

PERSONALITY AND LEADER PERFORMANCE

Presented By: Ryan Ross and Rebecca Callahan

TODAY'S AGENDA

Define – Personality and Leadership

How Personality and Leadership Impact Bottom Line Results

Building Strategic Self Awareness -

Understanding Your Day to Day Personality

- Hogan Personality Inventory

Building Awareness Around Your Challenges

- Hogan Development Survey

Capitalizing On Your Values And Drivers

- Motives, Values, Preferences Inventory

Bringing It All Together

- Leveraging Integrated Hogan Data To Build An Action Plan

Managing Millennials/Generation Y

DEFINING PERSONALITY

DEFINING PERSONALITY: INDIVIDUAL DIFFERENCES

*Personality should be defined from two perspectives:
Yours and Ours.*

- Your view concerns your hopes, dreams, fears, and values (Identity)
- Our view concerns how we see you (Reputation)
- Identity is the person you think you are.
- Reputation is the person we think you are.

DEFINING LEADERSHIP

WHAT IS LEADERSHIP?

Two Views

HR View

Defined by position – the person at the top *is* a leader.

Evaluated by bosses and other superiors.

Focused on competencies valued by an organization.

VS.

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.

PERSONALITY'S IMPORTANCE IN BUSINESS

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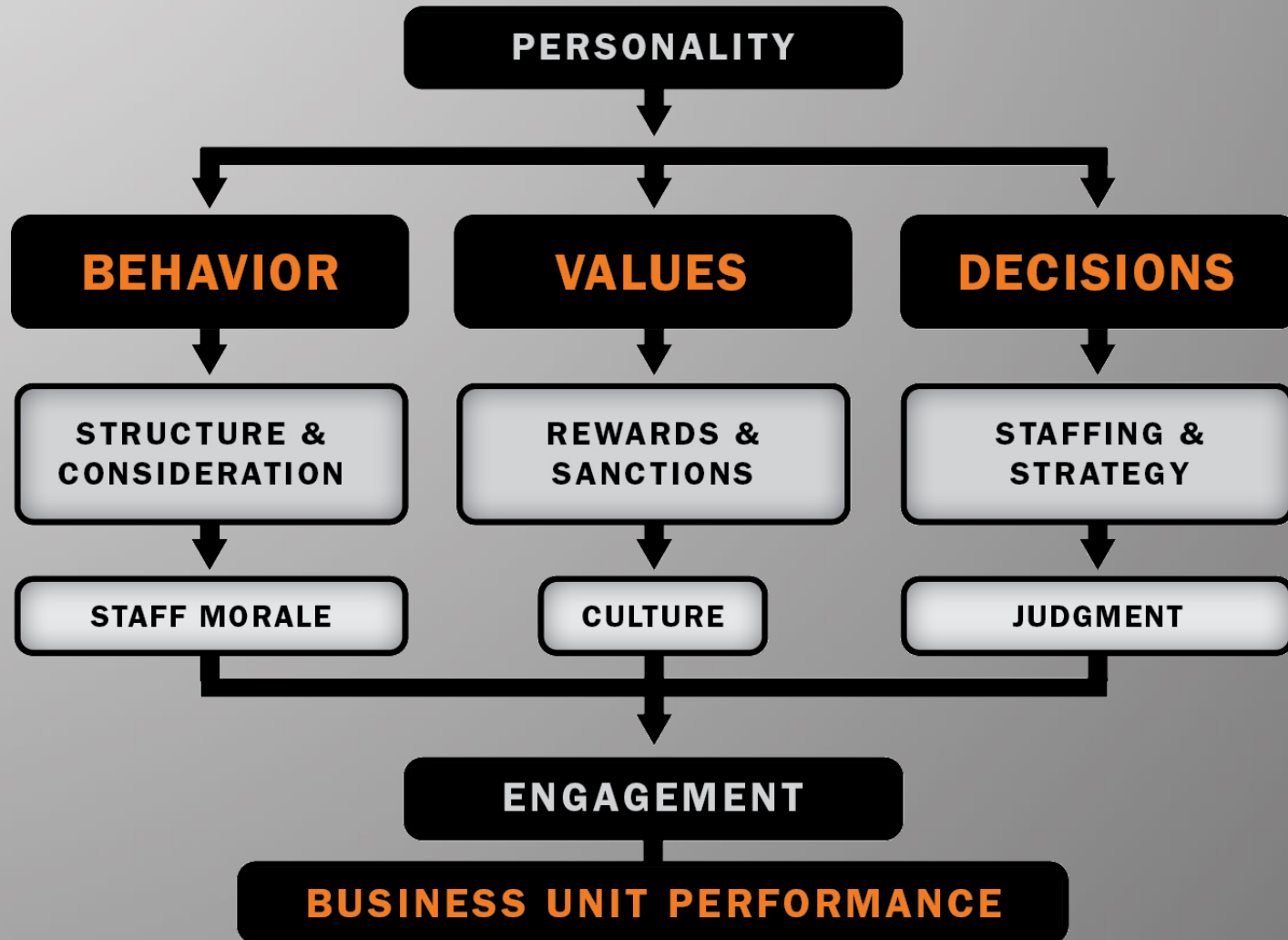
Underlies our behavior, actions, reactions, and interactions.

Insight into how we execute business strategies, and manage change, conflict and people.

Information on individual/team strengths and blind spots, and organizational culture.

Influences our effectiveness at leading people.

HOGAN LEADERSHIP VALUE CHAIN



WHAT MAKES HOGAN UNIQUE

Built upon statistical relationships with observed behavior

Designed to accurately predict aspects of job performance

The inventories measure a person's reputation-- how others will likely describe an individual

Framed in the context of business and leadership; developed exclusively on adults in the workplace

HOW THE TOOLS WORK

You respond to items based on your identity

Your response pattern is correlated with a description

Each description is derived from a research-based reputation

The descriptions are compiled into a report

A report is an overall summary of a person's likely reputation

Reputation is strongly related to a person's past, present, and future performance.

BUILDING SELF-AWARENESS

IMPORTANCE OF SELF AWARENESS

Why is Personality Important?

People who know themselves ...

- seek feedback in multiple forms
- accept feedback
- act on the feedback
- are more successful than those who don't

People who lack self-awareness ...

- miss feedback messages (blind spots)
- ignore feedback they do receive (denial)
- are slow to change over time (obsolete)
- top-out or derail (fail)

PURPOSE OF DEVELOPMENT

To identify important accelerating and inhibiting behaviors.

Some behaviors that made us successful in the past will hold us back in the present and future.

Leaders set the tone for moving an organization

Certain behavior changes can accelerate movement

Behavior change is hard

Your reputation is just the sum of your behaviors

OBJECTIVES

SELF-AWARENESS

Develop greater awareness of personal strengths and opportunities for development

PERFORMANCE

Enhance your ability to communicate and accomplish the goals of the business by applying increased self awareness

LEADERSHIP

Strengthen your ability to deal with the challenges of an increasingly complex business environment

