



Industry Case Studies

Consulting Industry Leaders

Challenge: An international legal consulting company developed a leadership competency model to link business strategy to talent management. The company then collaborated with Hogan to examine the utility of their competency model by identifying the personality characteristics, derailers, and values predictive of their leadership competencies.

Solution: Hogan mapped the company's leadership competency model to the Hogan competency model. This alignment allowed Hogan to use existing archival data to examine the relationships between the client's competencies and the Hogan Personality Inventory (HPI) and Hogan Development Survey (HDS). The HPI assesses every day, normal personality characteristics and the HDS identifies personality derailleurs that can inhibit performance.

Result: Research revealed that Hogan assessment scales were empirically linked to the client's leadership competencies. For example, several HPI and HDS scales related to the "Relationship Management" leadership competency. Findings showed that leaders who successfully develop and maintain relationships build a network of useful contacts (high HPI Sociability), take initiative (high HPI Ambition), are cooperative team members who try and build coalitions with others (high HPI Interpersonal Sensitivity), avoid overreacting and are easy going (low HDS Excitable), and have good social skills and are perceived as outgoing and approachable (low HDS Reserved).

Similarly, multiple Hogan scales predicted performance on the "Challenging" leadership competency, which focuses on challenging anything that isn't right or up to standards. Results indicated that leaders who "challenge" successfully stay calm under stress and pressure (high HPI Adjustment), hold high standards for their own and other's performance (high HPI Prudence), appear cooperative and friendly, yet still able to voice their opinions (moderate Interpersonal Sensitivity), are straightforward with their communications (low HDS Leisurely), and are willing to challenge people in authority (low HDS Dutiful).

The final Hogan mapping accounts for competencies used in several levels of leadership, including managers, directors, and senior vice presidents. Overall, using Hogan assessments to select and develop experts and leaders on these competencies should result in stronger leader performance and improved culture fit.