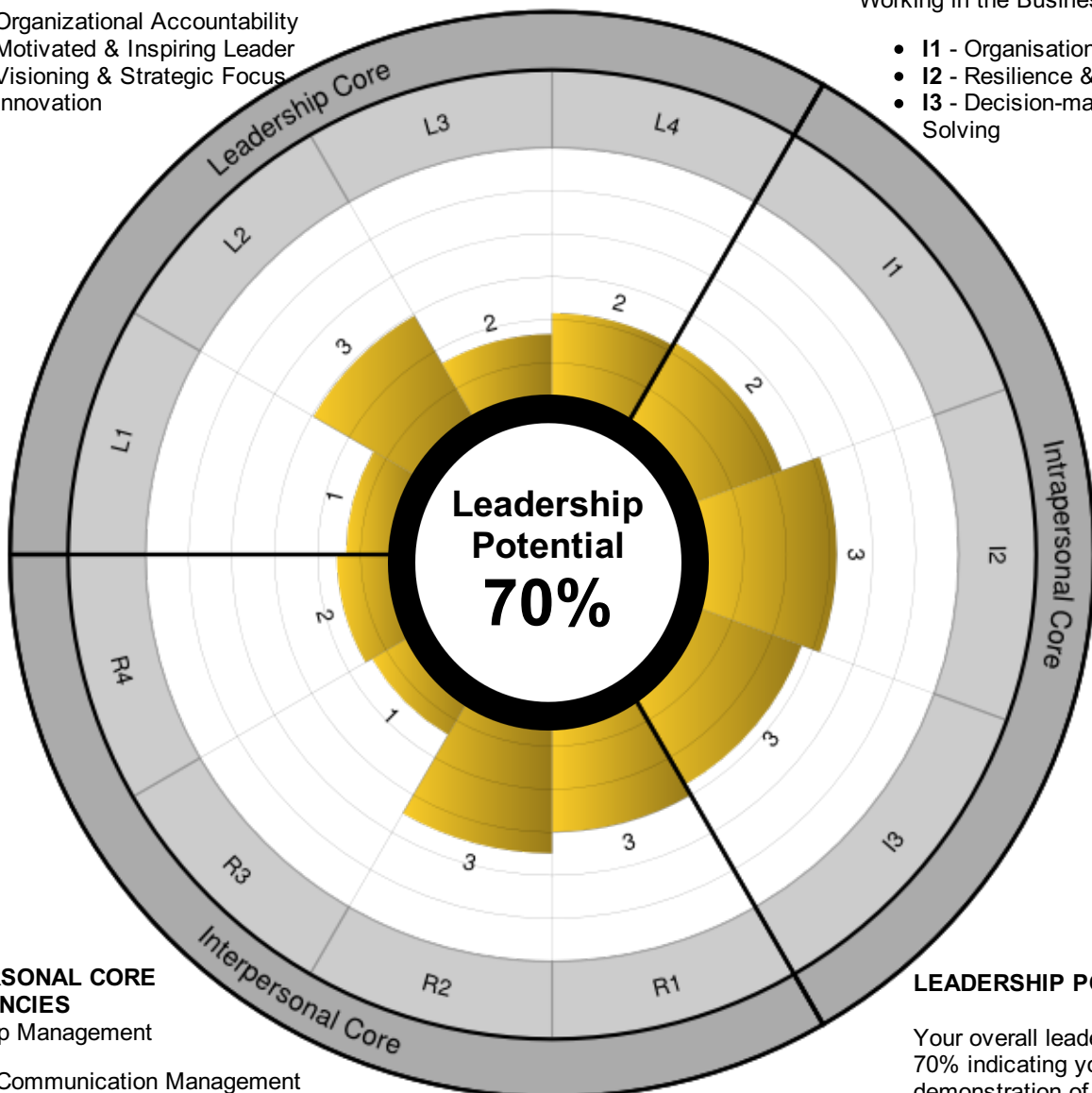
LEADERSHIP CORE COMPETENCIES
Working on the Business

