HOGAN

LEADERSHIP FORECAST SERIES

COACHING

DEVELOPMENT PLAN FOR STRATEGIC SELF-AWARENESS

Report for : Sam Poole

ID: HC560419

Date : 24.5.2019

Introduction

The Coaching Report is designed to guide you through the development planning process. The report will help you bring together the results from the Leadership Forecast Reports (and any other assessment data you may have) and integrate those results into a comprehensive development plan. You can make effective use of this report on your own or in conjunction with a more formal coaching process. The report includes the following components:
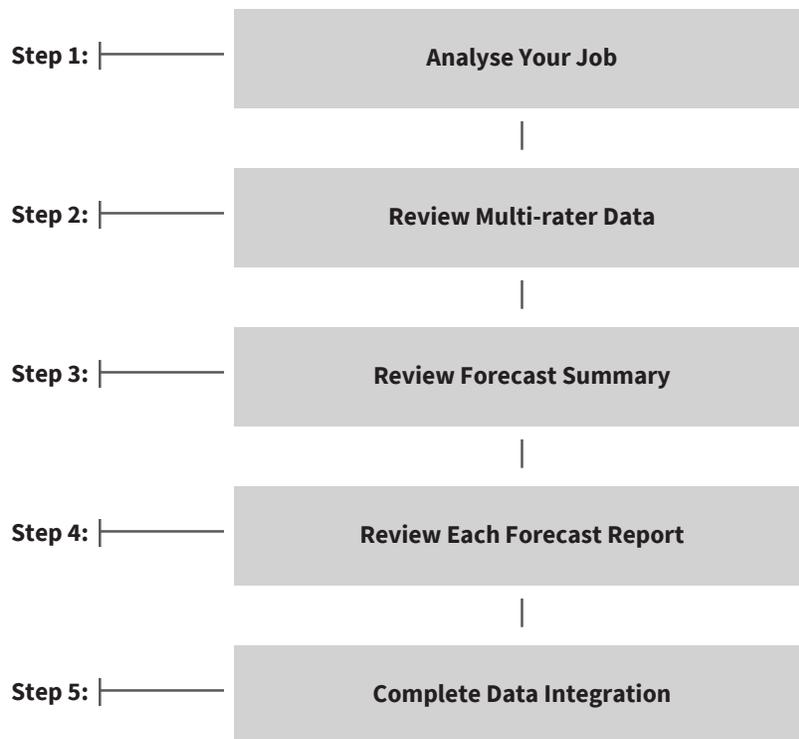
- Process Checklist designed to walk you through building a development plan
- Development Model that provides guidance for integrating assessment data
- Job Analysis Worksheet to better understand the target job for your development effort
- Multi-rater Worksheet to indicate 360 results or behavioural examples
- Forecast Summary that overviews the results of your Leadership Forecast Reports
- Assessment Worksheet to summarise results of your Leadership Forecast Reports
- Data Integration Worksheet to organise all results into an overall performance snapshot
- Development Planning Form to record your development information (Appendix A)

