



CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

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INTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behaviour that could potentially undermine or inhibit your effectiveness as a leader. It then offers suggestions for leading people more effectively.

Leadership involves building and maintaining a high-performing team. Anything that detracts from your ability to build a team, detracts also from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on our global leadership research, and are written for professionals and leaders.

BACKGROUND

Under pressure, most people will display certain counterproductive tendencies. We refer to these as "risk factors." Under normal conditions these characteristics may actually be strengths. However, when you are tired, pressured, bored, or otherwise distracted, these risk factors may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and direct reports. Others may be aware of these tendencies but may not give you any feedback about them. Your boss, in fact, may ignore them.

This report is divided into three sections. First, there is a graphic representation of your profile. Second, you will find a scale-by-scale interpretation of your scores. Scores between the 90th and 100th percentile are in the High Risk Zone, scores between the 70th and 89th percentiles are in the Moderate Risk Zone, scores between the 40th and 69th percentile are in the Low Risk Zone and scores between the 0 to 39th percentile are in the No Risk Zone. The third section provides developmental recommendations for areas where you scored in the Moderate and/or High Risk Zones. No development recommendations are provided for scores in the No Risk and Low Risk Zones.

HOW DO RISK FACTORS DEVELOP?

Research indicates that leaders develop risk factors while learning to deal with parents, peers, relatives and others early in life. Behaviour developed while you were young may become habitual and you may be unaware that you deal with stress in certain ways.



INTRODUCTION

WAYS TO USE THIS INFORMATION

First, read the report carefully and decide which developmental suggestions apply to you. Mark those items with a plus (+), and put a minus (-) by items to which you cannot relate. Second, invite feedback from peers, direct reports, and even family. Discuss your insights with them, and ask for reactions. A key ingredient for developing new leadership skills is enlisting the support of your direct reports, peers, and boss. Finally, study the developmental suggestions provided at the end of the report. These suggestions are offered for scores in the Moderate or High Risk Zones (i.e., scores at or above the 70th percentile).

DEFINITIONS

The eleven scales of the Leadership Forecast Challenge Report are defined below.

Excitable Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.

Sceptical Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.

Cautious Concerns being overly worried about being criticised. Result: seems resistant to change and reluctant to take chances.

Reserved Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.

Leisurely Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, uncooperative, and a procrastinator.

Bold Concerns having inflated views of one's competence and worth. Result: seems unable to admit to mistakes or learn from experience.

Mischievous Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.

Colourful Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.

