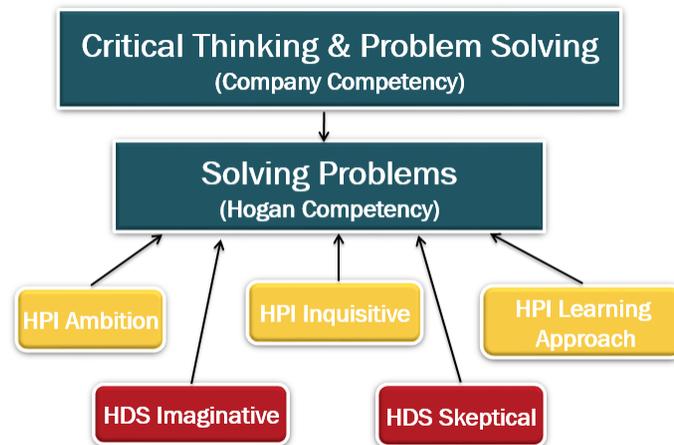


## Consulting Industry Business Analysts and Associates

**Challenge:** A global management consulting company developed a competency model to describe the behaviors, skills, and capabilities necessary to drive business success. To link business strategy to talent management, the company collaborated with Hogan to identify personality facets that predicted the competencies important for Business Analyst and Associate performance.

**Solution:** Hogan mapped the company’s competency model to the Hogan competency model. This alignment allowed Hogan to use existing archival data to examine the relationships between the client’s competencies and the Hogan Personality Inventory (HPI; a measure of normal, everyday behavior) and Hogan Development Survey (HDS; a measure of derailing tendencies that impede performance).

**Result:** Combining empirical evidence (e.g., synthetic validity) and expert judgment, Hogan developed profiles that predicted each competency. For example, the HPI Ambition, Inquisitive, and Learning Approach scales as well as the HDS Imaginative and Skeptical scales predicted the “Critical Thinking and Problem Solving” competency.



Individuals who exemplify this competency are goal-oriented problem solvers (higher Ambition), naturally curious and creative (higher Inquisitive), learning-oriented and knowledgeable (higher Learning Approach), practical and disciplined (lower Imaginative), and approachable and open-minded (lower Skeptical).

Overall, using Hogan assessments to select Business Analysts and Associates on these competencies should result in stronger job performance and a decrease in eventual career derailment.