



Leader Focus

Viewing Leadership Through the Right Lens

Report for: Sample Candidate

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Introduction

Who you are determines how you lead. As a leader, you will influence others in their jobs – your actions will impact the morale, well-being, and productivity of your team. You need to encourage followership, persuade people to work toward common goals, and motivate them to work hard. All leaders have a distinct set of qualities that define how they relate to others, process information, perform tasks, set priorities, and lead teams. These qualities influence your ability to get along with others and have a successful career as a leader.

Leadership is complex. This report concerns six behavior patterns that influence leadership effectiveness. They affect what you focus on, how you are seen by others, and how you manage yourself, your career, and your relationships. This report provides information about your reputation and personal brand, and can provide powerful self-insight.

Your leadership context. Regardless of your current or aspirational role, you are constantly making leadership impressions on those around you. This report is designed for individuals in traditional people leadership roles, but is also applicable to those who want to understand the ways in which they influence others or work in a broad range of leadership contexts – leading a product, project, process, initiative, technical team, or just informally leading in everyday life. Regardless of the specific leadership context, the six dimensions described in your report concern universal leadership dimensions that will help you better understand your natural leadership style, sharpen your influence strategies, and improve your overall effectiveness.

Understanding your results. There are a few important things to keep in mind when reading your report:

- Resist the temptation to evaluate high scores as "good" and low scores as "bad." High scores do not necessarily indicate greater leadership competence, nor do low scores necessarily indicate leadership deficiency. Interpretation is context-specific; it is critical to consider your unique leadership context and role demands when interpreting your scores.
- All profiles will indicate some specific areas of strength as well as some potential development needs. It is important to examine your profile holistically and consider how your individual scores interact with each other and the context. You can use this report to help you understand how to best leverage your strengths as well as how you may need to adapt your approach to meet situational demands.
- Higher scores indicate greater focus on that style dimension, whereas lower scores indicate less focus on that style dimension. For example, a person may score high on the "Results Leader" dimension but low on the "People Leader" dimension, indicating a relentless focus on winning, while possibly competing with or overwhelming others on their team. There are contexts in which this focus may contribute to success and others in which it could detract from success. Becoming more aware of your areas of focus can help you identify situations or contexts in which you may need to flex your style to achieve greater results.



Reading Your Report

This report is organized in terms of six broad patterns of leadership behavior.

Main Score. You will receive feedback on a score for these six leadership themes. Higher scores indicate greater relevance, whereas lower scores indicate less focus in that area. Your highest and lowest scores indicate which aspects of your leadership style tend to be most salient, impactful, and readily noticed by others.

Example



LOW

HIGH

Sub-Dimensions. Each focus dimension contains two components: (1) A behavioral attribute and (2) a personal value. The yellow bar indicates the likelihood that you will exhibit that behavioral attribute. The blue bar indicates the degree to which you value that behavior. For example, people may act like extraverts, and seem talkative, gregarious, and socially active. However, they may value their quiet time and create a leadership culture that emphasizes independence and self-sufficiency.

Example

Ambition



73

Power



86

Development Tips. These are developmental considerations that apply, whether your scores are high or low on each focus dimension. These tips should be useful in guiding your personal development efforts.

Personal Biases. Leaders' values powerfully influence their behavior and the kind of culture they are likely to create within their teams and work groups. This section concerns raising awareness of a person's unconscious biases as a leader.



Executive Summary

Results Leader



Focuses on:

Cooperation, collaboration

Focuses on:

Competition, goal attainment

People Leader



Focuses on:

Transparency, task completion

Focuses on:

Relationships, morale

Process Leader



Focuses on:

Flexibility, autonomy

Focuses on:

Planning, risk-management

Thought Leader



Focuses on:

Pragmatics, idea implementation

Focuses on:

Innovation, idea generation

Social Leader



Focuses on:

Autonomy, efficiency

Focuses on:

Communication, networking

Data Leader



Focuses on:

Experience, intuition

Focuses on:

Facts, research



Results Leader



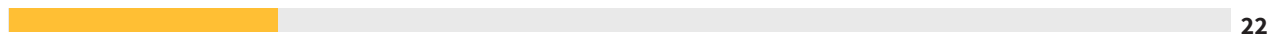
LOW

HIGH

You are likely viewed as a team player in your organization. Although others may appreciate your hands-off style, you may wait for opportunities to come to you rather than proactively seeking challenges. Your strong focus on status and achievement may result in a tendency to prioritize results and personal advancement over cooperation and team effort. When working toward important goals, you are likely to demonstrate an appropriate sense of urgency and remain optimistic about your ability to meet expectations.

