HOGAN

LEADERSHIP FORECAST SERIES

COACHING

DEVELOPMENT PLAN FOR STRATEGIC SELF-AWARENESS

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Introduction

The Coaching Report is designed to guide you through the development planning process. The report will help you bring together the results from the Leadership Forecast Reports (and any other assessment data you may have) and integrate those results into a comprehensive development plan. You can make effective use of this report on your own or in conjunction with a more formal coaching process. The report includes the following components:
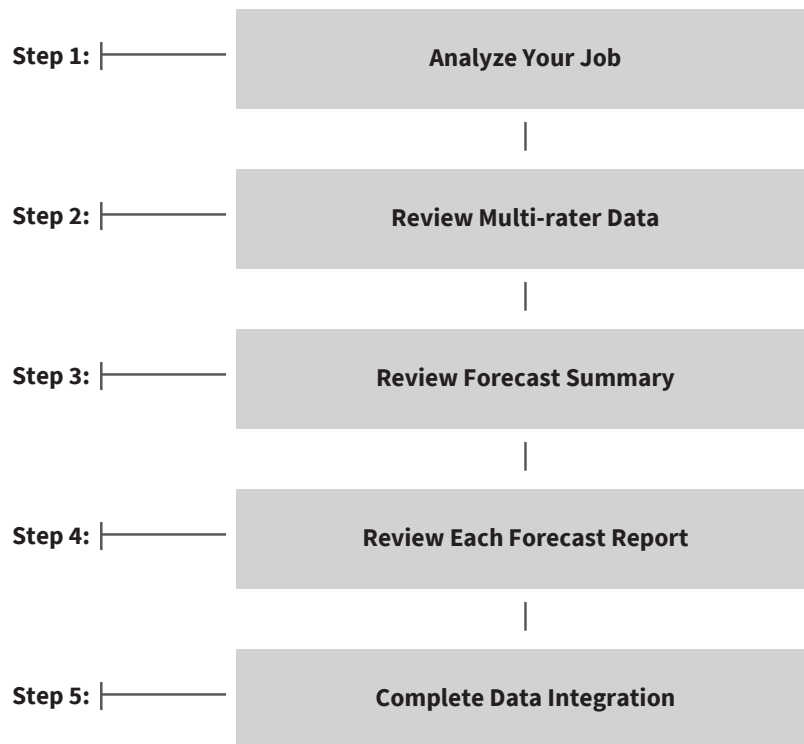
- Process Checklist designed to walk you through building a development plan
- Development Model that provides guidance for integrating assessment data
- Job Analysis Worksheet to better understand the target job for your development effort
- Multi-rater Worksheet to indicate 360 results or behavioral examples
- Forecast Summary that overviews the results of your Leadership Forecast Reports
- Assessment Worksheet to summarize results of your Leadership Forecast Reports
- Data Integration Worksheet to organize all results into an overall performance snapshot
- Development Planning Form to record your development information (Appendix A)

Process Checklist

The process checklist shown below outlines the steps necessary to fully understand the large volume of information you now have regarding your development and how to use the information to create a comprehensive development plan. Before you begin to build your development plan, you should carefully read the next section outlining the Hogan Development Model. The model provides an excellent overview of the steps involved in creating a development plan.
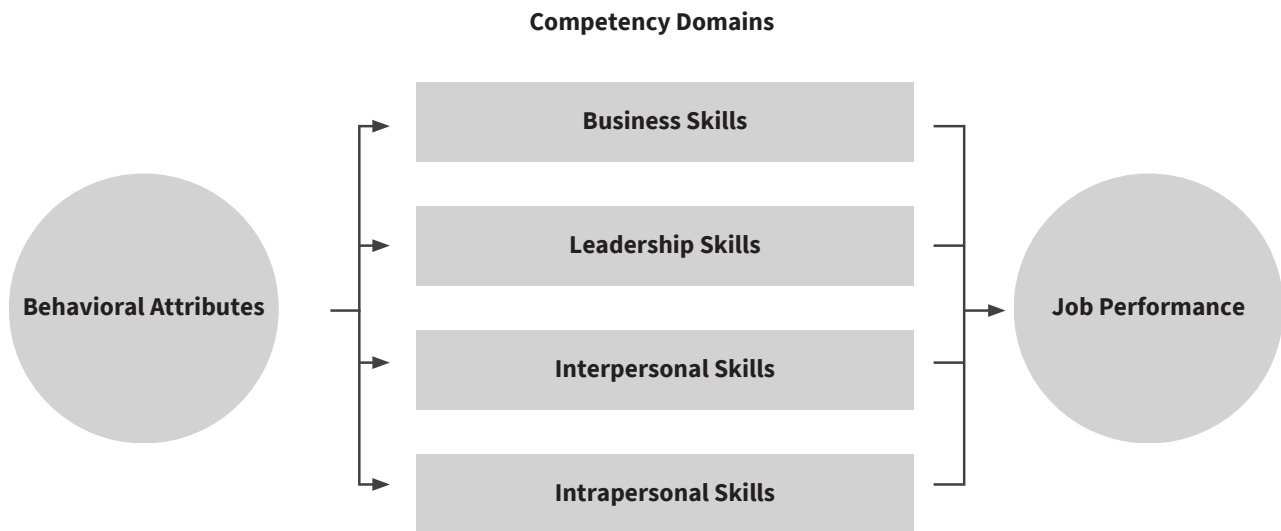
This report follows the sequence of steps listed below beginning with the section following the Hogan Development Model.

