

Telecommunication Industry Managers and Executives

Challenge: An Australia-based phone and internet service provider realized the need to improve its current process for identifying Managers, General Managers (GM), and Executive General Managers (EGM). To identify individuals who effectively manage processes, lead people, and deliver results, the company contacted Hogan to understand the personal attributes predictive of key behaviors in each role.

Solution: Hogan researchers performed job analyses and used validity generalization to identify personality characteristics relevant to successful Manager, GM, and EGM performance. The job analyses included reviewing the job descriptions and inviting Subject Matter Experts (SMEs) representing each job to complete the Job Evaluation Tool. Next, Hogan used validity generalization techniques (i.e., meta-analysis, transportability of validity, and synthetic/job component validity) to identify 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) scales most predictive of successful performance for each position.

Result: Combining empirical evidence and expert judgment, Hogan developed three separate profiles to account for the similarities and differences among Managers, GMs, and EGMs. Results showed that while HPI Ambition, HPI Adjustment, HPI Interpersonal Sensitivity, HDS Excitable, HDS Skeptical, and MVPI Power scales were predictive of successful performance across all three jobs, there are distinctive attributes critical for each job. For example, the MVPI Science scale is particularly important for EGMs because these individuals need to value the pursuit of knowledge in order to stay current with industry trends and set strategic vision for the organization. Similarly, the HDS Imaginative is particularly critical for GMs because those who are distractible and unconventional tend to have issues following up on their actions and executing business plans. Finally, higher scores on the MVPI Affiliation scale was deemed important for Managers due to the fact that people management is more critical for this role as compared to GMs and EGMs.

Overall, by implementing personality assessments for each leadership role, the client will be better able to select candidates who exemplify competent leadership behaviors, cope effectively with challenging situations, and carry on the company's values.