



CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

Report for : John Score-Average

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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.

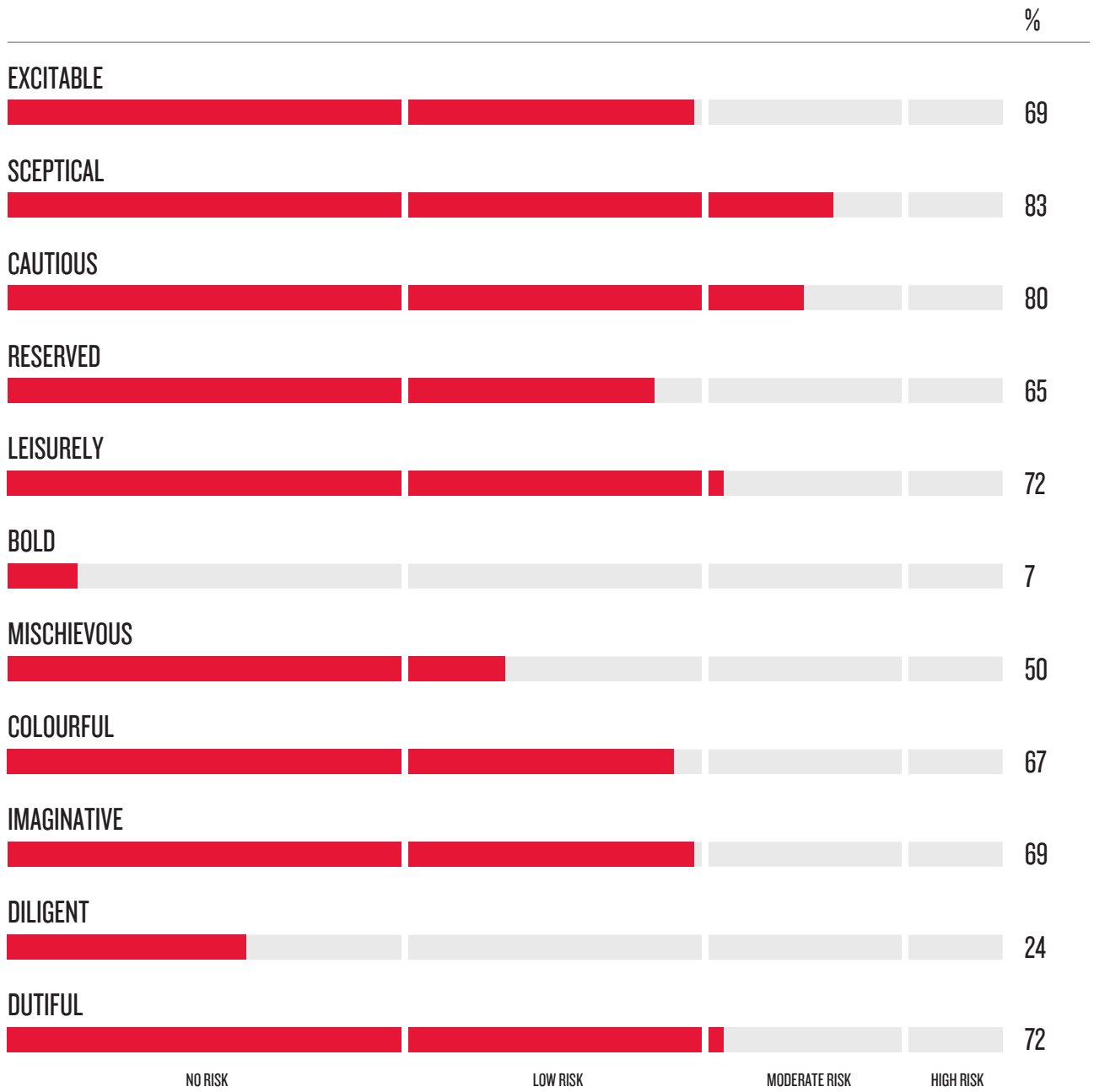
Diligent Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.

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

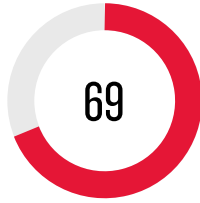
Scales





EXCITABLE

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



LOW RISK

Behavioural IMPLICATIONS

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

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

LEADERSHIP IMPLICATIONS

Your composed and steady demeanour 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 are unlikely to play favourites, and your staff will respond to your even-handed treatment.

