

Healthcare
Chief Executive Officer

Challenge: A healthcare-based recruiting firm wanted to identify the characteristics and values important for Chief Executive Officer (CEO) success. The firm partnered with Hogan to create a general CEO profile that identifies the personal and motivational characteristics necessary for effective leadership across various business units (e.g., sales, operations).

Solution: Hogan worked with three subsets of subject matter experts (SMEs) who were highly familiar with the CEO job. This included experts from operations and other executive directors. The SMEs completed the Job Evaluation Tool (JET), which identified the key personal characteristics and values necessary for Executive success. The JET aligns with scales associated with three Hogan tools: the Hogan Personality Inventory (HPI – a measure of everyday personality), the Hogan Development Survey (HDS – a measure of work derailers), and the Motives, Values, Preferences Inventory (MVPI – a measure of person-job fit).

Result: Hogan examined the JET similarities and created a CEO job profile that best describes high performing leaders. This resulted in the identification of the following Hogan scales:

HPI	HDS	MVPI
Ambition	Reserved	Commerce
Interpersonal Sensitivity	Bold	Power
Learning Approach	Dutiful	Science

Successful CEOs are competitive, socially-aware, and curious. They value achievement, financial gain and understanding how things work. Less successful CEOs tend to be poor communicators, blame mistakes on others, and indecisive.