

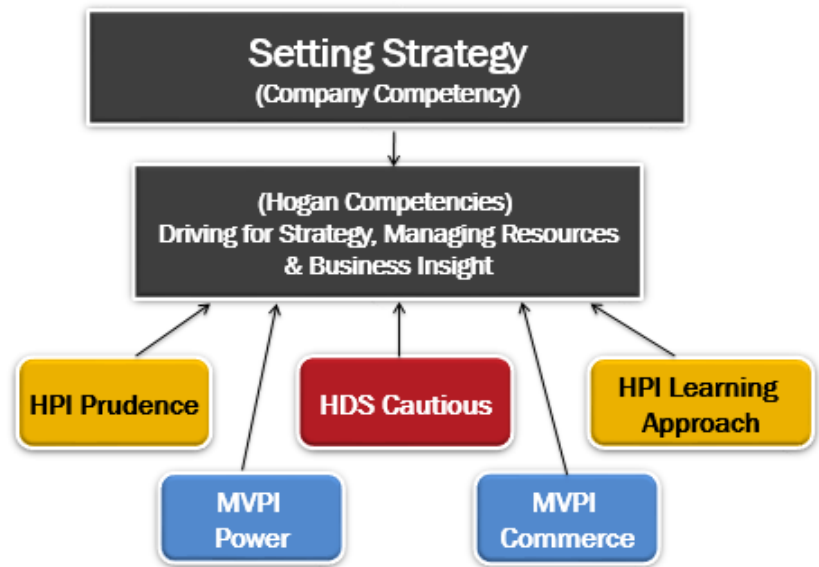
Business Support Services Executive Leaders

Challenge: A recruiting and assessing firm for senior-level executives developed a competency model to describe the behaviors, skills, and capabilities necessary to drive business success. To link business strategy to talent management, the company collaborated with Hogan to identify personality facets that predicted the competencies important for Executive Leader performance.

Solution: Hogan mapped the company’s 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; a measure of normal, everyday behavior) and Hogan Development Survey (HDS; a measure of derailing tendencies that impede performance). Also, Hogan used expert judgment to align the Motives, Values, Preferences Inventory (MVPI) scales with the company’s competencies. The MVPI assesses an individual’s core drivers and values.

Result: Combining empirical evidence (e.g., synthetic validity) and expert judgment, Hogan developed profiles that predicted each competency. For example, the HPI Prudence and Learning Approach scales as well as the HDS Cautious scale and MVPI Power and Commerce scales predicted the “Setting Strategy” competency.

Individuals who exemplify this competency are dependable and goal-oriented (higher Prudence), stay up to date on recent business and technical trends (higher Learning Approach), are decisive and composed (lower Cautious), value achievement and accomplishment (Higher Power), and drive business growth (MVPI Commerce).



Overall, using Hogan assessments to select Executive Leaders on these competencies should result in stronger job performance and a decrease in eventual career derailment.