Step 1:   **Analyze Your Job**

Step 2:   **Review Multi-rater Data**

Step 3:   **Review Forecast Summary**

Step 4:   **Review Each Forecast Report**

Step 5:   **Complete Data Integration**

General Model

One of the most difficult challenges associated with development is sifting through performance data and targeting areas for change. The Hogan Development Model is a simple way of meeting this challenge. The model has three components: Behavioral Attributes, Competency Domains, and Job Performance. Behavioral Attributes describe "why we do what we do." Competency Domains describe "what we do and how we do it." Job Performance represents the requirements necessary to be successful in a job. If you have development information on your Behavioral Attributes and Competency Domains, you can relate that information to job requirements. Accurately targeting development is a matter of choosing those areas that you can reasonably expect to change and, if you make the change, it will produce a noticeable performance improvement. The best targets are those that will produce the most improvement with the least amount of effort to change.

Competency Domains

Behavioral Attributes	**Business Skills**
	Leadership Skills
	Interpersonal Skills → **Job Performance**
	Intrapersonal Skills

Job Performance

An appropriate development target should have a significant impact on job performance. If you understand the requirements of the job that impact successful performance, then targeting development is a matter of lining up the three components of the model. You should think about job requirements in terms of the Competency Domains. In other words, consider the competencies responsible for successful performance and group them according to the four domains. The domains will then serve as an organizing structure for all development planning activities. Your manager is probably the best source of information regarding those competencies most responsible for successful performance.
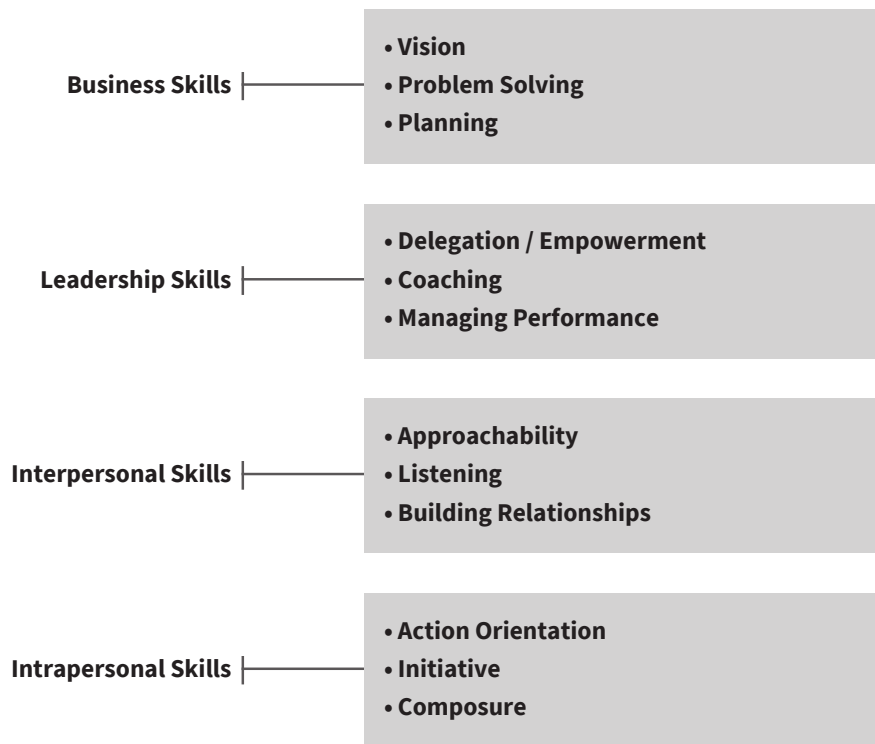
Competency Domains