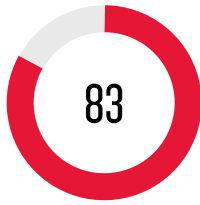
PERSEVERANCE As a leader, your co-workers will appreciate your persistence and ability to complete projects regardless of pitfalls, obstacles, and challenges. You are not likely to give up when the going gets tough, but to keep working until the job is done.





SCEPTICAL

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



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MODERATE RISK

Behavioural 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 scepticism 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 on politics than on 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 You tend to raise doubts when presented with new ideas or suggestions and bring the underlying political issues to the surface. At times this can be taken too far and cause you to seem resistant to new ideas. Others may see you as being better at identifying problems than finding alternative solutions.

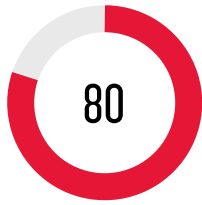
OBJECTIVITY On certain issues, you may appear somewhat inflexible in your views and set in your thought processes. Others may not realise that you can be objective and see things from multiple perspectives.





CAUTIOUS

Concerns being overly worried about being criticised.



MODERATE RISK

Behavioural 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 the mistakes of their staff.
-

LEADERSHIP IMPLICATIONS

Because you dislike making mistakes and being criticised, 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 action-oriented staff. You tend to avoid taking risks, which may prevent you from accepting difficult assignments. You may manage your career so as to minimise 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 can 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 pressure.

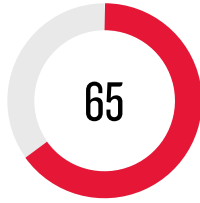
LEADING WITH CONFIDENCE Your concern about making the right decisions is a strength. However, others may see your deliberations as a lack of confidence in your own ability.





RESERVED

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



LOW RISK

Behavioural 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 organisation.

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.

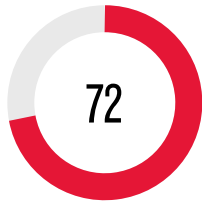
APPROACHABILITY You tend to be outgoing, accessible, and approachable, even when under stress and heavy work loads.





LEISURELY

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



MODERATE RISK

Behavioural IMPLICATIONS

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

- Have good social skills.
 - Dislike interruptions.
 - Tend to question the competence of senior management.
 - Put off tasks they do not like to do.
 - May seem stubborn when pushed for results.
-

LEADERSHIP IMPLICATIONS

Your score on this dimension suggests that you seem charming, affable, cooperative, and supportive. However, you pay attention to signs of disrespect from others in the organisation, and will react when you see such signs. Although you can provide subordinates with useful career coaching, you will need to be "in the mood." You will support bosses who earn your trust, but will not work well with those who do not. Your quiet stubbornness may impact your ability to build a team.

COMPETENCY ANALYSIS

FOSTERING TEAMWORK You may support projects and people up-front, but if you do not see personal relevance, you may not always follow through. This may strain your relationships with others.

COOPERATION AND TIMELY RESULTS When under stress and pressure, you may tend to blame others for your inability to meet agreed upon deadlines.

BUILDING TRUST When you disagree with a course of action, you may drag your feet and not support it fully. Doing so could erode others' trust.



BOLD

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



NO RISK

Behavioural IMPLICATIONS

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

- Seem modest and unpretentious.
 - Seem unlikely to interrupt, criticise, or challenge others.
 - Don't get involved in self-promotion.
 - React appropriately to failures and errors.
 - Do not have a sense of entitlement.
-

LEADERSHIP IMPLICATIONS

You have a modest and understated style and you should work well with a variety of bosses. However, some may prefer more assertiveness and ambition in a leader. You have a realistic view of your self-worth and competence, which will enhance your credibility. You may be reluctant to give others feedback on their 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, but prefer 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 vigour.

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.

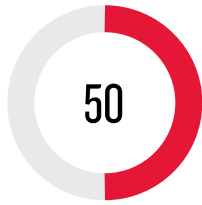
DRIVE FOR RESULTS Your natural modesty and self-restraint may cause you to underestimate your capacity and to set your aspiration level too low.





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.

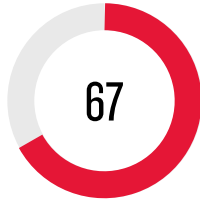
RISK TAKING You will not take on speculative projects without appropriate consideration and analysis. At the same time, you may tend to avoid taking appropriate risks, and this could cause you to miss opportunities to enhance your career.

