

CHALLENGE REPORT

*Based on the Hogan Development Survey:
Identifies derailers and personality-based performance risks as a leader.*

*Rules for
the game*

*Social
Interaction*

Prudence

(Moralistic + Mastery + Virtuous)

2x = Fake Good

Measurement

(Selfish (MFI) - Derailers (WDS)) x Motivation (MVP) = Performance

Factor of Personality

Low Empathy

Anxiousness + Low Guilt = Inner Churn

HOGAN
ASSESSMENT SYSTEMS

THE SCIENCE OF PERSONALITY

Leadership Forecast™ Challenge Report

Report for :

Jane Doe

ID # :

DC746156

Date :

March 10, 2008

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The Science of Personality™

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I NTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behavior that could potentially undermine or inhibit your performance. It then offers suggestions for leading people more effectively.

Leadership involves building and maintaining a high-performing team. Anything that detracts from your ability to build a team also detracts from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on an international sample of over 4,000 executives who participated in leadership research conducted over the last 10 years.

When under pressure, most people will display certain counterproductive tendencies. We refer to these as "risk factors." Under normal conditions these characteristics may actually be strengths. However, when you are tired, pressured, bored, or otherwise distracted, these risk factors may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and direct reports. Others may be aware of these tendencies but may not give you any feedback about them. Your boss may even ignore them.

BACKGROUND

This report is divided into three sections. First, there is a graphic representation of your profile. Second, you will find a scale-by-scale interpretation of your scores. Scores between the 90th and 100th percentile are in the High Risk Zone, scores between the 70th and 89th percentiles are in the Moderate Risk Zone, scores between the 40th and 69th percentile are in the Low Risk Zone and scores between the 0 to 39th percentile are in the No Risk Zone. The third section provides developmental recommendations for areas where you scored in the Moderate and/or High Risk Zones. No developmental recommendations are provided for scores in the No Risk and Low Risk Zones.

This report is designed to help you understand your potential leadership challenges, provide ideas for moderating them, and give you some insight regarding how you affect others. As you read this information, please keep in mind three things. First, it is possible that not every statement will accurately describe you. Second, almost all working adults have at least one challenge. Third, focus on the overall themes in your profile rather than the details. Some details may seem to contradict others, but in actuality, they probably will not because different issues are important in different situations.

HOW DO RISK FACTORS DEVELOP?

Research indicates that leaders develop risk factors while learning to deal with parents, peers, relatives and others early in life. Behavior developed while you were young may become habitual and you may be unaware that you behave in certain ways.

WAYS TO USE THIS INFORMATION

First, read the report carefully and decide which developmental suggestions apply to you. Mark those items with a plus (+), and put a minus (-) by those items to which you cannot relate. Second, invite feedback from peers, direct reports, and even family. Discuss your insights with them, and ask for reactions. A key ingredient for developing new leadership skills is enlisting the support of your direct reports, peers, and boss. Finally, study the developmental suggestions provided at the end of the report. These suggestions are offered for scores in the Moderate or High Risk Zones (i.e., scores at or above the 70th percentile).

DEFINITIONS

The eleven scales for the Leadership Forecast Challenge Report are defined below.

Excitable

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.

Skeptical

Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.

Cautious

Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.

Reserved

Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.

Leisurely

Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.

Bold

Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.

Mischievous

Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.

Colorful

Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.

