



CHALLENGE

DERAILERS AND PERSONALITY- BASED PERFORMANCE RISKS

Report for: John Score-Average

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Date: 11.08.2016



INTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behavior that could potentially undermine or inhibit your performance. 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 also detracts 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

When 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 may even 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 developmental 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. Behavior developed while you were young may become habitual and you may be unaware that you behave 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 those 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 for 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.

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

Cautious Concerns being overly worried about being criticized. 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, procrastinating, and uncooperative.

Bold Concerns having inflated views of one's competency and worth. Result: seems unable to admit 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.

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

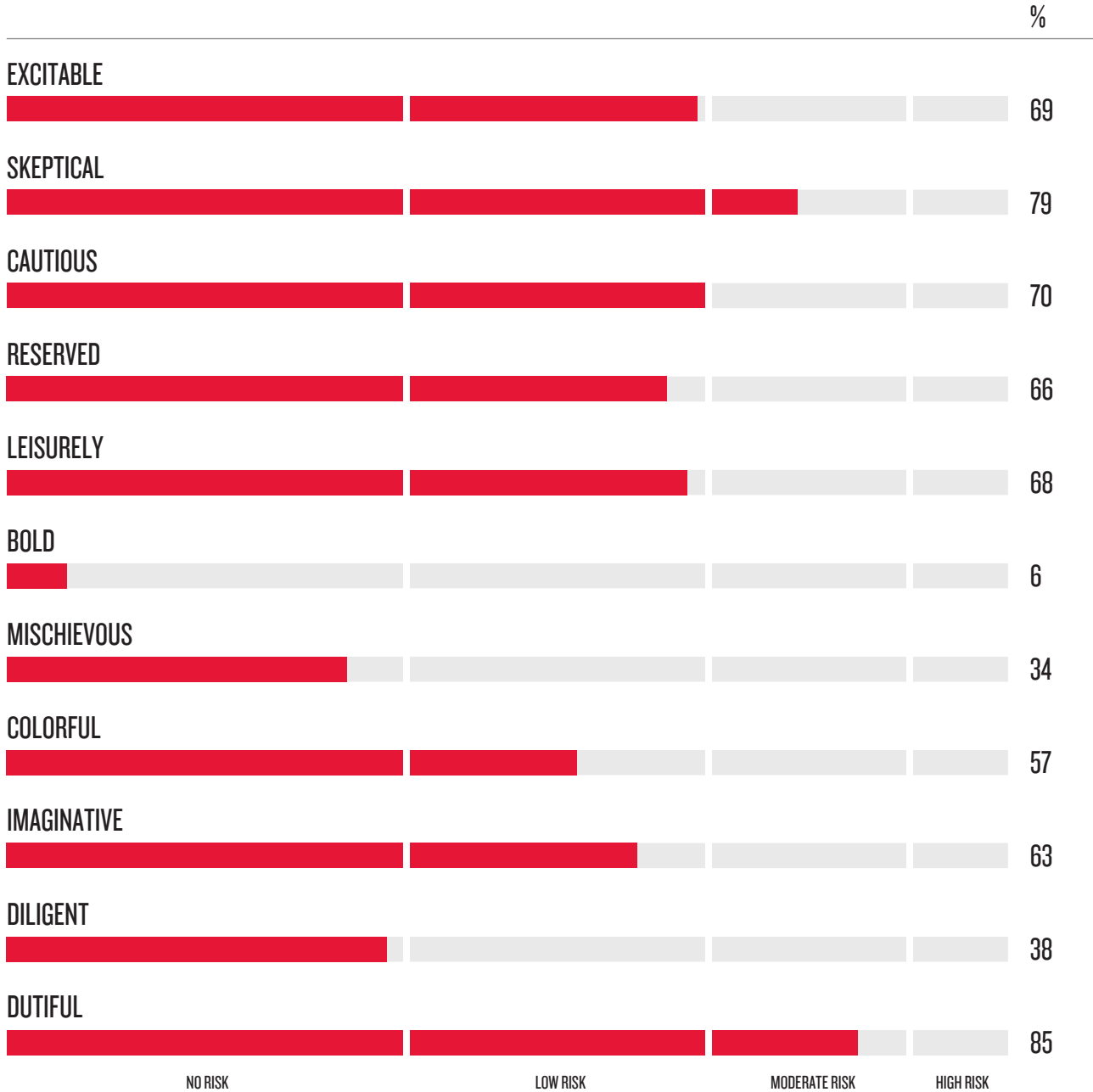
Imaginative Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.

