THE ENGAGING LEADER

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Go the extra mile

Engaging Leader Profile
Scale Recommendations
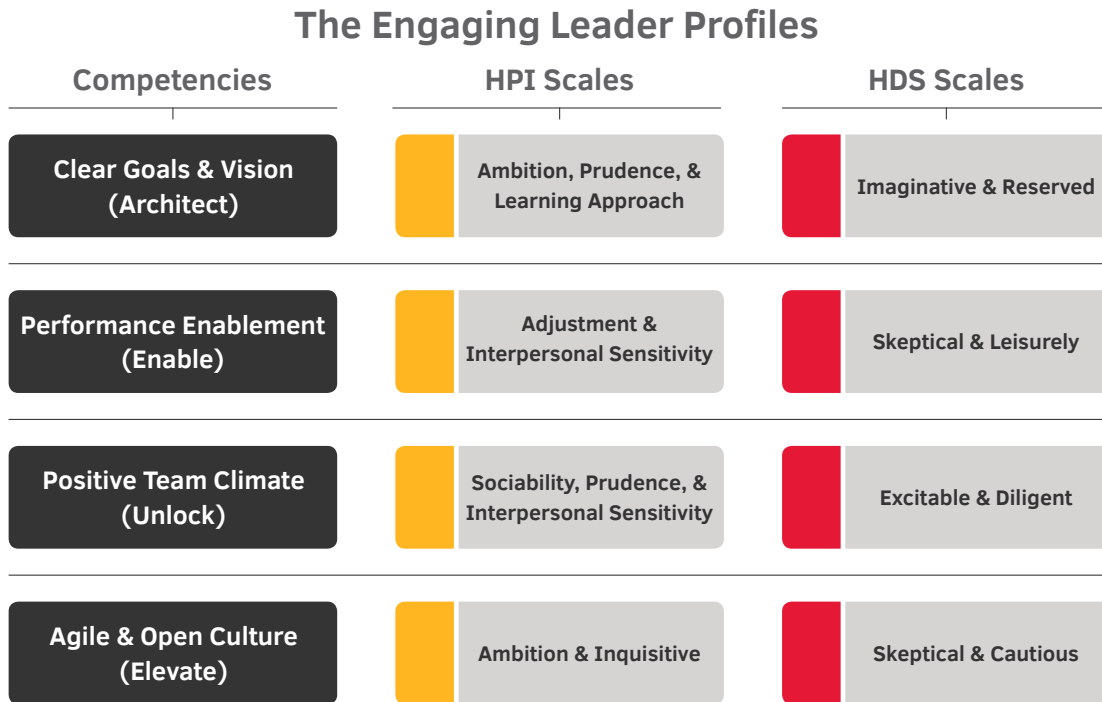
HOGAN

Introduction

Hogan used synthetic validation research to identify the best predictors of performance dimensions that directly align to each competency. Subject matter experts (SMEs) who are knowledgeable of the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and the Dynamic Alignment Model competencies also reviewed a variety of qualitative documentation to provide content validity evidence for the Engaging Leader Report scale recommendations. SMEs included members of Hogan's Research and Consulting Teams and members of Sirota's Project Team. The following section describes how we integrated both empirical and qualitative evidence to develop scale recommendations for each competency.

