

## Manufacturing Managers

**Challenge:** A leading manufacturing company wanted to enhance their Manager selection process by partnering with Hogan to assess the personal characteristics needed for Manager success. The specific managerial roles analyzed in this study were Operations, Engineering, HR, Logistics, Finance, and IT Managers. Focus groups revealed that future Managers need a high level of accountability and forward thinking. They also need to be fearless when making decisions. High performing Managers should be able to communicate their expectations clearly, stay calm in stressful situations, and effectively motivate their subordinates.

**Solution:** Hogan used a two-step approach for conducting a validity study. First, Hogan conducted a job analysis that included (a) reviewing the Manager job descriptions, (b) facilitating multiple focus groups and (c) collecting job evaluation data from subject matter experts. Hogan then used validity generalization strategies (i.e., meta-analysis and synthetic/job component validity) to identify the combinations of Hogan Personality Inventory (HPI) scales most predictive of successful Manager performance. The HPI is a measure of everyday, normal personality tendencies that can be used to predict job performance.

**Result:** Combining empirical evidence and expert judgment, Hogan developed a profile for predicting Manager performance using five scales from the HPI:

- Adjustment – stable under pressure
- Ambition – competitive and energetic
- Interpersonal Sensitivity – perceptive and tactful
- Prudence – conscientious and dependable
- Learning Approach – push for learning opportunities

When combined, the collective power of these scales will help the manufacturing company find Managers who possess the key personal characteristics necessary for success across the organization.