M V P I

INSIDE

H P I

BRIGHT SIDE

H D S

DARK SIDE

EVERYDAY STRENGTHS AND WEAKNESSES

OVERUSED STRENGTHS THAT CAN DERAIL YOUR CAREER

PERSONAL GOALS, INTERESTS, AND DRIVERS

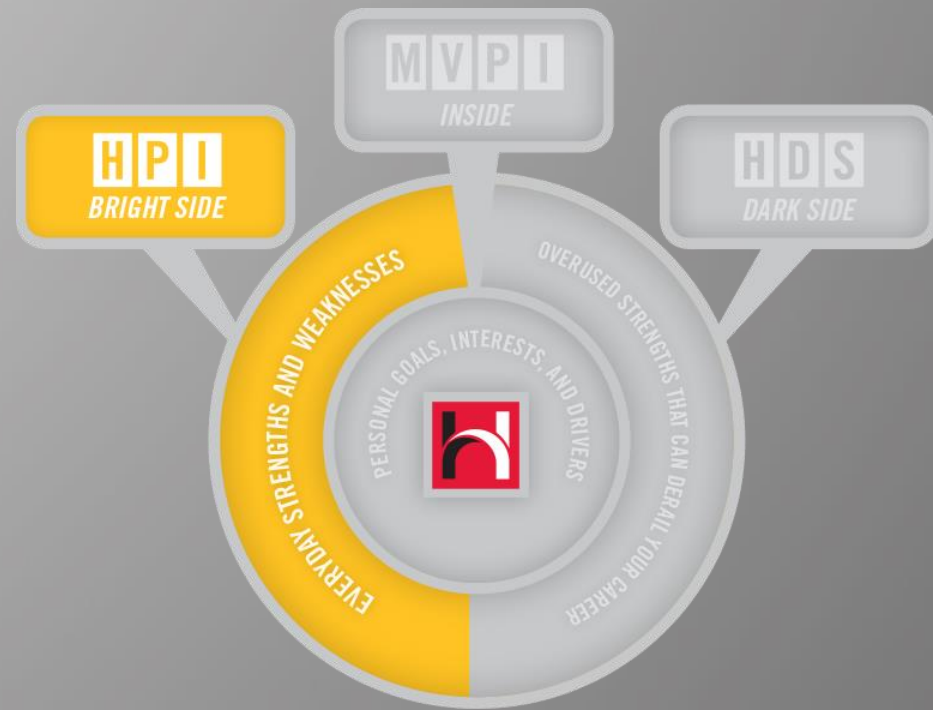


HOGAN PERSONALITY INVENTORY

HOGAN PERSONALITY INVENTORY

Bright side personality characteristics as measured in the Potential Report

- Describe characteristics that occur day-to-day
- Are relatively stable over time
- Play a significant role in career success
- Are universally found in cultures worldwide

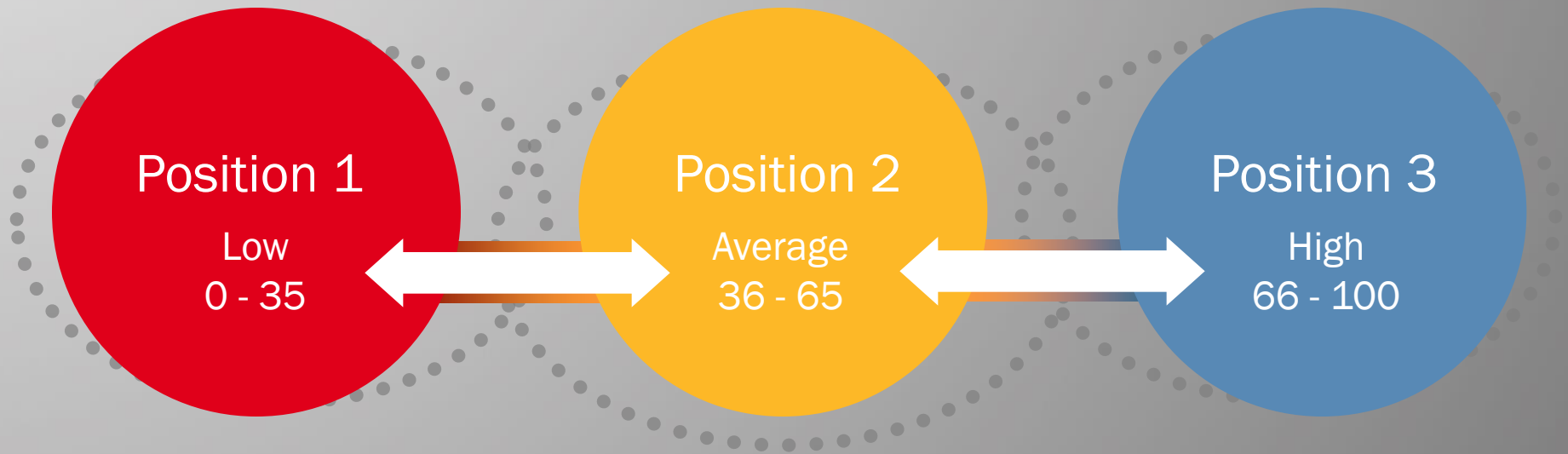


LEADERSHIP STRENGTHS

HOGAN PERSONALITY INVENTORY

Adjustment	Resiliency: Stress tolerance, composure, and outlook
Ambition	Leader-like tendencies: expectations for self/others, initiative, and self assuredness
Sociability	Extraversion: social pro-activity & presence
Interpersonal Sensitivity	Communication style: diplomatic vs. direct
Prudence	Conscientiousness: attention to detail, process focus, and following rules
Inquisitive	Decision-making/problem-solving approach: strategic vs. pragmatic
Learning Approach	Learning style: “traditional” and continuous vs. hands-on and just-in-time

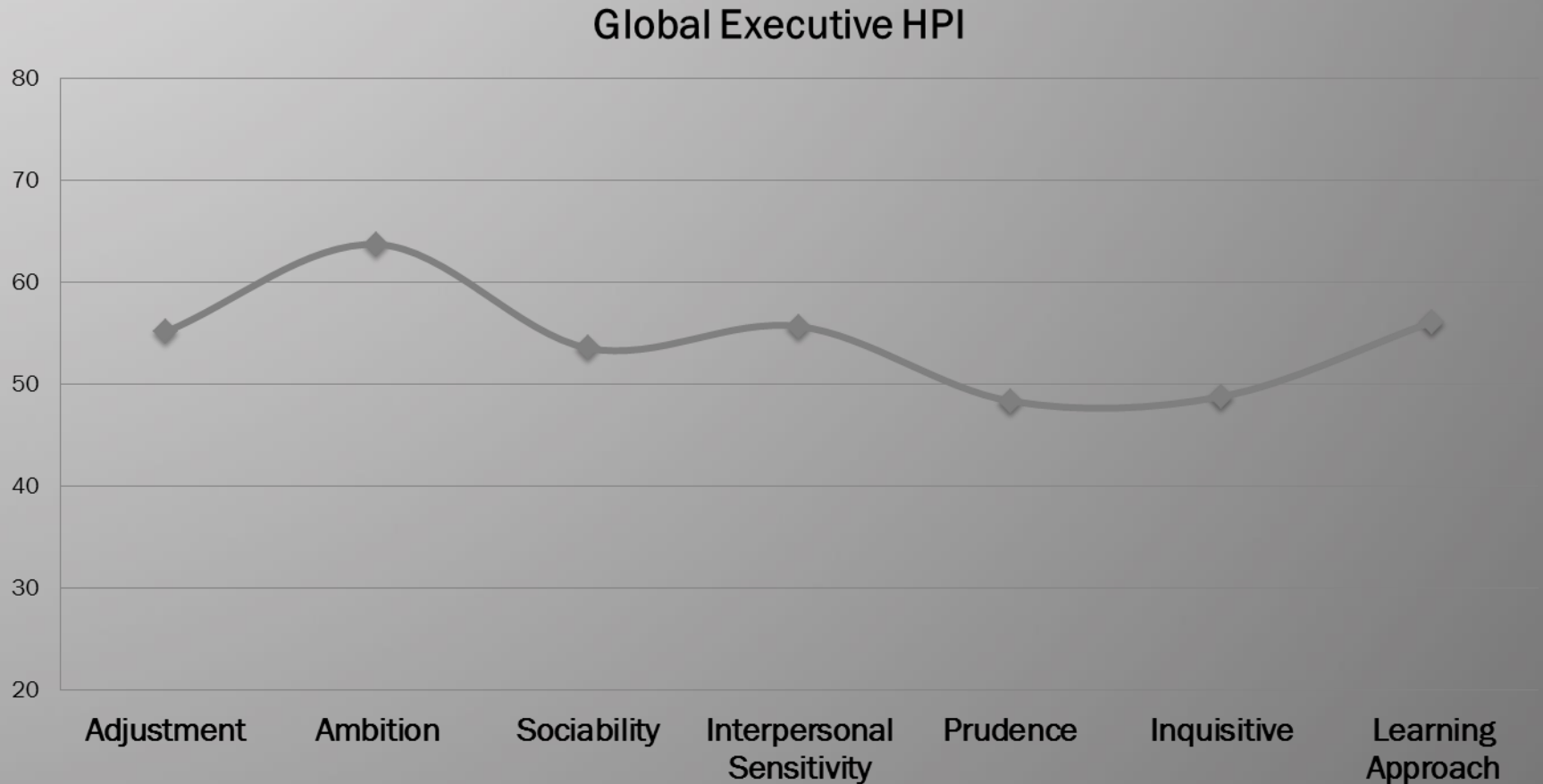
HUMAN HISTOGRAM



1. Take a position in the room associated with your scale score
2. Take note of your peers and the position they take within the room
3. Review the attributes associated with the various ranges
4. Repeat for subsequent scales

HOGAN PERSONALITY INVENTORY

Global Executive Benchmark Data



HOGAN PERSONALITY INVENTORY

Group Discussion

KEY OBSERVATIONS

- What about my profile was obvious to me?
- What was a surprise?

