

*The Leadership Forecast Series*



challenge / report

**HOGAN**  
ASSESSMENT SYSTEMS

The Science of Personality™

# Leadership Forecast™ Challenge Report

Report for:

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CONFIDENTIAL



# I NTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behavior that could potentially undermine or inhibit your performance. It then offers suggestions for leading people more effectively.

Leadership involves building and maintaining a high-performing team. Anything that detracts from your ability to build a team also detracts from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on an international sample of over 4,000 executives who participated in leadership research conducted over the last 10 years.

When under pressure, most people will display certain counterproductive tendencies. We refer to these as "risk factors." Under normal conditions these characteristics may actually be strengths. However, when you are tired, pressured, bored, or otherwise distracted, these risk factors may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and direct reports. Others may be aware of these tendencies but may not give you any feedback about them. Your boss may even ignore them.

## BACKGROUND

This report is divided into three sections. First, there is a graphic representation of your profile. Second, you will find a scale-by-scale interpretation of your scores. Scores between the 90th and 100th percentile are in the High Risk Zone, scores between the 70th and 89th percentiles are in the Moderate Risk Zone, scores between the 40th and 69th percentile are in the Low Risk Zone and scores between the 0 to 39th percentile are in the No Risk Zone. The third section provides developmental recommendations for areas where you scored in the Moderate and/or High Risk Zones. No developmental recommendations are provided for scores in the No Risk and Low Risk Zones.

This report is designed to help you understand your potential leadership challenges, provide ideas for moderating them, and give you some insight regarding how you affect others. As you read this information, please keep in mind three things. First, it is possible that not every statement will accurately describe you. Second, almost all working adults have at least one challenge. Third, focus on the overall themes in your profile rather than the details. Some details may seem to contradict others, but in actuality, they probably will not because different issues are important in different situations.

# HOW DO RISK FACTORS DEVELOP?

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Research indicates that leaders develop risk factors while learning to deal with parents, peers, relatives and others early in life. Behavior developed while you were young may become habitual and you may be unaware that you behave in certain ways.

## WAYS TO USE THIS INFORMATION

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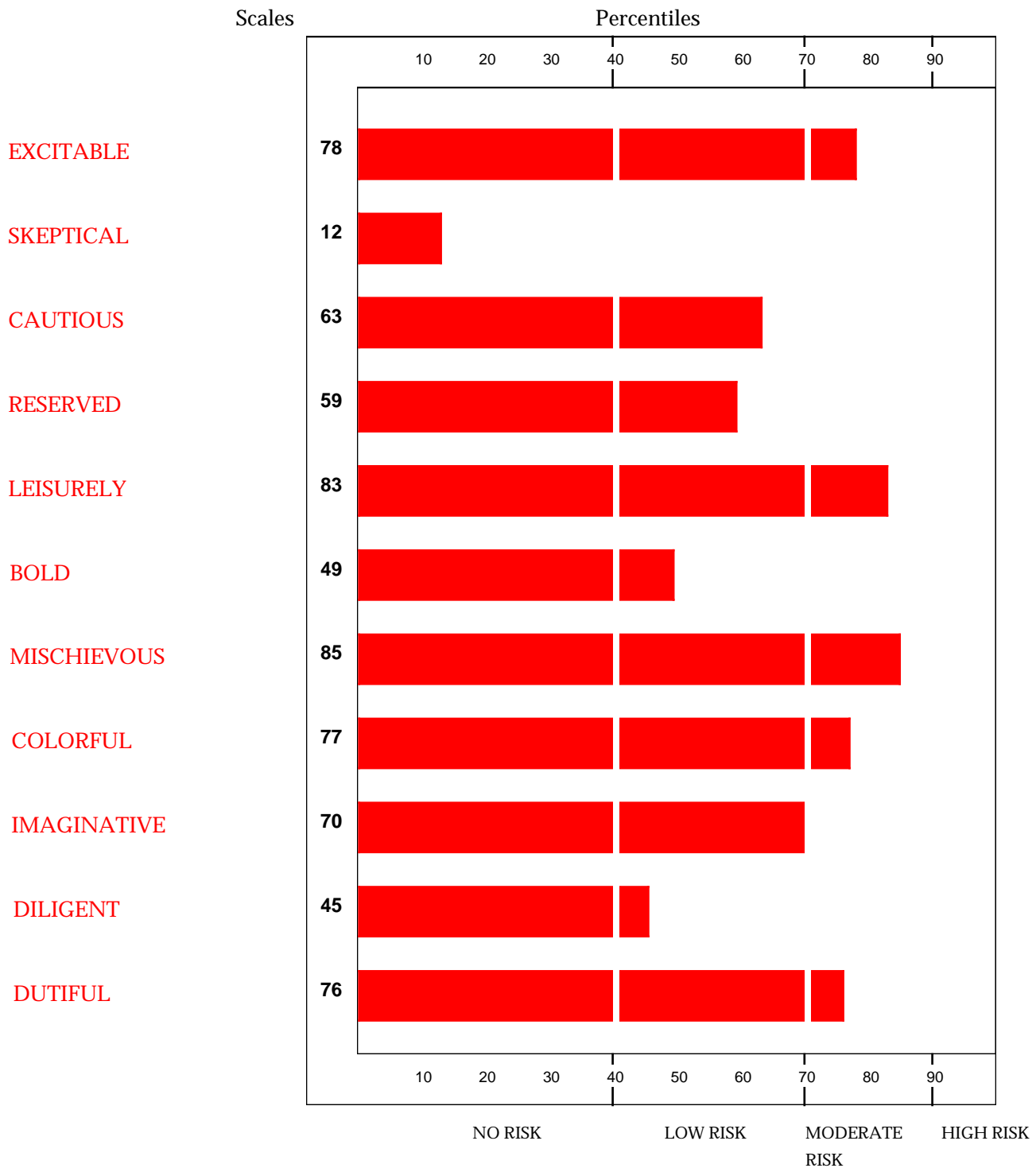
First, read the report carefully and decide which developmental suggestions apply to you. Mark those items with a plus (+), and put a minus (-) by those items to which you cannot relate. Second, invite feedback from peers, direct reports, and even family. Discuss your insights with them, and ask for reactions. A key ingredient for developing new leadership skills is enlisting the support of your direct reports, peers, and boss. Finally, study the developmental suggestions provided at the end of the report. These suggestions are offered for scores in the Moderate or High Risk Zones (i.e., scores at or above the 70th percentile).

