



Leadership:

You're Doing It Wrong.

A defining look at the effects of leader personality on employee engagement and organizational performance.

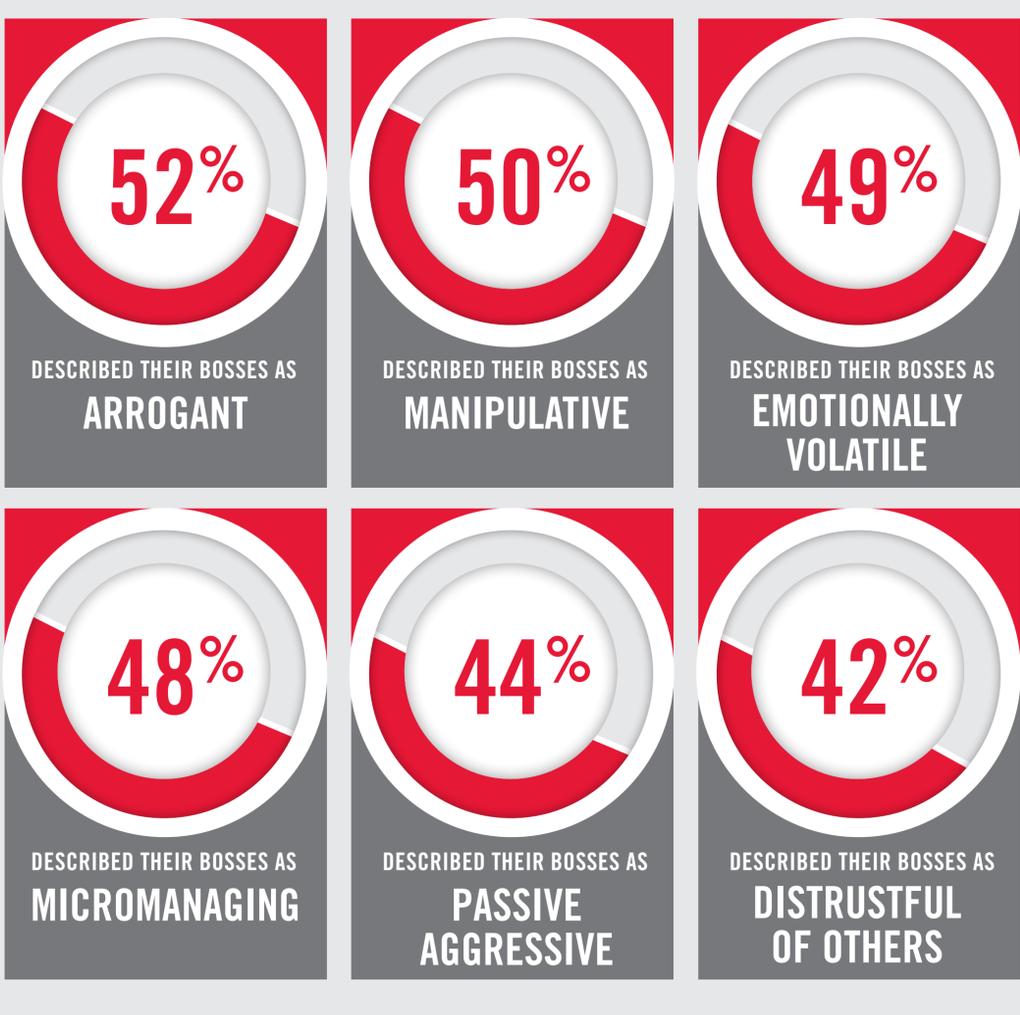
>> What makes a good leader?

HR View	Hogan View
Defined by position – the person at the top <i>is</i> a leader.	Defined by the ability to build a high-performing team.
Evaluated by bosses and other superiors.	Evaluated by the team's performance.
Focused on competencies valued by an organization.	Focused on qualities valued by the team.