Competency Domains are clusters of competencies that tend to go together. They are best measured using on-the-job behavioral examples obtained through feedback. This can be done systematically using a 360 rating process or by simply asking for feedback from those individuals that know your work best. Four domains capture most of the competencies that commonly occur in business. Business Skills include competencies that can be done on your own and usually are thoughtful in nature. Leadership Skills include competencies used in managing others. Interpersonal Skills encompass competencies used in getting along with others. Finally, Intrapersonal Skills refer to competencies considered to be at the core of how one approaches any work assignment.

The Competency Domains have an important developmental relationship to each other. Intrapersonal Skills develop early in life followed by Interpersonal, Leadership, and Business Skills. The earlier in life a skill is developed, the more difficult it is to change. For example, planning skills (Business Skills Domain) are much easier to develop than initiative (Intrapersonal Skills Domain). This distinction should be considered when choosing development targets.

WHAT WE DO AND HOW WE DO IT, MEASURED USING JOB-RELATED FEEDBACK

Business Skills
- Vision
- Problem Solving
- Planning

Leadership Skills
- Delegation / Empowerment
- Coaching
- Managing Performance

Interpersonal Skills
- Approachability
- Listening
- Building Relationships

Intrapersonal Skills
- Action Orientation
- Initiative
- Composure

Behavioral Attributes

Behavioral Attributes are best measured by assessment inventories that are capable of looking beyond a small sample of behaviors to provide a description of "why" those behaviors occur in the first place. Behavioral Attributes are comprised of personality characteristics, cognitive abilities, and motivational characteristics. The Leadership Forecast Potential Report and Challenge Report both provide excellent measures of personality characteristics. A measure of critical thinking such as the Watson-Glaser Critical Thinking Inventory is a good measure of cognitive abilities. Motivational characteristics speak to our wants and desires and are often manifested in our values. The Leadership Forecast Values Report provides a good understanding of motivational characteristics. Understanding your personality characteristics, cognitive ability, and motivational characteristics is the foundation for development. Knowing "why you do what you do" often dictates the targets you are likely to be successful in changing. It may also dictate the change strategy with the highest probability of success.

WHY WE DO WHAT WE DO, MEASURED USING ASSESSMENT INVENTORIES

Behavioral Attributes	**Personality Characteristics**
	Cognitive Abilities
	Motivational Characteristics
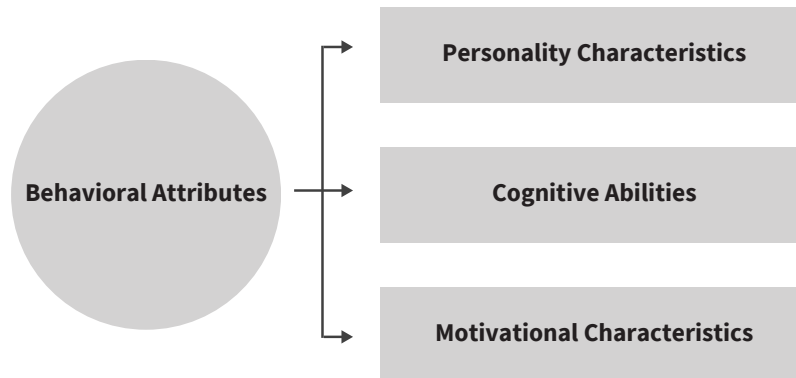
Applying the Model

You now have a better understanding of the three components of the model. The next step is to apply these components to create a high impact development plan. The following example uses a sales job to illustrate how the model works.

Sales jobs have many critical requirements including planning (Business Skills), listening (Interpersonal Skills), and initiative (Intrapersonal Skills). In analyzing the sales job, you find that initiative is the most important competency followed by listening, then planning. In reviewing Competency Domain data (from your 360 ratings), you were rated high in initiative, but low in listening and planning.

Turning to data on your Behavioral Attributes, you were somewhat low on personality characteristics associated with listening and planning. Since you have Competency Domain and Behavioral Attribute data that indicate weaknesses in listening and planning, which one should be the primary target for development? You have to use some judgment at this point. Since listening was rated as more important to success than planning, it would be reasonable to target listening. However, it is important to realize that your listening skills develop long before your planning skills and will be a more challenging development target. You essentially have to balance the development challenge with the potential impact on successful job performance. In this case, it would be reasonable to conclude that, as a sales person, listening skills take priority over planning skills.