GLOBAL LEADERS

- How am I similar to a typical global executive?
- How do I differ from a typical global leader?

ROLE FIT

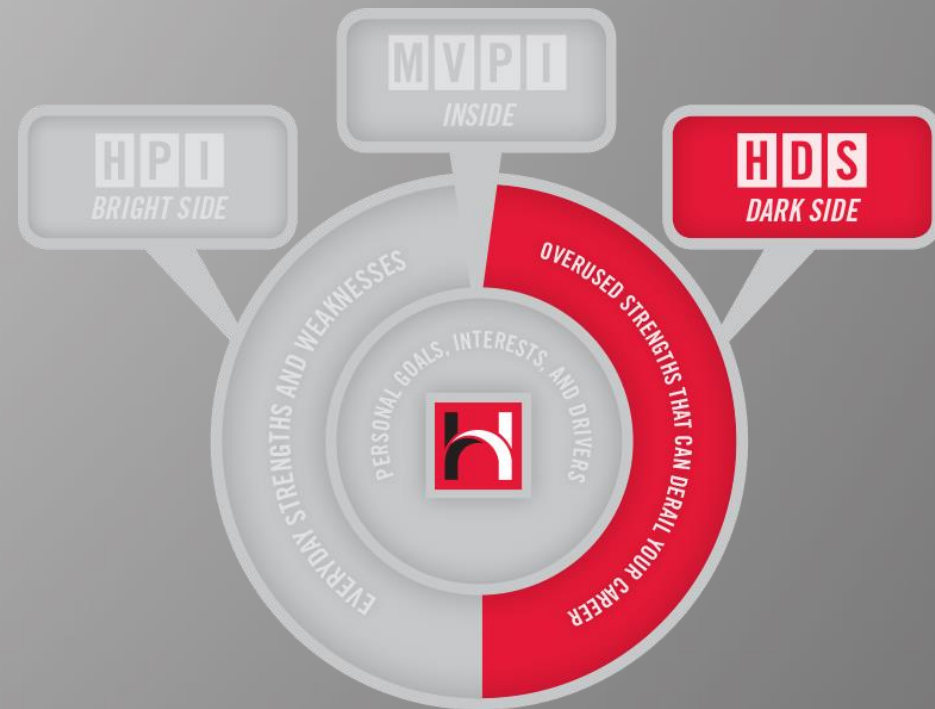
- How are my characteristics working out in my current role?
- What adjustments to my behavior might I need to make?

HOGAN DEVELOPMENT SURVEY

HOGAN DEVELOPMENT SURVEY

Dark side personality characteristics as measured in the Challenge Report

- Appear when self-monitoring is disrupted
- Can cause reputational damage
- Can enhance performance if kept under control
- Can be coached and developed



The critical aspect of this report is what it says about the characteristics that can present barriers to effective leader performance.

IMPACT OF THE SITUATIONAL CONTEXT

To understand the true risk of each derailer, it is important to know the situational context or lens through which your behavior is evaluated.

The Culture Context: norms, values, taboos, success factors

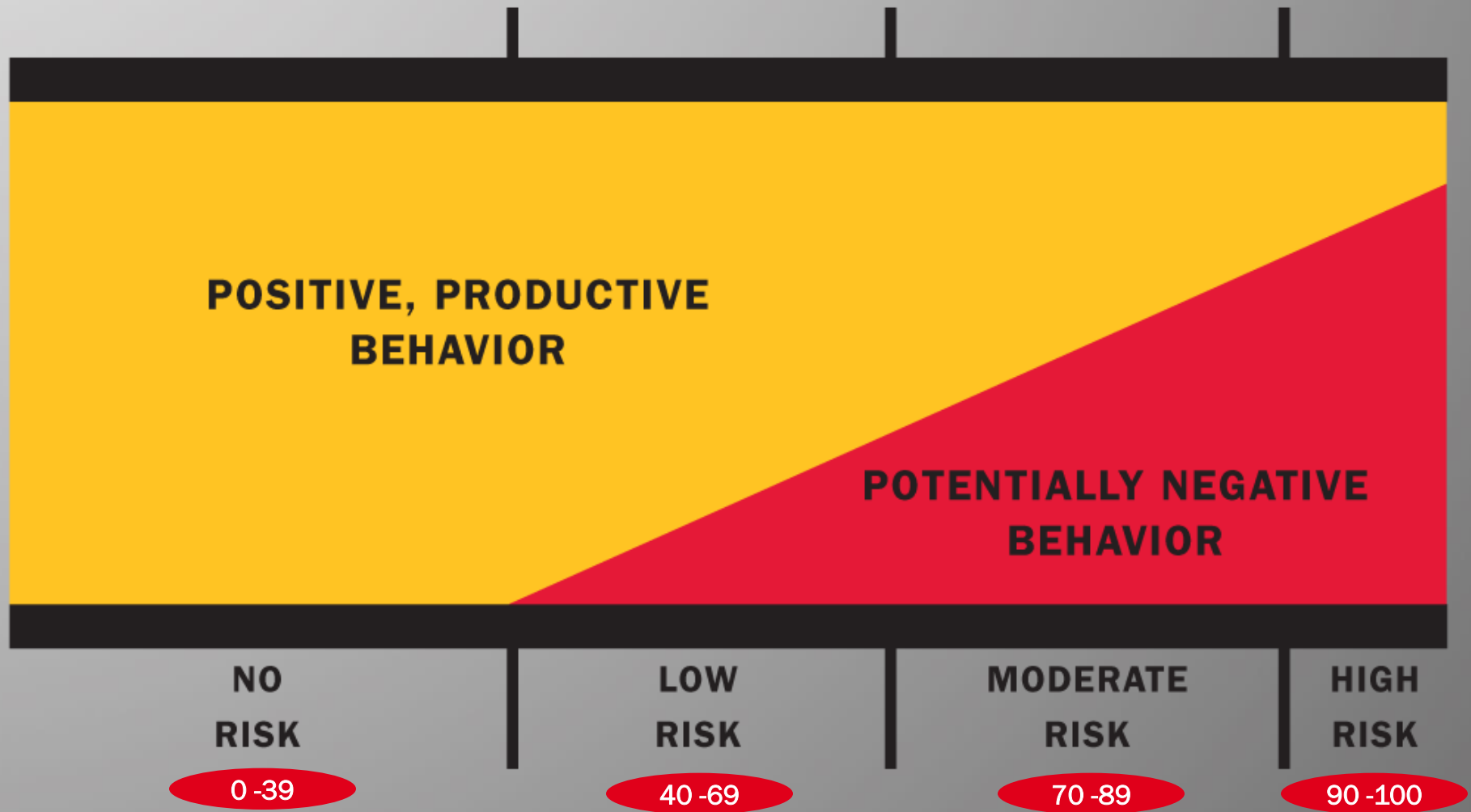
The Leader Context: leadership style, core values, priorities

The Role Context: competencies, success factors for your current role and the role you aspire to attain

The situational context can elevate or diminish the risks associated with a derailer.



