

## Financial Services Industry Leaders

**Challenge:** A multinational financial services company presented a competency model for developing its leadership. The model included competencies related to client value, results orientation, strategic direction, partnership, change promotion, and team building. The company collaborated with Hogan to identify personality characteristics and values that relate to the competencies important for leadership performance.

**Solution:** Hogan researchers reviewed the company's competency model and mapped their competencies to the Hogan Competency Model (HCM). The HCM contains 62 competencies that are important for work success across a variety of jobs. 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 the 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:** Using empirical evidence and expert judgment, Hogan identified scales from both assessments that best described each competency. For example, the HPI Ambition (higher), Prudence (higher), and Learning Approach (higher), and the HDS Cautious (lower) and Imaginative (lower) scales predicted the "Delivers Results" competency. That is, employees who are driven, dependable, achievement-oriented, cooperative, and practical are more likely to perform the behaviors related to this competency.

Overall, by implementing personality assessments into the developmental process, the company will be better able to guide the developmental process for leaders to encourage the personal characteristics related to success across roles.