Imaginative

Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

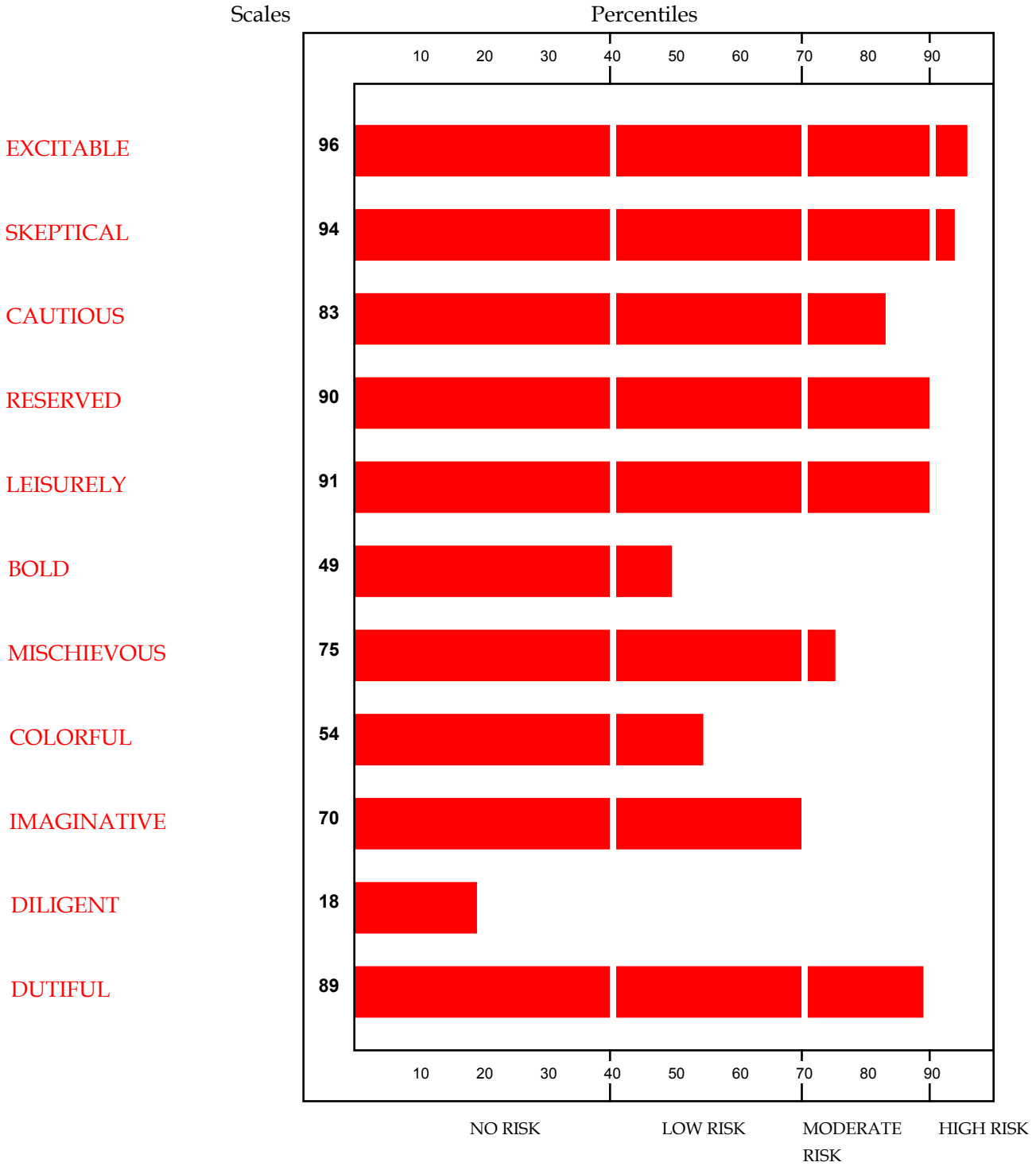
Diligent

Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.

Dutiful

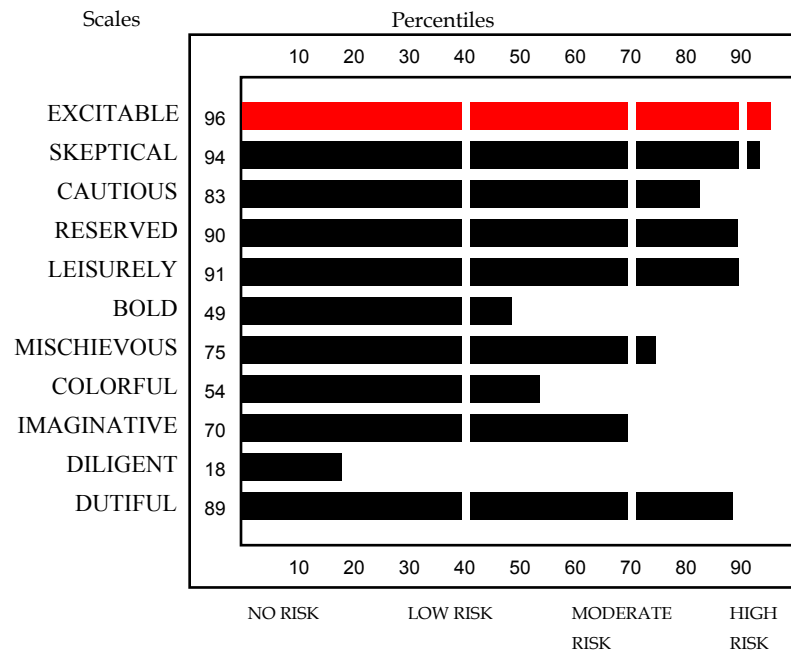
Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.

LEADERSHIP CHALLENGE PROFILE



EXCITABLE

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.



BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Seem intense and energetic, but volatile and sometimes explosive.
- May quit when frustrated.
- Yell when angry.
- Overreact to criticism.
- Often seem to understand when others are stressed.

LEADERSHIP IMPLICATIONS

Your intensity and energy about new projects will have a positive impact on your organization. However, your tendency toward emotional displays could erode your credibility, your ability to coach others, and your effectiveness to work as part of a team. Your boss will probably be impressed with your enthusiasm for new projects, but may notice your tendency to become discouraged when things don't work out. Your moodiness may make you seem unpredictable and hard to read.

COMPETENCY ANALYSIS

COMPOSURE: In high-pressure situations, your coworkers may see you as unpredictable and emotional. In addition, you tend to become upset by unexpected demands and may say things that you regret later. As a result, your coworkers could hesitate to approach you with problems because they don't know how you will react.