Process Checklist

The process checklist shown below outlines the steps necessary to fully understand the large volume of information you now have regarding your development and how to use the information to create a comprehensive development plan. Before you begin to build your development plan, you should carefully read the next section outlining the Hogan Development Model. The model provides an excellent overview of the steps involved in creating a development plan.
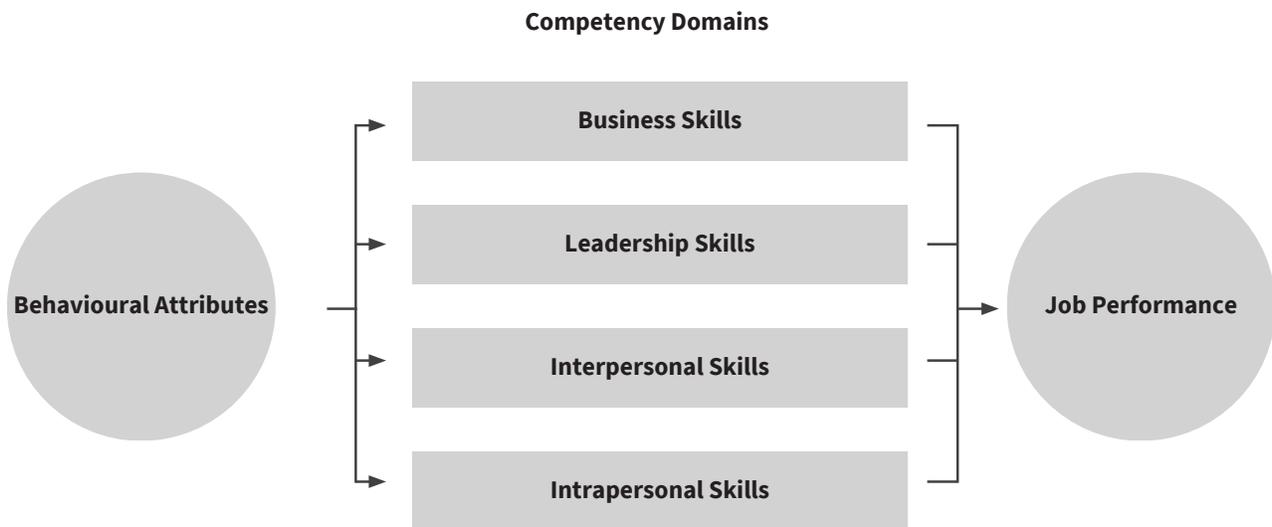
This report follows the sequence of steps listed below beginning with the section following the Hogan Development Model.

Step 1:	**Analyse Your Job**
Step 2:	**Review Multi-rater Data**
Step 3:	**Review Forecast Summary**
Step 4:	**Review Each Forecast Report**
Step 5:	**Complete Data Integration**

General Model

One of the most difficult challenges associated with development is sifting through performance data and targeting areas for change. The Hogan Development Model is a simple way of meeting this challenge. The model has three components: Behavioural Attributes, Competency Domains, and Job Performance. Behavioural Attributes describe "why we do what we do." Competency Domains describe "what we do and how we do it." Job Performance represents the requirements necessary to be successful in a job. If you have development information on your Behavioural Attributes and Competency Domains, you can relate that information to job requirements. Accurately targeting development is a matter of choosing those areas that you can reasonably expect to change and, if you make the change, it will produce a noticeable performance improvement. The best targets are those that will produce the most improvement with the least amount of effort to change.

Competency Domains

Behavioural Attributes	→	Business Skills	→	Job Performance
		Leadership Skills		
		Interpersonal Skills		
		Intrapersonal Skills		

