

what
distinguishes
great leaders



THE SCIENCE OF PERSONALITY

HOGAN LEADERSHIP DEVELOPMENT PROCESS

No leader can be expected to have strengths in every facet of leadership. What distinguishes great leaders is strategic self-awareness, the ability to recognize the gaps between their strengths and opportunities. They build upon their strengths and find ways to address their weaknesses.

At the foundation of our approach is a process designed to profoundly enhance their self-awareness. Our process combines state of the art assessment with professional coaching and development planning to help leaders establish their critical path to great leadership.

Assessment

We evaluate all key attributes associated with great leadership:

- Personality attributes that facilitate performance
- Personality attributes that can derail or inhibit performance
- Driving values that dictate the environment a leader will create
- Cognitive abilities associated with tactical and strategic decision-making

Development Planning

We approach development planning by focusing on performance improvements that can be attained through five development strategies that leverage our assessment results.

Strategy 1 – Develop through education or training

Strategy 2 – Leverage an area of strength

Strategy 3 – Compensate with alternative behaviors

Strategy 4 – Support the weakness with resources

Strategy 5 – Redesign the job or assignment

We also offer a comprehensive development planning guide structured around our process that will help leaders establish their critical path to great leadership.

Professional Coaching Support

Hogan has selected and trained a worldwide network of executive coaches based on our rigorous standards. We use this network to provide leaders with skilled, professional coaches to support their development.

Measuring Progress

Measuring development progress is essential for leaders interested in going from good to great. Progress has typically been measured using business results. Increasingly, companies are interested in people results. Performance measurement and 360° assessment have been extensively used to measure both business and people results. We offer a simple approach to incorporating these measures into our process.

EXCEEDING CLIENT EXPECTATIONS

Hogan Assessment Systems was founded on a philosophy of providing research-based solutions. The Hogan leadership development process is no exception. We partner with customers to configure our process to meet their needs and to ensure measurable results that exceed their expectations. Here is what three industry professionals have to say about our process.



Bank of America uses the Hogan Leadership Forecast Challenge Report as a key part of their on-boarding process for newly hired executives.

"... we examined 120 executives over a two year period and identified specific personality attributes that can inhibit success at Bank of America. The Leadership Forecast Challenge Report provides the assessment information necessary to coach new executives on these attributes."

Brian Fishel, SVP Leadership Development



Dell uses Hogan Leadership Forecast Reports and our Professional Coaches as part of their Global Talent Management Program.

"... our need for great leaders requires effective leadership development. Hogan Leadership Forecast Reports and their network of coaches are an integral part of our effort to develop great leaders."

Brandy Agnew, Global Talent Manager



PepsiCo uses the Hogan Leadership Development Process to develop leaders throughout the world.

"... we conducted a study involving more than 350 PepsiCo leaders. Our results provided strong empirical support for the value of the Hogan process in developing leaders. Furthermore, a significant majority of the participants advocated the use of the process for their own development."

Alan Church, VP Organizational Development

The Hogan Leadership Development Process combines assessment, development planning, professional coaching support, and systematic progress monitoring into a comprehensive solution for companies interested in developing their leaders. The process is cost effective and has produced measurable results for some of the most successful Fortune 500 companies in the world.

LEADERSHIP FORECAST SERIES

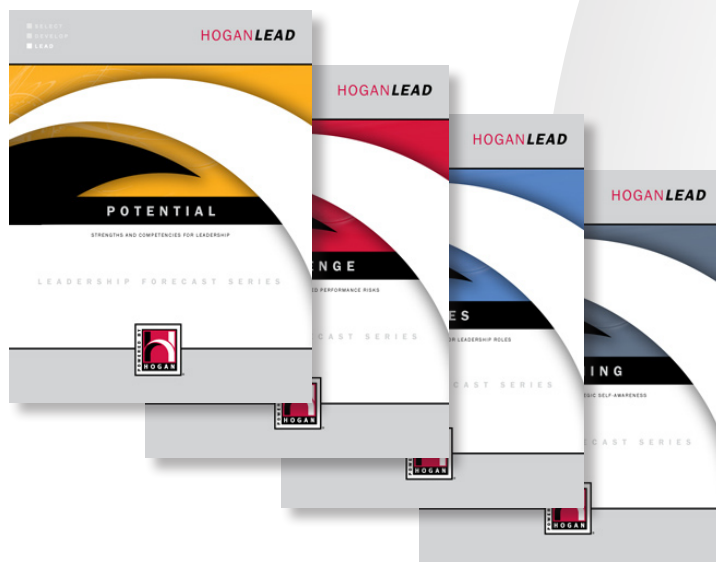
The Hogan Approach to Leadership Development:

Leadership Derailment: What we know is that perhaps two-thirds of the people currently in leadership positions will fail; they will then be fired, demoted, or kicked upstairs. The most common reason for their failure will be their inability to build or maintain a team. Their inability to build a team is typically a function of certain dysfunctional interpersonal tendencies that can be identified through Hogan's leadership development process.

Identify High-Potential Leaders: Hogan's leadership development reports are based on 30+ years of research and socioanalytic theory that identify competencies, derailers, and values of top leaders. From day-to-day interactions to situations of stress and pressure to goals that drive behavior, Hogan identifies high-potential leaders within organizations worldwide.

Beyond Succession Planning: The key to succession management is to create a match between the company's future needs and the aspirations and abilities of its leadership team. By using Hogan in your leadership development process, you can foster professional growth of the leaders within your company and evaluate a leader's impact on the climate and culture of an organization.

Leadership Significance: Leadership is the most important topic in the social, behavioral, and organizational sciences. When good leadership prevails, organizations and people prosper. Bad leadership is almost always accompanied by corporate corruption and business disasters.



POTENTIAL

The Potential Report outlines an individual's day-to-day leadership style, including behavioral descriptions, leadership competencies, and comprehensive development recommendations. The Potential Report's seven dimensions of normal personality address different components of leadership performance.

CHALLENGE

The Challenge Report describes a leader's characteristic way of interpreting the world and treating subordinates while under stress and pressure. The Challenge Report predicts career-derailing behaviors that interfere with the ability to build a cohesive and high-performing team, the hallmark of effective leadership.

VALUES

The Values Report explores a person's core values and goals that ultimately drive a leader's behavior, aspirations and expectations about life. What a person values determines how he/she will lead; this determines the kind of environment a leader will create and the sort of organizational culture the person will do the best work.

COACHING

The Coaching Report is a self-guided, comprehensive development planning tool for individual leadership development. It integrates the information from the Potential, Challenge, and Values reports into a five-step planning process. By completing this process, a leader produces a powerful, personal development plan designed to foster professional growth.