IMPLICATIONS OF RISK SCORES

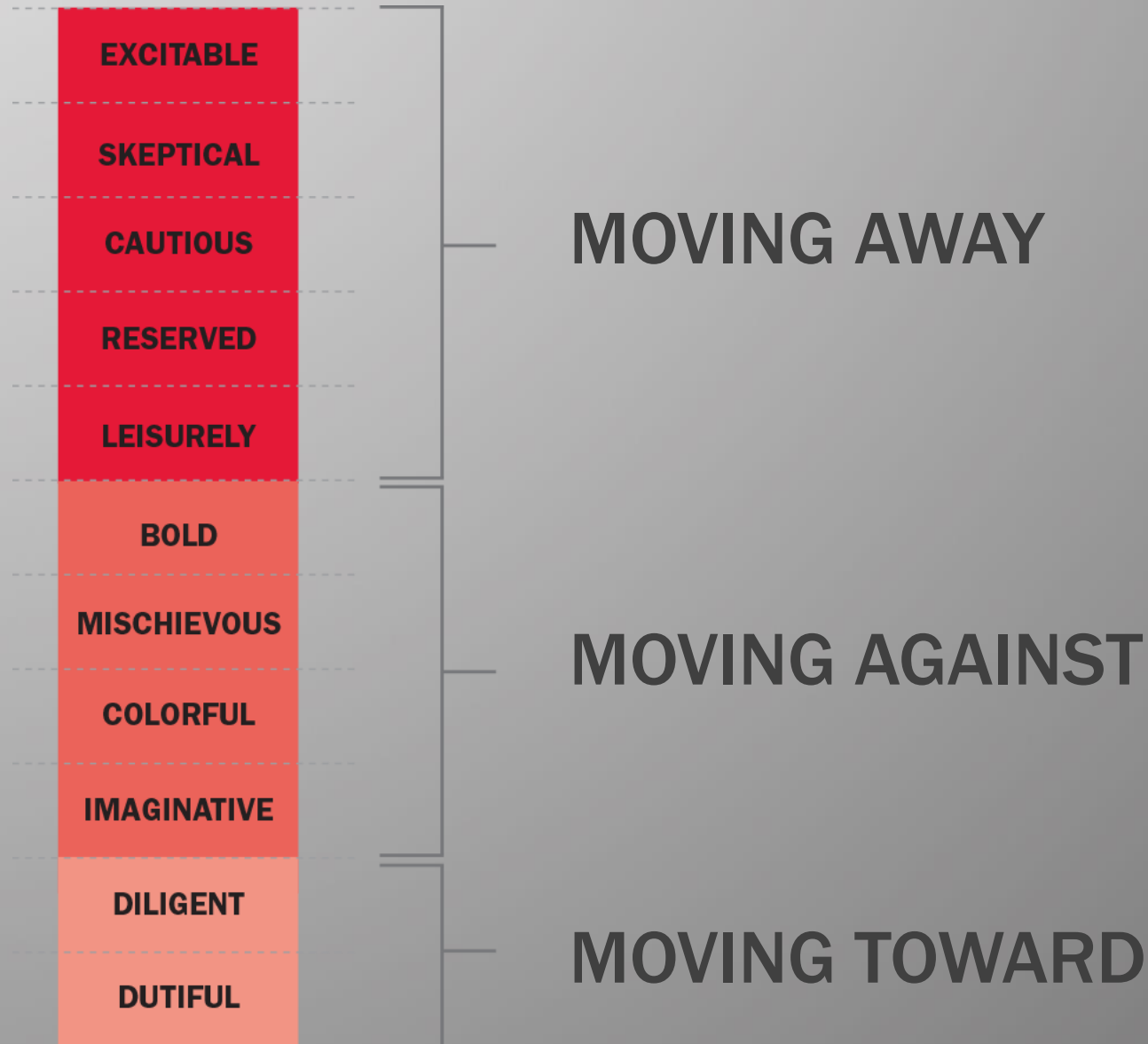


LEADERSHIP DERAILMENT

HOGAN DEVELOPMENT SURVEY

	Everyday Strengths	Derailers
Excitable	Intense & energetic	Moody, inconsistent & unpredictable
Skeptical	Perceptive & insightful	Cynical, distrustful & fault-finding
Cautious	Careful & thorough	Risk-averse & fearful of failure
Reserved	Independent & businesslike	Socially withdrawn & unapproachable
Leisurely	Cooperative & agreeable	Privately irritable & resistant
Bold	Confident & assertive	Exceptionally self-promoting & smug
Mischievous	Charming & excitement-seeking	Risk-taking & untrustworthy
Colorful	Outgoing & socially-skilled	Attention-seeking & dramatic
Imaginative	Innovative & creative	Eccentric, flighty, & impractical
Diligent	Detail oriented & conscientious	Perfectionistic & micromanaging
Dutiful	Supportive & loyal	Eager to please & ingratiating

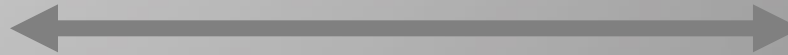
CHALLENGE REPORT



UNDERSTANDING DERAILERS

Self-Disclosure Activity

Moderate Risk
70-89



High Risk
90+

Flag

Circle

1. Facilitator will define the derailer “CLUSTER”
2. If this is a risk for you (70-100), notate on your page
3. Facilitator will review the potential derailing behaviors
4. Look for themes among derailing behaviors
5. Begin to identify triggers for these behaviors

MOVING AWAY

Moderate to High Risk Description

<u>DERAILER</u>	<u>DESCRIPTION</u>
-----------------	--------------------

- | | |
|--------------|--|
| 1. Excitable | Moody, hard to please, and a tendency to erupt emotionally |
| 2. Skeptical | Alert, mistrustful, and easily offended |
| 3. Cautious | Unassertive, defensive, and fearful of making mistakes |
| 4. Reserved | Unconcerned about the feelings of others, aloof, withdrawn |
| 5. Leisurely | Overtly cooperative, but privately irritable and uncooperative |

If any of these are a risk for you...take notes

MOVING AGAINST

Moderate to High Risk Description

<u>DERAILER</u>	<u>DESCRIPTION</u>
6. Bold	Unusually self-confident with inflated views of competency
7. Mischievous	Socially skilled, carefree, risk taking, and excitement seeking
8. Colorful	Dramatic and enjoys being the center of attention
9. Imaginative	Acts and thinks in creative and sometimes odd or eccentric ways

If any of these are a risk for you...take notes

MOVING TOWARD

Moderate to High Risk Description

<u>DERAILER</u>	<u>DESCRIPTION</u>
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10. Diligent	Meticulous, perfectionist, compulsive, and conscientious
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11. Dutiful	Eager to please, ingratiating, and reluctant to take action
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If any of these are a risk for you...take notes

EXERCISE: YOUR DERAILER IS STICKING UP

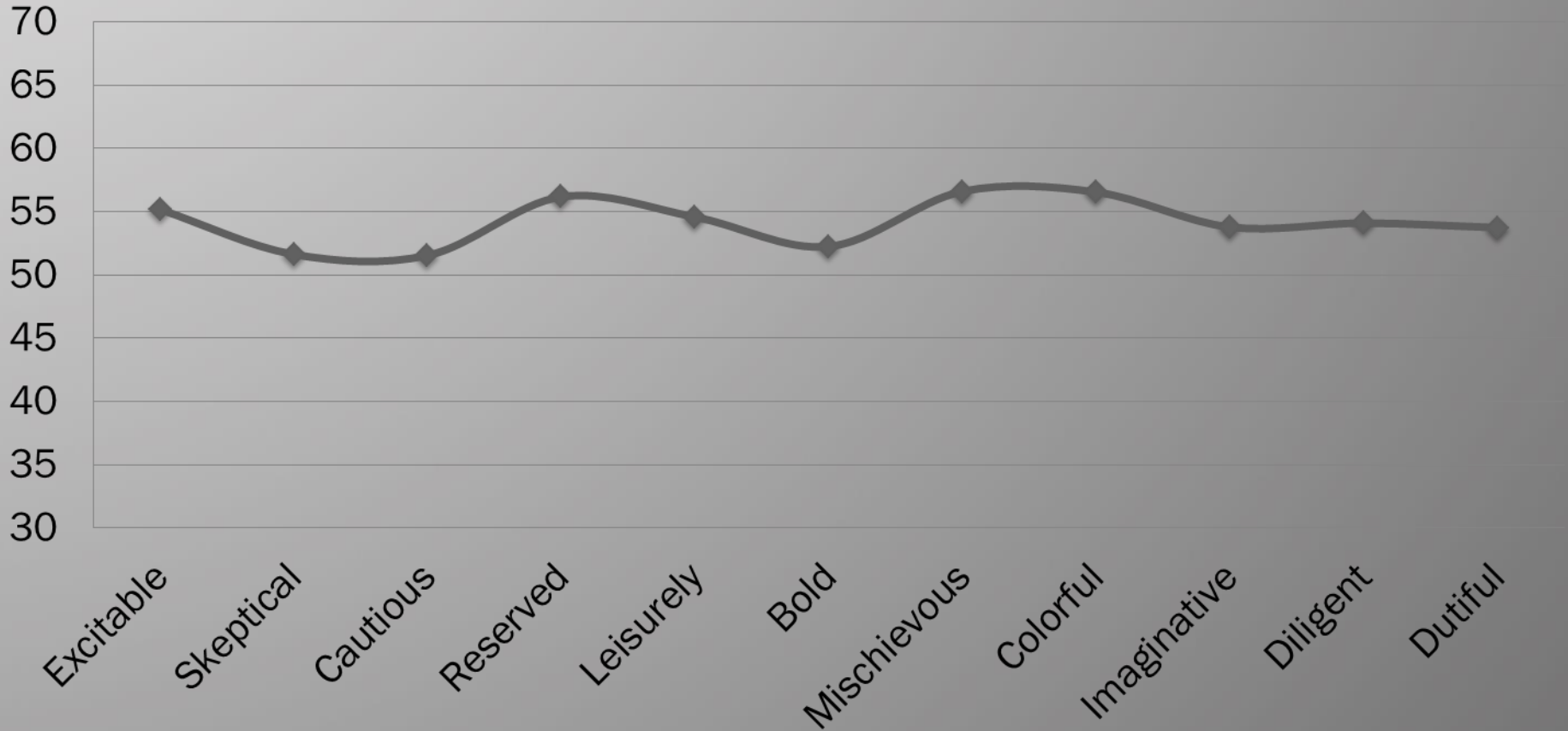
In this exercise, you are going to role play each derailer as it would appear sticking out of the water.

