



### The middle matters.

For decades, Hogan has helped organizations find and develop C-suite and executive-level talent. However, leaders are now, more than ever, concerned with the talent in the middle of their organizations. Increasingly the questions asked are:

- How do we develop our middle management—those actually doing the work in the organization?
- How do we bring senior-level solutions to middle management in a cost-effective manner? Specifically, is it possible to use the same assessment data and report(s) to select and develop middle managers? How do we repurpose assessment data to both select and develop middle managers?

Hogan has an answer. The Insight Series. This report series is designed to help middle, or on-the-ground managers, deliver results. These reports can also be used to complement a selection process to find and select the next manager in one's organization.

#### One report series, multiple applications:

- Concise selection information with probing discussion points to avoid costly mistakes
- Entry-level leadership to middle manager development feedback and coaching
- Aggregate team or work group feedback and goal alignment

### Insight Series vs. Leadership Forecast Series (LFS)

Organizations who use the LFS often ask how the Insight Series differs. The following differentiations should be made between the two offerings.

Insight Series	Leadership Forecast Series
<ul style="list-style-type: none"><li>• Designed for early to mid-career professionals</li></ul>	<ul style="list-style-type: none"><li>• Designed for senior to executive leadership positions</li></ul>
<ul style="list-style-type: none"><li>• Quick, concise, general feedback</li></ul>	<ul style="list-style-type: none"><li>• In-depth, detailed, executive-level feedback</li></ul>
<ul style="list-style-type: none"><li>• Targeted discussion points for reflective conversation with mentor or supervisor</li></ul>	<ul style="list-style-type: none"><li>• Discussion points are reserved for executive coach and/or feedback provider</li></ul>
<ul style="list-style-type: none"><li>• Discussion points useful for a deeper understanding in selection contexts</li></ul>	<ul style="list-style-type: none"><li>• Use in selection only by a trained expert</li></ul>
<ul style="list-style-type: none"><li>• Financially viable at all levels</li></ul>	<ul style="list-style-type: none"><li>• Larger financial investment</li></ul>

## Use Case | Entry-Level Supervisor Program

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### Background

A regional insurance firm identified their entry-level supervisor population as being critical to their long-term success. Supervisors make up 76% of those promoted into middle leadership and individual contributor roles. The firm also recognizes that employee engagement is driven more by supervisor performance than that of the executive team. An in-house development training program, and a volunteer group of mentors within the firm, was created to help supervisors achieve success by effectively executing the firm's basic leadership model. The firm realizes that objective assessments can add value and would like to insert Hogan into their program, but they do have limited resources unlike their senior-executive programs.

### Solution and Considerations

The Hogan Insight Series can be used effectively as a self-paced development tool. The following steps were part of a successful implementation:

- The firm, with Hogan's assistance, quickly mapped the relevant Hogan scales to the basic leadership model.
- A three page "cross-walk" was created to illustrate how a participant can review their reports, and points out how certain Hogan scales impact performance across the leadership model.
- A classroom session (one of six modules) that integrates the concepts found in the Hogan data with the program learning initiatives was created. The focus is on self-discovery and understanding that everyone has strengths and development needs.
- A classroom session was also used to provide group-level feedback, including developmental planning time to create specific objectives for participants based on their Hogan reports.
- Firm mentors attended a 4-hour training session led by the firm's T&D staff. Mentors were educated on how to ask probing questions, create simple development goals, and how to evaluate their assigned supervisor's development performance.

**The Hogan Insight Series can  
be used effectively as a self-  
paced development tool.**



## Use Case | Mid-Level Development and Career Guidance

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### Background

A large shipping operator runs 26 terminals in the mid-Atlantic through deep south regions. Senior management has a desire to focus on Terminal Manager development, in part due to employee engagement data indicating a lack of basic leadership skills within the workforce. The shipping operator has experienced increased turnover since promoting Transportation Supervisors into Terminal Manager roles. Their belief is they need to not only provide feedback to individuals being promoted into leadership roles, but also use assessment data to help individual supervisors understand the challenges they may face by changing careers. The shipping operator has a centralized HR/OD team at their corporate location. Each terminal has an administrative employee who serves as a conduit for all HR related matters (along with the Terminal Manager).

### Solution and Considerations

Due to the centralized nature of HR/OD and the environment in which these development conversations take place, the solution for this shipping operator needs to be lean, straightforward, and capable of being delivered virtually. The following were steps used to meet the needs of the organization:

- The shipping operator met with Hogan to discuss the goals and objectives of their mid-level development and career coaching program.
- Hogan identified based on training and resources available to the HR/OD team and current Terminal Managers, that the Insight Series would be most appropriate for this program.
- The 9-person HR/OD team were certified on the core Hogan assessments through an on-site training program at the corporate location.
- Each time a participant was assessed, the HR/OD team would provide that individual with one-on-one feedback virtually. The focus of the discussion was aligning the participant's career goals with their assessment data. The Insight Series provided probing questions to help facilitate the discussion. Additionally, the Terminal Manager was provided with questions and suggestions to continue the development process.
- The shipping operator created a Terminal Manager support guide that provided development suggestions and other training opportunities for supervisors in the evaluation program.
- The shipping operator also identified what other career progression steps a participant could take should they not continue in the Terminal Manager development program.

**The Insight Series provided  
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facilitate the discussion.**



## Use Case | Director-Level Selection and Development

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### Background

A multinational food and beverage organization identified a need to improve their hiring decisions by leveraging personality assessments in their interview process. The organization was already leveraging their competency model in the hiring process and had developed a structured interview around these competencies. The organization realized the addition of personality assessments could add value and make the hiring process more robust. Additionally, the organization had a strong desire to provide an in-depth onboarding experience, and targeted development to these middle managers once they are in role.

### Solution and Considerations

The Hogan Insight Series can be used to provide targeted interview questions. By leveraging this product, the organization can empower hiring managers while also providing on-boarding and development guidance through their internal Hogan experts.

- The organization had a desire to continue leveraging their competency model in this process so Hogan worked with the organization to map the Hogan scales to the competencies.
- Hogan developed an interpretive guide that served to help the team determine which question should be asked for each competency, and served to guide the team on how to dig deeper into the personality assessments to determine the candidate's self-awareness and fit for the role.
- Following a hiring decision, the organization further leveraged the Insight Series to develop and coach these new middle managers.
- Over the years, the organization has certified dozens of people across the globe and built their internal capabilities to allow for a scalable and cost-effective approach to selecting and developing middle managers.

**The Insight Series empowers hiring managers while also providing on-boarding and development guidance.**

