



**HR Profiles**

Hogan Coaching Report for Claire Sample  
***Private & Confidential***

**Hogan Coaching Report for**

**Claire Sample**

**CONFIDENTIAL**

16<sup>th</sup> January 2014

Produced by Wright Consultancy who are certified to use Hogan Assessment Systems products. This report is based on data obtained from the use of the Hogan Personality Inventory and the Hogan Development Survey.

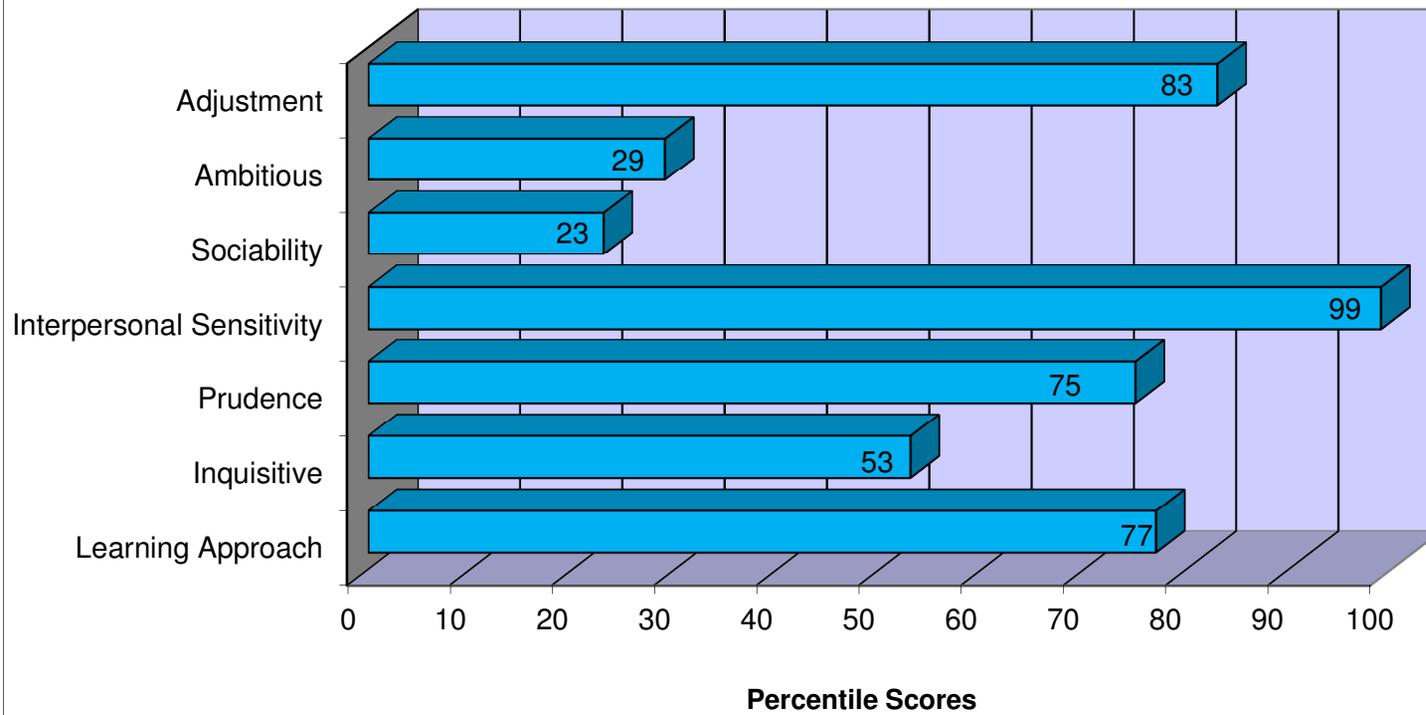


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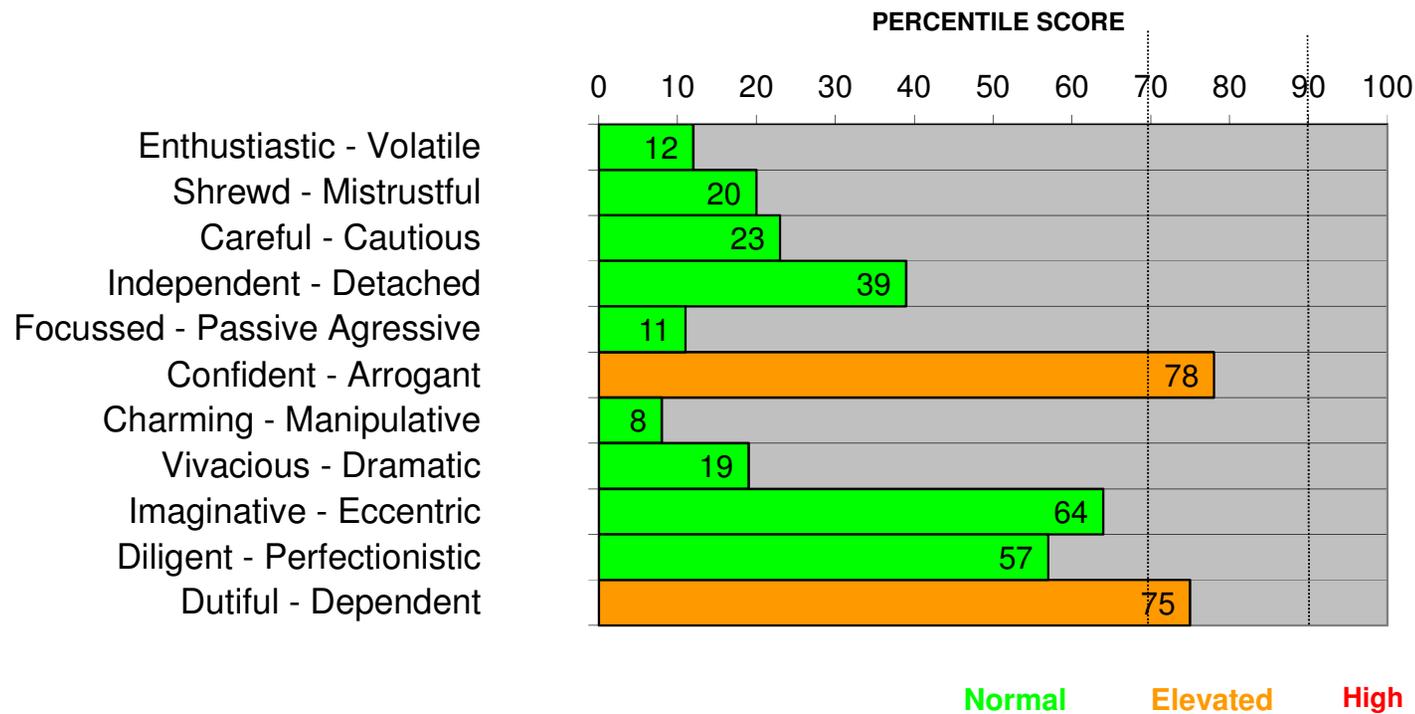
### HPI Primary Scales for Claire Sample



