



CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

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INTRODUCTION

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 our global leadership research, and are written for professionals and leaders.

BACKGROUND

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.

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.

HOW DO RISK FACTORS DEVELOP?

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.



INTRODUCTION

WAYS TO USE THIS INFORMATION

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.

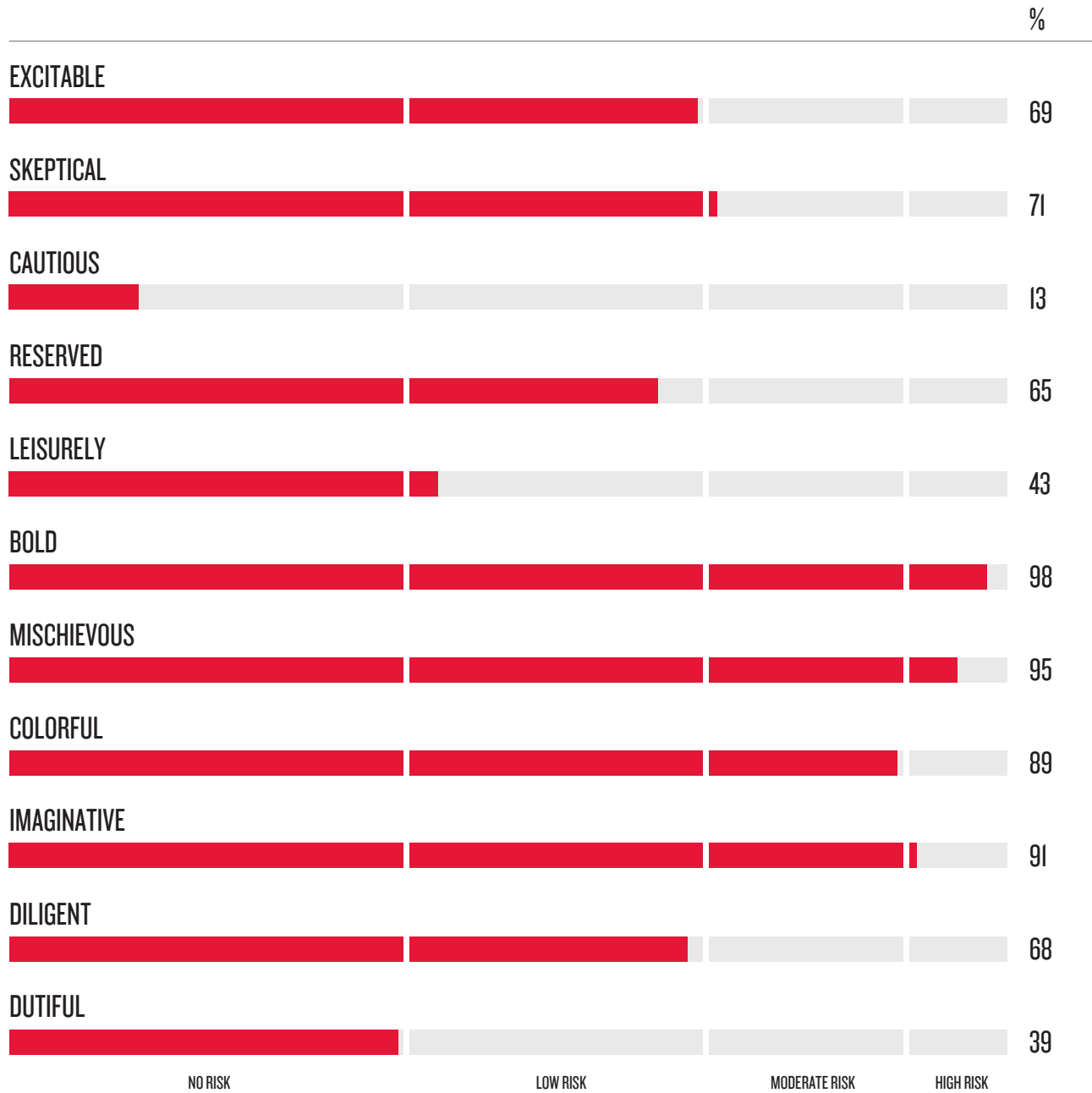
Imaginative Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

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

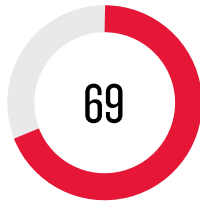
Scales





EXCITABLE

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Usually seem in a good mood.
 - Handle frustration without getting upset.
 - Usually seem enthusiastic.
 - Usually seem calm in emergencies.
 - Rarely get angry with others.
-

LEADERSHIP IMPLICATIONS

Your composed and steady demeanor will enhance your ability to maintain relationships and manage others. Your steadiness should also be an asset in fast paced environments. Your optimism and emotional maturity should facilitate your ability to manage your career, gain the support of others, and motivate them to produce results. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

COMPOSURE Your team will appreciate your even temper, your predictable and calming influence in situations, and your tendency to hold things together in stressful times.

FAIRNESS TO OTHERS As a leader, you won't tend to get down on people, and your staff will respond to your even-handed treatment.

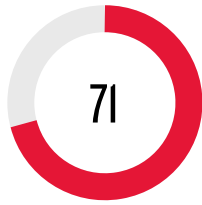
PERSEVERANCE As a leader, your coworkers will appreciate your persistence and ability to complete projects regardless of frustrations, roadblocks, and challenges. You are not likely to give up when the going gets tough, but to keep working until the job is done.





SKEPTICAL

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



MODERATE RISK

BEHAVIORAL IMPLICATIONS

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

- Seem insightful about others' motives and about office politics.
 - Take criticism personally.
 - Tend to hold grudges.
 - Can be argumentative.
 - Can be hard to coach.
-

LEADERSHIP IMPLICATIONS

You are good at evaluating the talents and motives of others and this is a potentially valuable leadership skill. However, your skepticism regarding others' intentions may inhibit your ability to build and maintain relationships. People may perceive you as argumentative, and the feedback you provide subordinates may focus on their flaws, which could affect your impact. Your business strategy may tend to reflect a 'worst case scenario' and you may plan your career from a similar perspective.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS At times, you may seem suspicious and spend more time thinking about politics than core business issues. As a result, others may find you hard to deal with and it may be difficult for you to persuade them to cooperate with you.

OPENNESS TO IDEAS When presented with new ideas or suggestions, you tend to raise doubts and to bring the underlying political issues to the surface. At times this could cause you to seem resistant to new ideas. Others may see you as being better at identifying problems than finding alternative solutions.

OBJECTIVITY On certain issues, you may seem somewhat inflexible and set in your views. Others may not realize that you have reasons for your views and that you can be objective and see things from multiple perspectives.



CAUTIOUS

Concerns being overly worried about being criticized.



NO RISK

BEHAVIORAL IMPLICATIONS

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

- Seem confident and willing to speak up.
 - Are willing to try new methods and technology.
 - Make decisions easily.
 - Seem unafraid to make mistakes.
 - Seem willing to state their views.
-

LEADERSHIP IMPLICATIONS

You are a confident person whose decisive manner is an important leadership skill. You should be open to new ideas and willing to accept difficult challenges. You tend to speak up, try new methods and procedures, and are not afraid of failure. Also, you are eager to take on tough assignments to develop your own career. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DECISIVENESS You tend to be confident in your judgment and willing to make decisions. Be sure to explain the rationale for your decisions to others.

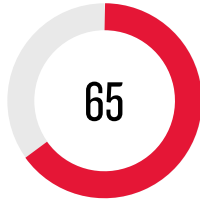
ACTION ORIENTATION You seem action oriented, willing to set high goals for yourself and others, and willing to persist in pursuing them, even in the face of adversity.

LEADING WITH CONFIDENCE Your optimism and confidence should inspire others. Make sure that your decisions are well thought out because others will tend to follow you based on your confidence.



RESERVED

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



LOW RISK

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.

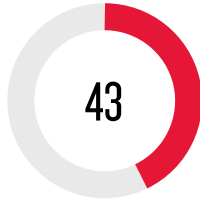
RELATIONSHIP BUILDING You will be good at picking up social cues, understanding the social impact of different responses, and building rapport with peers, subordinates, and others.

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



LEISURELY

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Seem cooperative and coachable.
 - Respect corporate policy.
 - Seem patient even when interrupted.
 - Help others when they fall behind.
 - Support the management team.
-

LEADERSHIP IMPLICATIONS

Your score on this dimension suggests that you are cooperative and positive, and should be able to coach and develop others. You will work well with a variety of bosses and be responsive to feedback. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

FOSTERING TEAMWORK You tend to be helpful and understand the importance of working together towards common goals and following through.

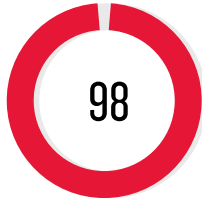
COOPERATION AND TIMELY RESULTS Your subordinates will appreciate your efforts to meet commitments and deliver timely results.

BUILDING TRUST Your desire to deliver on commitments and willingness to disagree openly, but respectfully, will make you a trustworthy and dependable leader.



BOLD

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



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Have great confidence in their abilities and seem fearless when facing difficult tasks.
 - Overestimate their abilities and competencies.
 - Have trouble learning from their mistakes.
 - Assume they have the right answers and do not seek others' input.
 - Feel entitled to leadership positions.
-

LEADERSHIP IMPLICATIONS

You are a self-confident person who will take charge in social situations. You have high career aspirations, will seek leadership positions in every assignment, and will be annoyed if they are not forthcoming. Your boss will be impressed by your drive, confidence, and energy. However, your confidence may exceed your capacity, you may take more credit for success than is fair, and you may avoid taking responsibility for failures. Your aggressive style may intimidate subordinates, possibly leading you to surround yourself with people who agree with you. You will support your subordinates' careers and actively manage your own. You will seem visionary and enjoy devising strategies for your organization.

COMPETENCY ANALYSIS

SEEING PERSPECTIVE Your self-confidence may cause you to ignore other's opinions because you believe so strongly in your own. This will erode your ability to gain the support of your team members.

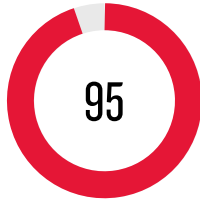
PERSONAL DEVELOPMENT Because you are so self-confident, you may resist coaching and others' suggestions for personal development. As a result, personal improvement may be difficult.

DRIVE FOR RESULTS Although you have high expectations for yourself, your coworkers may regard you as domineering and overly aggressive.



MISCHIEVOUS

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



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Seem interesting, daring, and fun.
 - Enjoy testing the limits.
 - Need variety and excitement.
 - Ignore their mistakes.
 - Are spontaneous, flexible, and impulsive.
-

LEADERSHIP IMPLICATIONS

You seem to be an energetic and adventurous person who enjoys pushing the envelope. You have a low tolerance for boredom and prefer to make decisions quickly and then move on. You tend to ignore your mistakes and failures. Additionally, you may have trouble with commitments and follow-through, especially if long time frames are involved. People will like you and initially enjoy working with you, but may grow weary of your fast-pace, impulsivity, and excitement-seeking. You are an engaging person and should be well liked by your bosses, but your limit testing may jeopardize good long term results.

COMPETENCY ANALYSIS

DECISION QUALITY You are action oriented and unafraid of risks, and may not consider, in advance, the impact of your decisions on others.

RISK TAKING You enjoy risk and challenge. At times, high stakes risks are unavoidable but eventually, constant risk-taking may be disruptive and stressful for coworkers who may be more cautious and risk-adverse.

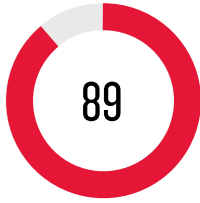
LEARNING FROM EXPERIENCE Experience is the teacher you may ignore. Your desire to just move on may prevent you from analyzing either your past successes or mistakes.





COLORFUL

Concerns being dramatic, engaging, and attention-seeking.



MODERATE RISK

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.

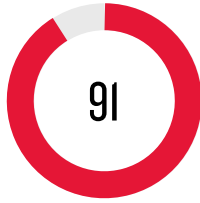
BUILDING MORALE As a leader, the morale of the group will increase as you provide your staff with opportunities to demonstrate their competencies.

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.



IMAGINATIVE

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



HIGH RISK

BEHAVIORAL IMPLICATIONS

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

- Seem playful and innovative.
 - May be hard to understand.
 - Have unusual and original ideas.
 - Make surprising decisions.
 - Change focus quickly and often.
-

LEADERSHIP IMPLICATIONS

You are a colorful and interesting person with some decided strengths as a leader -- including an ability to change directions quickly, to work without explicit guidelines, and to anticipate future trends. Although you will be fun to work with, you may be easily distracted and communicate in unpredictable, idiosyncratic, or confusing ways. Although you will be a creative coach and mentor, your advice may sometimes be judged impractical, "off the wall," or inconsistent with the organizational culture. Your boss will appreciate your creativity and spontaneity, and may find your knack for strategic and visionary thinking quite helpful. On the other hand, your playfulness, idiosyncratic communicative style, and unusual ideas may detract from your credibility.

COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION When you are hurried or under pressure, you may tend to communicate by using words or phrases that make sense to you but leave others wondering what, exactly, you have said.

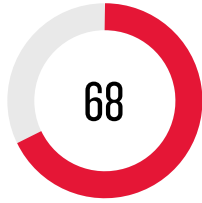
CREATIVITY You are able to see things in ways that are fresh and original. However, when you are excited, your ideas may tend to be impractical and go over the top.

STAYING FOCUSED When you are under pressure, you may have trouble staying focused on the problem at hand.



DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



LOW RISK

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.

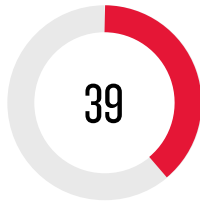
ADAPTABILITY You seem able to change directions and methods even when faced with challenging problems.

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.