The following pages will help you apply this model in building a development plan for your target job.

Step 1 – Analyze Your Job

The starting point in building your development plan is to identify the key requirements of your job that are responsible for successful performance. Spend a few minutes thinking about the truly important requirements for success. You may want to ask your manager just to make sure you fully understand the requirements that will lead to success. In the space below, write down the competencies that are critical to success, grouping them according to the Competency Domains. Once you have listed them, describe in your own words what you think is the most important job requirement for each domain.

Domains	Competencies	Describe the most important requirement
BUSINESS	_____ _____ _____ _____	
LEADERSHIP	_____ _____ _____ _____	
INTERPERSONAL	_____ _____ _____ _____	
INTRAPERSONAL	_____ _____ _____ _____	

Step 2 – Review Multi-rater Data

Multi-rater data can be very important to understanding "what" you do and "how" you do it on the job. If you have multi-rater data such as a 360 assessment, you can use this section to summarize the results. If you do not have 360 data, but have feedback from your manager or others in your organization regarding your job performance, you may want to use this section to summarize that information. Skip this section if you do not have any feedback regarding your job performance.

Review your multi-rater data and think about what the results reveal about your strengths and opportunities for development in each of the competency domains. Note your strengths and opportunities in the space provided and write down the specific multi-rater item (or statement) that was most important in leading you to your conclusions.

Domains	Strengths / Opportunities	Multi-rater Items
BUSINESS	Strengths: Opportunity:	_____ _____ _____ _____
LEADERSHIP	Strengths: Opportunity:	_____ _____ _____ _____
INTERPERSONAL	Strengths: Opportunity:	_____ _____ _____ _____
INTRAPERSONAL	Strengths: Opportunity:	_____ _____ _____ _____

Step 3 – Review Forecast Summary

This section summarizes your results from the Leadership Forecast Potential Report, Values Report, and Challenge Report. The summary will prepare you to do a more detailed review of the individual Leadership Forecast Reports. This section is organized in four parts: (1) Performance Strengths; (2) Values and Drivers; (3) Challenges; and (4) a Career Development Summary. At the end of this section, there is a table containing your individual scale scores for each of the Leadership Forecast Reports.

Performance Strengths

Personal Impact
You are active, hardworking, competitive, and eager to get ahead. You like leadership positions and enjoy being in charge. You are willing to take initiative in a group and, with the appropriate interpersonal skills, you will be able to assume leadership roles on team projects. These tendencies are particularly important in jobs that require directing others, persuasiveness, and working without supervision. You appear friendly, outgoing, and approachable, but you are willing to listen and let others talk.

Interpersonal Skill
You are unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. You will be able to build and maintain friendships. You are concerned about staff morale and being a good team player. You value encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships. Flexible and spontaneous, you will usually be able to change directions quickly, work on several problems at the same time, and will not mind being interrupted. You will be comfortable using new and/or non-standard procedures to solve problems, and will probably be willing to challenge rules and take risks. These characteristics are important for jobs in fast-paced environments with changing priorities and possibilities for failure.

Working and Learning Style
You are typically calm and able to handle pressure, but at the same time willing to admit faults and errors and listen to feedback. You are open-minded, curious, and imaginative. You understand the big picture, think quickly on your feet, have ideas for solving problems, and are comfortable with unstructured work that entails design, invention, or change. You are receptive to new ideas and value finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership. You seem uninterested in education or training for its own sake and, relative to most other people, you are only moderately motivated by academic pursuits. This does not imply a lack of ability; rather, people with this characteristic are likely to see reading and learning as a means to an end rather than something intrinsically important.

Values and Drivers

Achievement Motivation

You prefer to put business before pleasure, you avoid distractions and activities that waste time and money, and you believe in maintaining a professional appearance and conduct at work. You are keenly interested in career advancement, you evaluate yourself in terms of your accomplishments, hate wasting time, and want to make an impact on your organization and your profession. You like being noticed and enjoy having your achievements recognized—you are even willing to advertise them from time to time.

Social Interests

You seem equally happy working by yourself or as part of a team. You enjoy meeting new people, but you also like having time to yourself. You like people, but you do not need constant interaction. You focus on your work and take a practical, matter-of-fact interest in the needs and complaints of staff. You prefer to make staff decisions based on rational business considerations rather than people's wishes and fantasies, and, as a result, you want meetings to start on time and follow sensible agendas. You seem to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. You are neither liberal nor conservative in management style; you seem to have a natural preference for moderation and compromise. You value the lessons of the past but are willing to experiment for the future.

