



ROI Whitepaper

High Potentials

Information Technology Industry

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Introduction

Hogan teamed up with a global information technology services provider to identify characteristics associated with High Potential success. Specifically, the company wanted to examine patterns of promotions and turnover for employees in a global High Potential development program.

We examined data from 223 High Potentials. Data included promotions and turnover, along with results from the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI).

The HPI is a measure of everyday, normal personality tendencies, the HDS measures characteristics that can derail or inhibit performance, and the MVPI assesses an individual's core drivers and values.

Results

High Potentials with the following characteristics, tendencies, and values received promotions at a higher rate:

HPI Scales

- Proactively communicate and make a positive first impression (higher HPI Sociability)

HDS Scales

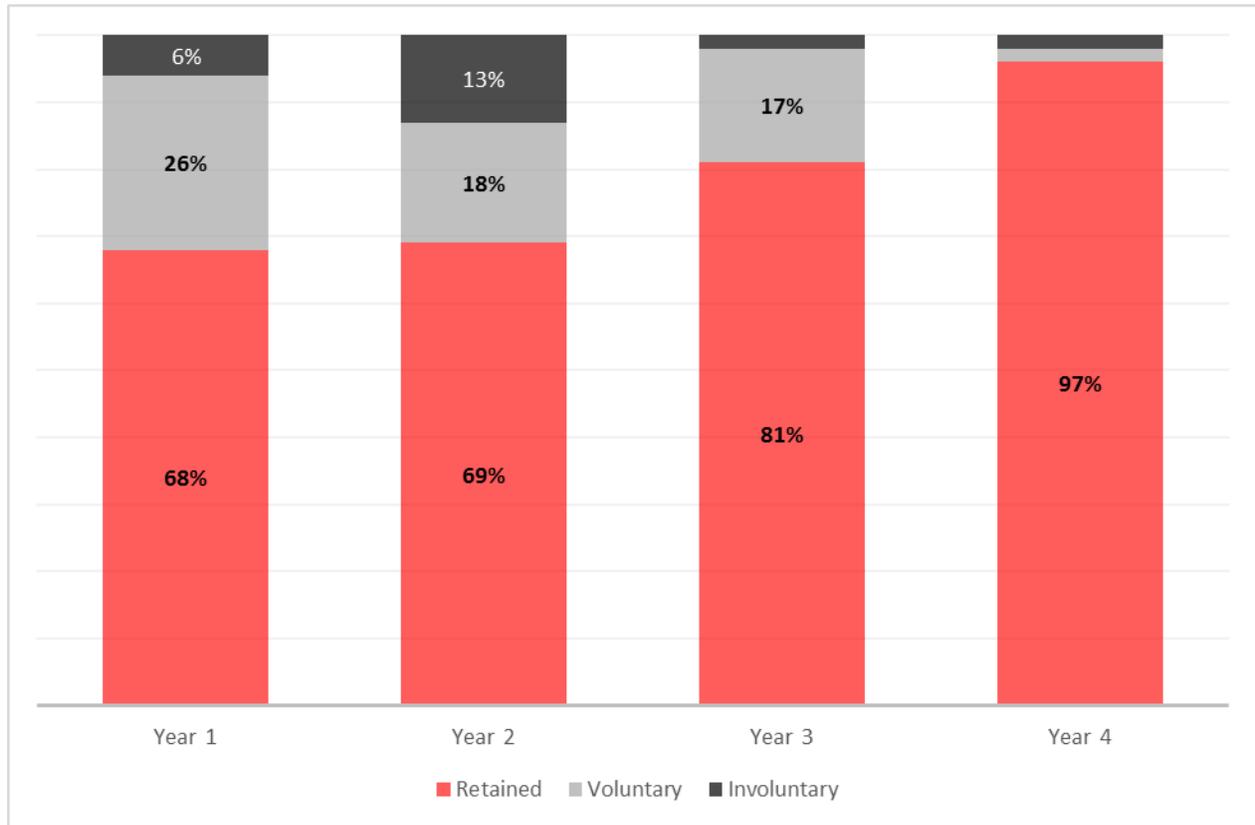
- Act decisively and accept challenges willingly (lower HDS Cautious)
- Push the limits and make quick decisions (higher HDS Mischievous)
- Influence and engage others (higher HDS Colorful)

MVPI Scales

- Value risk-taking and tolerate ambiguity (lower MVPI Security)
- Driven by financial gain (higher MVPI Commerce)
- Appreciate diverse viewpoints (lower MVPI Tradition)

We also identified Hogan scales related to turnover. Figure 2 displays the turnover results across four years.

Figure 2. Turnover Over Time



Across time, a general profile emerged for those High Potential individuals who left the company:

HPI Scales

- Communicate reactively (lower HPI Sociability)

HDS Scales

- Appear overly cooperative (lower HDS Leisurely)
- Make decisions slowly and exhibit a resistance to change (higher HDS Diligent)
- Appear reluctant to take independent action (higher HDS Dutiful)

MVPI Scales

- Prefer low-risk, predictable work environments (higher MVPI Security)

Overall, these results should help the company support High Potential leaders in the global development program and prepare them for future, successful leadership positions.