INDUSTRY CASE STUDIES

Banking & Financial Services

Leaders

Challenge: A global financial institution developed competency models 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 to job success.

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 (see three examples in the table below).

Key Competency	HPI				HDS				MVPI	
	ADJ	**AMB**	**INP**	**PRU**	**EXC**	**LEI**	**MIS**	**DIL**	**AFF**	**POW**
Delegating		↑	↑			↓		↓	↑	
Relationship Building	↑		↑			↓	↓		↑	
Accountability	↑			↑	↓		↓			↑

Note: ADJ = Adjustment; AMB = Ambition; INP = Interpersonal Sensitivity; PRU = Prudence; EXC = Excitable; LEI = Leisurely, MIS = Mischievous; DIL = Diligent; AFF = Affiliation; POW = Power

When interpreting a competency profile example, Leaders who exemplify the "Delegating" competency are task-focused (higher Ambition), encourage cooperation (higher Interpersonal Sensitivity), are straightforward in their communications with others (lower Leisurely), know how to prioritize (lower Diligent), and enjoy working with others (higher Affiliation).