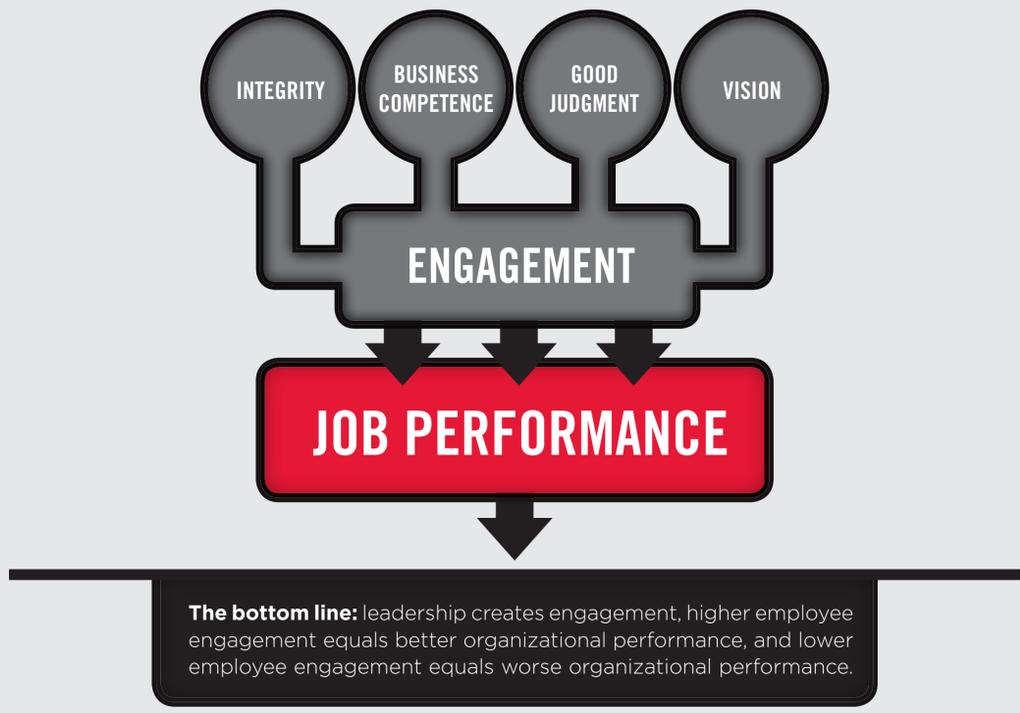
VS.

>> Defining bad leadership

Hogan asked a large sample of working adults about the personalities of their best and worst bosses:



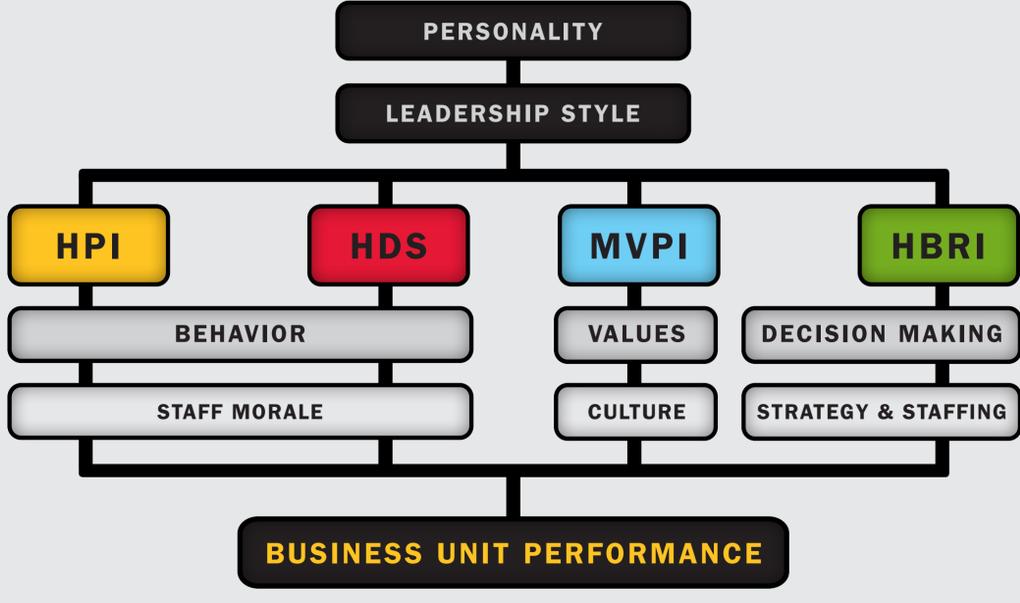
>> Why does leadership matter?



>> Personality and leadership

HOGAN ASSESSES REPUTATION FROM TWO PERSPECTIVES:

<h3>HPI BRIGHT SIDE</h3> <p>Bright-side personality, or normal personality, describes people when they are at their best. Bright-side personality is measured by the Hogan Personality Inventory (HPI), and predicts leadership performance across all organizational levels and industry sectors.</p>	<h3>HDS DARK SIDE</h3> <p>Dark-side personality describes people when they are stressed, bored, or simply not paying sufficient attention to their behavior. Measured by the Hogan Development Survey (HDS), this behavior alienates subordinates and prevents managers from being able to build a team.</p>
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Leadership is the most important single factor determining success in business.