1. Work with your table or nearby participants and select one or two actors.
2. Groups will randomly select derailers from a card deck provided by facilitator.
3. Participants will create a 1-minute role play of each derailer selected as it would appear sticking high out of the water.
4. The other table participants watch the role play and then guess which derailer is being portrayed and how this plays out in real life.

HOGAN DEVELOPMENT SURVEY

Global Benchmark Data

Global Executive HDS



HOGAN DEVELOPMENT SURVEY

Group Discussion

KEY OBSERVATIONS

- What are the overall themes in my derailers?
- What derailers emerge the most often?

GLOBAL LEADERS

- What is the “bright side” or strength of typical leader derailers?
- How do I differ from a typical global leader?

TRIGGER

- What in my current role is triggering derailing behaviors?
- What behaviors can I work to change?

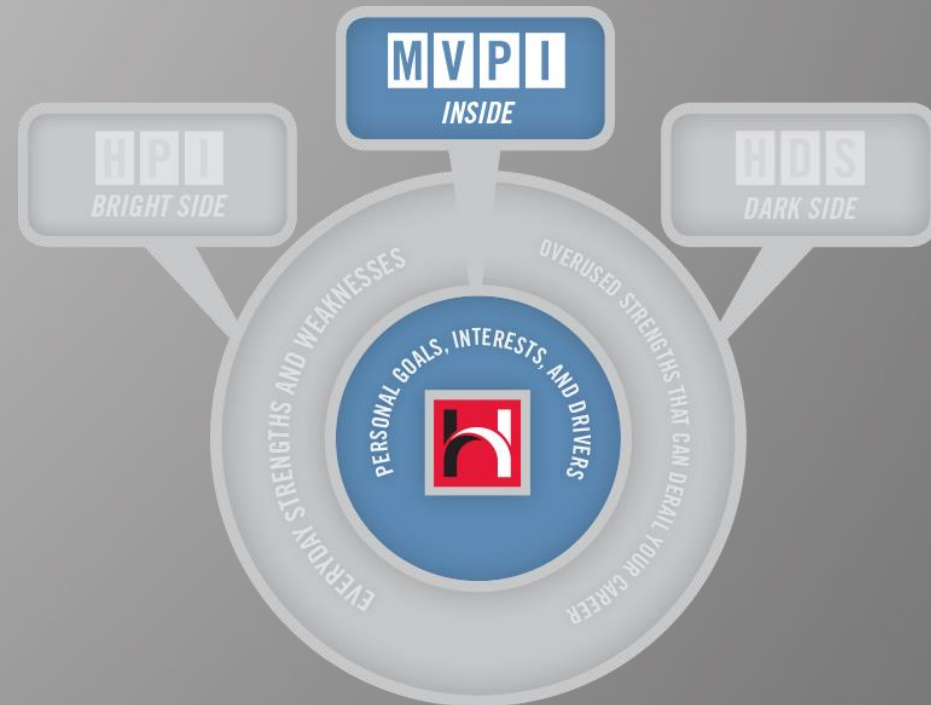
MOTIVES, VALUES, PREFERENCES INVENTORY

MOTIVES, VALUES, PREFERENCES INVENTORY

Motives and Drivers as measured in the Values Report

Provides insight regarding:

- How one gains satisfaction & stays motivated
- Environment one will create for his/her direct reports
- Values that drive one's career direction