## DEFINITIONS

The eleven scales for the Leadership Forecast Challenge Report are defined below.

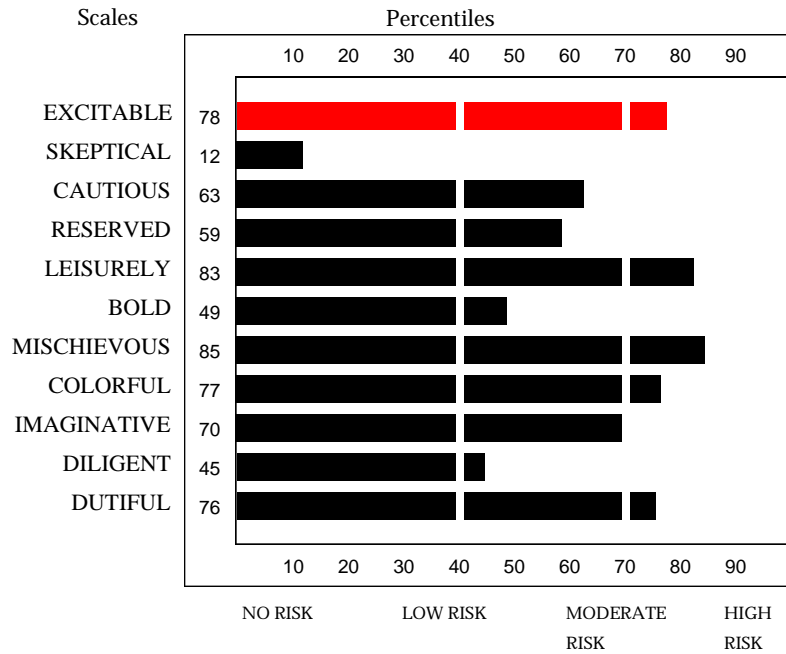
|             |  |
|-------------|--|
| Excitable   | Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.                  |
| Skeptical   | Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.  |
| Cautious    | Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.                                     |
| Reserved    | Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.  |
| Leisurely   | Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative. |
| Bold        | Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.                             |
| Mischievous | Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.          |
| Colorful    | Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.                       |
| Imaginative | Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.                    |
| Diligent    | Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.  |
| Dutiful     | Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.      |

# LEADERSHIP CHALLENGE PROFILE



# EXCITABLE

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.



## BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem energetic and active, but moody and irritable.
- Can be easily frustrated and annoyed.
- Tend to be irritable when frustrated.
- Tend to become disappointed with projects or people.
- Seem, in principle, sympathetic to the problems of others.

## LEADERSHIP IMPLICATIONS

You tend to approach new projects with enthusiasm and energy, and this can create a strong initial impact in an organization. However, you may be easily frustrated and then lose your enthusiasm. Your changes in mood may put others on edge, because they do not know how you will react next. This can undermine your ability to manage and coach others, and reduce your influence as a member of a team. Your boss should admire your energy, but may be puzzled if you tend to become discouraged and give up on projects. A tendency to "run hot and cold" may also impair your ability to provide a consistent strategic direction for your organization.

