

## Pharmaceutical Industry Managers

**Challenge:** A global healthcare and pharmaceutical company developed a managerial competency model. To link business strategy to talent management, the company collaborated with Hogan to identify personality and motivational facets that predicted the competencies important for success as a manager within their organization.

**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) and Hogan Development Survey (HDS). The HPI is a measure of everyday, normal personality tendencies and the HDS measures characteristics that can derail or inhibit performance. Also, Hogan used expert judgment to align the Motives, Values, Preferences Inventory (MVPI) scales with the company's managerial competencies. The MVPI assesses an individual's core drivers and values.

**Result:** Combining empirical evidence and expert judgment, Hogan developed profiles that predicted each Managerial competency. For example, the HPI Adjustment, HPI Ambition, HPI Inquisitive, HDS Skeptical, HDS Reserved, and MVPI Power scales predicted the "Sets Direction and Strategy" competency. Managers who can effectively set direction and strategy must remain calm under pressure, be able to create a shared vision, are focused on the big picture, appear perceptive and insightful, appreciate diverse viewpoints, and are achievement oriented.

Additionally, the HPI Sociability, HPI Interpersonal Sensitivity, HDS Excitable, HDS Reserved, and MVPI Affiliation scales predicted the managerial "Collaborates across Boundaries" competency. Those who work well with others tend to come across as approachable, are skilled at building and maintaining relationships, appear even-tempered, can read people quickly, and enjoy being around others.

Overall, using the HPI, HDS and MVPI should result in stronger manager performance, a decrease in eventual career derailment, and better cultural fit.