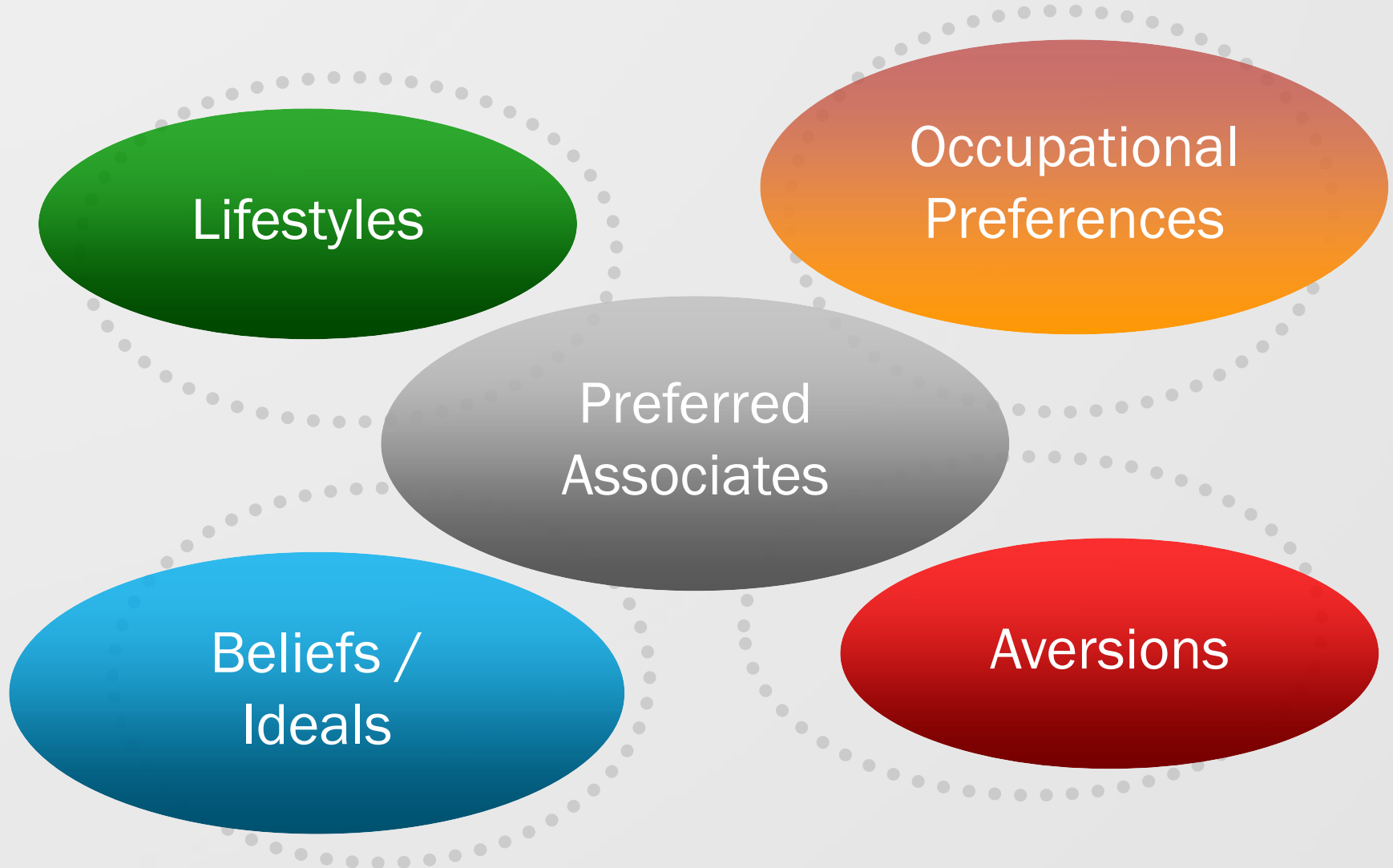


LEADERSHIP ENVIRONMENT

MOTIVES, VALUES, PREFERENCES INVENTORY

Recognition	Public acknowledgement and “pats on back”
Power	Being in charge and being perceived as influential
Hedonism	Fun, lighthearted and open-minded work environments
Altruistic	Helping others and providing excellent customer service
Affiliation	Networking, building relationships, social belonging
Tradition	Conservative cultures and strength of convictions
Security	Secure, predictable and risk-free work environments
Commerce	Managing finances, profitability, bottom-line focused
Aesthetics	Focusing on quality and product “look and feel”
Science	Analytic problem solving and working with technology

SCALE STRUCTURE



VALUES, LEADERSHIP, CULTURE



Drivers – Things that motivate you



Fit – How well you fit within an organizational culture



Leadership Style – The culture you will create for your staff



Unconscious Biases – Perceptions of experience about what is desirable or undesirable

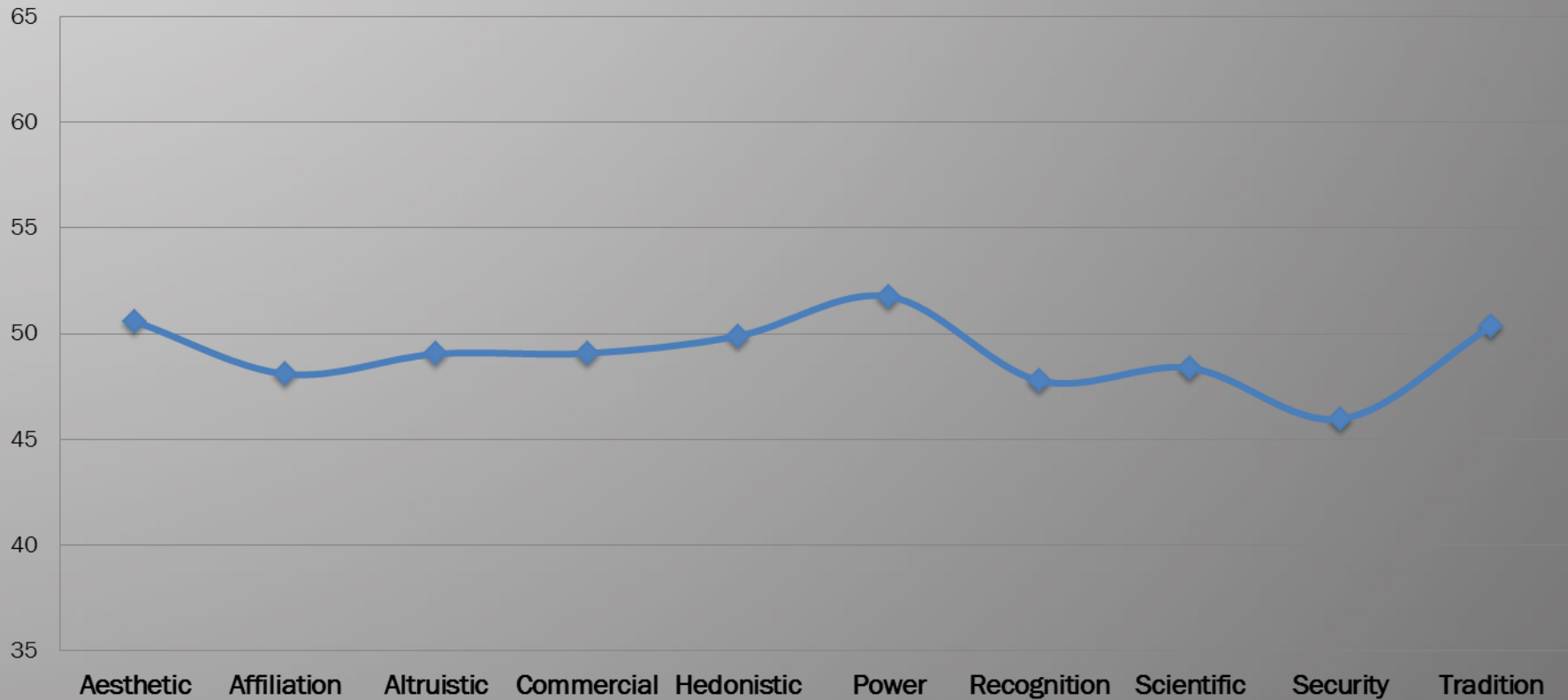
EXERCISE: VALUES AND THEIR IMPACT

A Leader's motives, values, and drivers influence the type of environment they create.

1. Take a moment for self-reflection. What kind of “weather” or environment follows you around?
2. How do these values contribute to the engagement and performance of your team?
3. How do these values match-up with your organizational values?
4. Can you think of a past or present subordinate with whom you had a “disconnect?” How do you think your values differed from his/hers?
5. Discuss results with the group.