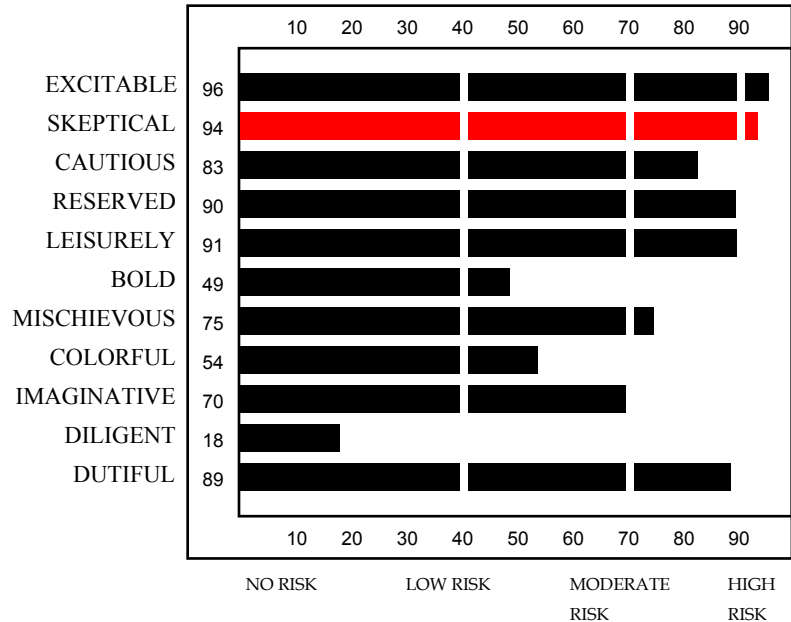
FAIRNESS TO OTHERS: When you are frustrated with projects, you may tend to give up on them. This could blind side the other people who are working on them.

PERSEVERANCE: Your enthusiasm for people and projects may fade when you meet setbacks, resistance, challenges, and potential failure. You may not press long enough to get things done; if so, this can be perceived as a lack of perseverance.

Concerns being socially insightful, but cynical and overly sensitive to criticism.

Scales

Percentiles



BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Are very insightful about people and politics.
- Are alert for signs of betrayal or disrespect.
- Seem argumentative and easily offended.
- Expect to be mistreated.
- Retaliate when they feel wronged.

LEADERSHIP IMPLICATIONS

You are perceptive about others' intentions and a shrewd observer of organizational politics. These qualities can be a major asset in your career. However, you may also tend to focus on the negative, overreact to perceived threats, become argumentative when you feel slighted, and take critical feedback personally. You may become too concerned about organizational politics. These tendencies can interfere with your ability to build and sustain relationships and appreciate others' viewpoints. A tendency to be suspicious and argumentative could also cause others to perceive you as difficult and uncooperative.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS: You may seem suspicious of others' intentions. If so, then this will limit your ability to influence, persuade, and inspire them to take action.

OPENNESS TO IDEAS: You may react to new ideas by arguing and pointing out how they won't work. This tendency will make others defensive and lead to difficulty in gaining their consensus or approval.

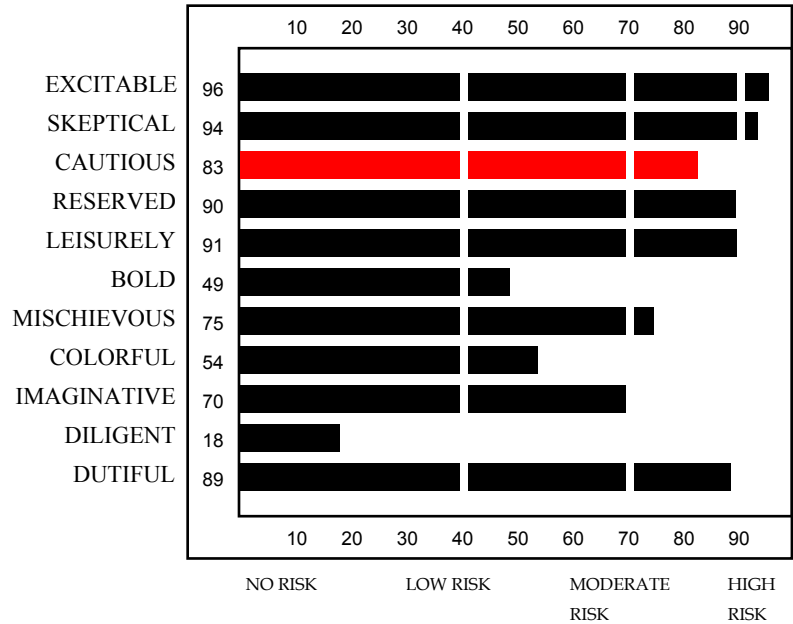
OBJECTIVITY: You may seem set in your ways and unable to appreciate viewpoints different from your own.

CAUTIOUS

Concerns being overly worried about being criticized.

Scales

Percentiles



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem to make good, low-risk decisions.
- Tend to need reassurance.
- May be reluctant to try new technologies.
- Fret over their mistakes.
- Worry about their staff's mistakes.

LEADERSHIP IMPLICATIONS

Because you dislike making mistakes and being criticized, you may tend to watch your staff closely to ensure that they get things right. Doing so may undermine their confidence. You may also be slow to make decisions, which could frustrate an action-oriented staff. You tend to avoid taking chances, which may prevent you from accepting difficult assignments. You may also manage your career so as to minimize mistakes. As a leader, you may develop a cautious and conservative vision of the future.

COMPETENCY ANALYSIS

DECISIVENESS: Your concern about making good decisions may cause you to gather more information than you need. Ultimately, this could prevent you from making timely decisions.