- **L1** - Organizational Accountability
- **L2** - Motivated & Inspiring Leader
- **L3** - Visioning & Strategic Focus
- **L4** - Innovation

INTRAPERSONAL CORE COMPETENCIES
Working in the Business

- **I1** - Organisational Acumen
- **I2** - Resilience & Self Awareness
- **I3** - Decision-marking & Problem Solving

INTERPERSONAL CORE COMPETENCIES
Relationship Management

- **R1** - Communication Management
- **R2** - Developing & Empowering Others
- **R3** - Building Relationships & Network
- **R4** - Customer / Stakeholder Focus

LEADERSHIP POTENTIAL

Your overall leadership potential is 70% indicating you have consistent demonstration of the skills and behaviours required at the target level. Your rating indicates effective and consistent evidence.

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COMPETENCIES RESULTS

Competency	Description	Final Rating
L1 Organizational Accountability	The ability to take accountability for the achievement of organisational goals, maintain control and responsibility for achieving results consistent with the organisation's objectives.	**Level 5**
L2 Motivated & Inspiring Leader	The ability to take immediate and independent actions in a proactive manner when required. It includes the eagerness to perform tasks and address opportunities or problems without being prompted or reminded. Plans for the future and inspires and motivates others.	**Level 3**
L3 Visioning & Strategic Focus	The ability to link long-range vision and concepts to daily work, to think conceptually and to "see the big picture". It involves taking calculated risks based on identified priorities and opportunities and total awareness of social, economic and political issues as they impact the strategic direction of the organisation.	**Level 4**
L4 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.	**Level 3**
I1 Organisational Acumen	The ability to possess deep understanding and hands-on knowledge of the organization's services and the labour market in which it competes.	**Level 5**
I2 Resilience & Self-Awareness	The ability to effectively adapt to stress and adversity. It involves the ability to effectively demonstrate self-awareness, and positive emotions in dealing with difficult situations. People with this competency positively develop and manage relationships through mutual caring and support.	**Level 3**
I3 Decision-making & Problem-solving	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.	**Level 1**
R1 Communication Management	The ability to communicate effectively. It involves active listening to understand, cross cultural awareness, communicating clearly with colleagues & effectively presenting to others. This includes the ability to treat people with respect and sensitivity.	**Level 2**
R2 Developing & Empowering Others	The ability to engage and empower individuals and teams to create an environment where people are motivated to develop to their full potential and achievements are celebrated. It includes coaching, supporting, mentoring and rewarding people to foster professional and personal growth and enhance their productivity.	**Level 2**
R3 Building Relationships & Networks	The ability to build relationships and communicate cooperatively and effectively within and outside own team, to achieve common goals. It involves working collaboratively with others, being part of a team, working together, as opposed to working separately or competitively.	**Level 3**
R4 Customer / Stakeholder Focus	The ability to define internal and external customers and/or stakeholders, proactively identify and understand their needs, take action, make commitment to provide them with the highest service quality and continuously exceed their expectations.	**Level 4**

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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 wrong-doing 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.

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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.

Personal Development Plan

Keep Doing

Further develop and effectively use your natural elements - energy, passion, attention to detail and quality, follow through in implementation stage. Capitalize on your ability to openly present your points, defend them, challenge existing beliefs and seek healthy compromise when necessary and appropriate. Continue being a role model for others in terms of high standards of performance and quality of service. Further exploit your natural ability to offer practical, pragmatic and workable solutions to challenges around you / your team.

Stop Doing

Try to eliminate from your behavior signs of being frustrated, upset, dissatisfied, moody, volatile - this may destroy your relationships, especially with younger / more junior staff. You may alienate and disempower them and create great stress for others around you. DO NOT lose your emotional control, DO NOT allow your emotions to run away. Work with the "emotional hijacking" method to effectively avoid moments where your emotions are managed by mygdala and not your consciousness. If you find (by talking to your people !!!) that your level of attention to detail is too high - adjust it to the level where you AND your staff will be most comfortable with and your group performance will be most effective.

Continue 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 Hogan inventories, draw conclusions, implement suggestions and monitor progress.

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