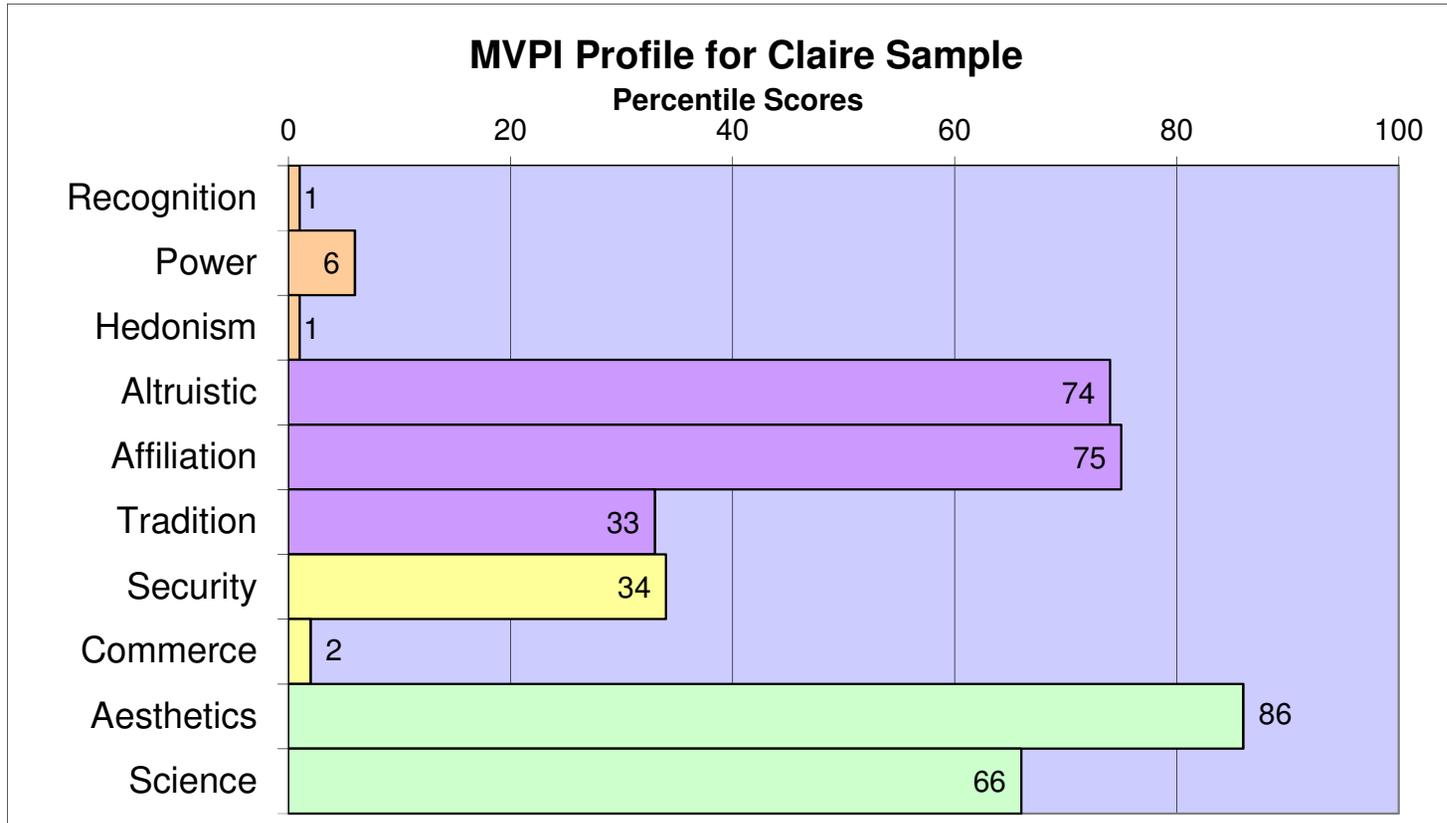
Norm group: UK Managers and Professionals



### HDS Graphic Profile for Claire Sample



Norm group: UK Managers and Professionals



Norm Group: UK Managers and Professionals



**Summary of your behavioural predictions**

<b>Positive attributes</b>	<b>Negative attributes</b>
Calm, consistent and even tempered Stress tolerant, - handles pressure well Does not personalise criticism, - promotes objectivity in her team	May be opinionated and unwilling to be self critical Could ignore negative feedback
Energetic, self-confident, and focussed on personal and professional accomplishment Able to let others take the leading role, - not driven by concerns for power or status Promotes consensus approach Very interested in well-being of staff and tolerant of other's problems As a manager promotes sober and work-focussed atmosphere	May be a bit hesitant to be directive and authoritative when required Perhaps places insufficient emphasis on profits and enterprise, - not a priority for her compared to other issues The self-disciplined work style and serious focus may be a bit overbearing on others on occasions which will not promote a lively atmosphere with staff, that in turn curtails a certain dynamic in the team
Fairly outgoing and talkative, - enjoys social interaction Comfortable meeting new people on a regular basis At the same time values modesty & may prefer not to draw attention to herself Friendly, agreeable and engaging, - builds and maintains trust Gathers opinions and attentive to what others say promotes team working culture and collaboration	Not comfortable being the centre of attention Could miss importance of public recognition as a way of motivating others May be insufficiently direct with others Could be reluctant to confront performance problems
Organised, structured, systematic and thorough with an eye for detail Dependable and reliable Plans work and anticipates changes in workload	Tendency towards being too formal and over conforming Possibly inclined to micromanager others, - may not delegate well
Appreciate imagination and creativity, open to innovative ideas Encourages staff to learn about new technologies & promotes objective & logical problem solving Systematic, structured and thorough in her analysis of data Will place emphasis on evidence based reasoning Values formal education & training, - will keep fully up to date with developments in her field	Whilst reasonably imaginative, not always curious to dig deep to the root cause of an issue, - perhaps not inclined to ask speculative 'what if' questions that could lead to greater analytical and strategic insights



