

Case Study: Finance Account Manager

HOGAN
ASSESSMENT SYSTEMS

CHALLENGE

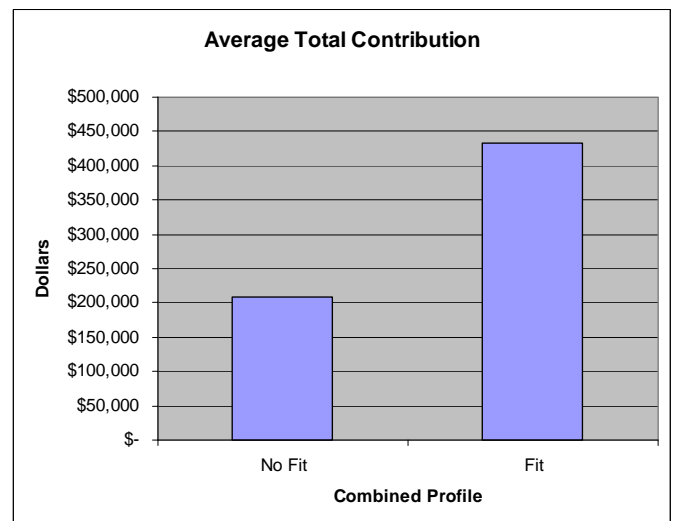
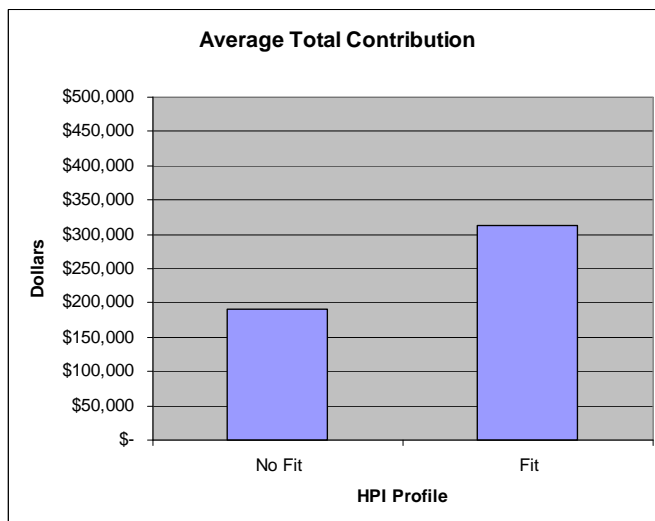
One of the largest banks in the United States was looking to improve selection procedures before a major hiring cycle. The client was looking to hire over 400 new Account Managers. The Account Managers were responsible for providing existing clients with customer-based banking solutions and identifying potential new clients.

SOLUTION

Based on the results of a job analysis with high performing Account Managers and their managers, Hogan Assessment Systems suggested the use of the Hogan Personality Inventory (HPI) and the Hogan Motives, Values, and Preferences Inventory (MVPI) for identifying high potential Account Managers. The HPI identifies personal characteristics that have been shown to relate to successful sales performance while the MVPI identifies how well a person would fit within a team, department and organization. Two options were evaluated to identify high potential applicants for the Account Manager job: (1) used the HPI only and (2) used both the HPI and MVPI.

RESULTS

To identify the effectiveness of the two options, total monthly sales contribution data were collected from 28 individuals over the period four quarters. The first profile used the HPI only. On the HPI, successful Account Managers were identified as goal-oriented (high Ambition), rule-abiding (high Prudence), enjoyed social interaction (high Sociability), and interested in learning (high Learning Approach). Individuals who met this profile had an average total contribution over four quarters of \$313,681. In comparison, individuals who did not meet this profile had an average total contribution of \$190,150.



The second profile included the use of the MVPI in conjunction with the HPI. On the MVPI, successful Account Managers were achievement oriented (Power), interested in fun seeking (Hedonistic), interested in financial gains (Commerce), and acknowledgement (Recognition). Individuals who met this profile had an average total contribution over four quarters of \$432,549, compared to \$209,351 for those who did not meet this profile.

These results clearly demonstrate the value of using both the HPI and MVPI for selecting Account Managers. While the HPI is an effective tool for identifying successful Account Managers, an even greater utility can be achieved when the MVPI is also used.