



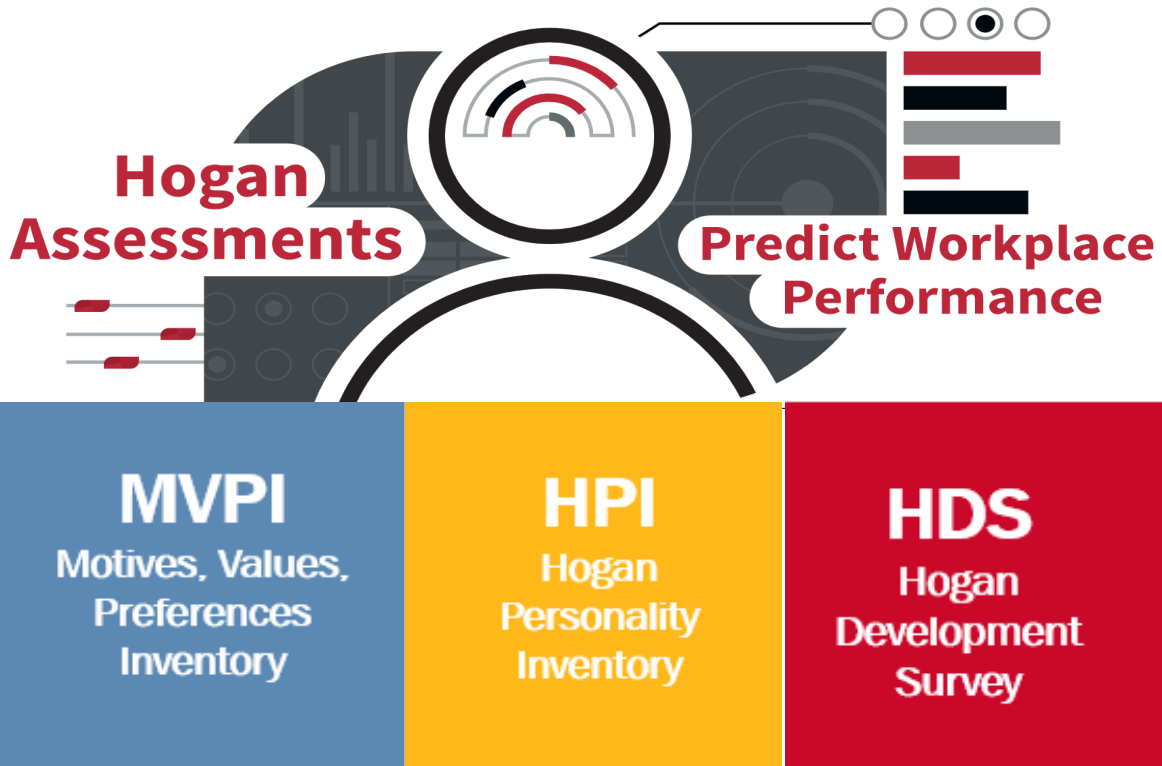
Three

Hogan coaching tips

Hogan Leadership assessments help people understand the capabilities that will facilitate or interfere with performance, and the environment they are likely to create for others. By understanding the scales, you can better support and build closer relationships with colleagues.



HOGAN OVERVIEW



The Motives, Values, Preferences Inventory (MVPI) describes personality from the inside – the core goals, values, drives, and interests that determine what we desire and strive to attain. By assessing values, you can understand what motivates candidates to succeed and in what type of position, job, and environment they will be the most productive.

The Hogan Personality Inventory (HPI) describes normal, or bright-side personality – qualities that describe how we relate to others when we are at our best. Whether your goal is to find the right hire or develop stronger leaders, assessing normal personality gives you valuable insight into how people work, how they lead, and how successful they will be.

The Hogan Development Survey (HDS) describes the dark side of personality – qualities that emerge in times of increase strain and can disrupt relationships, damage reputations, and derail peoples’ chances of success. By assessing dark-side personality, you can recognize and mitigate performance risks before they become a problem.



TIP #1

RECOGNITION

OVERVIEW

Recognition concerns valuing fame, visibility, and publicity, an interest in being recognized, visible, and famous, and a lifestyle organized around opportunities for self-display.

Those scoring higher in Recognition are perceived as colorful, outgoing, and socially confident. They value public acknowledgment for hard work and individual and team success. They will create an environment that publicly rewards job performance and values high-profile projects. High Recognition people will seek work assignments that provide opportunities to be noticed, such as sales, entertainment, teaching, and customer service. They will want to lead a group that has an opportunity for visibility.

Those scoring lower in Recognition are quiet, restrained, and modest. They value sharing credit, are indifferent to personal Recognition, and do not mind working alone in behind-the-scene roles. They will tend to avoid calling attention to themselves.