**1. Business Domain Competencies**

Competency	Developmental assessment of your Hogan profiles
<p><b>Strategic Vision</b>            Recognising long term business opportunities &amp; implications</p>	<p><b>Prediction</b>            Focussed on strategic issues when completing research            Open to innovative ideas but not inclined to ask speculative 'what if' questions that could lead to greater strategic insights            To what degree are you inclined to move prematurely towards tactical, evaluative thinking?            Consider giving more focus to speculation of possibilities            You appear to have a low interest in commercial matters, - to what extent do you limit your strategic assessment to your specific research responsibilities?</p> <hr/> <p><b>Draft Actions based on initial One-to-One Feedback</b></p>
<p><b>Decision Making</b>            Evaluating potential courses of action from a range of alternatives</p>	<p><b>Prediction</b>            Your normal decision making process places emphasis on exhaustive and thorough fact based reasoning and this is appropriate when engaged in research projects. From a commercial perspective such a thorough, structured approach will create a delay in decision making which results in the loss of a commercial opportunity, or a delay in delivery of a service to a client            To what extent do you flex your decision making approach depending upon circumstances?</p> <hr/> <p><b>Draft Actions based on initial One-to-One Feedback</b></p>



## 2. Leadership Domain Competencies

Competency	Developmental assessment of your Hogan profiles
<b>Delegating</b> Getting work done through others	<p><b>Prediction</b> You may be a bit hesitant to be directive and authoritative when required There are indications you are inclined to micromanage others, - and you may be possessive of tasks, - tending not to delegate fully</p> <hr/> <p><b>Draft Actions based on initial One-to-One Feedback</b></p>
<b>Managing Performance</b> Providing constructive feedback on accomplishment of objectives	<p><b>Prediction</b> Your natural style is to be friendly and agreeable with colleagues and this may result in you being insufficiently direct with others and reluctant to openly confront colleagues over performance problems You are not particularly keen about being the centre of attention and or receiving public recognition for a good job done. Because of this preference to what extent do you avoid using public recognition as a way of motivating others? To what extent do you consider whether colleagues would appreciate a little public recognition? You appear to have a low interest in commercial matters, - to what extent do you encourage colleagues to consider commercial rather than just academic performance?</p> <hr/> <p><b>Draft Actions based on initial One-to-One Feedback</b></p>



### 3. Interpersonal Domain Competencies

Competency	Developmental assessment of your Hogan profiles
<p><b>Influencing others</b> Utilising persuasion to gain the support of others</p>	<p><b>Prediction</b> You primary mode of influencing and persuasion seems to be through the use of logical, fact based reasoning, in a calm and even tempered manner You are unlikely to display emotion or irritability when engaging with people in a professional capacity, - although you might display a little arrogance on occasions Your natural approach is to promote collaboration, and you may be reluctant to confront colleagues over issues In terms of promoting an energy and urgency to deliver commercial results, consider the value of applying a more directive approach on occasions; - be prepared to display your personal motivation and enthusiasm for a project. Influencing others is about ensuring emotional as well as intellectual engagement</p> <p><b>Draft Actions based on initial One-to-One Feedback</b></p>
<p><b>Teamwork</b> Working cooperatively with others to accomplish objectives</p>	<p><b>Prediction</b> Your tendency is to promote a team working culture and collaboration Other team colleagues will probably view you as very reliable and dependable, - somebody who can be trusted To what extent do you need to be more directive in confronting slack performance? To what extent do you need to promote a greater urgency and focus on commercial matters?</p> <p><b>Draft Actions based on initial One-to-One Feedback</b></p>



**4. Personal Domain Competencies**

Competency	Developmental assessment of your Hogan profiles in relation to OE competencies
<p><b>Flexibility</b>            Willingness to take alternative action given appropriate justification</p>	<p><b>Prediction</b>            Structured and self-disciplined in work style, there are indications you could be too formal and over conforming on occasions with a tendency to micromanager others            On occasions you may lack a sense of urgency or focus on commercial results to drive ahead with a course of action that has not been fully evaluated, and in circumstances in which a delay will result in a lost opportunity</p> <hr/> <p><b>Draft Actions based on initial One-to-One Feedback</b></p>
<p><b>Stress tolerance</b>            Maintaining stable performance under pressures of work or life</p>	<p><b>Prediction</b>            Calm, consistent and even tempered, it appears you are stress tolerant and handle pressure well            Consider that your stress resilience may mean that you do not appreciate how other colleagues, less stress resilient than yourself feel when experiencing high levels of work pressure            When under pressure yourself, it appears you are not inclined to 'drop your guard' to any great extent and engage in dysfunctional behaviour (your HDS rating is 'low risk').</p> <hr/> <p><b>Draft Actions based on initial One-to-One Feedback</b></p>

**Footnote:** *the HPI, HDS and MVPI do not measure intelligence or functional competence*