Job Performance

An appropriate development target should have a significant impact on job performance. If you understand the requirements of the job that impact successful performance, then targeting development is a matter of lining up the three components of the model. You should think about job requirements in terms of the Competency Domains. In other words, consider the competencies responsible for successful performance and group them according to the four domains. The domains will then serve as an organising structure for all development planning activities. Your manager is probably the best source of information regarding those competencies most responsible for successful performance.
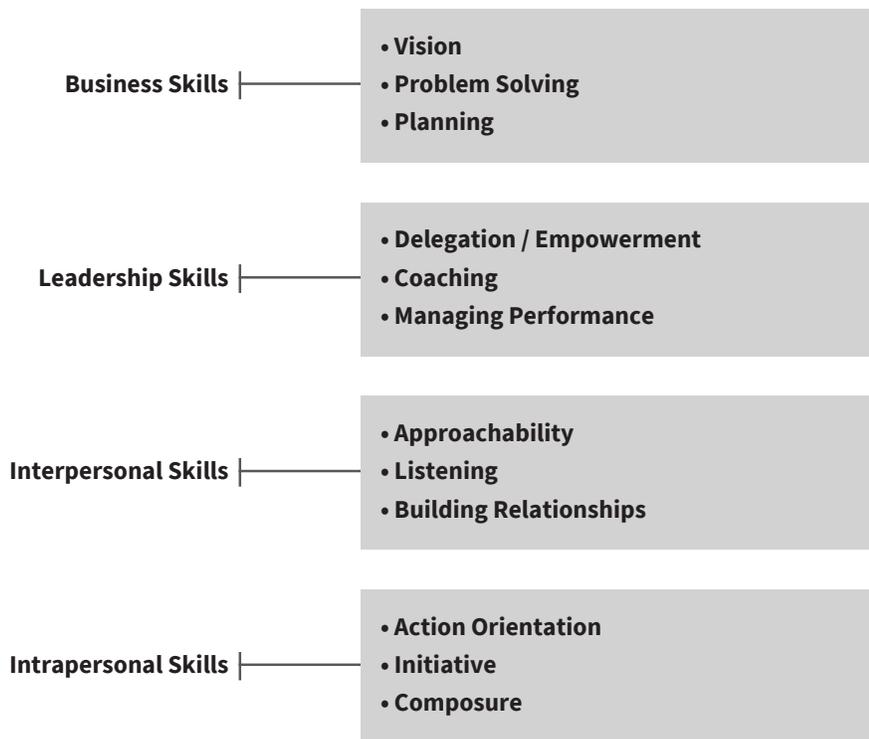
Competency Domains

Competency Domains are clusters of competencies that tend to go together. They are best measured using on-the-job behavioural examples obtained through feedback. This can be done systematically using a 360 rating process or by simply asking for feedback from those individuals that know your work best. Four domains capture most of the competencies that commonly occur in business. Business Skills include competencies that can be done on your own and usually are thoughtful in nature. Leadership Skills include competencies used in managing others. Interpersonal Skills encompass competencies used in getting along with others. Finally, Intrapersonal Skills refer to competencies considered to be at the core of how one approaches any work assignment.

The Competency Domains have an important developmental relationship to each other. Intrapersonal Skills develop early in life followed by Interpersonal, Leadership, and Business Skills. The earlier in life a skill is developed, the more difficult it is to change. For example, planning skills (Business Skills Domain) are much easier to develop than initiative (Intrapersonal Skills Domain). This distinction should be considered when choosing development targets.

WHAT WE DO AND HOW WE DO IT, MEASURED USING JOB-RELATED FEEDBACK

Business Skills
- Vision
- Problem Solving
- Planning

Leadership Skills
- Delegation / Empowerment
- Coaching
- Managing Performance

Interpersonal Skills
- Approachability
- Listening
- Building Relationships

Intrapersonal Skills
- Action Orientation
- Initiative
- Composure

Behavioural Attributes

Behavioural Attributes are best measured by assessment inventories that are capable of looking beyond a small sample of behaviours to provide a description of "why" those behaviours occur in the first place. Behavioural Attributes are comprised of personality characteristics, cognitive abilities, and motivational characteristics. The Leadership Forecast Potential Report and Challenge Report both provide excellent measures of personality characteristics. A measure of critical thinking such as the Watson-Glaser Critical Thinking Inventory is a good measure of cognitive abilities. Motivational characteristics speak to our wants and desires and are often manifested in our values. The Leadership Forecast Values Report provides a good understanding of motivational characteristics. Understanding your personality characteristics, cognitive ability, and motivational characteristics is the foundation for development. Knowing "why you do what you do" often dictates the targets you are likely to be successful in changing. It may also dictate the change strategy with the highest probability of success.