## COMPETENCY ANALYSIS

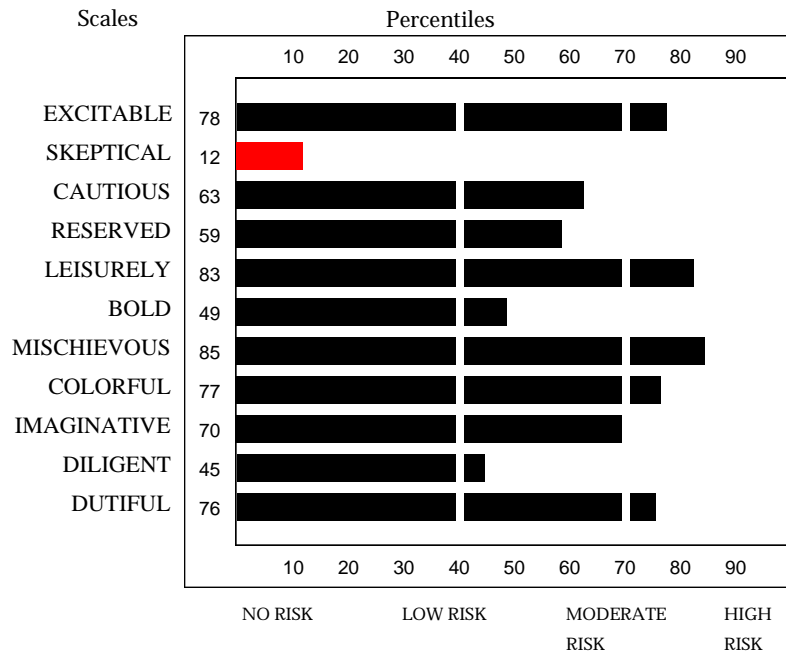
**COMPOSURE:** Coworkers will see you as enthusiastic about new projects. If you then give up, your enthusiasm may lead to false starts and hinder productivity.

**FAIRNESS TO OTHERS:** When you become frustrated with or disappointed in people, you may tend to give up on them, leading to a history of failed relationships.

**PERSEVERANCE:** Under stress and pressure, you may tend to become discouraged with projects and stop working on them. If so, then this could leave your team confused about its direction.

# SKEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.



## BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem optimistic, positive, and trusting.
- Accept feedback and criticism.
- Rarely argue with or challenge others.
- Show trust in others.
- Forgive the faults of others.

## LEADERSHIP IMPLICATIONS

Your trusting style will facilitate your ability to build relationships and enhance your management skills. However, you should be aware that others may try to take advantage of your good-natured disposition. You seem able to provide others with feedback in ways that will not upset them. Your own openness to feedback should facilitate coworker relations. You may be overly optimistic when planning for the future but you will have an upbeat view of your own career possibilities. Bosses should respond well to your positive outlook. You have no leadership development issues in this area.

## COMPETENCY ANALYSIS

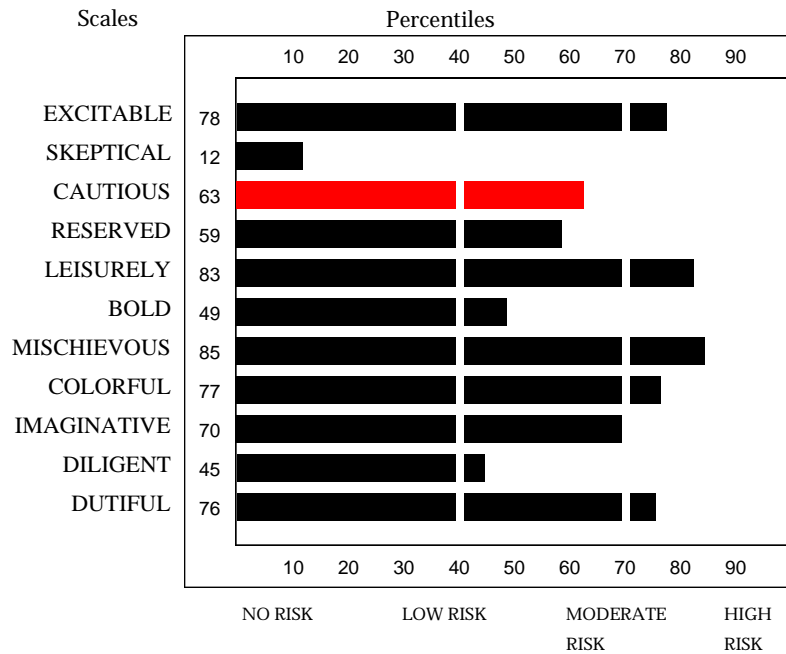
**INFLUENCING AND PERSUADING OTHERS:** You seem to be a cooperative and trusting person who can develop winning situations. You tend to find ways to gain consensus and persuade others to take action.

**OPENNESS TO IDEAS:** Others will appreciate your openness to their suggestions, viewpoints, and ideas, and your ability to take multiple perspectives.

**OBJECTIVITY:** Others will also appreciate your impartial and objective outlook and your tendency not to argue with them.

# C AUTIOUS

Concerns being overly worried about being criticized.



## BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem confident and mature.
- Seem unafraid of failure.
- Experiment with new methods and technologies.
- Handle disappointments well.
- Accept new challenges.

## LEADERSHIP IMPLICATIONS

Because of your positive attitude, confidence, and optimism, you should be willing to accept difficult challenges and make difficult decisions. You are also willing to experiment and try new things, which enables you to manage your career in a proactive way. You have no leadership development issues in this area.

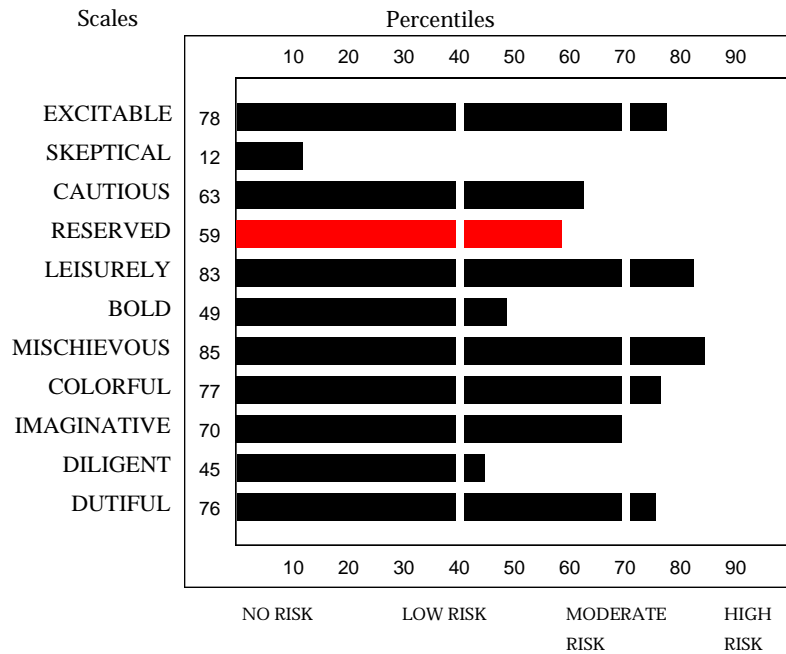
## COMPETENCY ANALYSIS

**DECISIVENESS:** You seem to be confident in your judgment and decision-making ability. Be sure to communicate the rationale for your decisions to others.

**ACTION ORIENTATION:** You seem willing to make mistakes and move on when trying to get things done.

**LEADING WITH CONFIDENCE:** Your decisiveness and confidence should inspire others to follow. Be certain that your decisions are well thought out because others will tend to follow you, based on your confidence.

Concerns lacking interest in or awareness of the feelings of others.



## BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem socially approachable and concerned about others.
- Ask questions in order to understand others.
- Seem considerate of others.
- Read people quickly.
- Help out when asked.

## LEADERSHIP IMPLICATIONS

You seem to be friendly, outgoing, considerate, and tactful. You should be able to build and maintain relationships and motivate your staff, which are important leadership skills. You tend to be a team player and your interpersonal style should make you credible and even popular. You typically work well with a wide range of bosses, and are able to provide others with unbiased and helpful feedback. You should make few mistakes in terms of inadvertently alienating others. You have no leadership development issues in this area.

## COMPETENCY ANALYSIS

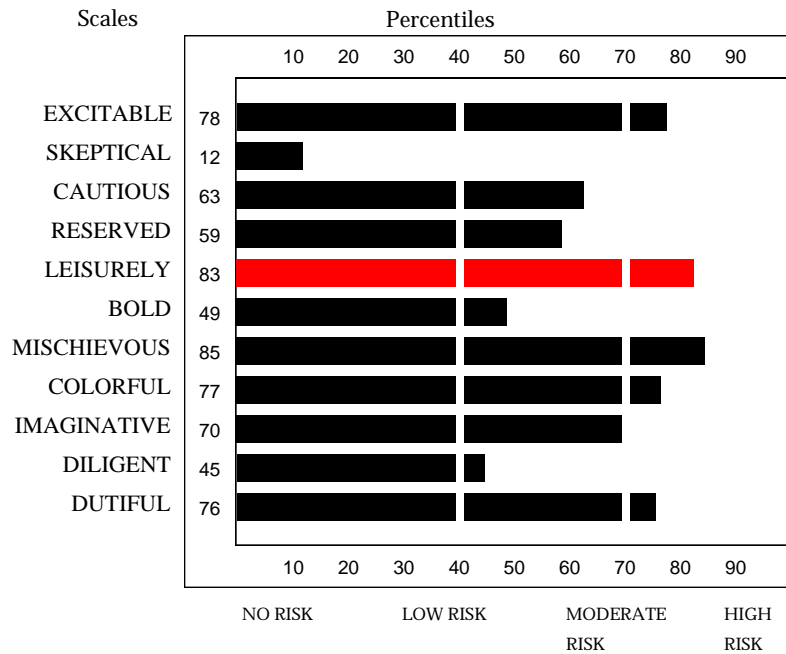
**MOTIVATING OTHERS:** Your interpersonal style will allow you to build relationships with others, which will enhance your effectiveness in the organization.

**RELATIONSHIP BUILDING:** You will be good at picking up social cues, understanding the social impact of different responses, and building rapport with peers, subordinates, and others.

**APPROACHABILITY:** You tend to be outgoing, accessible, and approachable, even when under stress and heavy work loads.

# L EISURELY

Concerns being charming, but independent, stubborn, and hard to coach.



## BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Have good social skills.
- Dislike interruptions.
- Tend to question the competence of senior management.
- Put off tasks they do not like to do.
- May seem stubborn when pushed for results.

## LEADERSHIP IMPLICATIONS

Your score on this dimension suggests that you seem charming, affable, cooperative, and supportive. However, you are sensitive to signs of criticism or disrespect from others in the organization, and if you see such signs you may react by procrastinating or dragging your feet. Although you can provide subordinates with useful career coaching, you will need to be "in the mood." You will support bosses who earn your trust, but will not work well with those who do not. Your quiet stubbornness may impact your ability to build a team.

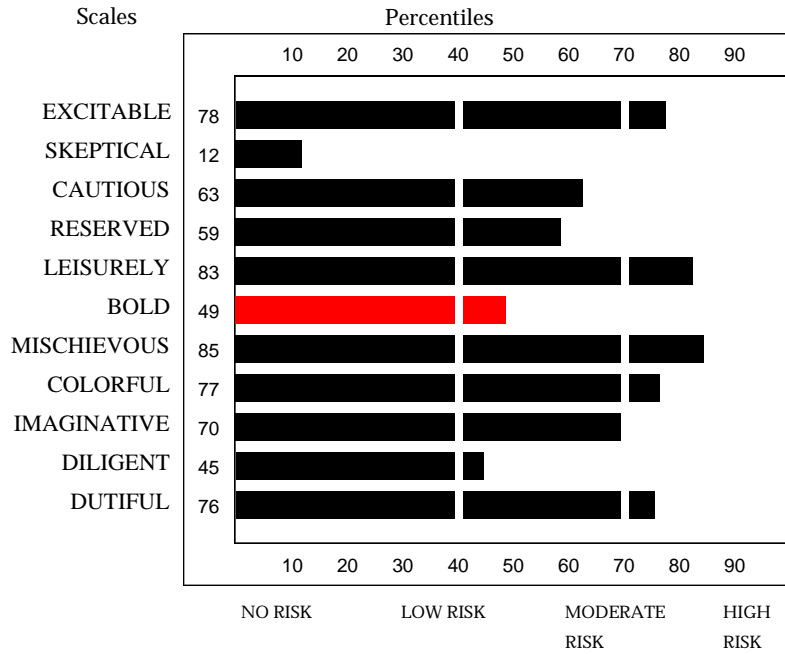
## COMPETENCY ANALYSIS

**FOSTERING TEAMWORK:** You may support projects and people up-front, but if you do not see personal relevance, you may not always follow through. This may strain your relationships with others.

**COOPERATION AND TIMELY RESULTS:** When under stress and pressure, you may tend to blame others for your inability to meet agreed upon deadlines.

**BUILDING TRUST:** When you disagree with a course of action, you may drag your feet and not support it fully. Doing so could erode others' trust.

Concerns having inflated views of one's competency and worth.



## BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem confident in their abilities.
- Have a realistic view of their competencies.
- Have reasonable career goals.
- Seem willing to listen to negative feedback.

## LEADERSHIP IMPLICATIONS

You seem to be an appropriately confident person who makes reasonable demands on staff and subordinates. You will participate in team tasks without demanding leadership positions. In the process of managing your career, your easy going style may cause you to hold back unnecessarily. You may not actively promote a vision or strategy for the organization, preferring to wait until others ask for your opinion. You have no leadership development issues in this area.

## COMPETENCY ANALYSIS

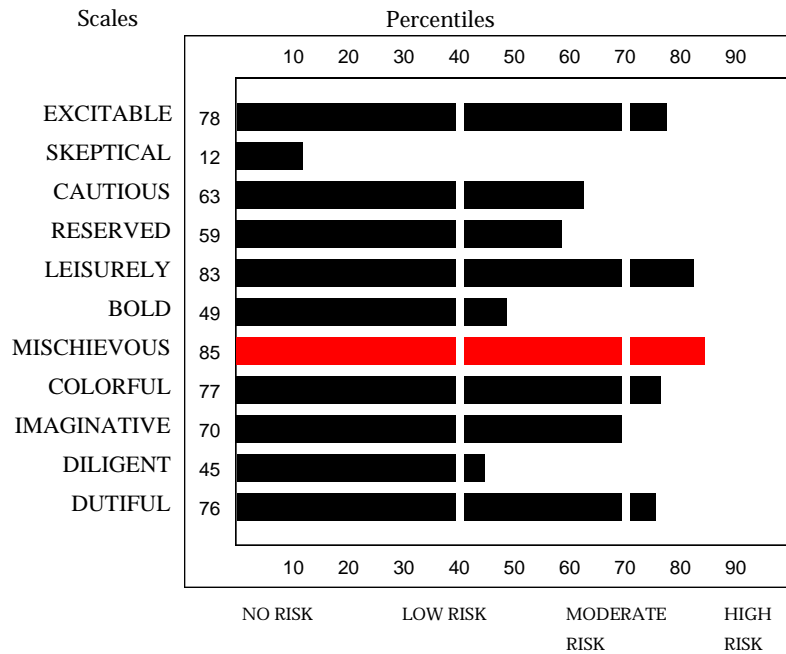
**SEEING PERSPECTIVE:** Although you have ideas about how to expand and improve the business, you may not push them aggressively.

**PERSONAL DEVELOPMENT:** You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

**DRIVE FOR RESULTS:** Your natural modesty may cause you to underestimate your capacity and to set your aspiration level too low.

# MISCHIEVOUS

Concerns being charming, risk-taking, and excitement-seeking.



## BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem clever, charming, and adventurous.
- Test the limits.
- Are unafraid of risk.
- Do not dwell on past mistakes.
- Can be impatient and get bored easily.

## LEADERSHIP IMPLICATIONS

You are an engaging and somewhat unpredictable person, and others will enjoy your company. However, you are unafraid of failure and tend to push the limits. Others in the organization may not have your tolerance for risk. Although you might not dwell on your mistakes, others will keep track, and this could erode your credibility over time. You are also likely to develop risky career and business strategies.

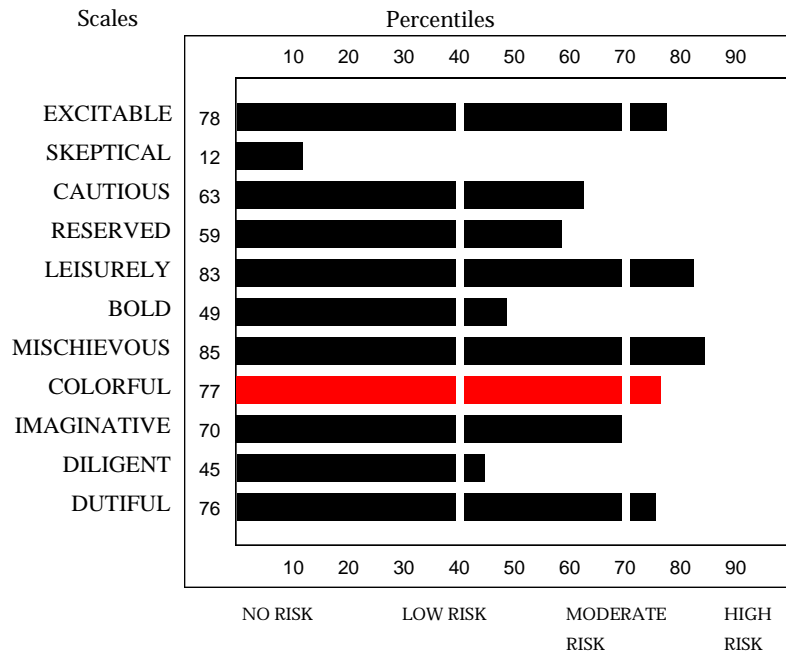
## COMPETENCY ANALYSIS

**DECISION QUALITY:** Because you are so fearless, you are likely to make decisions without consulting others.

**RISK TAKING:** You are comfortable when confronted with challenges and choices that entail risk and uncertainty.

**LEARNING FROM EXPERIENCE:** You may overlook or dismiss mistakes that contain important information for the development of your career.

Concerns being dramatic, engaging, and attention-seeking.



## BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem clever, interesting, and expressive.
- Make a strong first impression.
- Seem unconcerned with details.
- Seem flirtatious and fun.
- Enjoy leadership positions.

## LEADERSHIP IMPLICATIONS

You are a talkative and interesting person who performs well in public. You will be a high profile participant in teams, but you may not actively listen to others. As a coach, you may tend to "shoot from the hip" when offering advice. People will find you engaging and entertaining; however, you may change focus quickly and not always follow through on the details of projects. If so, then this may put extra burdens on your team.

## COMPETENCY ANALYSIS

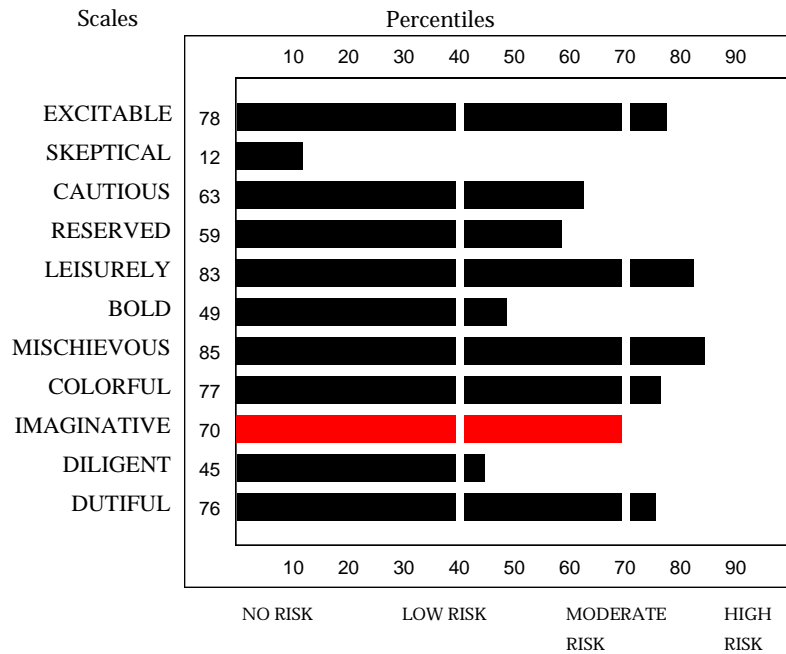
**CELEBRATING SUCCESS:** You like the recognition you receive from being in charge, but you also need to share credit. Celebrate team successes both big and small.

**BUILDING MORALE:** As a leader, the morale of the group will increase as you provide your staff with opportunities to demonstrate their competencies.

**SELF-DEVELOPMENT:** You should understand the development needs of both yourself and your staff. Although others will see you as interesting and fun, you need to expand your management skills over the long term--which involves listening, sharing credit, and letting others take charge.

# I MAGINATIVE

Concerns thinking and acting in interesting, unusual, and even eccentric ways.



## BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem clever, imaginative, fun-loving, and unpredictable.
- Enjoy games and practical jokes.
- Have unusual and impractical ideas.
- See things differently.
- Change focus quickly.

## LEADERSHIP IMPLICATIONS

As a leader, you will be dynamic, on the move, and create ideas for change. Your staff will appreciate your imagination and informal style, but may find your rapid changes of focus disconcerting. As a coach, you will have a lot of suggestions for your staff. However, some may consider your ideas unrealistic. Your boss may appreciate your originality and fresh ideas, but may be less tolerant of changes of direction and lack of follow through. On the other hand, you will be a good source of ideas for vision and strategic planning.

## COMPETENCY ANALYSIS

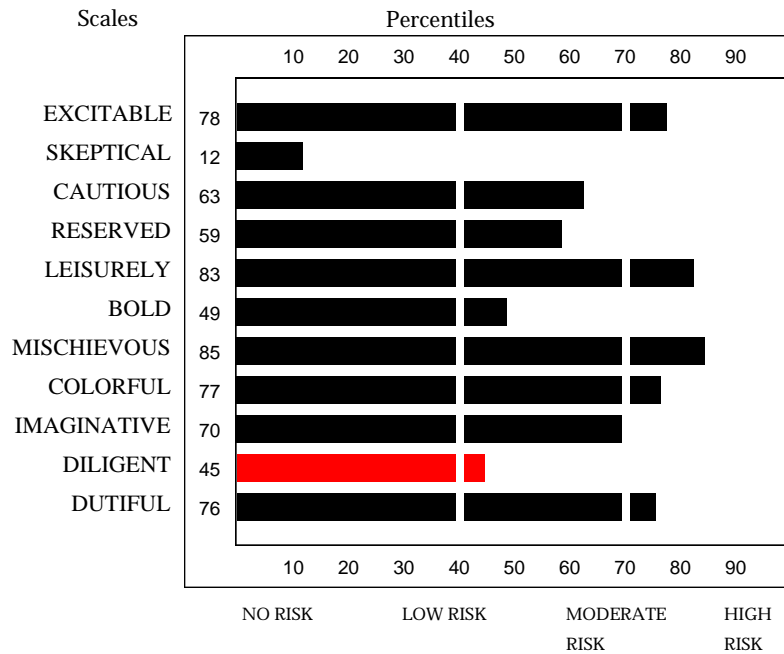
**PROVIDING CLEAR DIRECTION:** Under pressure, your unique communication style may leave others unclear about your expectations and directions.

**CREATIVITY:** You are a source of original thinking and creative imagination, even when under pressure. However, some of your ideas may seem impractical and unusual.

**STAYING FOCUSED:** When you are being pressured to solve a problem, you may seem distractible and not always focused.

# DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



## BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem flexible about rules and procedures.
- Prioritize work and activities appropriately.
- Delegate tasks to others.
- Seem comfortable working without explicit directions.

## LEADERSHIP IMPLICATIONS

You seem flexible about rules and standards, know how to delegate and prioritize, and give your staff opportunities to learn. Your boss should appreciate your ability to empower and not micromanage your staff. You will approach the issue of strategic planning with a mid-to-long term view. You have no leadership development issues in this area.

## COMPETENCY ANALYSIS

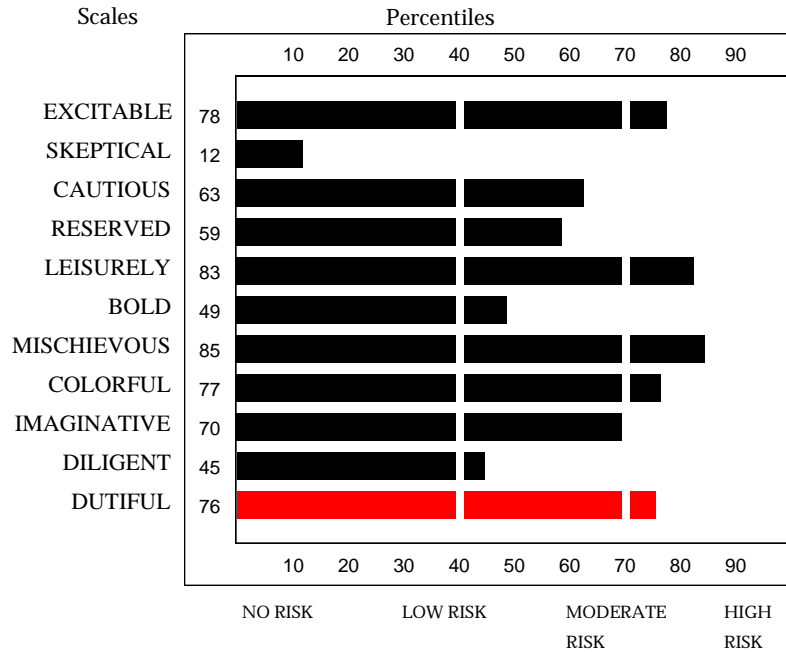
**DEALING WITH AMBIGUITY:** You seem able to remain flexible and keep your options open, even when you are being pressured for results.