COACHING TIPS

High Recognition people should be encouraged to:

- Understand that not everyone wants to be publicly recognized for a well-done job. Consider other ways to acknowledge more modest team members.
- Don't overlook those who shy away from high-profile projects. Be sure to recognize their contributions appropriately.
- Share the credit. Especially in a leadership role, it's vital to recognize the team for its accomplishments, and they are not placing themselves as the center of attention.

Low Recognition people should be encouraged to:

- Seek opportunities for individual recognition. Avoiding Recognition can be detrimental to their career advancement over the longer term.
- Step into high-profile assignments. In addition to helping their development, they will be able to have a more significant impact on the organization.

TIP #2

ADJUSTMENT

OVERVIEW

Adjustment measures the degree to which a person appears confident, self-accepting, and stable under pressure. Important aspects include composure, optimism, and stable moods.

Those scoring high on Adjustment will adjust to fast-paced environments, stay calm under pressure, and not react negatively to stress. They tend to be even-tempered and confident in their abilities; others will value their resiliency in urgent, stressful times. These individuals trust others and tend to see the glass as half full rather than half empty. At times, they risk not seeing when others are stressed, may continue to pile work onto others, and may tend to ignore their mistakes and overestimate their workplace contributions.

Those scoring low on Adjustment will be introspective, vigilant, and concerned about their work product. They will use feedback as a means to improve their performance and will be responsive to coaching. They tend to be overly self-critical and inclined to take criticism personally. They may be perceived as intense, tense under pressure, and self-derogatory.

COACHING TIPS

High Adjustment people should be encouraged to:

- Be more sensitive to times others are feeling stressed. They may not notice and miss the opportunity to adapt to support their team in difficult times.
- Acknowledge mistakes and use them as an opportunity to build trusting relationships.
- Ask a trusted colleague for feedback regarding their behavior and stay open to opportunities to improve their performance.
- Solicit input and advice on projects. Engaging others will allow them to get diverse perspectives leading to better outcomes.

Low Adjustment people should be encouraged to:

- Plan for interruptions, delays, and challenging people that they may encounter. Doing so will help them stay focused and composed.
- When annoyed, try to take a break or think about something else. Resist the tendency to be defensive, lash out, or take feedback personally.
- Give themselves credit for things they do well and note areas for improvement. Create action plans that capitalize on their strengths and work on their developmental needs.
- Identify what triggers critical or negative behavior and be alert for those circumstances in the future.
- Avoid letting troublesome issues fester until they erupt. Instead, discuss them and ask for help from others to resolve them.



TIP #3

EXCITABLE

OVERVIEW

At their best, Excitable individuals have a great capacity for empathy; because they know that life is not always fair, they can genuinely feel others' pain.

Under stress, high Excitable individuals tend to be critical, prone to outbursts, and easily frustrated with people and projects. Because they expect that others will exploit or disappoint them, they are vigilant for signs of disparagement. They are ready to strike out emotionally and reject those who may disappoint them or let them down. When high Excitable individuals are disappointed, they may not follow through on commitments or quit in frustration. They may be hard to work with because they seem moody, hard to please, and do not handle pressure well.

When coaching Excitable individuals, be aware that they will tend to see developmental feedback as criticism and may respond with self-protective displays of emotion. Feedback will be most successful when offered calmly and compassionately. Effective feedback will offer clear expectations for performance and set boundaries for what is and is not acceptable in the workplace

COACHING TIPS

High Excitable people should be encouraged to:

- Remember their strengths—when they are at their best, they are active, energetic, and interesting people who can infuse intensity and purpose in an organization. If they can learn to control their tendency to be annoyed or discouraged and modify the way they express their emotions, they will be even more helpful to others.
- Recognize their tendency to see disagreement as criticism or exploitation, take time to reflect, and request additional information to avoid overreacting to withdrawing from the interaction.
- Communicate consistently to ensure their standards and expectations are understood by others.
- Try to seem relaxed and optimistic during stressful times, as this will communicate to staff and colleagues that perseverance will ultimately pay off.
- Recognize that they tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, they will reduce the likelihood of being discouraged later.
- Empower a trusted adviser to give them a volatility alert. Getting the message that they are bouncing from highs to lows or stuck in a “the end is near” mindset will help them settle down and see all possibilities.
- Encourage them to stick with their plans and strategies and sweat out the difficult periods when they might get discouraged. Change their expectations from “I knew this wouldn't work” to “Things aren't going well. I need to think about why and what to do next to keep them moving forward.” The more often they persist in solving their problems, the more they will build a reputation of being steady and reliable.