WHY WE DO WHAT WE DO, MEASURED USING ASSESSMENT INVENTORIES

Behavioural Attributes → Personality Characteristics

Behavioural Attributes → Cognitive Abilities

Behavioural Attributes → Motivational Characteristics
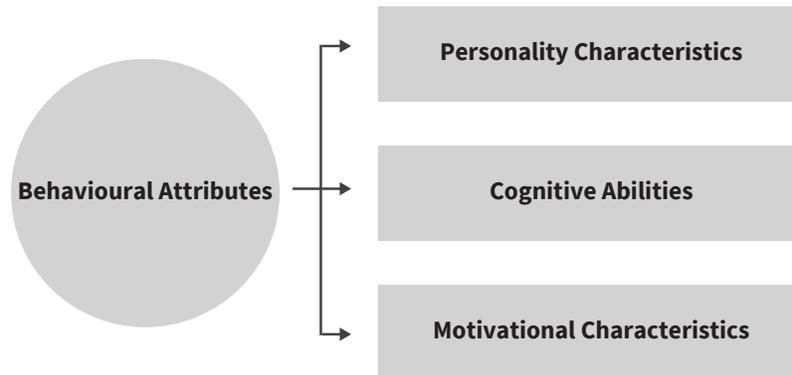
Applying the Model

You now have a better understanding of the three components of the model. The next step is to apply these components to create a high impact development plan. The following example uses a sales job to illustrate how the model works.

Sales jobs have many critical requirements including planning (Business Skills), listening (Interpersonal Skills), and initiative (Intrapersonal Skills). In analyzing the sales job, you find that initiative is the most important competency followed by listening, then planning. In reviewing Competency Domain data (from your 360 ratings), you were rated high in initiative, but low in listening and planning.

Turning to data on your Behavioural Attributes, you were somewhat low on personality characteristics associated with listening and planning. Since you have Competency Domain and Behavioural Attribute data that indicate weaknesses in listening and planning, which one should be the primary target for development? You have to use some judgment at this point. Since listening was rated as more important to success than planning, it would be reasonable to target listening. However, it is important to realise that your listening skills develop long before your planning skills and will be a more challenging development target. You essentially have to balance the development challenge with the potential impact on successful job performance. In this case, it would be reasonable to conclude that, as a sales person, listening skills take priority over planning skills.

The following pages will help you apply this model in building a development plan for your target job.

Step 1 – Analyse Your Job

The starting point in building your development plan is to identify the key requirements of your job that are responsible for successful performance. Spend a few minutes thinking about the truly important requirements for success. You may want to ask your manager just to make sure you fully understand the requirements that will lead to success. In the space below, write down the competencies that are critical to success, grouping them according to the Competency Domains. Once you have listed them, describe in your own words what you think is the most important job requirement for each domain.

Domains	Competencies	Describe the most important requirement
BUSINESS	_____ _____ _____ _____	
LEADERSHIP	_____ _____ _____ _____	
INTERPERSONAL	_____ _____ _____ _____	
INTRAPERSONAL	_____ _____ _____ _____	

Step 2 – Review Multi-rater Data

Multi-rater data can be very important to understanding "what" you do and "how" you do it on the job. If you have multi-rater data such as a 360 assessment, you can use this section to summarise the results. If you do not have 360 data, but have feedback from your manager or others in your organisation regarding your job performance, you may want to use this section to summarise that information. Skip this section if you do not have any feedback regarding your job performance.

Review your multi-rater data and think about what the results reveal about your strengths and opportunities for development in each of the competency domains. Note your strengths and opportunities in the space provided and write down the specific multi-rater item (or statement) that was most important in leading you to your conclusions.

Domains	Strengths / Opportunities	Multi-rater Items
BUSINESS	Strengths: Opportunity:	_____ _____ _____ _____
LEADERSHIP	Strengths: Opportunity:	_____ _____ _____ _____
INTERPERSONAL	Strengths: Opportunity:	_____ _____ _____ _____
INTRAPERSONAL	Strengths: Opportunity:	_____ _____ _____ _____

Step 3 – Review Forecast Summary

This section summarises your results from the Leadership Forecast Potential Report, Values Report, and Challenge Report. The summary will prepare you to do a more detailed review of the individual Leadership Forecast Reports. This section is organised in four parts: (1) Performance Strengths; (2) Values and Drivers; (3) Challenges; and (4) a Career Development Summary. At the end of this section, there is a table containing your individual scale scores for each of the Leadership Forecast Reports.