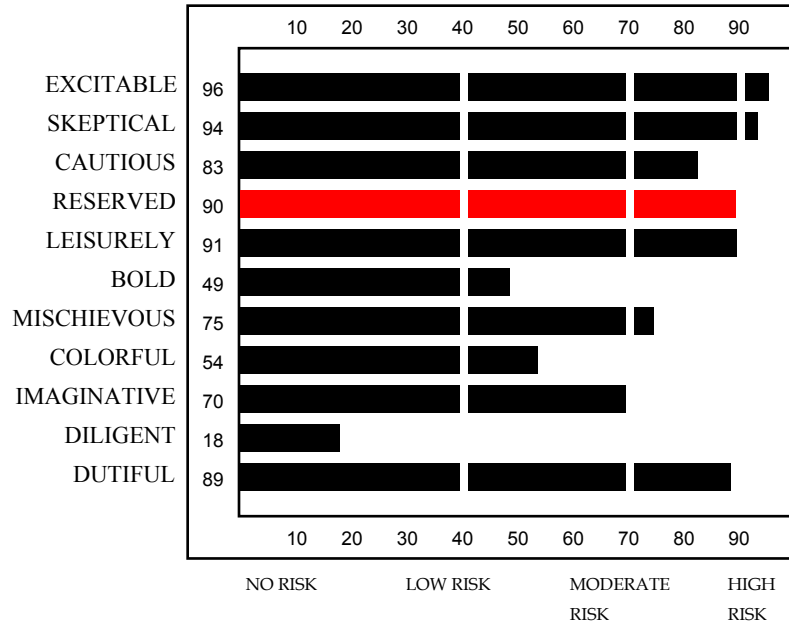
ACTION ORIENTATION: You may tend to avoid taking action when you don't have all of the information. This could slow down processes, especially in times of crisis.

LEADING WITH CONFIDENCE: Your concern about making the right decisions is a strength. However, others may see your deliberations as a lack of confidence in your own ability.

Concerns lacking interest in or awareness of the feelings of others.

Scales

Percentiles



BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Can make independent decisions and stand up to criticism.
- May misread social cues.
- Seem tough and independent.
- May unintentionally bruise others' feelings.

LEADERSHIP IMPLICATIONS

You seem to be a strong person who handles pressure and criticism well. At the same time, you may also seem unconcerned with others' feelings and you may prefer to work alone. If so, then these tendencies can affect your ability to form relationships and to build coalitions. You can be tough and direct, which could offend those who are overly sensitive. Your feedback may be too blunt, and could intimidate the person receiving it. You may also seem uncommunicative, making it difficult to influence or motivate others.

COMPETENCY ANALYSIS

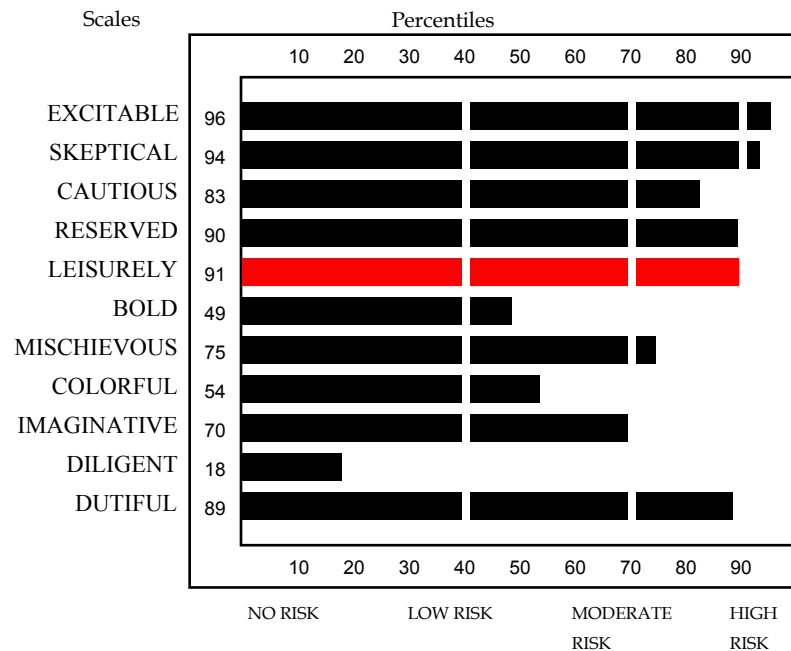
MOTIVATING OTHERS: Your direct and somewhat blunt style may inhibit your ability to build relationships. Your reserve may annoy your staff and may impede your ability to gain their commitment.

RELATIONSHIP BUILDING: You may not pay attention to your impact on others, which will limit your effectiveness in building and maintaining relationships.

APPROACHABILITY: In high pressure situations, you may tend to withdraw and stop communicating. As a result, your staff may wonder what you need or expect.

L EISURELY

Concerns being charming, but independent, stubborn, and hard to coach.



BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Have good social skills and make a positive first impression.
- Seem cooperative but covertly feel mistreated.
- Privately challenge the competence of top management.
- Become irritated when interrupted.
- Procrastinate and put off projects for people they don't like.

LEADERSHIP IMPLICATIONS

As a leader, you have good social skills and others rarely know how you really feel. You can be irritable when interrupted or given additional assignments; you may then drag your feet, put off tasks, and generally resist requests for extra effort. This could impair your ability to build relationships and manage others. You can effectively coach people you like, but may be unwilling to help those you do not. Similarly, you will accept advice and feedback from bosses you like, but silently reject influence from bosses you do not respect. You may not always enjoy being part of a team and may sometimes resist when asked to participate.

