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

**Leadership: You’re Doing It Wrong.**

What makes a good leader?

**HR View**
- Defined by position: the person at the top is a leader.
- Evaluated by bosses and other superiors.
- Focused on experiences valued by an organization.

**Hogan View**
- Defined by the ability to build a high-performing team.
- Evaluated by the team's performance.
- Focused on qualities valued by the team.

**Defining bad leadership**

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

- **Arrogant**: 52% described their bosses as arrogant.
- **Manipulative**: 50% described their bosses as manipulative.
- **Emotionally volatile**: 49% described their bosses as emotionally volatile.
- **Micromanaging**: 48% described their bosses as micromanaging.
- **Passive**: 44% described their bosses as passive.
- **Aggressive**: 42% described their bosses as aggressive.
- **Distrustful**: 39% described their bosses as distrustful.

**Why does leadership matter?**

The bottom line: leadership creates engagement, higher employee engagement equals better organizational performance, and lower employee engagement equals worse organizational performance.

**Personality and leadership**

Hogan assesses reputation from two perspectives:

- **HPI (Hogan Personality Inventory)**
- **HDS (Hogan Development Survey)**

**Bright side**
- 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.

**Dark side**
- 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.

**Leadership is the most important single factor determining success in business.**

Want to learn more? Download the full white paper.