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.



LOW RISK

Behavioural IMPLICATIONS

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

- Seem modest, unpretentious, and self-controlled.
 - 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 centre 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.

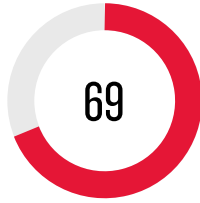
SELF-DEVELOPMENT You may not aggressively seek developmental opportunities for yourself and your staff. Without you finding learning experiences, the productivity of the group may diminish. Progress depends on learning and you are responsible for obtaining resources for team development.





IMAGINATIVE

Concerns thinking and acting in interesting and even eccentric ways.



LOW RISK

Behavioural IMPLICATIONS

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

- Seem sensible and socially appropriate.
 - 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 minimise 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.

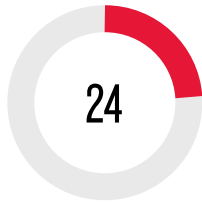
STAYING FOCUSED You should be able to stay focused on the relevant problems and issues, even in the midst of distractions.





DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



NO RISK

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.

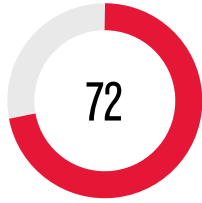
DELEGATING DOWNWARD You tend to delegate problem-solving authority to the appropriate level, even though the pressure to solve the problem may be intense.





DUTIFUL

Concerns being eager to please and reluctant to act independently.



MODERATE RISK

Behavioural 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 will be reluctant to push or advocate on behalf of your staff. You are a good team player who will work 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 negative feedback to others.

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.

SCEPTICAL - MODERATE 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.

CAUTIOUS - MODERATE 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.



DEVELOPMENTAL RECOMMENDATIONS

LEISURELY - MODERATE RISK

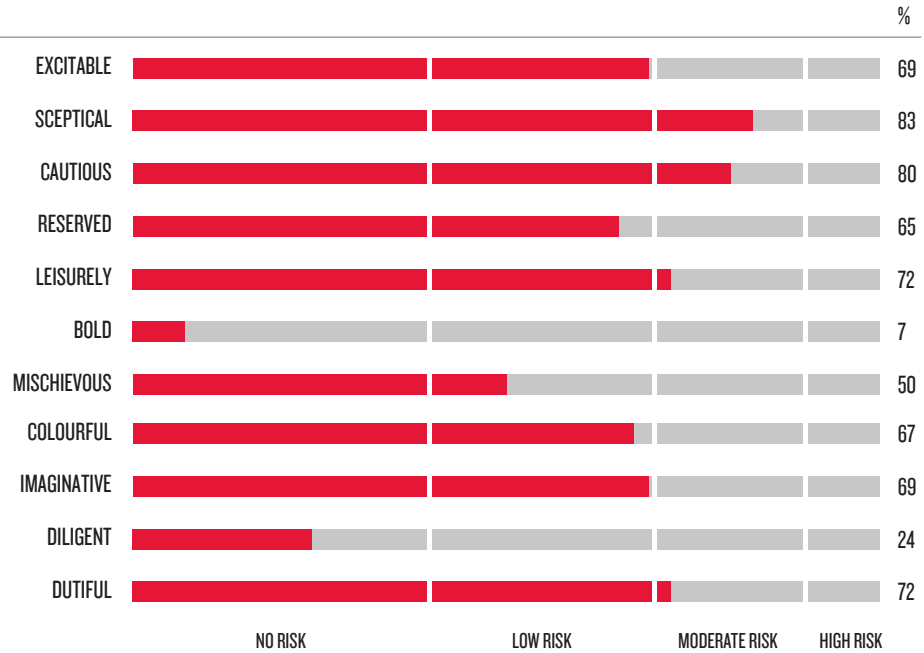
- You are independent, socially skilled, and able to say “no” diplomatically. You make few demands of others, except to be left alone to do your work in your own way.
- You see more incompetence in the world than others do. Although you may think others are naïve, you could profit from their optimism 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.

DUTIFUL - MODERATE RISK

- You are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes, 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 people.
- 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



Sceptical



Mischievous



Dutiful



Cautious



Colourful



Reserved



Imaginative



Leisurely