MOTIVES, VALUES, PREFERENCES INVENTORY

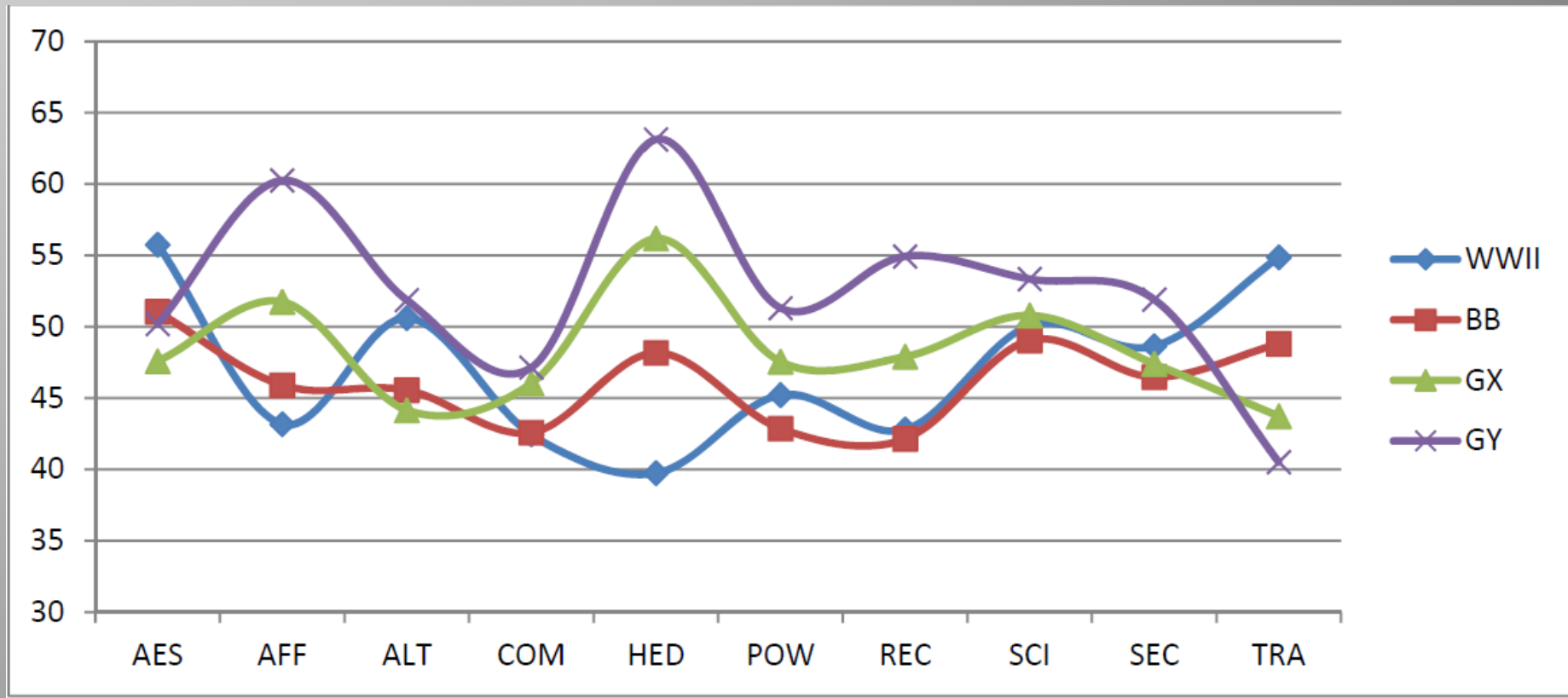
Global Benchmark Data



MANAGING MILLENNIALS

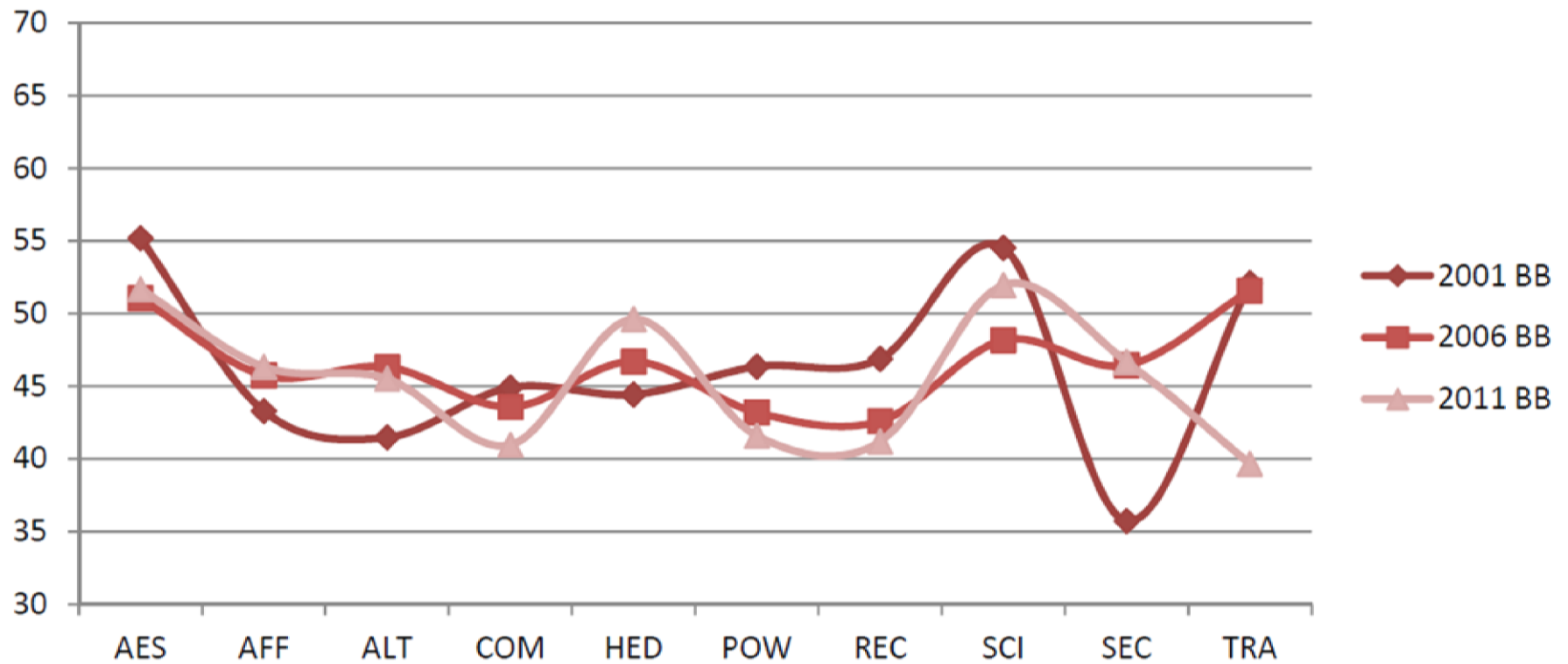
MANAGING MILLENNIALS/GEN Y

Distinguishing generational differences and age differences



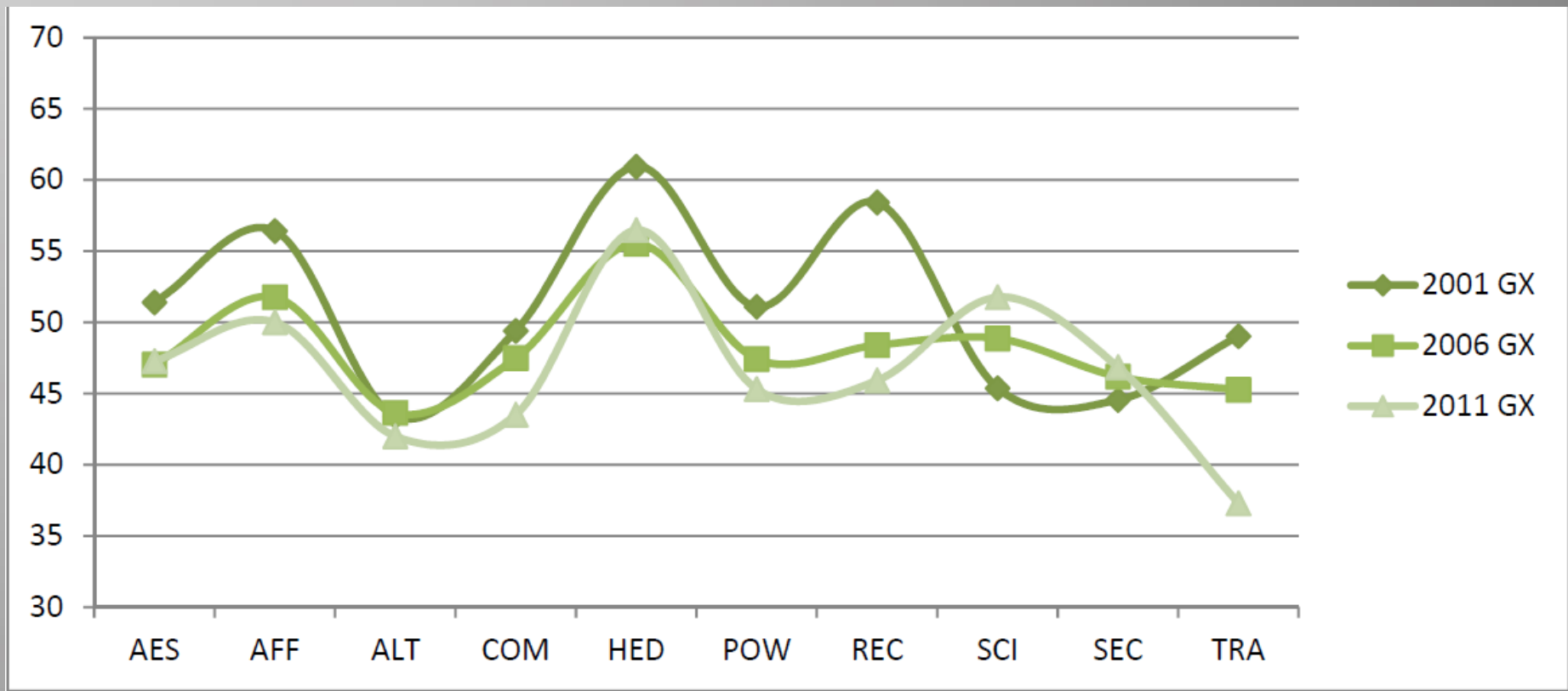
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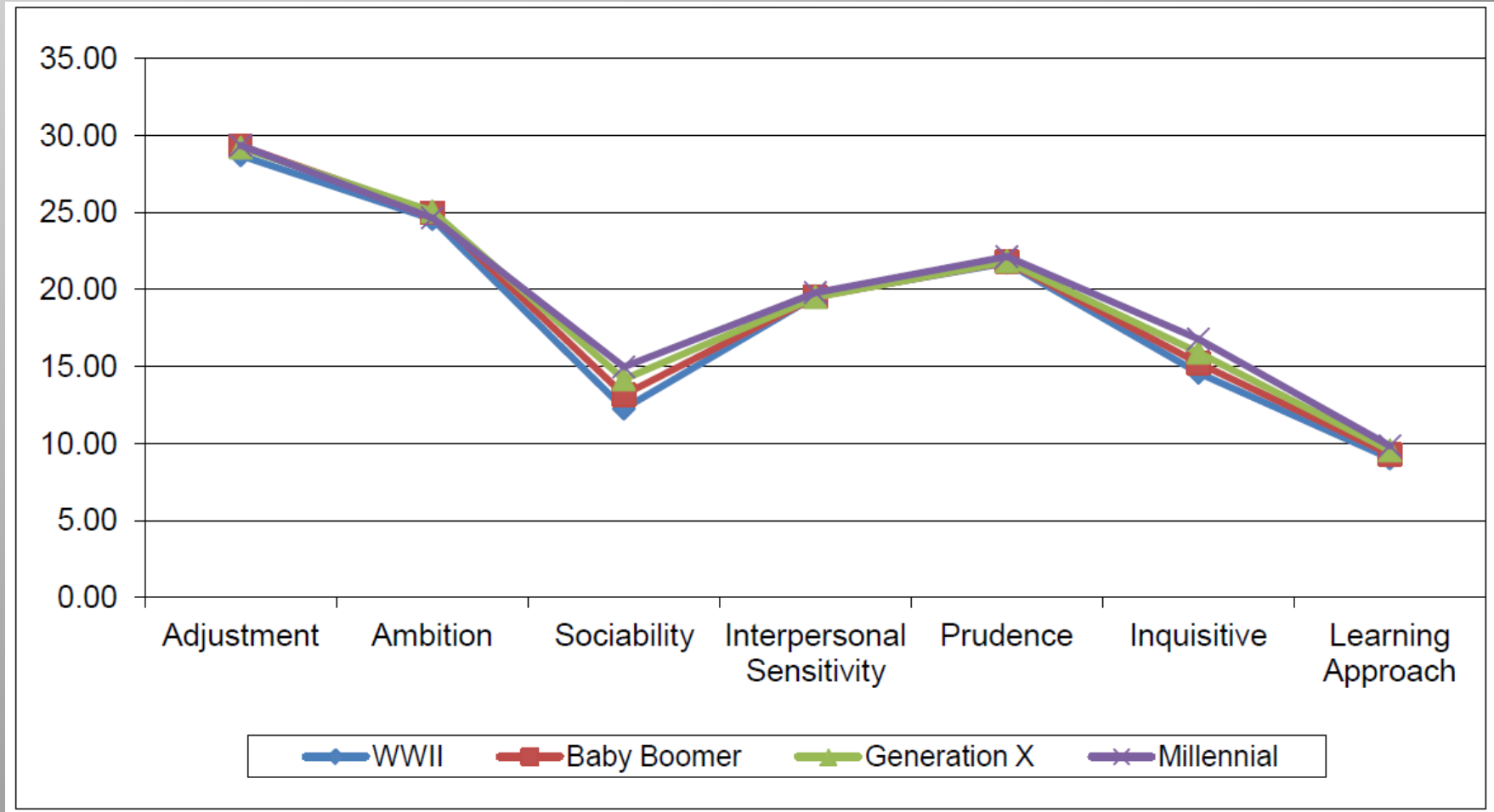
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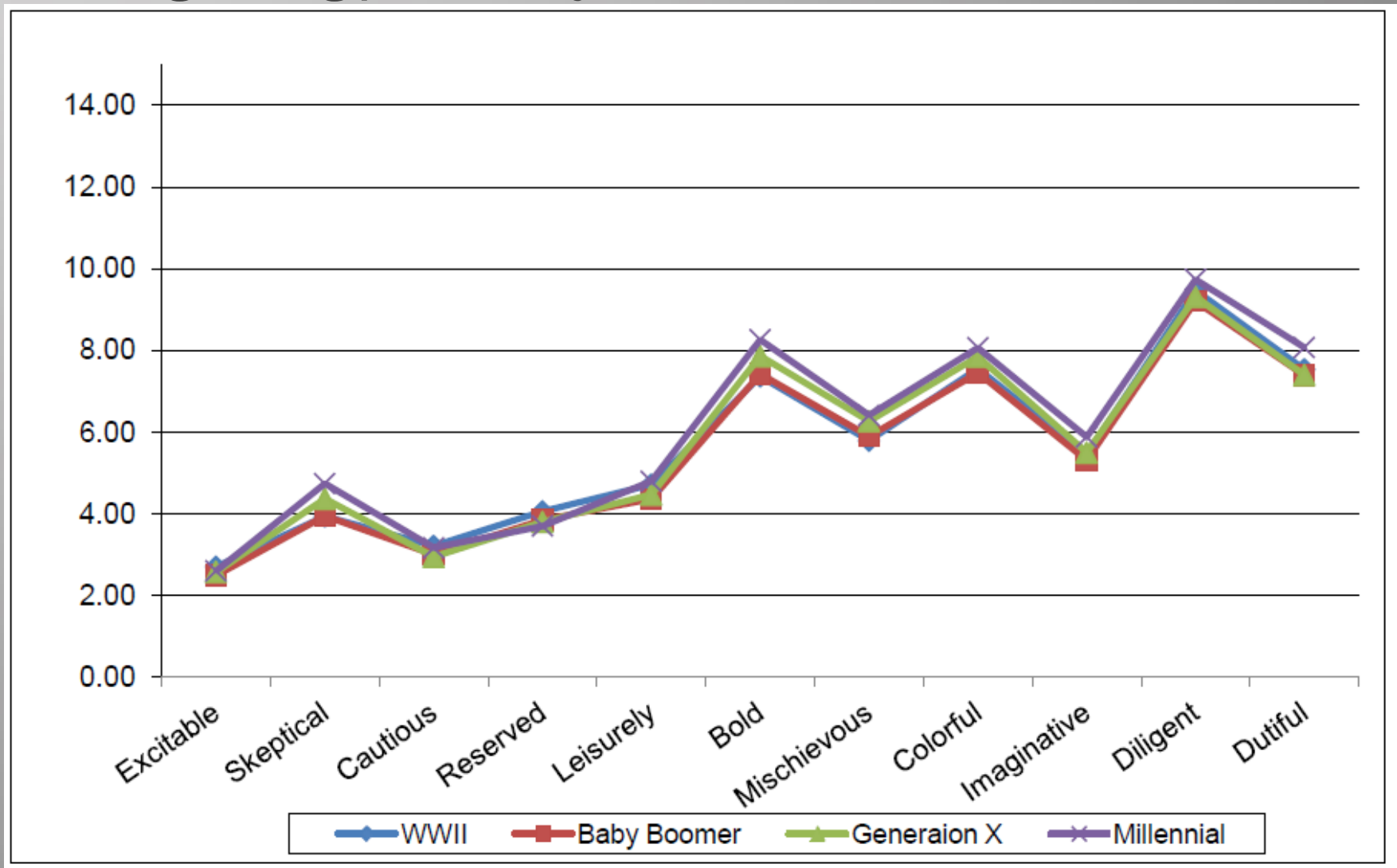
MANAGING MILLENNIALS/GEN Y

Distinguishing personality differences and culture differences



MANAGING MILLENNIALS/GEN Y

Distinguishing personality differences and culture differences



DISCUSSION OF MANAGING GEN Y

1. What are the current pain points you experience in managing millennials?
2. How can your organization better connect with gen Y?

NEXT STEPS

This is an on-going process and it begins with strategic self-awareness and individual development

Be self aware of your Hogan Profile and ask yourself:

What about my profile is working for me in my current role and where are there opportunities to develop?

How do some of my key strengths contribute to my success?

What is my single greatest opportunity for development?

How do my values match-up with my organization and my team?

Reflect on today's discussion and consider the following:

Identify 1-2 goals with critical next steps for improving performance over the next year.

THANK YOU

www.hoganassessments.com

HOGAN IN ROMANIA:

