



# Leadership Forecast Series Review Guide

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Thank you for completing the series of three Hogan assessments. Your results have been compiled into four Leadership Forecast reports, which reveal the characteristics, competencies, and values that shape how you approach work, leadership, and interaction with others in the workplace. Within the next few weeks, a Hogan-certified feedback provider will guide you through the results in a feedback session to help you learn more about yourself and plan behavioral goals that will help you enhance your performance and grow as a leader. The Hogan Leadership Forecast Series includes:



**Potential Report** - Shows how others describe your day-to-day approach to work and leadership style



**Challenge Report** - Highlights your potential responses to stress or complacency and how they could impede your performance



**Values Report** - Reveals the work-related motivators and values that likely influence your leadership style



**Coaching Report** - Provides a summary of results across the three Hogan assessments and a five-step development planning worksheet



**Flash Report** - Graphically displays assessment scores to help your feedback provider interpret the results

To get the maximum benefit from your Hogan feedback session, spend some time looking over the results – but don't overthink things. Your feedback provider will be able to answer any questions you have.

**The Leadership Forecast Series offers information regarding the characteristics, competencies, and values that underlie how you approach work.**



## Step 1: Background Information

### How Do The Assessments Work & What Do They Measure?

The Hogan assessments measure your reputation – how others likely describe you. This statement, understandably, confuses many feedback recipients. “If I’m the one giving the information, how do the assessment results show what other people think?” This is how the assessments determine reputation:

- When you responded to each assessment item, you described how you perceive your identity – in other words, the way you want to be seen by others.
- Hogan has studied the statistical relationship between self-presentations of identity and real-world measures of job performance for more than 30 years.
- Hogan’s research has shown that specific assessment response patterns are consistently related to specific reputations, such as introversion, achievement-orientation, or creativity. As such, it doesn’t matter what you think about yourself; it matters that your responses can predict how others describe your work approach.
- As a result of comparing your results to over three decades of similar responses, we can predict your reputation with a high degree of confidence.

Hogan assessments can also reveal ingrained and automatic characteristics and tendencies. For example, think of which hand you use more. Right-handed people can write with their left hands, but, in order to do so, they must concentrate, write slowly and deliberately, and practice in order to improve. If right-handed people practice writing with their left hands long enough, left-handed writing would become more automatic and their handwriting likely would improve. However, when faced with a time-crunch, deadline, or other pressure, these individuals most likely will write with their natural hand – they gravitate back towards their ingrained and automatic tendencies. Therefore, it is not surprising that individuals’ assessment results tend to remain relatively stable across time.\*

**The Hogan assessments  
provide insight based on your  
reputation – how others are  
likely to describe you.**

\*The average test-retest reliability across the 28 Hogan assessment scales ranges from .75 - .81, with 1 being the highest-possible score.



## Step 2: Review Potential Report

### What the report tells you:



- The way others describe your approach to work, leadership, and interactions with others under routine work conditions.
- The characteristics you usually project in order to help achieve your goals.

### Report Foundations

- Results derived from the Hogan Personality Inventory (HPI).
- The HPI is based on research with over 25,000 executives and directors. Hogan examined the relationship between their assessment results and their subsequent job performance to determine how individuals who respond in various ways are described by others.
- Results are presented in seven main scales which show how major facets of personality relate to job performance and 42 subscales designed to help Hogan feedback providers better understand the specific response tendencies that impact reputation.

### Report Review

#### Your Potential Report:

- Describes what your assessment scale scores mean in general, leadership-specific, and competency-specific terms.
- Provides tips for development based on your score on each assessment scale.

#### Pre-Feedback Preparation

- There is no such thing as a good or bad assessment scale score. High scores are not better, and low scores are not worse. There are strengths and development opportunities associated with scores at both ends of the scale spectrum.
- Becoming familiar with your results on individual scales will prepare you to discuss with your feedback provider the way multiple scales can interact with one another and produce more complex predictions about your behavior.
- Because multi-scale interactions provide insight for all types of personalities, some statements you encounter within your report may not seem to be useful. This is common. Your feedback provider will help you isolate the information most relevant to you.





## Step 3: Review Challenge Report

### What the report tells you:



- The way you respond when faced with adversity such as stress, pressure, and heavy workloads, as well as when you become so comfortable on the job you decrease self-monitoring activities.
- Your potential derailers as well as ingrained and automatic response tendencies that can impede your performance.

### Report Foundations

- Results derived from the Hogan Development Survey (HDS).
- Similar to the Potential Report, feedback offered by the Challenge Report is based on assessments with more than 25,000 executives and directors compared to their subsequent job performance.
- Presents results in terms of eleven main scales, each of which show your propensity for demonstrating specific derailment tendencies.