Qualities

Ambition



Power



Development Tips

- Although you may prefer to take a hands-off style to leadership, to be effective, it is important to know when to take charge. Some direct reports will need more direction and feedback than you typically provide.
- Try to create energy in your work group, establish goals, and share your team's progress with them. Hold regular performance reviews with your staff and communicate with them frequently about individual expectations and key team objectives.
- As a leader, you set the tone for your work group. If you unintentionally suggest that timely results are not important, your team will behave accordingly. Set clear priorities and targets for your team and revisit them often.

Unconscious Biases

- Don't let your desire to get things done interfere with your ability to create organizational value. Remember not to compete with your peers, team members, or other business units.
- It is important to focus on both intangible results and hard metrics to maximize your team's contributions to the organization. Be willing to take on projects with long-term potential, even if they do not immediately affect the bottom-line.
- Your drive for results will likely shape your management style and the behaviors you reward and punish. Understand that others can contribute in their own way, even if they seem to lack your drive to win.



People Leader

LOW

HIGH

You are likely seen as having strong people-skills. Although others will appreciate your warm communication style, you may struggle to hold people accountable and deliver tough messages. Your strong interest in helping others, giving back, and supporting your team may result in a tendency to prioritize team harmony and cohesion over personal responsibility for results. When dealing with sensitive people-issues, you are probably pretty even-handed, listening calmly to others' suggestions and providing feedback appropriately.

Qualities

Interpersonal Sensitivity



Altruistic



Development Tips

- You seem willing to gather input from others before making decisions, but remember that management by consensus is not always appropriate. Learn when to consult your team and when to take independent action.
- You may find it difficult to give your staff negative feedback, but providing timely feedback will produce better results, while withholding feedback may cause inefficiencies and can create perceptions of favoritism.
- Although conflict is uncomfortable, avoiding confrontations may undermine your effectiveness as a leader. You can maintain friendly relations with your staff, but also be prepared to confront the difficult issues.

Unconscious Biases

- You seem to care about the welfare of your staff and probably find opportunities to develop your team. Remember that you may need to draw lines with direct reports who do not respond to coaching or development.
- One of your strengths as a leader is your concern for staff growth and well-being. Try to seek out development activities that will allow your direct reports to grow, but also be ready to hold them accountable for their performance.
- Realize when it is time to take corrective action with team members who consistently fail to meet expectations.



Process Leader

LOW

HIGH

Others likely perceive you as willing to be flexible when creating or following a process. You seem planful and organized, but also comfortable testing organizational structures. You seem to have a strong preference for structure, order, and predictability. Consequently, you may feel uncomfortable with risk, ambiguity, and low-structure environments. When completing important tasks or projects, you seem to work at a steady pace, show an appropriate sense of urgency, and persist even when frustrated.

Qualities

Prudence



38

Security



99

Development Tips

- You seem able to balance between being planful and organized with being able to act independently. Consequently, you can be a role model for others, particularly when there are heightened levels of ambiguity and uncertainty.
- Your staff will appreciate you giving them the autonomy to do their work. Continue to do this, but remember that some of your direct reports may need more direction and less autonomy than others.
- Although you are usually well-organized, you also seem able to be flexible and adapt to last-minute changes. As a leader, you can be an example to people who seem to be more rigid in the way they plan.

Unconscious Biases

- You likely appreciate structure and will try to create it for your staff. Remember that not everyone appreciates structure as much as you do, and some of your direct reports will prefer a more flexible approach to work.
- You tend to avoid risks and dislike ambiguity. Nonetheless, as a leader, you must take some calculated risks and inevitably will make some mistakes. Feel free to challenge the utility of standard rules and procedures.
- Because you like structure and security, others may think you dislike innovation. Be sure to solicit your team members' ideas and consider different approaches to completing tasks.