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

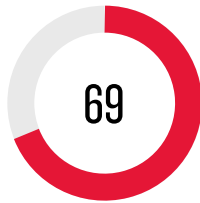
Scales





EXCITABLE

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Usually seem in a good mood.
 - Handle frustration without getting upset.
 - Usually seem enthusiastic.
 - Usually seem calm in emergencies.
 - Rarely get angry with others.
-

LEADERSHIP IMPLICATIONS

Your composed and steady demeanor will enhance your ability to maintain relationships and manage others. Your steadiness should also be an asset in fast paced environments. Your optimism and emotional maturity should facilitate your ability to manage your career, gain the support of others, and motivate them to produce results. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

COMPOSURE Your team will appreciate your even temper, your predictable and calming influence in situations, and your tendency to hold things together in stressful times.

FAIRNESS TO OTHERS As a leader, you won't tend to get down on people, and your staff will respond to your even-handed treatment.

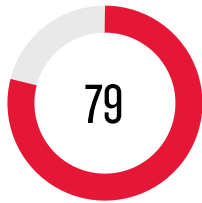
PERSEVERANCE As a leader, your coworkers will appreciate your persistence and ability to complete projects regardless of frustrations, roadblocks, and challenges. You are not likely to give up when the going gets tough, but to keep working until the job is done.





SKEPTICAL

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



MODERATE RISK

BEHAVIORAL IMPLICATIONS

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

- Seem insightful about others' motives and about office politics.
 - Take criticism personally.
 - Tend to hold grudges.
 - Can be argumentative.
 - Can be hard to coach.
-

LEADERSHIP IMPLICATIONS

You are good at evaluating the talents and motives of others and this is a potentially valuable leadership skill. However, your skepticism regarding others' intentions may inhibit your ability to build and maintain relationships. People may perceive you as argumentative, and the feedback you provide subordinates may focus on their flaws, which could affect your impact. Your business strategy may tend to reflect a 'worst case scenario' and you may plan your career from a similar perspective.

COMPETENCY ANALYSIS

INFLUENCING AND PERSUADING OTHERS At times, you may seem suspicious and spend more time thinking about politics than core business issues. As a result, others may find you hard to deal with and it may be difficult for you to persuade them to cooperate with you.

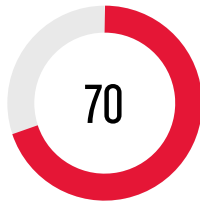
OPENNESS TO IDEAS When presented with new ideas or suggestions, you tend to raise doubts and to bring the underlying political issues to the surface. At times this could cause you to seem resistant to new ideas. Others may see you as being better at identifying problems than finding alternative solutions.

OBJECTIVITY On certain issues, you may seem somewhat inflexible and set in your views. Others may not realize that you have reasons for your views and that you can be objective and see things from multiple perspectives.



CAUTIOUS

Concerns being overly worried about being criticized.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

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

- Seem to make good, low-risk decisions.
 - Tend to need reassurance.
 - May be reluctant to try new technologies.
 - Fret over their mistakes.
 - Worry about their staff's mistakes.
-

LEADERSHIP IMPLICATIONS

Because you dislike making mistakes and being criticized, you may tend to watch your staff closely to ensure that they get things right. Doing so may undermine their confidence. You may also be slow to make decisions, which could frustrate an action-oriented staff. You tend to avoid taking chances, which may prevent you from accepting difficult assignments. You may also manage your career so as to minimize mistakes. As a leader, you may develop a cautious and conservative vision of the future.

COMPETENCY ANALYSIS

DECISIVENESS Your concern about making good decisions may cause you to gather more information than you need. Ultimately, this could prevent you from making timely decisions.

ACTION ORIENTATION You may tend to avoid taking action when you don't have all of the information. This could slow down processes, especially in times of crisis.

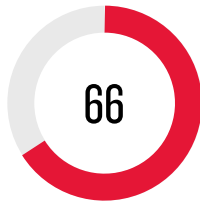
LEADING WITH CONFIDENCE Your concern about making the right decisions is a strength. However, others may see your deliberations as a lack of confidence in your own ability.





RESERVED

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



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Seem socially approachable and concerned about others.
 - Ask questions in order to understand others.
 - Seem considerate of others.
 - Read people quickly.
 - Help out when asked.
-

LEADERSHIP IMPLICATIONS

You seem to be friendly, outgoing, considerate, and tactful. You should be able to build and maintain relationships and motivate your staff, which are important leadership skills. You tend to be a team player and your interpersonal style should make you credible and even popular. You typically work well with a wide range of bosses, and are able to provide others with unbiased and helpful feedback. You should make few mistakes in terms of inadvertently alienating others. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

MOTIVATING OTHERS Your interpersonal style will allow you to build relationships with others, which will enhance your effectiveness in the organization.

RELATIONSHIP BUILDING You will be good at picking up social cues, understanding the social impact of different responses, and building rapport with peers, subordinates, and others.

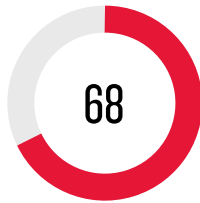
APPROACHABILITY You tend to be outgoing, accessible, and approachable, even when under stress and heavy work loads.





LEISURELY

Concerns being charming, but independent, stubborn, and hard to coach.



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Seem cooperative and coachable.
 - Respect corporate policy.
 - Seem patient even when interrupted.
 - Help others when they fall behind.
 - Support the management team.
-

LEADERSHIP IMPLICATIONS

Your score on this dimension suggests that you are cooperative and positive, and should be able to coach and develop others. You will work well with a variety of bosses and be responsive to feedback. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

FOSTERING TEAMWORK You tend to be helpful and understand the importance of working together towards common goals and following through.

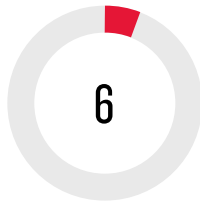
COOPERATION AND TIMELY RESULTS Your subordinates will appreciate your efforts to meet commitments and deliver timely results.

BUILDING TRUST Your desire to deliver on commitments and willingness to disagree openly, but respectfully, will make you a trustworthy and dependable leader.



BOLD

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



BEHAVIORAL IMPLICATIONS

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

- Seem modest and unpretentious.
 - Seem unlikely to interrupt, criticize, or challenge others.
 - Avoid self-promotion.
 - Accept responsibility for failures and mistakes.
 - Lack a sense of entitlement.
-

LEADERSHIP IMPLICATIONS

You have a modest and unpretentious style and you should work well with a variety of bosses. You have a realistic view of your competence and importance, which will enhance your credibility. You may be reluctant to give others feedback on their poor performance, but probably would do so when asked. Your career plans may not be very aggressive, and you may be reluctant to nominate yourself for a key role in the future of the business, preferring to wait for others to notice your contributions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

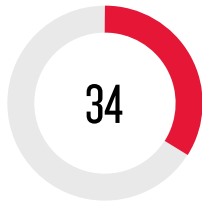
SEEING PERSPECTIVE Although you have ideas about how to develop new business, you may not promote them with sufficient vigor.

PERSONAL DEVELOPMENT You will listen to feedback and be willing to ask others (peers, stakeholders, etc.) for evaluations of your performance. This openness will facilitate your development.

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

MISCHIEVOUS

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



NO RISK

BEHAVIORAL IMPLICATIONS

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

- Seem careful, responsible, and socially appropriate.
 - Learn from their mistakes.
 - Communicate respectfully.
 - Follow corporate rules.
 - Avoid taking unnecessary risks.
-

LEADERSHIP IMPLICATIONS

Your tendency to avoid unnecessary risks and play by the rules will make you a valued corporate citizen. Your boss will appreciate your dependability and trust you to think through the consequences of proposed actions. You are somewhat cautious by nature and you will make few mistakes in managing your career, however, you may not take many chances. When formulating business strategy, you will remember past mistakes and try to minimize risk. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

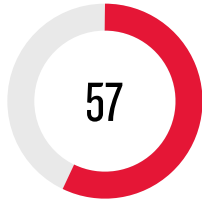
DECISION QUALITY You are a self-controlled and socially appropriate person and you care about the consequences of your actions. You learn from personal experiences and others' advice.

RISK TAKING You will not take on high-risk or speculative projects without carefully considering them and formulating a plan of action. At the same time, you may tend to avoid taking appropriate risks when necessary. Your natural cautiousness could cause you to miss opportunities to enhance your career.

LEARNING FROM EXPERIENCE You take responsibility for the consequences of your actions. You reflect on earlier outcomes as guides to future decisions and behavior. You may be reluctant to take action in situations where you have no experience from which to draw.

COLORFUL

Concerns being dramatic, engaging, and attention-seeking.



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Seem unpretentious and socially appropriate.
 - Do not seek the limelight.
 - Support the performance of others.
 - Seem to be good followers.
 - Do not take themselves too seriously.
-

LEADERSHIP IMPLICATIONS

You don't need to be the center of attention and prefer to let your actions speak for themselves. You will manage with a light-touch and share credit with your staff. You should work well with a variety of bosses, who will like your willingness to share credit. However, your career may not advance as rapidly as your talent would suggest because of your reluctance to engage in self promotion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

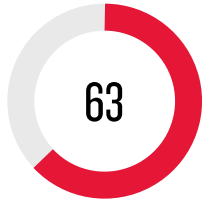
CELEBRATING SUCCESS You seem willing to support your subordinates, and you don't compete with them. More importantly, you are willing to share credit for success.

BUILDING MORALE Your personal modesty may make you reluctant to promote the accomplishments of your team. Your subordinates can only gain attention through your promotion of their achievements.

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

IMAGINATIVE

Concerns thinking and acting in interesting, unusual, and even eccentric ways.



LOW RISK

BEHAVIORAL IMPLICATIONS

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

- Make sensible decisions.
 - Communicate intelligibly.
 - Have reasonably creative ideas.
 - Behave in a socially appropriate manner.
-

LEADERSHIP IMPLICATIONS

Your staff will appreciate the fact that you are practical and down to earth, and that you prefer to minimize surprises and crises. Your advice to coworkers will be sensible and practical. You are not necessarily a strategic or visionary planner, but you should be popular with a wide range of bosses because you are level-headed and dependable. You will plan your career in a sensible manner. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION You should communicate intelligibly no matter what the circumstances might be.

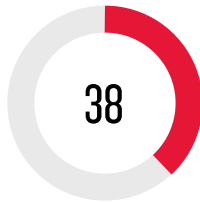
CREATIVITY You should be able to provide sensible solutions to problems even when you are pressured. In addition, you will be a good resource for evaluating the plausibility of ideas.

STAYING FOCUSED You should be able to stay focused on the relevant problems and issues, even in the midst of distractions.



DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



NO RISK

BEHAVIORAL IMPLICATIONS

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

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

LEADERSHIP IMPLICATIONS

You seem relatively relaxed and undemanding, 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 the details of the business. 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.

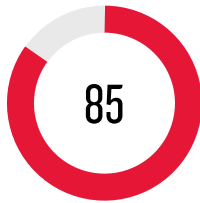
DELEGATING DOWNWARD You tend to delegate problem-solving authority to the appropriate level, even though the pressure to solve the problem may be intense.





DUTIFUL

Concerns being eager to please and reluctant to act independently.



MODERATE RISK

BEHAVIORAL IMPLICATIONS

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

- Are agreeable, pleasant, and cooperative.
 - Seem eager to please.
 - Keep their boss informed.
 - Seem to always support corporate policy.
 - Are good team players.
-

LEADERSHIP IMPLICATIONS

You are a pleasant and accommodating person who does not like controversy. As a leader, you will be polite and attentive, but you may be reluctant to push or advocate on behalf of your staff. You are a good team player who works well with a variety of bosses; they will appreciate your loyal and cooperative attitude. You will seek advice and assistance for managing your career, and will be reluctant to make decisions without first consulting others.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT You probably prefer to avoid conflict and confrontations and may be uncomfortable giving others negative feedback.

ACTING INDEPENDENTLY You may not make your views known on important and/or controversial issues and instead go along with the group.

SUPPORTING YOUR STAFF You may focus more on getting along with your boss than getting along with your staff, which can erode your credibility with your subordinates.



DEVELOPMENTAL RECOMMENDATIONS

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

SKEPTICAL - MODERATE RISK

- When you are at your best, you are a perceptive and insightful judge of people and you have a superior understanding of organizational politics. You are a good resource for identifying potential hidden agendas and for analyzing and solving social and political problems.
- You will tend to distrust your coach; you should suspend judgment 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 judgmental. 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.

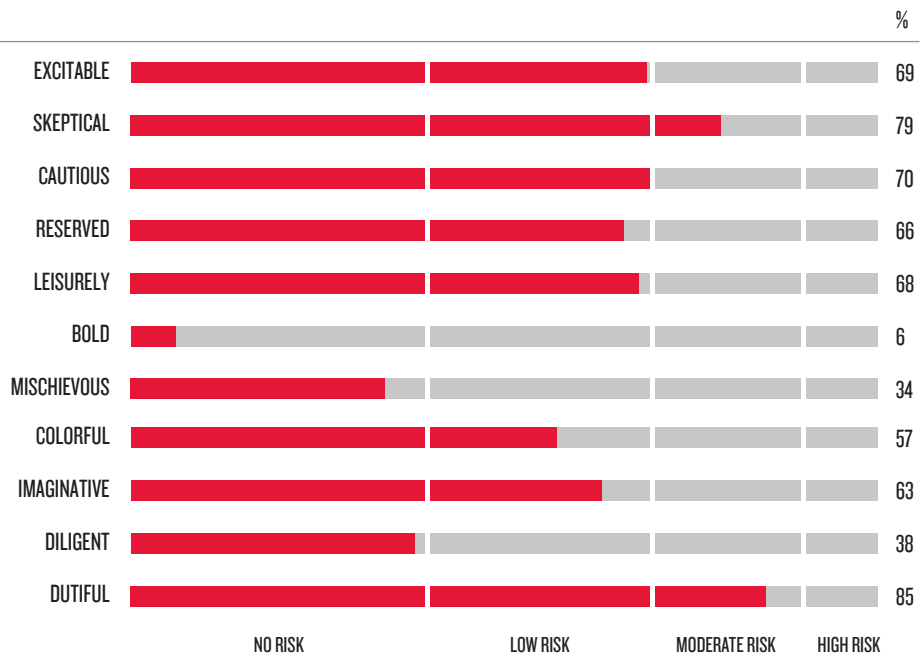
DUTIFUL - MODERATE RISK

- You are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.
- Remember that if you want your staff to be loyal to you, then you must be loyal to them, even if that means sometimes annoying superiors.
- When asked for your opinion, take your time, decide what you believe, and be prepared to defend it when challenged.
- Although you dislike conflict, there will be times when you must confront others and disagree with them. In the long run, your credibility depends on doing this.





Scales



Subscale Scores

Excitable



Bold



Diligent



Skeptical



Mischievous



Dutiful



Cautious



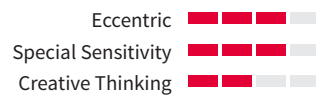
Colorful



Reserved



Imaginative



Leisurely

