THE ENGAGING LEADER

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Go the extra mile

Sirota Dynamic Alignment Model Competency Alignment

HOGAN

Introduction

Although competency models invariably differ across organizations, similarities often exist. Hogan developed the Hogan Competency Model to capture these similarities by reviewing a wide range of existing competency models throughout the development process. As a result, the Hogan Research Division can easily map Hogan competencies to the vast majority of competencies presented in other models (Hogan Assessment Systems, 2009). We describe the process we use to map other competency models to Hogan's below.

Competency Alignment

Hogan conducted a competency mapping exercise to link the Dynamic Alignment Model (Sirota, 2015) to the Hogan Competency Model. By mapping the Dynamic Alignment Model to the Hogan Competency Model, Hogan can demonstrate relationships between competencies and Hogan Personality Inventory and Hogan Development Survey scales, thereby allowing Hogan to identify potential predictors of competencies in the Dynamic Alignment Model. Members of the Hogan Research Division, consisting of expert Ph.D. and Masters-level practitioners, evaluated both models and indicated which Hogan competencies aligned most strongly.

To align the two models, clear definitions were necessary. For this project, we relied on information provided by Sirota to define each competency and illustrate the types of behaviors associated with each component.

The four Dynamic Alignment Model competencies can be broken down into components and facets. For example, the competency "Architect" is comprised of four components: (a) Inspires with Vision, (b) Sets Effective Plans, (c) Brings People Along, and (d) Clear Goals & Visions. These components are comprised of three facets each. For example, the "Inspires with Vision" component has the facets: (a) Clarifies Strategy, (b) Inspires Performance, and (c) Communicates Vision. See Appendix A for descriptions of the Dynamic Alignment Model competencies.

First, the Hogan Research Division used their expert knowledge to map the Dynamic Alignment Model to competencies in the Hogan Competency Model. To capture the granular nuances of each competency, we chose to map at the facet level, then leverage the resulting evidence to select scales at the competency level. Specifically, members of the Hogan Research Division individually aligned Hogan competencies with Dynamic Alignment Model facets, then met and discussed any disagreements until they reached 100% agreement. Table 1 displays the alignment of the Hogan Competency Model and the Dynamic Alignment Model. See Appendix B for definitions of relevant Hogan competencies.

Table 1 Dynamic Alignment Model and Hogan Competency Model Alignment

Dynamic Alignment Model	Hogan Competency
Architect	
Inspires with Vision	
Clarifies Strategy	Driving Strategy
Inspires Performance	Inspiring Others
Communicates Vision	Verbal Communication
Sets Effective Plans	
Establishes Plans	Planning & Organizing
Alignment	Leading Others
Prioritizes	Time Management
Brings People Along	
Involves People	Teamwork
Clarifies Future	Driving Strategy
Communicates Clearly	Verbal Communication
Clear Goals & Vision	
Clear Sense of Direction	Setting Goals
Work is Well Organized	Planning & Organizing
Clear about Responsibility	Delegating

Table 1 Dynamic Alignment Model and Hogan Competency Model Alignment (Continued)

Dynamic Alignment Model	Hogan Competency
Enable	
Drives Performance	
Sets Expectations	Driving Performance
Removes Obstacles	Overcoming Obstacles
Ensures Accountability	Accountability
Empowers Others	
Delegates	Delegating
Accessible	Relationship Building
Makes Decisions	Decision Making
Builds Bridges	
Spans Boundaries	Networking
Builds Relationships	Relationship Building
Manages Conflict	Managing Conflict
Performance Enablement	
Sufficient Information	N/A
Decisions without Delay	Decision Making
Regular Discussions	Driving Performance

Table 1 Dynamic Alignment Model and Hogan Competency Model Alignment (Continued)

