

Mining Industry General Manager

Challenge: To align talent solutions with business strategy, a multinational commodity trading and mining company developed a competency model for the General Manager role. Successful General Managers need to demonstrate strength in business acumen, interpersonal skills, work ethic, as well as cognitive capacity. As role models, they also need to exemplify the values of the company. To develop competent General Managers, the company collaborated with Hogan to identify personality facets predictive of critical leadership competencies.

Solution: Hogan mapped the organization'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. Also, Hogan used expert judgment to align the Motives, Values, Preferences Inventory (MVPI) scales with the company's competencies. The MVPI assesses an individual's core drivers and values.

Result: Combining empirical evidence and expert judgment, Hogan selected HPI, HDS, and MVPI scales that predicted each leadership competency. For example, the HPI Adjustment, HPI Ambition, HPI Interpersonal Sensitivity, HDS Skeptical, HDS Cautious, HDS Reserved, and MVPI Commerce scales predicted "Business Acumen". Individuals who appear calm and even-tempered (higher Adjustment), results-driven (higher Ambition), skilled at building relationship with stakeholders and customers (higher Interpersonal Sensitivity), optimistic and trusting (lower Skeptical), decisive (lower Cautious), cooperative (lower Reserved), and commercially astute (high Commerce) tend to succeed in the General Manager role.

Overall, using Hogan assessments within a custom competency report to identify General Managers should result in stronger leader performance, a decrease in eventual career derailment, and better cultural fit.