COMPETENCY ANALYSIS

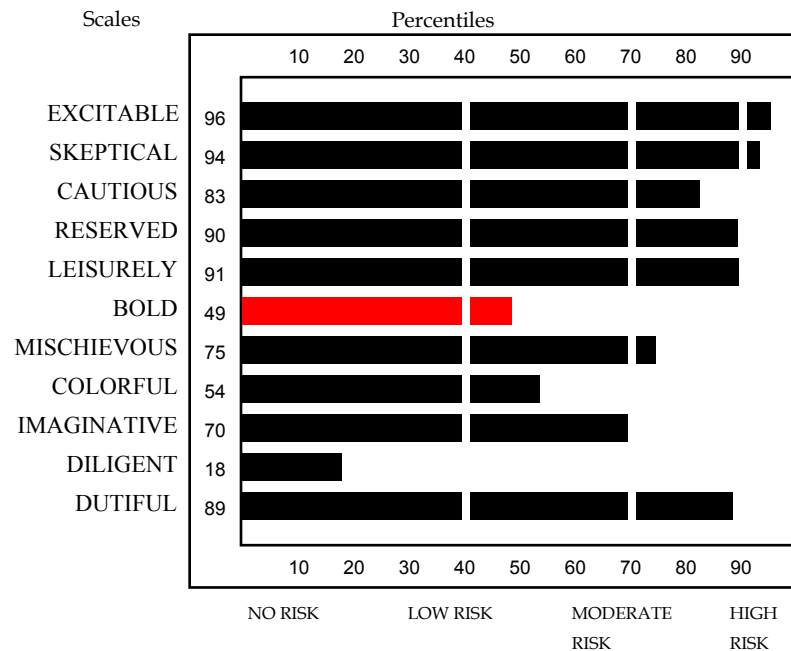
FOSTERING TEAMWORK: Under pressure you may tend to ignore others' timelines and focus on your own goals and priorities. This may inhibit effective teamwork and cause others to doubt your commitment.

COOPERATION AND TIMELY RESULTS: Although you may overtly agree to complete tasks, if you don't see the relevance, you may procrastinate and not follow through. This may limit your effectiveness in meeting your commitments and producing timely results.

BUILDING TRUST: When pressed about an issue, you may withhold your true opinions or ideas. Others may see this as support for the issue and believe that you will perform as needed.

BOLD

Concerns having inflated views of one's competency and worth.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem confident in their abilities.
- Have a realistic view of their competencies.
- Have reasonable career goals.
- Seem willing to listen to negative feedback.

LEADERSHIP IMPLICATIONS

You seem to be an appropriately confident person who makes reasonable demands on staff and subordinates. You will participate in team tasks without demanding leadership positions. In the process of managing your career, your easy going style may cause you to hold back unnecessarily. You may not actively promote a vision or strategy for the organization, preferring to wait until others ask for your opinion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

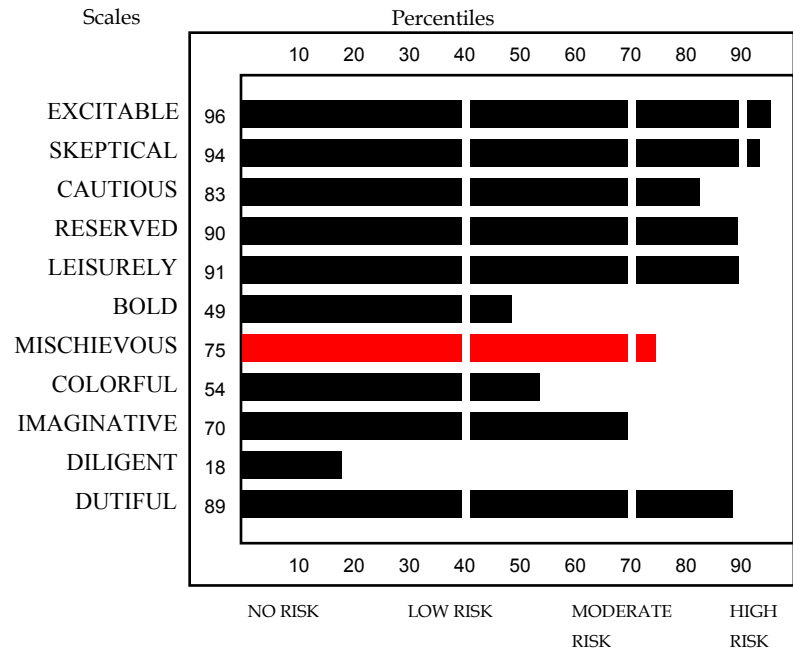
SEEING PERSPECTIVE: Although you have ideas about how to expand and improve the business, you may not push them aggressively.

PERSONAL DEVELOPMENT: You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

DRIVE FOR RESULTS: Your natural modesty may cause you to underestimate your capacity and to set your aspiration level too low.

MISCHIEVOUS

Concerns being charming, risk-taking, and excitement-seeking.



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem clever, charming, and adventurous.
- Test the limits.
- Are unafraid of risk.
- Do not dwell on past mistakes.
- Can be impatient and get bored easily.

LEADERSHIP IMPLICATIONS

You are an engaging and somewhat unpredictable person, and others will enjoy your company. However, you are unafraid of failure and tend to push the limits. Others in the organization may not have your tolerance for risk. Although you might not dwell on your mistakes, others will keep track, and this could erode your credibility over time. You are also likely to develop risky career and business strategies.