Dynamic Alignment Model	Hogan Competency
Unlock	
Inspires Achievement	
Supports Development	Developing People
Coaching	Developing People
Provides Recognition	Attracting Talent
Promotes Camaraderie	
Teamwork	Teamwork
Belonging	Caring About People
Celebrates Successes	N/A
Ensures Equity & Fairness	
Respectful Treatment	Professionalism
Sensitive to Work–Life Balance	Caring About People
Fair Treatment	Leveraging Diversity
Positive Team Climate	
Receive Feedback	Driving Performance
Team Works Together	Teamwork
Reasonable Work–Life Balance	N/A

Table 1 Dynamic Alignment Model and Hogan Competency Model Alignment (Continued)

Dynamic Alignment Model	Hogan Competency
Elevate	
Inspires Innovation	
Listens	Listening to Others
Acts on Feedback	N/A
Values Different Perspectives	Leveraging Diversity
Lives the Values	
Lives Values	Professionalism
Demonstrates Integrity	Integrity
Trustable	Integrity
Raises the Bar	
Challenges	Developing People
Gives Feedback	Driving Performance
Promotes Change	Driving Change
Agile & Open Culture	
Value Diverse Perspectives	Leveraging Diversity
Exhibits Flexibility	Flexibility
Freedom to Speak	Displaying Confidence

Note. N/A = Did not align with Hogan competency.

References

Hogan Assessment Systems. (2009). *The development of the Hogan Competency Model.* Tulsa, OK: Hogan Press.

Sirota (2015). A brief introduction to Sirota's Dynamic Alignment Model [Whitepaper]

Appendix A – Dynamic Alignment Model

Architect

Architect a strategic plan that establishes clear goals, accountabilities, and structures that drive performance.

Enable

Enable employees to execute on strategy through flexible and participative systems, process, tools, and resources.

Unlock

Unlock workforce potential and sustain employee enthusiasm by ensuring leaders and managers meet the achievement, camaraderie, and equity needs of their people.

Elevate

Elevate leadership and management practices by ensuring leaders and managers live the values and model the behaviors that promote a partnership driven culture.

Appendix B – Mapped Hogan Competency Definitions

Hogan Competency	Definition
Accountability	Accepts responsibility for one's actions regardless of outcomes.
Attracting Talent	Recruits, rewards, and retains individuals with needed skills and abilities.
Caring about People	Displays sensitivity towards the attitudes, feelings, or circumstances of others.
Decision Making	Uses sound judgment to make timely and effective decisions.
Delegating	Assigns work to others based on tasks, skills, and workloads.
Developing People	Provides support, coaching, training, and career direction to others.
Displaying Confidence	Projects poise and self-assurance when completing work tasks.
Driving Change	Champions new methods, systems, and processes to improve performance.
Driving Performance	Provides guidance and feedback to maximize performance of individuals and/or groups.
Driving Strategy	Directs effort to achieve long-term business objectives.
Flexibility	Changes direction as appropriate based on new ideas, approaches, and strategies.
Inspiring Others	Motivates others to accomplish organizational goals.
Integrity	Acts honestly in accordance with moral or ethical principles.
Leading Others	Demonstrates general leadership ability and effectiveness.
Leveraging Diversity	Respects and values individual differences to obtain a desired effect or result.
Listening to Others	Listens and restates the ideas and opinions of others to improve mutual understanding.
Managing Conflict	Resolves hostilities and disagreements between others.
Networking	Builds and maintains a system of strategic business connections.
Overcoming Obstacles	Pursues goals and strategies despite discouragement or opposition.
Planning & Organizing	Coordinates and directs activities to help achieve business objectives.
Professionalism	Acts in accordance with job-related values, principles, and standards.
Relationship Building	Develops collaborative relationships to facilitate current and future objectives.
Setting Goals	Identifies short-term objectives and steps to achieve them.
Teamwork	Collaborates with others to achieve goals.
Time Management	Plans and prioritizes work to maximize efficiency and minimize downtime.
Verbal Communication	Expresses ideas and opinions effectively in spoken conversations.