Performance Strengths

Personal Impact

You are active, hardworking, competitive, and eager to get ahead. You like leadership positions and enjoy being in charge. You are willing to take initiative in a group and, with the appropriate interpersonal skills, you will be able to assume leadership roles on team projects. These tendencies are particularly important in jobs that require directing others, persuasiveness, and working without supervision. Others will see you as energetic, talkative, and socially active. You should meet the public well and create a strong, even vivid, impression on others. You seem well suited for work that involves interacting with strangers. You should perform well in front of groups and like public speaking. This is particularly important for jobs in which one must constantly deal with strangers in a positive way, for example, in sales, training, marketing, and customer service work.

Interpersonal Skill

You are a pleasant and tolerant person, but one who will take a stand when necessary. You are typically planful, self-controlled, careful, conscientious, and good with details. You will be a hardworking and solid organisational citizen (i.e., reliable and dependable). You are concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time. You value providing high quality work products and meeting high performance standards. This is particularly important in jobs requiring accuracy, precision, and attention to detail.

Working and Learning Style

You are stable and poised, have a positive attitude, and are usually in a good mood. You can easily handle job pressure and/or heavy work loads, and will rarely be irritable. Co-workers and team members will appreciate your steadiness; this is particularly important for jobs or tasks where there is a great deal of urgency, stress, and/or potential risk, and where it is necessary to keep emotions under control. In times of stress, your co-workers can count on you to be calm, consistent, and upbeat. You are open-minded, curious, and imaginative. You understand the big picture, think quickly on your feet, have ideas for solving problems, and are comfortable with unstructured work that entails design, invention, or change. You are receptive to new ideas and value finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership. You are bright, knowledgeable, and up-to-date concerning current issues and technology. You also seem self-disciplined, achievement-oriented, and productive, and should enjoy pursuing tasks to completion. You will value training for yourself and others, will seek opportunities to grow and develop, and will want to apply the latest relevant knowledge to the work setting. These characteristics are important for most jobs.

Values and Drivers

Achievement Motivation

Although you are serious about work, you also enjoy entertaining others, like variety in your life, and know how to have a good time. You are keenly interested in career advancement, you evaluate yourself in terms of your accomplishments, hate wasting time, and want to make an impact on your organisation and your profession. Although you appreciate positive comments on your performance, you are reluctant to engage in self-promotion, and prefer to wait for others to notice your accomplishments.

Social Interests

You enjoy meeting new people, you like working as part of a team, and you may not like working by yourself. You enjoy the entire process of networking, including reaching out and communicating with others and renewing old acquaintances. You enjoy assisting and developing others, especially those who need the most help. You help others because it is the right thing to do. You also think it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. You seem to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. You are neither liberal nor conservative in management style; you seem to have a natural preference for moderation and compromise. You value the lessons of the past but are willing to experiment for the future.

Entrepreneurial Values

You are keenly interested in financial issues and in discovering methods for increasing profitability and improving the bottom line. You are alert for business and investment opportunities, do not make many financial mistakes, and do not have a lot of sympathy for those who do. You seem unconcerned about job security and are willing to take chances to advance your career. You do not need a lot of direction in your work, and you do not mind unexpected changes in work assignments.

Decision Making Style

You seem to strike a balance between form and function in decision making. You want equipment to look good but also to perform reliably and efficiently. You understand the trade off between elegant style and durable performance and use it in making decisions. You seem to enjoy solving problems, analysing issues, and understanding what is going on in the world. You are comfortable with technology, and dislike making decisions without being able to examine the relevant background information—your preference is to make decisions based on data rather than intuition.