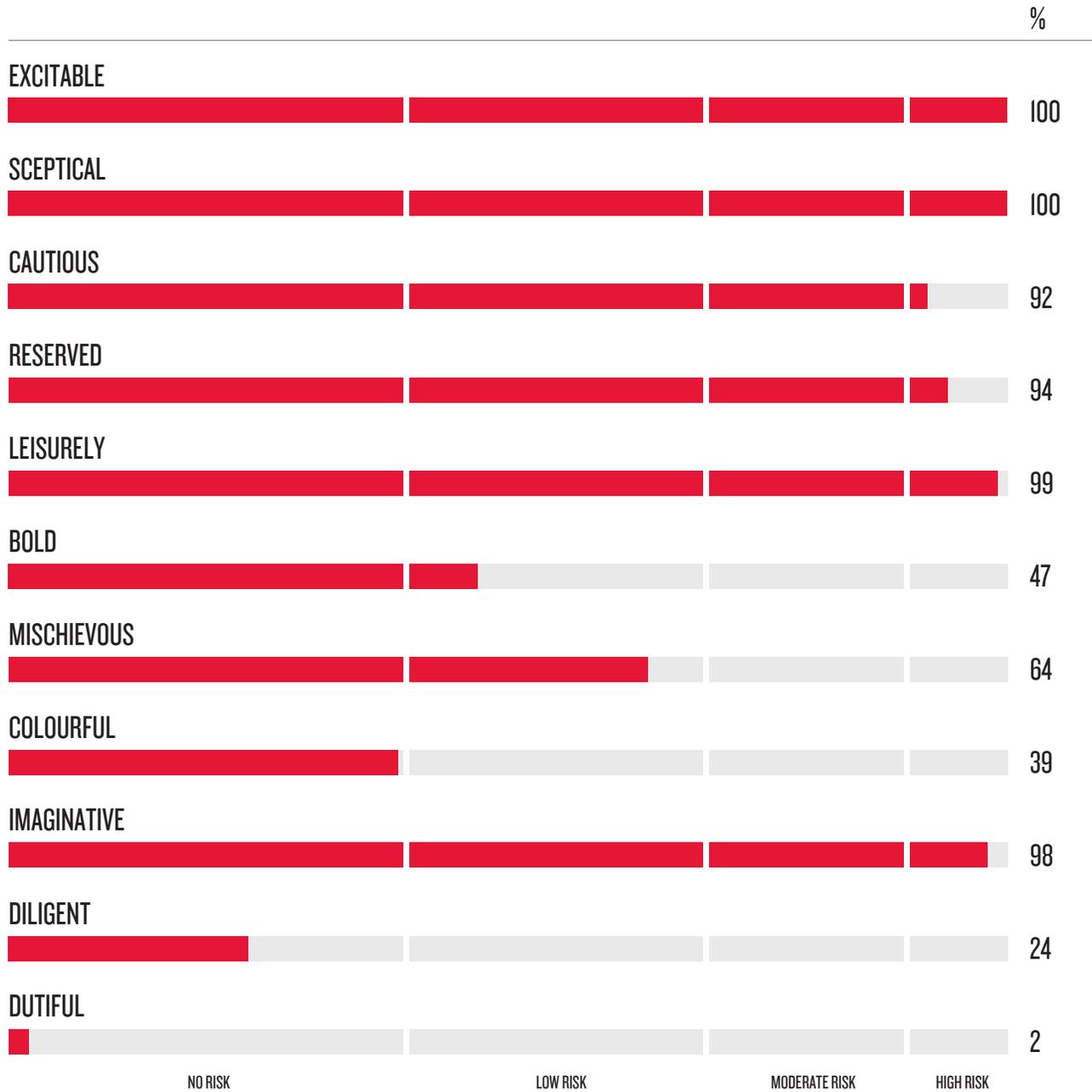
Imaginative Concerns thinking and acting in interesting and even eccentric ways. Result: seems creative but possibly lacking in judgement.

Diligent Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.

Dutiful Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.

LEADERSHIP CHALLENGE PROFILE

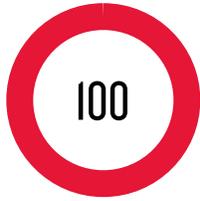
Scales





EXCITABLE

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.



HIGH RISK

Behavioural IMPLICATIONS

You scored in the **HIGH RISK ZONE** on this scale. Leaders with similar scores:

- Seem intense and energetic, but mercurial and sometimes explosive.
 - Quit when frustrated.
 - Yell when angry.
 - Overreact to criticism.
 - Often seem to understand when others have problems.
-

LEADERSHIP IMPLICATIONS

Your intensity and energy about new projects will have a positive impact on your organisation. However, your tendency toward emotional displays could erode your credibility, your ability to coach others, and your effectiveness to work as part of a team. Your boss will probably be impressed with your enthusiasm for new projects, but may notice your tendency to become discouraged when things don't work out. Your moodiness may make you seem unpredictable and hard to read.

COMPETENCY ANALYSIS

COMPOSURE In high-pressure situations, your co-workers may see you as unpredictable and emotional. In addition, you tend to become upset by unexpected demands and may say things that you regret later. As a result, your co-workers could hesitate to approach you with problems because they don't know how you will react.

