

## Transportation Executives

**Challenge:** An international airport 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 selecting Executives.

**Solution:** Hogan mapped the company’s leadership competency model to the Hogan competency model. This alignment allowed Hogan to use existing archival data to examine the relationships between the executive 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	IMA	DIL	AFF	ALT	POW	REC
Customer Focus	↑		↑	↑	↓	↓				↑		
Influencing Others		↑	↑	↑		↓	↓		↑		↑	
Overcoming Obstacles	↑	↑		↑		↓	↓	↓				↑

Note: ADJ = Adjustment; AMB = Ambition; INQ = Inquisitive; PRU = Prudence; EXC = Excitable; LEI = Leisurely; IMA = Imaginative; DIL = Dutiful; AFF = Affiliation; ALT = Altruism; POW = Power; REC = Recognition

To further describe one of these examples, Executives who exemplify the “Customer Focus” competency are even-tempered (higher Adjustment), friendly (higher Interpersonal Sensitivity), detail-oriented (higher Prudence), remain calm under criticism and pressure (lower Excitable), are straightforward in their communications with others (lower Leisurely), and enjoy helping people resolve their problems (higher Altruism).