Challenges

Reactions to Others

You seem to be an intense and enthusiastic person, but one who, over time, seems easily frustrated and disappointed by others' performance. When you become frustrated, you may tend to give up on people or projects. Others may perceive you as volatile and hard to please. You seem insightful about people and knowledgeable about politics, but vigilant and alert for signs of mistreatment. When you think you have been wronged, others may see you as critical and argumentative. You dislike making mistakes and are good at minimising them; however, in your efforts to avoid mistakes, you may also seem reluctant to speak up when you disagree and may be slow to make decisions. You are a person who can take the heat without wilting. Because you are so private, others may perceive you as not listening, indifferent to feedback, and remote. Unless you tell them, others will rarely know when you think something is wrong or could be done better. Nonetheless, you have doubts about others' competency, dislike being pushed, and when you are annoyed, you may procrastinate and seem stubborn and hard to coach.

Personal Performance Expectations

Others may see you as mannerly, polite, and unassertive. You seem frank, straightforward, and understated. You seem somewhat hesitant to call attention to yourself. You seem smart, creative, and somewhat unorthodox in your thinking. Others will notice that your ideas seem unconventional, unusual, and unpredictable. These tendencies are important for problem solving, but over time, others may find some of your ideas impractical, unrealistic, or unworkable.

Reactions to Authority

You seem willing to let others do their work, but you may not give them needed feedback. You seem independent and self-reliant, and may become tired quickly when working as part of a team.

Career Development

When Strengths Become Weaknesses—Development feedback for Mr. Poole

In view of your unusual resilience and ability to handle pressure, remember your previous errors and mistakes in order to learn from them, and make sure you are aware that others may be stressed when you are not. You are keenly interested in career advancement. Work to stay alert and look for opportunities to make these interests known. You need to remember not to intimidate younger or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated to succeed. You are so extraverted and enthusiastic that you may need to remember to listen carefully to what others are saying and not interrupt them—especially when dealing with younger or more junior colleagues and with clients. You should also make a point to share credit with others for successes achieved. You should anticipate others' expectations during interactions and respect their needs. You should be positive and remember that you can gain others' trust by being rewarding and honest in interactions with them. Remember to be patient when others make mistakes—typically, others do not make errors on purpose. You are so conscientious, you should remember that you will not be able to do everything yourself and that it will not be possible to do every job equally well. Learn how to delegate and prioritise work, and make sure you understand the need to be flexible when it is called for— example, you should allow people to interrupt you when necessary. Although you are imaginative and visionary, you may become easily bored with routine tasks; remember to stay with tasks until they are finished. You value being well-informed and will proactively seek training opportunities. Realise that you may become frustrated when they are not available. Moreover, you will enjoy setting your own performance goals because you are very achievement oriented.

Dealing with Derailment Tendencies

- First, remember your strengths—when you are at your best, you are an active, energetic, and an interesting person who can infuse intensity and purpose in an organisation. If you can learn to control the tendency to be annoyed or frustrated and the way you express emotions, you will be even more helpful to others.

- Second, make sure you 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, recognize that you tend to get overly enthusiastic about people or projects. Focus your attention on this tendency and learn to control your initial excessive bursts of enthusiasm. That way, you will reduce the likelihood of being frustrated later.

- Fourth, being overly emotional can send unintended messages to your team and affect its productivity and performance.

- Finally, stick with your development plans and strategies and "sweat 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 determine why and what to do next to keep moving forward." The more often you persist in solving your own problems, the more you will build a reputation of being steady and reliable.

Summary of Scores from your Leadership Forecast Reports

Scale	%	Scale Interpretation
Hogan Personality Inventory		
Adjustment	98	Concerns composure, optimism, and stable moods.
Ambition	87	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	79	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	60	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	75	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	91	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	79	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Recognition	20	Desire to be known, seen, visible, and famous.
Power	81	Desire for challenge, competition, achievement, and success.
Hedonism	99	Desire for fun, excitement, variety, and pleasure.
Altruistic	94	Desire to serve others, to improve society, and to help the less fortunate.
Affiliation	95	Need for frequent and varied social contact.
Tradition	36	Concerns for morality, family values, and devotion to duty.
Security	32	Need for structure, order, and predictability.
Commerce	67	Interest in earning money, realising profits, and finding business opportunities.
Aesthetics	37	Interest in the look, feel, sound, and design of products and artistic work.
Science	87	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Hogan Development Survey		
Excitable	100	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Sceptical	100	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	92	Concerns being overly worried about being criticised.
Reserved	94	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	99	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	47	Concerns having inflated views of one's competency and worth.
Mischievous	64	Concerns being charming, risk-taking, and excitement-seeking.
Colourful	39	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	98	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	24	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	2	Concerns being eager to please and reluctant to act independently.