NO RISK

BEHAVIORAL IMPLICATIONS

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

- Seem independent and self-reliant.
 - Seem willing to act without prior approval.
 - Seem willing to challenge their boss.
 - Trust their direct reports.
 - Stick up for their subordinates.
-

LEADERSHIP IMPLICATIONS

Your score suggests that you are an independent and self-reliant person who is likely to make his/her own decisions, and is willing to challenge the business assumptions of others. You will work best with bosses who appreciate taking initiative, acting, and challenging. Although you are willing to stick up for your staff, you may not always be perceived as a team player. In planning business strategy, you will be willing to take unpopular positions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT You seem unafraid of conflict and are willing to confront poor performers and give them feedback.

ACTING INDEPENDENTLY You seem comfortable taking initiative, acting, and challenging the assumptions of others when appropriate.

SUPPORTING YOUR STAFF You seem willing to challenge your boss on behalf of your staff, which is important because loyalty goes both ways.



DEVELOPMENTAL RECOMMENDATIONS

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

SKEPTICAL - MODERATE RISK

- When you are at your best, you are a perceptive and insightful judge of people and you have a superior understanding of organizational politics. You are a good resource for identifying potential hidden agendas and for analyzing and solving social and political problems.
- You will tend to distrust your coach; you should suspend judgment and give your coach a chance to try to help you. The same is true for others who care about you--you need to make an extra effort to appreciate what they are telling you and why.
- Be careful how you communicate with others. When you believe you are expressing honest opinions, others may see you as being argumentative. Be open to other points of view.
- You should try to be less critical and judgmental. Tell a trusted friend that you are trying to become more tolerant. Ask him/her to tell you when you are being excessively critical, defensive, or sensitive--and listen to his/her feedback.

BOLD - HIGH RISK

- Lower your expectations for receiving special treatment and give credit to others. This will help in the process of building and maintaining the team you need to achieve your goals.
- Because you may have trouble accepting negative feedback, listen to feedback from your friends and family. They know you well enough to be able to provide useful advice. In addition, they are not in competition with you so the feedback is usually well-meaning.
- You are a strong influence and energetic resource, you can intimidate others without intending to do so. Be aware of, and curtail, this tendency.
- Do not compete with your staff and peers. Remember the real competition is outside the organization.
- You have the confidence and energy to make things happen. Difficulties and adversity will only make you more determined. Very little of importance in the world will get done without your kind of determination and drive.



DEVELOPMENTAL RECOMMENDATIONS

MISCHIEVOUS - HIGH RISK

- Other people may think that you follow your own agenda and don't consider how your 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.

COLORFUL - MODERATE RISK

- 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.



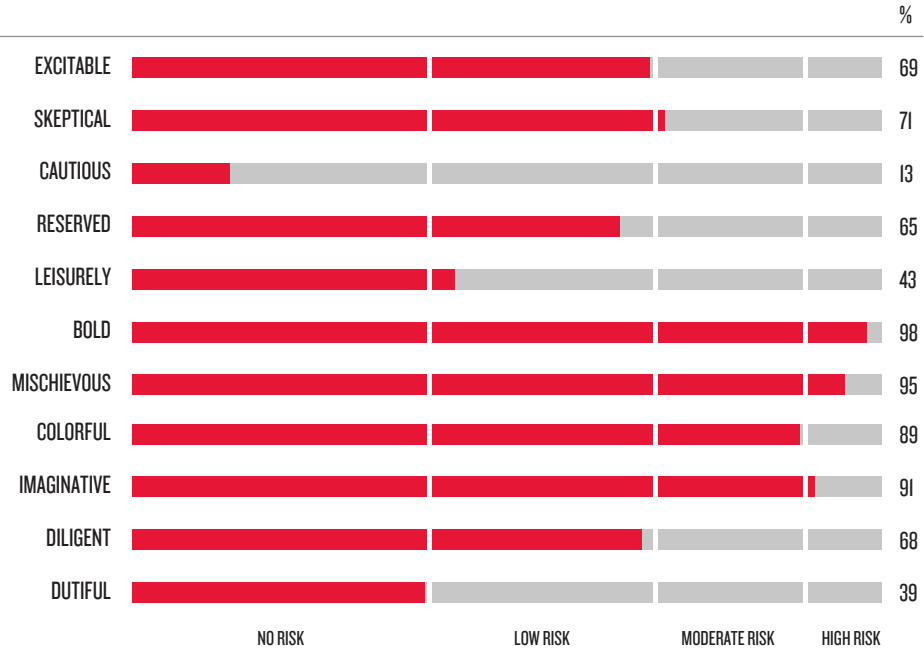
DEVELOPMENTAL RECOMMENDATIONS

IMAGINATIVE - HIGH RISK

- 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.



Scales



Subscale Scores

Excitable



Bold



Diligent



Skeptical



Mischievous



Dutiful



Cautious



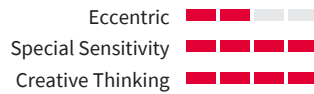
Colorful



Reserved



Imaginative



Leisurely