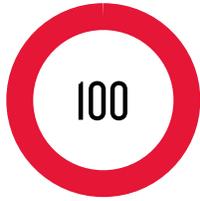
FAIRNESS TO OTHERS When you are frustrated with projects, you tend to give up on them. This may wrong-foot the people who are working on them.

PERSEVERANCE Your enthusiasm for people and projects may fade when you meet setbacks, resistance, challenges, and potential failure. You may not press hard enough to get things done; if so, this can be perceived as a lack of perseverance.



SCEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.



HIGH RISK

Behavioural IMPLICATIONS

You scored in the **HIGH RISK ZONE** on this scale. Leaders with similar scores:

- Are very perceptive about people and politics.
 - Are alert for signs of betrayal or disrespect.
 - Seem argumentative and easily offended.
 - Expect to be mistreated.
 - Retaliate when they feel wronged.
-

LEADERSHIP IMPLICATIONS

You are insightful about others' intentions and are a shrewd observer of organisational politics. These qualities can be a major asset in your career. However, you may also tend to find yourself focusing on the negative, overreacting to perceived threats, becoming argumentative when you feel slighted, and taking critical feedback personally. You may get too concerned about organisational politics. These tendencies can interfere with your ability to sustain relationships and appreciate others' viewpoints. A tendency to be suspicious and combative could also cause others to perceive you as difficult and uncooperative.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS You may seem sceptical of others' intentions. If so, then this will limit your ability to influence, persuade, and inspire them to take action.

OPENNESS TO IDEAS You may react to new ideas by arguing and pointing out how they won't work. This tendency will make others defensive and lead to difficulty in gaining their consensus or approval.

OBJECTIVITY You may seem set in your ways and unable to appreciate viewpoints different from your own.



CAUTIOUS

Concerns being overly worried about being criticised.



HIGH RISK

Behavioural IMPLICATIONS

You scored in the **HIGH RISK ZONE** on this scale. Leaders with similar scores:

- Make smart, low-risk decisions.
 - Seem concerned about being criticised.
 - Worry that their staff will make mistakes.
 - Seem reluctant to try new technology.
 - Avoid taking controversial positions in public.
-

LEADERSHIP IMPLICATIONS

You dislike being criticised and you try to avoid making mistakes, which could have several consequences. You may be reluctant to rely on your subordinates. Decisions might be made slowly, which could frustrate those who are eager for action. When working in a team, you may be overly cautious in offering input. You may be reluctant to challenge your boss. Also, you may avoid tough assignments while managing your career. Finally, these tendencies could also lead you to overlook potentially risky, but important career opportunities.

COMPETENCY ANALYSIS

DECISIVENESS In times of stress, you may seem uncertain and unwilling to make a decision. This stems from an aversion to criticism and negative feedback.

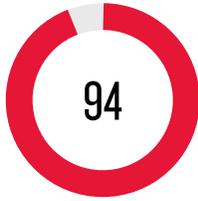
ACTION ORIENTATION Your team members may see you as reluctant to seize opportunities or take quick action in ambiguous situations. This reluctance may annoy those who are willing to make quick decisions and take action.

LEADING WITH CONFIDENCE Others may see you as trying to take the safest route when faced with heavy pressure. Your subordinates may perceive your hesitation as a lack of confidence in your own ability.



RESERVED

Concerns lacking interest in or awareness of the feelings of others.



HIGH RISK

Behavioural IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Can make independent decisions and stand up to criticism.
 - May misread social cues.
 - Seem tough and independent.
 - May unintentionally bruise others' feelings.
-

LEADERSHIP IMPLICATIONS

You seem to be a strong person who can handle the heat when the pressure is on. At the same time, you may also seem unconcerned with others' feelings and you may prefer to work alone. If so, then these tendencies can affect your ability to form relationships and to build coalitions. You can be tough and direct, which could be difficult for those who are overly sensitive. Your feedback may be too blunt, and could be intimidating for the person receiving it. You may also seem uncommunicative, making it difficult to influence or motivate others.