### Report Review

#### Your Challenge Report:

- Describes the implications of each of your assessment scale scores in general, leadership-specific, and competency-specific terms.
- Provides development tips based solely on the specific assessment scales showing counterintuitive response tendencies.

#### Pre-Feedback Preparation

- Your score on each of the eleven Challenge Report scales is interpreted as a risk level. The higher the risk level, the more likely you will demonstrate counterintuitive response tendencies associated with that particular scale, particularly when you are stressed. Low and no-risk scores indicate the absence of specific counterintuitive tendencies.
- Almost everyone has some moderate or high-risk scores on their Challenge Report -- the average number of elevations in executive populations is 2.5. Unless you work in an environment devoid of stress, pressure, heavy workloads, or have nerves of steel, you will see at least a few moderate or high-risk scores shown on page 4.
- Derailment tendencies highlighted in the Challenge Report are often linked to overused strengths. The Challenge Report will help you understand when your strengths are overused to the point that they may have a negative impact on your performance.





## Step 4: Review Values Report

### What the report tells you:



- Unlike your Potential and Challenge Reports, which predict your reputation, your Values Report reveals the work-related values and environmental characteristics that motivate or stimulate your performance. This report focuses on what people want, rather than what they actually do.

### Report Foundations

- Results derived from the Motives, Values, Preferences Inventory (MVPI).
- Leverages 80 years of theory and research on motives, values, and interests.

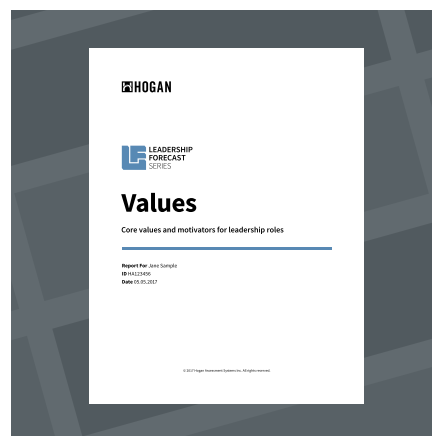
### Report Review

#### Your Values Report:

- Describes each of your assessment scale scores in terms of the impact of your work-related values on your leadership style, your approach to work, and the type of work environment you likely consider most motivating.

### Pre-Feedback Preparation

- Your scores on each of the ten Values Report scales are presented in terms of low, average, and high, and should be interpreted as follows:
  - High scores highlight your key drivers – the motivators you likely seek out within the work environment.
  - Average scores highlight motivators you consider nice to have.
  - Low scores indicate values toward which you may not be motivated or interested.
- Your Values Report will help you consider and better understand:
  - The type of environment you will likely cultivate as a leader.
  - Your reaction to others' response tendencies. For example, do you appreciate others' attempts to seek out recognition or power?
  - The data you notice, the problems you consider critical, the solutions you propose, and the way you evaluate effectiveness.





## Step 5: Final Preparations

Thank you for taking the time to read the review guide and skim your Leadership Forecast Series reports. Your Hogan feedback provider will help you integrate your assessment results and tease out information you can use to set behavioral goals and continuously enhance your performance. After completing these final preparation steps, you will be fully prepared to derive as much benefit as possible from your feedback session:

- **Create a context:** Assessment results should always be interpreted within some form of context. Your Hogan feedback provider will want to spend a few minutes discussing your job responsibilities, your work setting, and your career aspirations, as this information will provide a solid basis for helping you gain as much insight as possible from your Hogan assessment results.
- **Formulate initial thoughts:** Based on the information you have gained from the three Hogan assessments thus far, consider the following:
  - The Values Report provides insight regarding what you value and, as a result, likely strive to attain.
  - The Potential Report provides insight regarding stable and ingrained characteristics that can help you actualize your values (as indexed by the Values Report).
  - The Challenge Report provides insight regarding characteristics and response tendencies that can impede your ability to actualize your values (as indexed by the Values Report).
  - Based on the information you have gained from the Hogan assessments thus far, start thinking about:
    - Automatically used strengths to keep using or demonstrate to a stronger degree.
    - Existing counterintuitive response tendencies to stop using or tone down.
    - New behaviors to start demonstrating.

### Conclusion

Your Hogan feedback provider is looking forward to helping you fully understand your Hogan assessment results so that you can gain self-insight and formulate effective personal development goals. Although your feedback provider can answer any questions you may have regarding the Hogan assessments, please visit [www.hoganassessments.com](http://www.hoganassessments.com) if you are interested in learning more about Hogan's approach to assessment.

**Use your Hogan results to gain self-insight and formulate personal development goals.**