

## 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 mapped the company's competency model to the Hogan Competency Model (HCM). The HCM contains 62 competencies that are important for success across a variety of jobs. This alignment allowed us to examine the relationships between the client's competencies and the Hogan Personality Inventory (HPI) and Hogan Development Survey (HDS) based on existing Hogan archive data. The HPI is a measure of everyday, normal personality tendencies and the HDS measures characteristics that can derail or inhibit performance. Also, we 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 predictive of leadership competencies for Managers, GMs, and EGMs. For example, the HPI Ambition, HPI Sociability, HDS Cautious, HDS Reserved, and MVPI Commerce scales were predictive of the "Business Insight" competency. However, the relative importance of each scale differs by job because of the distinctive scope of each role. Specifically, both the EGMs and the Managers need to keep current and make decisions based on industry trends. Therefore, HPI Ambition is most important for both jobs because individuals with higher Ambition scores tend to speak up to advocate their interests and are willing to take initiative. Also, because EGMs are more senior and have a more direct impact on business outcomes than Managers, the EGM profile has a higher standard on Ambition than the Manager profile. By contrast, because GMs engage in more interpersonal interactions, the GM profile provides a more stringent threshold for HPI Sociability than HPI Ambition.

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