

# Industry Case Studies

## Food & Beverage Industry

**Challenge:** A world leader in food and beverages with over 150,000 employees sought valid and reliable assessment tools to incorporate into a key leadership development initiative targeted towards their Middle Management population. After completing a rigorous review of commercially-available assessment tools, the corporation chose to incorporate the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Business Reasoning Inventory into their growing leadership development program with the goal of identifying 70 High Potentials to become future organizational leaders.

**Solution:** Approximately 275 Managers completed the HPI, HDS, MVPI, and HBRI. These individuals' peers, subordinates, and superiors rated their performance via the organization's locally validated 360 tool. Supervisor performance evaluations were collected and each manager was also classified into one of four talent call categories: 1) Future Leader, 2) Critical Promotion, 3) Promotable, and 4) Develop in Place. The study's focus was on identifying the measures that are most predictive of the organization's talent call decisions.

**Result:** Analyses revealed that the most predictive model utilized Hogan Assessments as the baseline predictor for identifying development potential, and when used in conjunction with the organization's performance and 360 ratings, account for nearly 40% of the variance in talent call decisions and correctly placed over 85% of high potential candidates. In addition, significant differences existed between highest and lowest talent call decisions, where Future Leaders had the most potential for leadership and are distinguished from the Develop in Place by their competitiveness and results orientation.

This study provided empirical evidence for using Hogan assessment tools as one component of a strategy designed to close the emerging leadership gap that was identified by the organization. The addition of Hogan's assessment tools improves the ability to predict leadership potential, enhances the ability to target and accelerate development and offers the opportunity to add efficiency to the process of evaluating and developing future leaders.