

Mining Industry

Leaders

Challenge: A multi-national mining, metals and petroleum company developed a competency model for Leaders. Competent Leaders at this organization need to possess capabilities associated with overcoming business challenges, managing people, and continuous learning. To recognize and develop successful Leaders, the company collaborated with Hogan to help identify personality characteristics predictive of the desired leadership capacities.

Solution: Hogan mapped the company's competency model 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). The HPI is a measure of everyday, normal personality tendencies. 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 and MVPI scales predictive of and related to each leadership competency. For example, the HPI Adjustment, HPI Ambition, HPI Inquisitive, MVPI Power, and MVPI Science scales are used to predict the company's "Problem Solving" competency. Leaders who appear calm and even-tempered (higher Adjustment), results-driven (higher Ambition), creative and interested in problems (higher Inquisitive), and value achievement (higher Power) and the pursuit of knowledge (higher Science) tend to be more effective problem solvers.

Overall, using Hogan's assessments combined with a custom competency report should result in stronger leader performance and better cultural fit.