THE
ENGAGING
LEADER

eL

Go the extra mile

Technical Summary

HOGAN

Introduction

Employee engagement is crucial to an organization's success. Engagement is related to added effort[1], better customer service and more loyal customers[2], and higher returns and profits[3]. Conversely, disengaged employees can cost an organization. Gallup estimates that disengagement results in a productivity loss of $300 billion in the U.S. alone[4].

Engaging employees starts with senior management. Managers encourage employee engagement through the environment they create[5]. Furthermore, a leader's personality drives his or her behaviors, which in turn impacts subordinate engagement. By combining the core Hogan personality assessments with the Sirota Dynamic Alignment Model, we created a report to describe the engagement level of the team and how a leader's personality affects the engagement of his or her team.

This document highlights the key research behind the development of the Engaging Leader Report. First, we discuss the two models that drove the development of the Engaging Leader Report: Sirota's Dynamic Alignment Model and Hogan's Competency Model. Next, we discuss the process used to align the models. Finally, we describe how we used both qualitative and quantitative information to select the Hogan scales used in the Engaging Leader Report.

Sirota's Dynamic Alignment Model

Developed in 2013, **Sirota's Dynamic Alignment Model** provides leaders with a better way to understand and diagnose factors that impact organizational effectiveness. Sirota has developed the Dynamic Alignment Model to assess employee perceptions of four critical drivers of individual, team, and organizational performance: (a) strategic direction, (b) workplace effectiveness, (c) workforce engagement, and (d) innovation and change. The four critical drivers are represented as the Architect, Enable, Unlock, and Elevate competencies, respectively, in the Dynamic Alignment Model.

More information on Sirota's Dynamic Alignment Model can be found **here**.

Hogan Competency Model

The **Hogan Competency Model** contains 62 competencies designed to have minimal overlap between competencies and to measure specific behaviors and areas of performance. Hogan used the Domain Model of performance as the underlying structure of the taxonomy[6,7]. The Hogan Competency Model contains four domains: (a) Intrapersonal Skills, (b) Interpersonal Skills, (c) Technical Skills, and (d) Leadership Skills.

More information on the Hogan Competency Model can be found **here**.

Competency Alignment

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 academic and commercial 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[8].

To align the two models, the Hogan Research Division mapped the Dynamic Alignment Model to competencies in the Hogan Competency Model.

More information on competency alignment can be found **here**.

Synthetic Validity

We used **synthetic validation** research to identify the best predictors of performance dimensions that align to each Hogan competency mapped to the Dynamic Alignment Model. Based on studies with criterion data for at least one of the 62 competencies in the Hogan Competency Model, we conducted meta-analyses for Hogan Personality Inventory (HPI) and Hogan Development Survey (HDS) scales. The resulting tables provide stable estimates of the relationships between each aligned Hogan competency and the HPI and HDS scales. Based on these relationships, we identified the most predictive scales for each Dynamic Alignment Model competency.

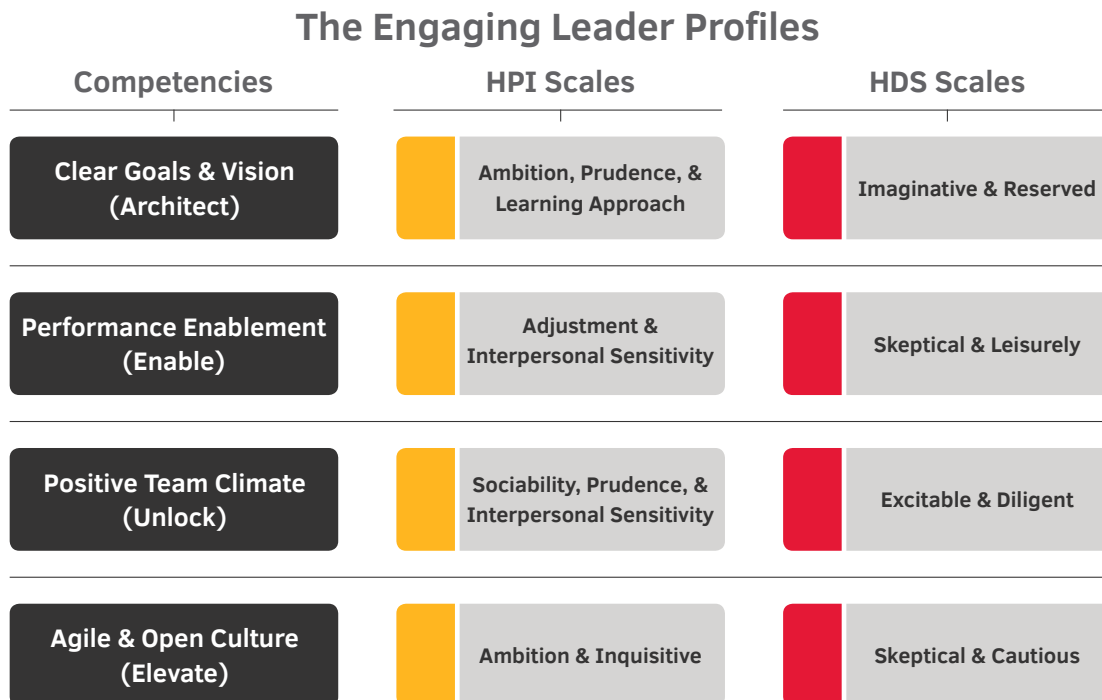More information on synthetic validity can be found **here**.

Scale Recommendations

In addition to reviewing the synthetic validity results, we used a content validation approach by relying on the judgment of subject matter experts (SMEs) who are knowledgeable of the HPI, HDS, and the Dynamic Alignment Model. SMEs included members of Hogan's Research and Consulting Teams and members of Sirota's Project Team.

During the project's content validation process, the Hogan and Sirota team members referenced the following qualitative resources: (a) the Sirota Dynamic Alignment Model[9], (b) the HPI and HDS technical manuals[10,11], (c) *The Hogan Guide: Interpretation and Use of the Hogan Inventories*[12], and (d) past profiles created for similar competencies[13]. We integrated both quantitative (i.e., synthetic validation) and qualitative (i.e., sources described above) evidence to develop **scale selections** for each competency in the Dynamic Alignment Model. We also made the decision to rename the Dynamic Alignment Model's competencies to clarify the relevance to an engaging leader, as shown in the figure below.

More information on scale recommendations can be found **here**.

Figure 1 The Engaging Leader Profiles

The Engaging Leader Profiles

Competencies	HPI Scales	HDS Scales
Clear Goals & Vision (Architect)	Ambition, Prudence, & Learning Approach	Imaginative & Reserved
Performance Enablement (Enable)	Adjustment & Interpersonal Sensitivity	Skeptical & Leisurely
Positive Team Climate (Unlock)	Sociability, Prudence, & Interpersonal Sensitivity	Excitable & Diligent
Agile & Open Culture (Elevate)	Ambition & Inquisitive	Skeptical & Cautious

Conclusion

The Engaging Leader Report represents a joint effort between Sirota and Hogan designed to uncover relationships between individual leader personality and employee engagement. First, Hogan experts aligned the Dynamic Alignment Model with Hogan competencies. Next, employing a synthetic validation process, we searched the Hogan archive to identify valid predictors of the Dynamic Alignment/Engaging Leader competencies. Finally, we combined these results with content validity/expert judgment to produce the final HPI and HDS scale recommendations for each Engaging Leader competency.

Possessing an engaged workforce could mean the difference between a profitable organization and failure. By providing a report that is based on research in both the engagement and personality fields, Hogan and Sirota have supplied the market with a solution to help leaders understand how to engage employees.

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