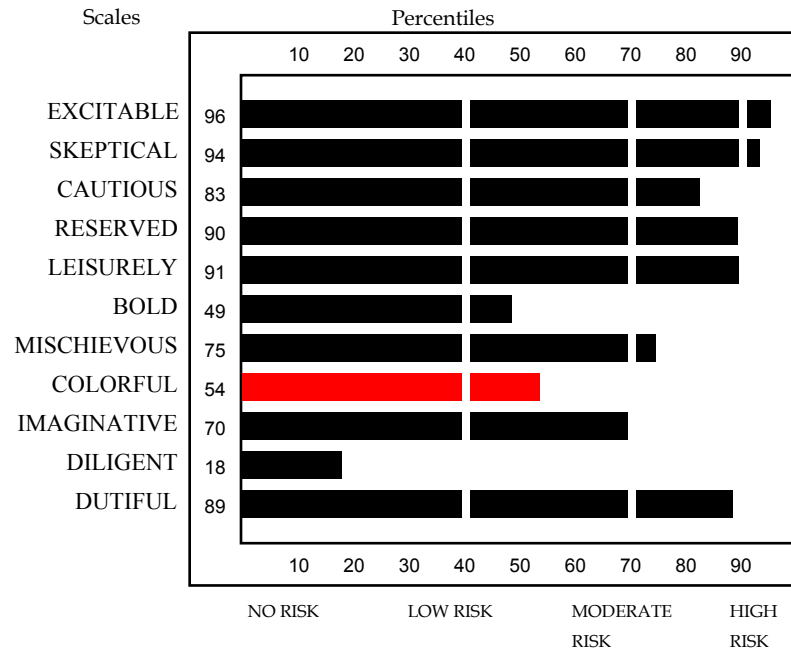
COMPETENCY ANALYSIS

DECISION QUALITY: Because you are so fearless, you are likely to make decisions without consulting others.

RISK TAKING: You are comfortable when confronted with challenges and choices that entail risk and uncertainty.

LEARNING FROM EXPERIENCE: You may overlook or dismiss mistakes that contain important information for the development of your career.

Concerns being dramatic, engaging, and attention-seeking.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem unpretentious and socially appropriate.
- Do not seek the limelight.
- Support the performance of others.
- Seem to be good followers.
- Do not take themselves too seriously.

LEADERSHIP IMPLICATIONS

You don't need to be the center of attention and prefer to let your actions speak for themselves. You will manage with a light-touch and share credit with your staff. You should work well with a variety of bosses, who will like your willingness to share credit. However, your career may not advance as rapidly as your talent would suggest because of your reluctance to engage in self promotion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

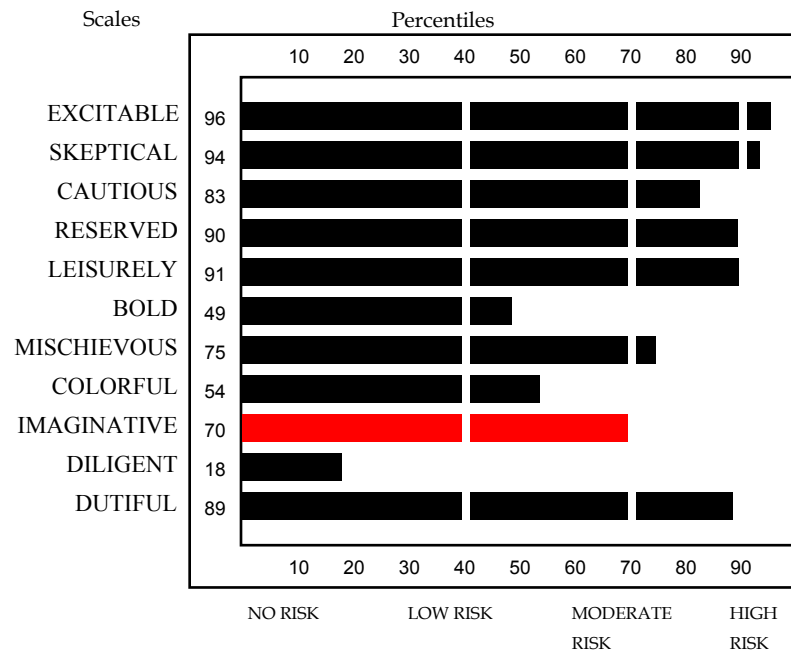
CELEBRATING SUCCESS: You seem willing to support your subordinates, and you don't compete with them. More importantly, you are willing to share credit for success.

BUILDING MORALE: Your personal modesty may make you reluctant to promote the accomplishments of your team. Your subordinates can only gain attention through your promotion of their achievements.

SELF-DEVELOPMENT: You may not aggressively seek developmental opportunities for yourself and your staff. Without you finding learning experiences, the productivity of the group may diminish. Progress depends on learning and you are responsible for obtaining resources for team development.

I MAGINATIVE

Concerns thinking and acting in interesting, unusual, and even eccentric ways.



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem clever, imaginative, fun-loving, and unpredictable.
- Enjoy games and practical jokes.
- Have unusual and impractical ideas.
- See things differently.
- Change focus quickly.