Step 4 – Review Each Forecast Report

The Leadership Forecast Reports are designed to help you understand "why" you do what you do. There are three reports in the series including the Potential, Challenge, and Values Reports. Use this section to record strengths and opportunities as identified in the Leadership Forecast Reports.

In the previous step, you reviewed a summary of the three Leadership Forecast Reports. You are now ready to complete an in-depth review of the individual reports. We suggest you read all three reports before completing this section. Once you have read the reports, you should go back, and beginning with the Potential Report, review and record strengths and opportunities for development in each of the competency domains. Do the same for the Challenge and Values Reports. Keep in mind that it is not necessary to list something in every box. Only record the strengths and opportunities that are pertinent to your job success.

Domains	Potential Report	Challenge Report	Values Report
BUSINESS	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
LEADERSHIP	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
INTERPERSONAL	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:
INTRAPERSONAL	Strengths: Opportunity:	Strengths: Opportunity:	Strengths: Opportunity:

Step 5 – Complete Data Integration

You have now completed an analysis of your job, reviewed your 360 results, and reviewed your assessment results. You have all the data you need to identify some high impact development targets. First, use your overall impression of the data to identify any behaviours that you believe need to change to improve your job performance. Record those behaviours in the right-hand column under the appropriate domain. It is not necessary to list something in every box. Record only those behaviours that indicate a clear need for attention. Second, in the middle column record the actual 360 items (or statements) that suggested a need for improvement. Finally, in the left-hand column record the Leadership Forecast Report results that help you understand "why" you exhibit these behaviours. Keep in mind, the best development targets are those that will significantly improve your job performance, you have clear data supporting the need for change, and you have acquired some insight as to "why" you exhibit the behaviour.

Domains	Using the assessment data from Step 4, describe the results that indicate why you do what you do.	Using the 360 data (or statements) from Step 2, list items that led you to select behaviours needing improvement.	Describe behaviours that need to change in order to improve your performance.
BUSINESS			
LEADERSHIP			
INTERPERSONAL			
INTRAPERSONAL			

Building Your Development Plan

There are many options for creating a development plan. Three options you should consider are outlined below.

Your company's approach
Most companies offer some form of a development planning form that can be used to document and track your personal development. In-house approaches vary widely, but usually include a place to specify development goals, action plans, and a way to document progress. The advantage of using an in-house approach is that it is consistent with what other people are doing in the organisation and likely has some structure which conforms to an in-house development process.

If an in-house approach is not available or if you are looking for an alternative, the following two approaches should be considered.

Development Planning Form
For those interested in a simple paper-and-pencil approach that does not require a large time investment to create, we have provided a planning form that is located in Appendix A. Based on the information you recorded in Section 5, you should identify one or two development goals and record them in the first column of the form. A good development goal is one that is stated in behavioural terms and can be measured over time to ensure progress. Development action items can be listed in the second column and progress toward achieving the goal can be recorded in the subsequent columns over time. If you need suggestions for development actions, the Internet provides a rich source of information. An inverted pyramid approach is recommended to complete a successful Internet search. Begin with a specific development question, perhaps even the goal you have selected. Work backward using less specific search questions until you locate information that you find useful. This approach often reduces search time on the Internet and improves the probability of finding information directly related to your development goal.

Appendix A – Development Planning Form

Goal	Development Actions	Results		
		3 Months	6 Months	9 Months