Evidence Integration Process

The synthetic validity evidence provided empirical support for relationships between HPI and HDS scales and the Dynamic Alignment Model (see Synthetic Validity **whitepaper**). In addition, we used a content validity approach to inform our decisions regarding scale recommendations. During the content validation process, the Hogan and Sirota team members referenced the following qualitative resources: (a) the Sirota Dynamic Alignment Model (Sirota, 2015), (b) the HPI and HDS technical manuals (R. Hogan & J. Hogan, 2007; 2009), (c) *The Hogan Guide: Interpretation and Use of the Hogan Inventories* (R. Hogan, J. Hogan, & Warrenfeltz, 2007), and (d) past profiles created for similar competencies (Hogan Assessment Systems, 2015). The following example provides an illustration of how we used empirical and content validity evidence together to create the most predictive competency profiles for the Engaging Leader Report. For the "Architect" competency, the synthetic validity evidence provided empirical support for 12 HPI and HDS scales. Out of these empirically linked scales, we relied on content validity evidence to provide additional qualitative support for the inclusion of the HPI Ambition, Prudence, and Learning Approach scales and the HDS Imaginative and Reserved scales in the profile. Thus, behaviors associated with higher HPI Ambition, Prudence, and Learning Approach scores and lower HDS Imaginative and Reserved scores best predicted and aligned with the "Architect" competency. We provide further descriptions of behavioral tendencies for all Engaging Leader competencies in the following section.

After developing scale recommendations using both empirical and qualitative evidence, the Hogan and Sirota teams discussed and reviewed each recommendation until all members agreed. We also made the decision to rename the Dynamic Alignment Model competencies to clarify the relevance to an engaging leader. Figure 1 displays the new names and scale recommendations for each Engaging Leader competency.

Figure 1 The Engaging Leader Profiles

The Engaging Leader Profiles

Competencies	HPI Scales	HDS Scales
Clear Goals & Vision (Architect)	Ambition, Prudence, & Learning Approach	Imaginative & Reserved
Performance Enablement (Enable)	Adjustment & Interpersonal Sensitivity	Skeptical & Leisurely
Positive Team Climate (Unlock)	Sociability, Prudence, & Interpersonal Sensitivity	Excitable & Diligent
Agile & Open Culture (Elevate)	Ambition & Inquisitive	Skeptical & Cautious

Engaging Leader Profile Descriptions

The Engaging Leader Report describes four key competencies of engagement and pairs them with personality scales to help leaders understand how their behaviors impact employee engagement. The key competencies, described in terms of behavioral tendencies, are:

Clear Goals and Vision: This competency is concerned with inspiring achievement, setting effective plans, and bringing people along with strategic vision. Leaders are more likely to demonstrate these behaviors if they are self-confident, driven, and focused on achieving results (higher Ambition), organized, responsible, and attentive to details (higher Prudence), and achievement-oriented, continuous learners (higher Learning Approach). On the other hand, leaders may have more difficulty with this competency if they are impractical and eccentric (higher Imaginative), and uncommunicative and self-absorbed (higher Reserved).

Performance Enablement: This competency is concerned with driving performance, empowering others, and building bridges between groups. Leaders who are resilient and composed under pressure (higher Adjustment), and diplomatic and able to maintain relationships (higher Interpersonal Sensitivity) are likely to demonstrate effective behaviors related to this competency. Leaders may find this competency more difficult if they are passive-aggressive and stubborn (higher Leisurely) and cynical and distrustful (higher Skeptical).

Positive Team Climate: This competency is concerned with inspiring achievement, promoting camaraderie, and ensuring equity and fairness in the team. Leaders are likely to exhibit these behaviors if they are approachable and socially-proactive (higher Sociability), dependable and reliable (higher Prudence), and friendly and perceptive (higher Interpersonal Sensitivity). Leaders may find it hard to engage employees if they are temperamental and volatile (higher Excitable) and perfectionistic and micromanaging (higher Diligent).

Agile and Open Culture: This competency is concerned with inspiring innovation, demonstrating company values, and constantly raising the bar for performance. Leaders who are competitive and take initiative (higher Ambition), and are creative and strategic (higher Inquisitive) are more likely to demonstrate behaviors related to success in this competency. Further, leaders who are sensitive to criticism and prone to fault-finding in others (higher Skeptical), and are resistant to change and unassertive (higher Cautious) may have trouble with this competency.

References

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Sirota (2015). *A brief introduction to Sirota's Dynamic Alignment Model* [Whitepaper].