LEADERSHIP IMPLICATIONS

As a leader, you will be dynamic, on the move, and create ideas for change. Your staff will appreciate your imagination and informal style, but may find your rapid changes of focus disconcerting. As a coach, you will have a lot of suggestions for your staff. However, some may consider your ideas unrealistic. Your boss may appreciate your originality and fresh ideas, but may be less tolerant of changes of direction and lack of follow through. On the other hand, you will be a good source of ideas for vision and strategic planning.

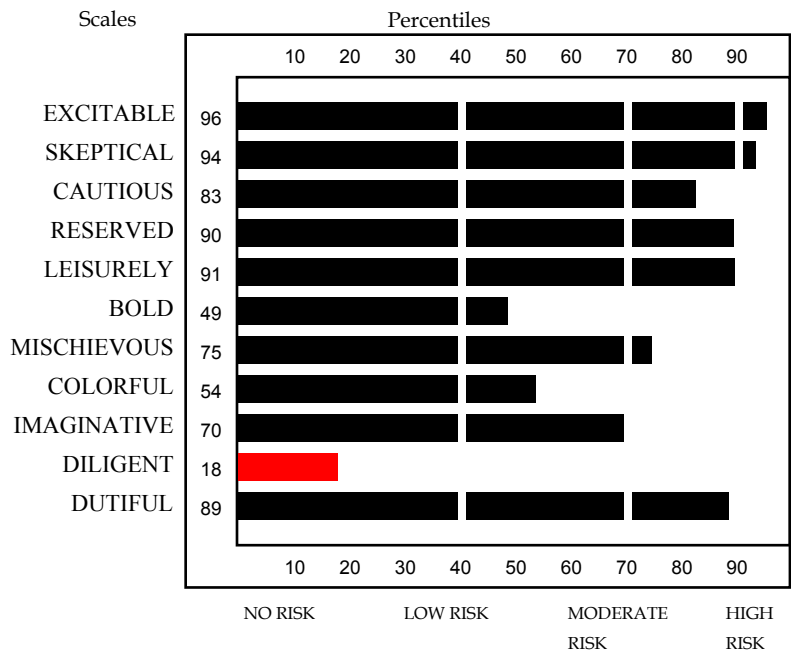
COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION: Under pressure, your unique communication style may leave others unclear about your expectations and directions.

CREATIVITY: You are a source of original thinking and creative imagination, even when under pressure. However, some of your ideas may seem impractical and unusual.

STAYING FOCUSED: When you are being pressured to solve a problem, you may seem distractible and not always focused.

Concerns being conscientious, perfectionistic, and hard to please.



BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem undemanding and relaxed about rules.
- Do not micromanage their staff.
- Routinely delegate tasks.
- Tend to be flexible.
- Prioritize tasks appropriately.

LEADERSHIP IMPLICATIONS

You seem relatively relaxed and undemanding, and your tolerance and willingness to delegate should make you popular with your subordinates. This is because they sense that they are trusted. In addition, your delegating will give your staff opportunities to learn. Bosses like your tolerant, flexible, and forbearing attitude, but may wish you would pay more attention to the details of the business. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

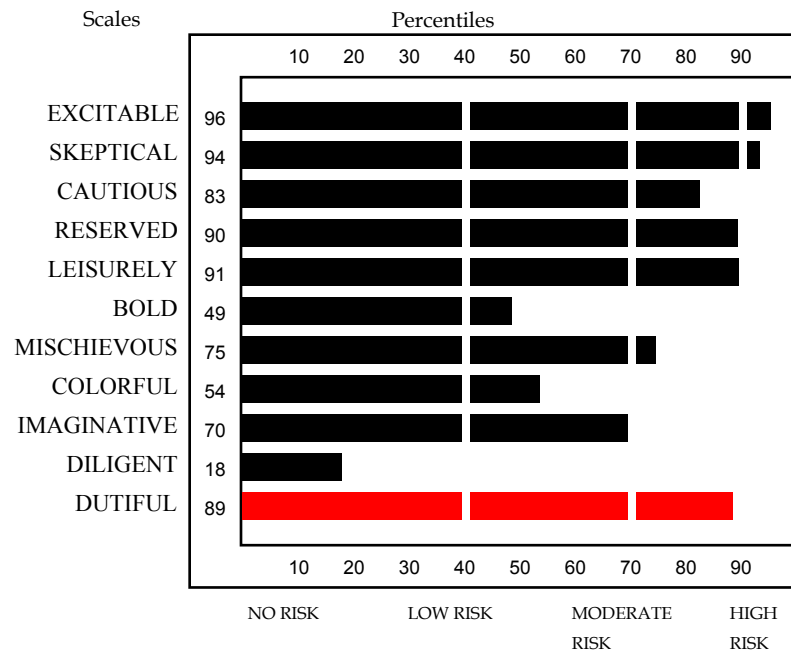
DEALING WITH AMBIGUITY: You seem able to remain flexible and keep your options open, even when you are being pressured for results.

ADAPTABILITY: You seem able to adapt to changing circumstances and priorities.

DELEGATING DOWNWARD: You tend to delegate problem-solving authority to the appropriate level, even though the pressure to solve the problem may be intense.

DUTIFUL

Concerns being eager to please and reluctant to act independently.



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Are agreeable, pleasant, and cooperative.
- Seem eager to please.
- Keep their boss informed.
- Seem to always support corporate policy.
- Are good team players.