**ADAPTABILITY:** You seem able to change directions and methods even when faced with challenging problems.

**DELEGATING DOWNWARD:** You seem willing to delegate problem-solving authority to the appropriate level, even though the pressure to solve a problem may be intense.

# DUTIFUL

Concerns being eager to please and reluctant to act independently.



## BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Are agreeable, pleasant, and cooperative.
- Seem eager to please.
- Keep their boss informed.
- Seem to always support corporate policy.
- Are good team players.

## LEADERSHIP IMPLICATIONS

You are a pleasant and accommodating person who does not like controversy. As a leader, you will be polite and attentive, but you may be reluctant to push or advocate on behalf of your staff. You are a good team player who works well with a variety of bosses; they will appreciate your loyal and cooperative attitude. You will seek advice and assistance for managing your career, and will be reluctant to make decisions without first consulting others.

## COMPETENCY ANALYSIS

**CONFRONTING CONFLICT:** You probably prefer to avoid conflict and confrontations and may be uncomfortable giving others negative feedback.

**ACTING INDEPENDENTLY:** You may not make your views known on important and/or controversial issues and instead go along with the group.

**SUPPORTING YOUR STAFF:** You may focus more on getting along with your boss than getting along with your staff, which can erode your credibility with your subordinates.

# **D** VELOPMENTAL RECOMMENDATIONS

The following developmental recommendations concern the dimensions where your score was in the MODERATE or HIGH RISK ZONE.

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## EXCITABLE

- First remember your strengths--when you are at your best, you are an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If you can learn to control your tendency to be annoyed or discouraged and modify the way you express your emotions, you will be even more helpful to others.
  - Second, listen closely to feedback from people you trust; this will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation.
  - Third, recognize that you tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, you will reduce the likelihood of being discouraged later.
  - Fourth, remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.
  - Finally, encourage yourself to stick with your plans and strategies and "sweat out" the difficult periods when you might get discouraged. Change your expectations from "I knew this wouldn't work" to "Things aren't going well, I need to think about why, and what to do next to keep them moving forward." The more often you persist in solving your problems, the more you will build a reputation of being steady and reliable.
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## LEISURELY

- You are independent, socially skilled, and able to say "no" diplomatically. You make few demands of others, except to be left alone to do your work in your own way.
- You see more incompetence in the world than others do. Although you may think others are naive, you could profit from their optimism and trust.
- Understand that you may become irritable when others try to coach you. Allow yourself to be more easily influenced by friends or family, and more willing to do the little extra things they ask you to do.
- Limit the promises you make to others, but be sure to fulfill the promises and commitments you do make.

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## MISCHIEVOUS

- Other people may think that you follow your own agenda and don't consider how our decisions impact them. As a result, they may be as reluctant to make commitments to you as you seem to be in return. Thus, you need to be careful to follow through on all your good faith commitments.
- If you find circumstances have altered the conditions under which you made a commitment, then negotiate the changes with the persons to whom you have made the promise--rather than simply going on about your business.
- You tend to have a higher tolerance for risk than most people. Be aware that not everyone is as adventurous as you seem to be.
- You may have disappointed others by not following through. You need to acknowledge your errors and make amends--rather than trying to explain the situation away.
- At your best, you are charming, spontaneous, and fun. You adapt quickly to changing circumstances, you handle ambiguity well, you add positive energy to social interactions, and people like being with you.

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## COLORFUL

- You probably use displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Practice active listening--don't interrupt. When others have finished, try to paraphrase what they have said as a way of showing that you were listening. This will enhance your credibility and show respect for the opinion of others.
- Beware of confusing activity with productivity, and don't waste people's time with unnecessary meetings.
- At your best, you are an interesting and entertaining person who can do several things at once, and who can galvanize others to action with your ideas and your ability to sell them.

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## IMAGINATIVE

- When you are at your best, you are a colorful, visionary, and stimulating person. Others will appreciate your imagination, your vision, and your creative thinking.
- Remember to communicate clearly in order to avoid your ideas from getting lost or not getting implemented
- Your career will develop most productively if you focus on those ideas that seem most interesting to others, not you. In this way, more of your ideas will get turned into action.
- You probably need to partner with someone who may be less creative, but who is better at implementation. You will need some assistance in bringing your ideas to fruition, and the best way to do this is to work with someone who likes your ideas and wants to help you implement them.

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## DUTIFUL

- You are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.
- Remember that if you want your staff to be loyal to you, then you must be loyal to them, even if that means sometimes annoying superiors.
- When asked for your opinion, take your time, decide what you believe, and be prepared to defend it when challenged.
- Although you dislike conflict, there will be times when you must confront others and disagree with them. In the long run, your credibility depends on doing this.