

Finance Industry Leaders

Challenge: A multinational banking and financial services company developed a competency model to identify effective leaders. Successful leaders in this company should be dependable and act with integrity. Further, leaders should be driven, skilled in relationship building, and be committed to company values. The company collaborated with Hogan to create a measurement platform for their competencies using Hogan assessment data.

Solution: Hogan researchers mapped the company's competency model to the Hogan competency model. This alignment allowed Hogan to use existing archival data to examine the relationships between the client's competencies and the Hogan Personality Inventory (HPI) and Hogan Development Survey (HDS). The HPI is a measure of everyday, normal personality tendencies and the HDS measures characteristics that can derail or inhibit performance.

Result: The client worked with Hogan to drive higher quality decision-making in their leadership selection. This resulted in a custom-competency based report that translated the HPI and HDS into reporting that spoke to the performance areas that matter most to the client. Combining empirical evidence and expert judgment, Hogan identified scales across the two assessments that best described each competency. For example, the HPI Ambition and Prudence, and the HDS Mischievous scales predicted the "Courageous Integrity" competency. That is, managers who are driven to uphold values, are conscientious and trustworthy, and are willing to follow the rules are more likely to perform the behaviors related to this competency.

Overall, by implementing personality assessments into the selection process, the banking and financial services company will be better able to select leaders that have the potential to be successful within their organization.