COMPETENCY ANALYSIS

MOTIVATING OTHERS Your blunt and somewhat direct style may inhibit your ability to build relationships. Your directness may annoy your staff and may impede your ability to gain their commitment.

RELATIONSHIP BUILDING You may be unconcerned with your impact on others, which will limit your effectiveness in building and maintaining relationships.

APPROACHABILITY In high pressure situations, you may tend to withdraw. As a result, your staff may wonder what you need or expect.



LEISURELY

Concerns being independent, ignoring others' requests, and becoming irritable if they persist.



HIGH RISK

Behavioural IMPLICATIONS

You scored in the **HIGH RISK ZONE** on this scale. Leaders with similar scores:

- Have good social skills and make a positive first impression.
 - Seem cooperative but covertly feel mistreated.
 - Privately challenge the competence of top management.
 - Become irritated when interrupted.
 - Procrastinate and put off projects for people they don't like.
-

LEADERSHIP IMPLICATIONS

As a leader, you have strong social skills and others rarely know how you really feel. You can be irritable when interrupted or given additional assignments; you may then drag your feet, put off tasks, and generally resist requests for extra effort. This could impair your ability to build relationships and manage others. You can effectively coach and advise people you like and trust, but may be unwilling to help those you do not. Similarly, you will accept advice and feedback from bosses you like and trust, but silently reject influence by bosses you do not respect. You may not always enjoy being part of a team and may sometimes resist when asked to participate.

COMPETENCY ANALYSIS

FOSTERING TEAMWORK Under pressure you may tend to ignore the timelines of others and focus on your own goals and priorities. This may inhibit effective teamwork and cause others to doubt your commitment.

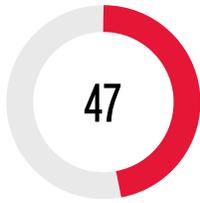
COOPERATION AND TIMELY RESULTS Although you may overtly agree to complete tasks, if you don't see the relevance, you may procrastinate and not follow through. This may limit your effectiveness in meeting commitments and producing timely results.

BUILDING TRUST Under pressure, you may withhold your opinions or ideas. Others may see this as support for the issue and believe that you will participate and perform as needed.



BOLD

Concerns having inflated views of one's competence and worth.



LOW RISK

Behavioural IMPLICATIONS

You scored in the **LOW RISK ZONE** on this scale. Leaders with similar scores:

- Seem confident in their abilities.
 - Have a realistic view of their competencies.
 - Have reasonable career goals.
 - Seem willing to listen to negative feedback.
-

LEADERSHIP IMPLICATIONS

You seem to be an appropriately confident person who makes reasonable demands on staff and subordinates. You will participate in team tasks without demanding leadership positions. In the process of managing your career, your easy going style may cause you to hold back unnecessarily. You may not actively promote a vision or strategy for the organisation, preferring to wait until others ask for your opinion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

SEEING PERSPECTIVE Although you have ideas about how to expand and improve the business, you may not push them aggressively.

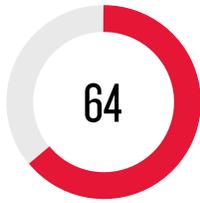
PERSONAL DEVELOPMENT You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

DRIVE FOR RESULTS Your natural modesty and self-restraint may cause you to underestimate your capacity and to set your aspiration level too low.



MISCHIEVOUS

Concerns being charming, risk-taking, and excitement-seeking.



LOW RISK

Behavioural IMPLICATIONS

You scored in the **LOW RISK ZONE** on this scale. Leaders with similar scores:

- Seem dependable and self-disciplined.
 - Think before they act.
 - Communicate through the appropriate channels.
 - Maintain commitments.
 - Rarely take unnecessary chances.
-

LEADERSHIP IMPLICATIONS

You tend to avoid taking unnecessary risks and others see you as trustworthy. This will enhance your ability to build a team and manage others. You will be a planful mentor, and will manage your own career in a way that minimises risk. Your boss should respect your judgement and appreciate your reliability. You don't press the limits and you will tend to make high quality, low risk decisions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DECISION QUALITY You don't take unnecessary risks, and can be counted on to make decisions that optimise outcomes and minimise mistakes.

