

Hogan As A Leadership Framework Development Program:

Understanding the Environment You Create & Knowing How to Flex to Engage Others in Meaningful Ways



1 Understand the value of each framework:

- ❖ Motives & Values
- ❖ Day-to-Day Leadership
- ❖ Potential Derailers Under Stress

2 Learn the scales:

	Low Scorers Value:	High Scorers Value:
Recognition	Modesty, sharing credit, "behind the scenes" roles	Notoriety, public praise, high-visibility roles
Power	Cooperation, democratic decision-making	Authority, advancement, competition, influence
Hedonism	Professionalism, self-discipline, formality	Fun, variety, excitement, lighthearted cultures
Altruistic	Personal responsibility, self-reliance, productivity	Helping others, coaching, providing service
Affiliation	Privacy, task focus, minimal interruptions	Networking, relationships, teamwork, belongingness
Tradition	Progress, change, diversity, autonomy	Conservatism, convention, principled standards of conduct
Security	Risk-taking, limit-testing, flexibility	Structure, order, predictability, minimizing risk
Commerce	Generosity, people over profits, less focus on bottom line	Profitability, making money, focus on bottom line
Aesthetics	Functionality, pragmatics, substance over form	Quality, style, brand image, product "look and feel"
Science	Action, intuition, experience-based decisions	Analysis, data-driven decisions, rational arguments

3 Test understanding (mini case study)

Case Study

Excerpt from job description:

- Highly visible role with clear success metrics.
- Ability to stay calm under pressure.
- Need to create shared commitments and a feeling of unity across the sales team and beyond.
- Provide team with positive and constructive feedback to drive performance.
- Stay current with trends, learn from mistakes and fast fail.

BACKGROUND

Princeton HR Insight has been retained by a mid-size pharmaceutical company to leverage Hogan to assess candidates for their open VP Sales role.

One of their short-list candidates is Sam Poole. Sam does not have industry experience but has a strong track record of sales excellence throughout her 30-year career.

The company is 10-years old but was founded as a highly specialized research group. Last year, they decided to build out their commercial structure rather than merge with a larger company given the promise of the lead drug in their pipeline. If successful, this VP Sales role will validate that was the right decision. If not, they will likely have to merge within 24 months.

Given the stakes, the VP Sales will be given the opportunity to build a relatively sizeable team. They will have a high risk/high reward compensation structure.

4 Turn insight into action (personal action plan)

Insights Into Action

Aspects of my leadership under stress that impact my effectiveness and actions to mitigate:

Instructions: List