LEADERSHIP IMPLICATIONS

You are a pleasant and accommodating person who does not like controversy. As a leader, you will be polite and attentive, but you may be reluctant to push or advocate on behalf of your staff. You are a good team player who works well with a variety of bosses; they will appreciate your loyal and cooperative attitude. You will seek advice and assistance for managing your career, and will be reluctant to make decisions without first consulting others.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT: You probably prefer to avoid conflict and confrontations and may be uncomfortable giving others negative feedback.

ACTING INDEPENDENTLY: You may not make your views known on important and/or controversial issues and instead go along with the group.

SUPPORTING YOUR STAFF: You may focus more on getting along with your boss than getting along with your staff, which can erode your credibility with your subordinates.

D VELOPMENTAL RECOMMENDATIONS

The following developmental recommendations concern the dimensions where your score was in the MODERATE or HIGH RISK ZONE.

EXCITABLE

- First 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.
- Second, 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.
- Third, 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.
- Fourth, remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.
- Finally, encourage yourself to stick with your plans and strategies and "sweat out" the difficult periods when you might get discouraged. Change your expectations from "I knew this wouldn't work" to "Things aren't going well, I need to think about why, and what to do next to keep them moving forward." The more often you persist in solving your problems, the more you will build a reputation of being steady and reliable.

SKEPTICAL

- When you are at your best, you are a perceptive and insightful judge of people and you have a superior understanding of organizational politics. You are a good resource for identifying potential hidden agendas and for analyzing and solving social and political problems.
- You will tend to distrust your coach; you should suspend judgment and give your coach a chance to try to help you. The same is true for others who care about you--you need to make an extra effort to appreciate what they are telling you and why.
- Be careful how you communicate with others. When you believe you are expressing honest opinions, others may see you as being argumentative. Be open to other points of view.
- You should try to be less critical and judgmental. Tell a trusted friend that you are trying to become more tolerant. Ask him/her to tell you when you are being excessively critical, defensive, or sensitive--and listen to his/her feedback.

CAUTIOUS

- You are deeply concerned about doing things right; others will appreciate your commitment and know they can depend on you to give projects your very best effort.
- You do not like to take the initiative in activities for which you feel you lack sufficient talent or information. These tendencies can cut you off from valuable developmental experiences and, in the long run, although you will make fewer mistakes, your career will not advance as rapidly as it might.
- Your habit of making careful decisions may sometimes cause you to miss opportunities and could cause others to see you as not being action oriented. You need to develop the willingness to experiment. Trusted friends can help you evaluate the merit of new ventures.
- When people ask for your opinion during a meeting, they usually think you have something useful to contribute. You need to speak your mind in such circumstances. Some sort of assertiveness training might be helpful.

RESERVED

- When you are at your best, you are a resolute and independent person who is not easily intimidated, and who can take the heat during difficult times.
- After important meetings, check with others to make sure you got the same message they did. You can rely on social consensus as a guide to action.
- Your toughness and independence are desirable qualities in some situations, but they can prevent you from listening to feedback; you need to be aware of this and make extra efforts to profit from the coaching and advice of your friends.
- Your tendency to be somewhat direct and blunt can affect your ability to enroll people in your ideas and build a team.
- Although you may prefer to work alone--especially when you are under pressure--you need to get out of your office and talk with your staff each day. This may be difficult at first, but it is a very important way for you to show concern and try to listen.

LEISURELY

- You are independent, socially skilled, and able to say "no" diplomatically. You make few demands of others, except to be left alone to do your work in your own way.
- You see more incompetence in the world than others do. Although you may think others are naive, you could profit from their optimism and trust.
- Understand that you may become irritable when others try to coach you. Allow yourself to be more easily influenced by friends or family, and more willing to do the little extra things they ask you to do.
- Limit the promises you make to others, but be sure to fulfill the promises and commitments you do make.

MISCHIEVOUS

- Other people may think that you follow your own agenda and don't consider how your decisions impact them. As a result, they may be as reluctant to make commitments to you as you seem to be in return. Thus, you need to be careful to follow through on all your good faith commitments.
- If you find circumstances have altered the conditions under which you made a commitment, then negotiate the changes with the persons to whom you have made the promise--rather than simply going on about your business.
- You tend to have a higher tolerance for risk than most people. Be aware that not everyone is as adventurous as you seem to be.
- You may have disappointed others by not following through. You need to acknowledge your errors and make amends--rather than trying to explain the situation away.
- At your best, you are charming, spontaneous, and fun. You adapt quickly to changing circumstances, you handle ambiguity well, you add positive energy to social interactions, and people like being with you.

IMAGINATIVE

- When you are at your best, you are a colorful, visionary, and stimulating person. Others will appreciate your imagination, your vision, and your creative thinking.
- Remember to communicate clearly in order to avoid your ideas from getting lost or not getting implemented
- Your career will develop most productively if you focus on those ideas that seem most interesting to others, not you. In this way, more of your ideas will get turned into action.
- You probably need to partner with someone who may be less creative, but who is better at implementation. You will need some assistance in bringing your ideas to fruition, and the best way to do this is to work with someone who likes your ideas and wants to help you implement them.

DUTIFUL

- You are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.
- Remember that if you want your staff to be loyal to you, then you must be loyal to them, even if that means sometimes annoying superiors.
- When asked for your opinion, take your time, decide what you believe, and be prepared to defend it when challenged.
- Although you dislike conflict, there will be times when you must confront others and disagree with them. In the long run, your credibility depends on doing this.