RISK TAKING You will not take on speculative projects without appropriate consideration and analysis. At the same time, you may tend to avoid taking appropriate risks, and this could cause you to miss opportunities to enhance your career.

LEARNING FROM EXPERIENCE You pay attention to the consequences of your actions and reflect on past experience as a guide to future decisions and behaviour. You may be reluctant to take action in situations where you have no experience from which to draw.

COLOURFUL

Concerns being dramatic, engaging, and attention-seeking.



NO RISK

Behavioural IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem quiet and self-restrained.
 - Rarely call attention to themselves.
 - Rarely challenge others.
 - Don't mind letting others take the lead.
 - Seem able to stay on task.
-

LEADERSHIP IMPLICATIONS

You are a modest person who rarely engages in self-promotion. Your modesty and willingness to listen will make you a trusted and credible manager. However, your staff may want you to be more visible and take a higher profile from time to time. You may be reluctant to give feedback and career advice, preferring to be asked first. You should work well with a variety of bosses who will respect your understated style. Your career may not advance as rapidly as it should due to your reluctance to promote your successes. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CELEBRATING SUCCESS You seem willing to delegate assignments to subordinates, and are comfortable letting others make decisions. Nevertheless, you should provide leadership to keep the group focused on shared--not individual--goals.

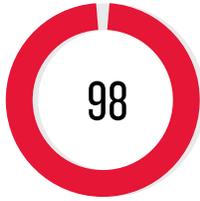
BUILDING MORALE As a leader, your modesty could lead you to miss opportunities to promote the accomplishments of your team members. Although you might not require a lot of recognition, your subordinates can only gain attention if you highlight their achievements.

SELF-DEVELOPMENT You may not actively seek development opportunities for yourself or your staff. Without initiative and support for learning experiences, the productivity of the group will diminish. Progress depends on learning and you are responsible for obtaining resources for team development.



IMAGINATIVE

Concerns thinking and acting in interesting and even eccentric ways.



HIGH RISK

Behavioural IMPLICATIONS

You scored in the **HIGH RISK ZONE** on this scale. Leaders with similar scores:

- Seem playful and innovative.
 - May be hard to understand.
 - Have unusual and original ideas.
 - Make surprising decisions.
 - Change focus quickly and often.
-

LEADERSHIP IMPLICATIONS

You are an entertaining and interesting person with some decided strengths as a leader -- including an ability to change directions quickly, to work without explicit guidelines, and to anticipate future trends. Although you will be fun to work with, you may be easily distracted and communicate in unpredictable, idiosyncratic, or confusing ways. Although you will be a creative coach and mentor, your advice may sometimes be judged impractical, "off the wall," or inconsistent with the organisational culture. Your boss will appreciate your creativity and spontaneity, and may find your knack for strategic and visionary thinking quite helpful. On the other hand, your playfulness, idiosyncratic communicative style, and unusual ideas may detract from your credibility.

COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION When you are hurried or under pressure, you may tend to communicate by using words or phrases that make sense to you but leave others wondering what, exactly, you have said.

CREATIVITY You are able to see things in ways that are fresh and original. However, when you are excited, your ideas may tend to be impractical and go too far.

STAYING FOCUSED When you are under pressure, you may not stay focused on the problem at hand.



DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



NO RISK

Behavioural IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem undemanding and relaxed about rules.
 - Do not micromanage.
 - Routinely delegate tasks.
 - Tend to be flexible.
 - Prioritise tasks appropriately.
-

LEADERSHIP IMPLICATIONS

You seem relatively easy to please and your tolerance and willingness to delegate should make you popular with your subordinates. This is because they sense that they are trusted. In addition, your delegating will give your staff opportunities to learn. Bosses like your tolerant, flexible, and forbearing attitude, but may wish you would pay more attention to detail and planning. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DEALING WITH AMBIGUITY You seem able to remain flexible and keep your options open, even when you are being pressured for results.