Entrepreneurial Values

You are keenly interested in financial issues and in discovering methods for increasing profitability and improving the bottom line. You are alert for business and investment opportunities, do not make many financial mistakes, and do not have a lot of sympathy for those who do. You seem unconcerned about job security and are willing to take chances to advance your career. You do not need a lot of direction in your work, and you do not mind unexpected changes in work assignments.

Decision Making Style

You seem to strike a balance between form and function in decision making. You want equipment to look good but also to perform reliably and efficiently. You understand the trade off between elegant style and durable performance and use it in making decisions. You seem willing to make decisions based on data and research as well as your own personal experience. You are comfortable with technology, but you are not interested in technological innovations for their own sake—you understand the use of technology without being addicted to it.

Challenges

Reactions to Others
You seem to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, at times you may seem somewhat irritable, critical, and willing to give up on people or projects. You seem to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see you as mistrustful, uncooperative, or argumentative. You seem active, confident, and open to challenges, and are able to make decisions in a timely manner. You are a sturdy person who can stand up to criticism and adversity. Nonetheless, because you can be reserved, others may think you are aloof, detached, and unconcerned about their interests. You seem to welcome coaching, which could be a problem if you need more feedback than others want to provide.

Personal Performance Expectations
You seem unusually self-confident, ambitious, energetic, and aggressive, and you expect to succeed at everything you undertake. When they get to know you, others may also see you as demanding, self-centered, and unable to acknowledge your mistakes and shortcomings or willingness to work as part of a team. You seem charming, interesting, fun, risk-taking, and willing to think and act quickly. In time, however, people may find you hard to work with because you can change directions so quickly, seem not to follow through on some commitments, ignore your mistakes, and expect that others will not notice your mistakes. You expect others will find you engaging, and they often do. Over time, however, others may also see you as impulsive, disorganized, and not always delivering on promised work products. You seem smart, creative, and somewhat unorthodox in your thinking. Others will notice that your ideas seem unconventional, unusual, and unpredictable. These tendencies are important for problem solving, but over time, others may find some of your ideas impractical, unrealistic, or unworkable.

Reactions to Authority
You seem polite and hardworking, with high standards of performance. You easily accept structure, direction, and feedback, and assume others share these tendencies. Although you are planful and conscientious, others may find you hard to work with because you want to do things yourself, you are hard to please, and you can be inflexible about rules and procedures. You seem willing to make your own decisions and may need to work harder at keeping others informed about what you have decided.

Career Development

When Strengths Become Weaknesses—Development feedback for Patrick Ropella

You should solicit feedback about your performance from coworkers and pay attention to the negative feedback—not just dismiss it. Make sure you understand the importance of contributing appropriately to team efforts. You are keenly interested in career advancement. Work to stay alert and look for opportunities to make these interests known. You need to remember not to intimidate inexperienced or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated to succeed. You should be reminded to talk regularly with your coworkers, to ask them questions, and seek their advice. The goal is for you to achieve a balance between the social and technical aspects of work. Because you value getting along with others, you will tend to avoid taking unpopular positions. Remember to be careful not to promise more than you can deliver, to confront problems promptly before they become unmanageable, and to let others know where you stand on specific topics. Because you sometimes do not pay attention to details, you should make a list each day of things to accomplish. Be sure there is a system in place to follow-up on loose ends and commitments to customers and coworkers. You should make a special effort to complete tedious tasks and be sure to gather enough information before making important decisions. Although you are imaginative and visionary, you may become easily bored with routine tasks; remember to stay with tasks until they are finished. Because you are not particularly interested in traditional education, you should make an effort to read, to take advantage of training opportunities, and encourage others to do the same. You should identify your preferred modes of learning and incorporate these into your development planning process.

Dealing with Derailment Tendencies

- First, lower your expectations for receiving special treatment and to give credit to others. This will help in the process of building and maintaining the team you need to achieve your goals.

- Second, because you may have trouble accepting negative feedback, make sure you listen to feedback from friends and family. You should try to realize that 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.

- Third, because you are a very influential and energetic resource, you can intimidate others without intending to do so. Try to become aware of, and curtail, this tendency.

- Fourth, try not compete with your staff and peers. You should recognize that the real competition is outside the organization.

- Finally, remember your strengths—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.