Thought Leader

LOW

HIGH

People in your organization likely view you as a supporter of new ideas. Although you understand the big picture and seem open to novel approaches, you are also able to translate strategy into action. You seem strongly interested in product look-and-feel, brand image, and design issues. As a result, you may value form over function, and possibly ignore functional considerations for work products. When it comes to evaluating new ideas, you tend to consider both the opportunities and risks involved. Unexpected problems don't bother you.

Qualities

Inquisitive



Aesthetics



Development Tips

- You are probably good at both creative and practical problem-solving, and not everyone is good at both. Try to match your subordinates' problem-solving styles to corresponding work assignments and projects.
- You understand big-picture ideas and can translate these ideas into workable plans. Invest time in developing this skill, which will be useful in helping you explain upper management's vision to your staff.
- Encourage your staff to engage in creative problem-solving when needed, and to focus on task orientation when appropriate. Both approaches add value and can help maximize contributions from your staff.

Unconscious Biases

- Concerning work products, you tend to focus more on how things look than on how they function. Although this artistic approach to work is important, remember that others may not see the value in worrying about the aesthetic appeal of products.
- As a leader, you are likely to encourage innovative approaches to assignments.
- You tend to be concerned with the appearance and quality of work products, but don't forget about how well they work. Find an accountability partner who is concerned about functionality and can help you with work product reviews.



Social Leader

LOW

HIGH

Others probably see you as an active and vigorous communicator. Although your proactive communication style can be an asset, you may not always listen well. You seem to enjoy frequent and varied opportunities to connect with others. Although your networking skills will serve you well, you may rely too heavily on group decision-making. When building new relationships or social networks, you will probably seem appropriately confident and not arrogant when dealing with others.

Qualities

Sociability



Affiliation



Development Tips

- You seem to enjoy interacting and working with others. Be sure to practice active listening and to set aside time for your own work. Effective leaders move back and forth easily.
- Be aware that your high energy and strong social presence may overwhelm peers and subordinates. Be sure to give others a chance to speak, solicit their opinions, and practice active listening skills by remaining quiet while you wait for others to contribute.
- You probably communicate with many people across your organization, and this is a hallmark of successful leaders. Be sure to leverage your many relationships to help your team get things done.

Unconscious Biases

- Because you value collaboration and group decision-making, you may sometimes rely on it too much. Remember that some decisions should only be made by you alone, whereas other issues are best decided in a group.
- You value an open-door policy. Your staff will appreciate you being accessible and willing to discuss how the team is working together – but be sure you know when it's time to close the door.
- Be sure to identify the activities that contribute to productivity and those that detract from it.



Data Leader

LOW

HIGH

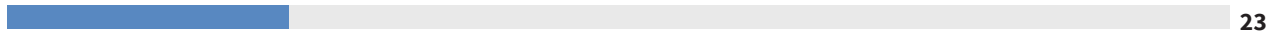
Others will observe that you enjoy learning, acquiring new skills, and attending training opportunities. However, you likely see education as a practical tool rather than an end in itself. When evaluating past experiences, you seem to prefer to make decisions based on intuition. You prefer taking action to analyzing problems, and may have little patience for detailed research and discussion. You seem willing to pay attention to the outcomes of your decisions and use this information to improve your performance in future situations.

Qualities

Learning Approach



Science



Development Tips

- Try to provide your staff with opportunities for both job-related training and skill development programs. Even material that may not seem job-related, such as communication skills or problem-solving training, can have a long-term payoff.
- Recognize that your team members have different learning styles and may not be receptive to certain modes of training. When possible, try to incorporate different styles of learning and training opportunities.
- As a leader, it is as important to learn new job skills as it is to learn new management skills. Leaders need the perspective and problem-solving skills provided by good management seminars and training programs.

Unconscious Biases

- You prefer to make decisions fairly rapidly based on your experience and judgment. Keep in mind that some decisions should be made based on data, research, and an evaluation of all the strategic options.
- You seem likely to create a work environment that values rapid and intuitive problem-solving. Consequently, you may become impatient with lengthy, detailed, data-based, decision-making methods.
- When implementing initiatives, you will probably be more comfortable doing things than learning new technology. You may make mistakes if you are impatient with detailed analysis. Partner with someone who enjoys data analysis to help you balance these skills.