ADAPTABILITY You seem able to adapt to changing circumstances and priorities.

DELEGATING DOWNWARD You tend to delegate problem-solving authority to the appropriate level, even though the pressure to solve the problem may be intense.



DUTIFUL

Concerns being eager to please and reluctant to act independently.



NO RISK

Behavioural IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem independent and self-reliant.
 - Will act without prior approval.
 - Seem willing to challenge their boss.
 - Trust their direct reports.
 - Stick up for their subordinates.
-

LEADERSHIP IMPLICATIONS

Your score suggests that you are an independent and self-reliant person who is likely to make his/her own decisions, and is willing to challenge the business assumptions of others. You will work best with bosses who appreciate independence, autonomy, and straightforwardness. Although you are willing to stick up for your staff, you may not always be perceived as a team player. In planning business strategy, you will be willing to take unpopular positions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT You seem unafraid of conflict and are willing to confront poor performers and give them feedback.

ACTING INDEPENDENTLY You seem comfortable taking a stand on issues and challenging the assumptions of others when appropriate.

SUPPORTING YOUR STAFF You seem willing to challenge your boss on behalf of your staff, which is important because loyalty goes both ways.



DEVELOPMENTAL RECOMMENDATIONS

The following developmental recommendations concern the dimensions where your score was in the MODERATE or HIGH RISK ZONE.

EXCITABLE - HIGH RISK

- First, remember your strengths--when you are at your best, you are an active, energetic, and interesting person who can infuse intensity and purpose in an organisation. If you can learn to control your tendency to be annoyed or discouraged and modify the way you express your emotions, you will be even more helpful to others.
- Second, listen closely to feedback from people you trust; this will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation.
- Third, recognise that you tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, you will reduce the likelihood of being discouraged later.
- Fourth, remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.
- Finally, encourage yourself to stick with your plans and strategies and "ride out" the difficult periods when you might get discouraged. Change your expectations from "I knew this wouldn't work" to "Things aren't going well, I need to think about why, and what to do next to keep them moving forward." The more often you persist in solving your problems, the more you will build a reputation of being steady and reliable.

SCEPTICAL - HIGH RISK

- When you are at your best, you are a perceptive and insightful judge of people and you have a superior understanding of organisational politics. You are a good resource for identifying potential hidden agendas and for analysing and solving social and political problems.
- You will tend to distrust your coach; you should suspend judgement and give your coach a chance to try to help you. The same is true for others who care about you--you need to make an extra effort to appreciate what they are telling you and why.
- Be careful how you communicate with others. When you believe you are expressing honest opinions, others may see you as being argumentative. Be open to other points of view.
- You should try to be less critical and judgemental. Tell a trusted friend that you are trying to become more tolerant. Ask him/her to tell you when you are being excessively critical, defensive, or sensitive--and listen to his/her feedback.



DEVELOPMENTAL RECOMMENDATIONS

CAUTIOUS - HIGH RISK

- You are deeply concerned about doing things right; others will appreciate your commitment and know they can depend on you to give projects your very best effort.
- You do not like to take the initiative in activities for which you feel you lack sufficient talent or information. These tendencies can cut you off from valuable developmental experiences and, in the long run, although you will make fewer mistakes, your career will not advance as rapidly as it might.
- Your habit of making careful decisions may sometimes cause you to miss opportunities and could cause others to see you as not being action oriented. You need to develop the willingness to experiment. Trusted friends can help you evaluate the merit of new ventures.
- When people ask for your opinion during a meeting, they usually think you have something useful to contribute. You need to speak your mind in such circumstances. Some sort of assertiveness training might be helpful.

