

Insurance Industry Vice Presidents

Challenge: Hogan worked with a Fortune 250 insurance and investment company to improve their selection process for screening applicants into the Vice President (VP) job. Incumbents provide strategic leadership by contributing to the creation and implementation of business unit and enterprise strategy.

Solution: Hogan employed a two-step approach for conducting a validity study. First, Hogan conducted a job analysis by reviewing the job description and collecting data using the Job Evaluation Tool (JET). Then, Hogan used validity generalization strategies (i.e., meta-analysis, transportability of validity, and synthetic/job component validity) to identify the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and the Motives, Values, Preferences Inventory (MVPI) scales most predictive of successful performance in the VP role. The HPI is a measure of everyday, normal personality tendencies, the HDS measures characteristics that can derail or inhibit performance, and the MVPI assesses an individual's core drivers and values.

Result: Combining empirical evidence and expert judgment, Hogan developed a profile to predict job performance. Results suggested that the HPI Adjustment, Ambition, Interpersonal Sensitivity, Prudence, and Learning Approach scales, the HDS Leisurely and Bold scales, as well as the MVPI Commerce, Power, and Science scales were most predictive of performance in the VP role.

The profile assists the company in selecting candidates who are confident and composed under pressure (higher Adjustment), take initiative (higher Ambition), communicate tactfully and build relationships with others (higher Interpersonal Sensitivity), are dependable and adhere to established rules and procedures (higher Prudence), and are achievement-oriented and remain up to date on current trends (higher Learning Approach). In addition, the High Fit guidelines will help to identify candidates who possess greater levels of these key characteristics and honor their commitments (lower Leisurely), are socially skilled (lower Bold), value profit and business opportunities (higher Commerce), value success (higher Power), and value data-based decision making (higher Science).

Overall, by implementing personality assessments into the selection process, the insurance and investment company should be better able to select candidates with the personal tendencies related to success in the VP role.