Summary of Scores from your Leadership Forecast Reports

Scale	%	Scale Interpretation
Hogan Personality Inventory		
Adjustment	40	Concerns composure, optimism, and stable moods.
Ambition	73	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	38	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	73	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	16	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	80	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	26	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Recognition	70	Desire to be known, seen, visible, and famous.
Power	99	Desire for challenge, competition, achievement, and success.
Hedonism	30	Desire for fun, excitement, variety, and pleasure.
Altruistic	23	Desire to serve others, to improve society, and to help the less fortunate.
Affiliation	39	Need for frequent and varied social contact.
Tradition	36	Concerns for morality, family values, and devotion to duty.
Security	13	Need for structure, order, and predictability.
Commerce	87	Interest in earning money, realizing profits, and finding business opportunities.
Aesthetics	62	Interest in the look, feel, sound, and design of products and artistic work.
Science	46	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Hogan Development Survey		
Excitable	69	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Skeptical	71	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	13	Concerns being overly worried about being criticized.
Reserved	65	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	43	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	98	Concerns having inflated views of one's competency and worth.
Mischievous	95	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	89	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	91	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	68	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	39	Concerns being eager to please and reluctant to act independently.

Step 4 – Review Each Forecast Report

The Leadership Forecast Reports are designed to help you understand "why" you do what you do. There are three reports in the series including the Potential, Challenge, and Values Reports. Use this section to record strengths and opportunities as identified in the Leadership Forecast Reports.

In the previous step, you reviewed a summary of the three Leadership Forecast Reports. You are now ready to complete an in-depth review of the individual reports. We suggest you read all three reports before completing this section. Once you have read the reports, you should go back, and beginning with the Potential Report, review and record strengths and opportunities for development in each of the competency domains. Do the same for the Challenge and Values Reports. Keep in mind that it is not necessary to list something in every box. Only record the strengths and opportunities that are pertinent to your job success.

Domains	Potential Report	Challenge Report	Values Report
BUSINESS	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
LEADERSHIP	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
INTERPERSONAL	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
INTRAPERSONAL	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:

Step 5 – Complete Data Integration

You have now completed an analysis of your job, reviewed your 360 results, and reviewed your assessment results. You have all the data you need to identify some high impact development targets. First, use your overall impression of the data to identify any behaviors that you believe need to change to improve your job performance. Record those behaviors in the right-hand column under the appropriate domain. It is not necessary to list something in every box. Record only those behaviors that indicate a clear need for attention. Second, in the middle column record the actual 360 items (or statements) that suggested a need for improvement. Finally, in the left-hand column record the Leadership Forecast Report results that help you understand "why" you exhibit these behaviors. Keep in mind, the best development targets are those that will significantly improve your job performance, you have clear data supporting the need for change, and you have acquired some insight as to "why" you exhibit the behavior.

Domains	Using the assessment data from Step 4, describe the results that indicate why you do what you do.	Using the 360 data (or statements) from Step 2, list items that led you to select behaviors needing improvement.	Describe behaviors that need to change in order to improve your performance.
BUSINESS			
LEADERSHIP			
INTERPERSONAL			
INTRAPERSONAL			

Building Your Development Plan

There are many options for creating a development plan. Two options you should consider are outlined below.

Your company's approach

Most companies offer some form of a development planning form that can be used to document and track your personal development. In-house approaches vary widely, but usually include a place to specify development goals, action plans, and a way to document progress. The advantage of using an in-house approach is that it is consistent with what other people are doing in the organization and likely has some structure which conforms to an in-house development process.

If an in-house approach is not available or if you are looking for an alternative, the following approach should be considered.

Development Planning Form

For those interested in a simple paper-and-pencil approach that does not require a large time investment to create, we have provided a planning form that is located in Appendix A. Based on the information you recorded in Section 5, you should identify one or two development goals and record them in the first column of the form. A good development goal is one that is stated in behavioral terms and can be measured over time to ensure progress. Development action items can be listed in the second column and progress toward achieving the goal can be recorded in the subsequent columns over time. If you need suggestions for development actions, the Internet provides a rich source of information. An inverted pyramid approach is recommended to complete a successful Internet search. Begin with a specific development question, perhaps even the goal you have selected. Work backward using less specific search questions until you locate information that you find useful. This approach often reduces search time on the Internet and improves the probability of finding information directly related to your development goal.

Appendix A – Development Planning Form

Goal	Development Actions	Results		
		3 Months	**6 Months**	**9 Months**