RESERVED - HIGH RISK

- When you are at your best, you are a resolute and independent person who is not easily intimidated, and who can take the heat during difficult times.
- After important meetings, check with others to make sure you got the same message they did. You can rely on social consensus as a guide to action.
- Your toughness and independence are desirable qualities in some situations, but they can prevent you from listening to feedback; you need to be aware of this and make extra efforts to profit from the coaching and advice of your friends.
- Your tendency to be somewhat tough and blunt can affect your ability to enrol people in your ideas and build a team.
- Although you may prefer to work alone--especially when you are under pressure--you need to get out of your office and talk with your staff each day. This may be difficult at first, but it is a very important way for you to show concern and try to listen.



DEVELOPMENTAL RECOMMENDATIONS

LEISURELY - HIGH RISK

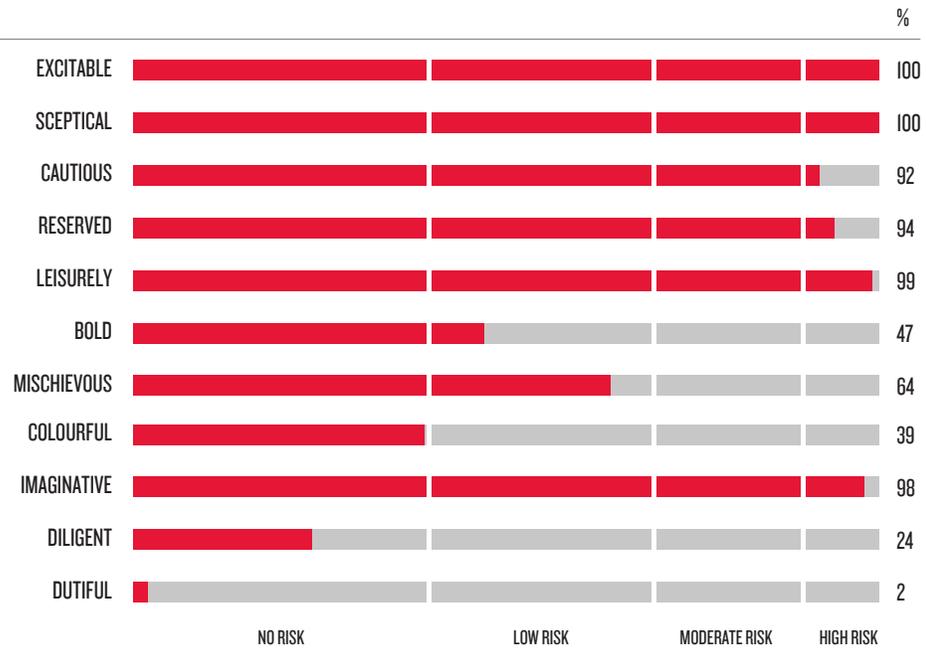
- You are independent, socially skilled, and able to say “no” diplomatically. You make few demands of others, except to be left alone to do your work in your own way.
- You see more incompetence in the world than others do. Although you may think others are naïve, you could profit from their optimism and trust.
- Understand that you may become irritable when others try to coach you. Allow yourself to be more easily influenced by friends or family, and more willing to do the little extra things they ask you to do.
- Limit the promises you make to others, but be sure to fulfil the promises and commitments you do make.

IMAGINATIVE - HIGH RISK

- When you are at your best, you are a colourful, visionary, and stimulating person. Others will appreciate your imagination, your talent, and your creative thinking.
- Remember to communicate clearly in order to avoid your ideas from getting lost or not getting implemented
- Your career will develop most productively if you focus on those ideas that seem most interesting to others, not you. In this way, more of your ideas will get turned into action.
- You probably need to partner with someone who may be less creative, but who is better at following through. You will need some assistance in bringing your ideas to fruition, and the best way to do this is to work with someone who likes your ideas and wants to help you implement them.



Scales



Subscale Scores

Excitable



Bold



Diligent



Sceptical



Mischievous



Dutiful



Cautious



Colourful



Reserved



Imaginative



Leisurely

