

Retail Industry Technology Leaders

Challenge: A retail company wanted to improve their selection process for Technology Leaders by including the Hogan Personality Inventory (HPI; a measure of normal day-to-day behavior), Hogan Development Survey (HDS; a measure of behaviors that may arise under stress and pressure), and Motives, Values, Preferences Inventory (MVPI; a measure of core drivers and values) in their selection process.

Solution: Hogan used a two-step approach for conducting a validity study. First, Hogan conducted a job analysis by reviewing the job documentation, conducting focus groups, and collecting data using the Job Evaluation Tool (JET). Then, Hogan used validity generalization strategies (i.e., meta-analysis, synthetic/job component validity) to identify which HPI, HDS, and MVPI scales are most predictive of successful performance in the Technology Leader job.

Result: Combining empirical evidence and expert judgment, Hogan developed a profile for predicting Technology Leader performance. Results suggested that the HPI Adjustment, Ambition, Interpersonal Sensitivity, and Learning Approach; HDS Excitable, Cautious, and Reserved; as well as MVPI Power and Science scales were most predictive of successful Technology Leader performance.

This profile identifies candidates who are resilient under stress and pressure (higher Adjustment), driven and goal-oriented (higher Ambition), perceptive and tactful (higher Interpersonal Sensitivity), driven to build and maintain a relevant knowledge base (higher Learning Approach), calm and even-tempered (lower Excitable), open to change and decisive in ambiguous situations (lower Cautious), and friendly and collaborative (lower Reserved). In addition, the profile identifies candidates that will value achievement and influence (higher Power) and analytical, data-driven problem solving (higher Science).

By using this profile, the retail company should be able to select Technology Leaders who are more likely to be successful.