



THE
ENGAGING
LEADER

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Go the extra mile

Practitioner's Guide

 HOGAN

About Hogan

Hogan Assessment Systems is the world leader in predicting workplace performance using personality. Grounded in decades of science, Hogan helps businesses dramatically reduce turnover and increase productivity by hiring the right people, developing key talent, and evaluating leadership potential.

Drs. Joyce and Robert Hogan challenged decades of academic tradition and criticism to become the first to demonstrate personality's impact on organizational effectiveness. Our flagship assessment, the Hogan Personality Inventory, was the first measure of normal personality designed specifically for the business community, and the Hogan Development Survey, which describes the dark side of personality, was the first assessment to identify performance risks outside the standard model.

Founded in 1987, Hogan's history is defined by the business applications of personality. We are a multidisciplinary consulting firm that combines the science of personality assessment with practical business experience to select and develop employees. In the beginning, our goal was to take personality assessments to business world. Today, we continue to be the leader in providing personality-based measurement to business using well-researched inventories, informative and customized reports, and expert consulting services. With products and services in 57 countries and 46 languages, what began as a small startup has evolved into the industry leader serving more than half of the *Fortune 500*.

About Sirota

Leading organizations around the world choose to partner with Sirota for their organizational assessments and employee survey programs. Sirota's client partnership approach, action orientation, long-term perspective, and thought leadership produce a superior client experience and clear business results.

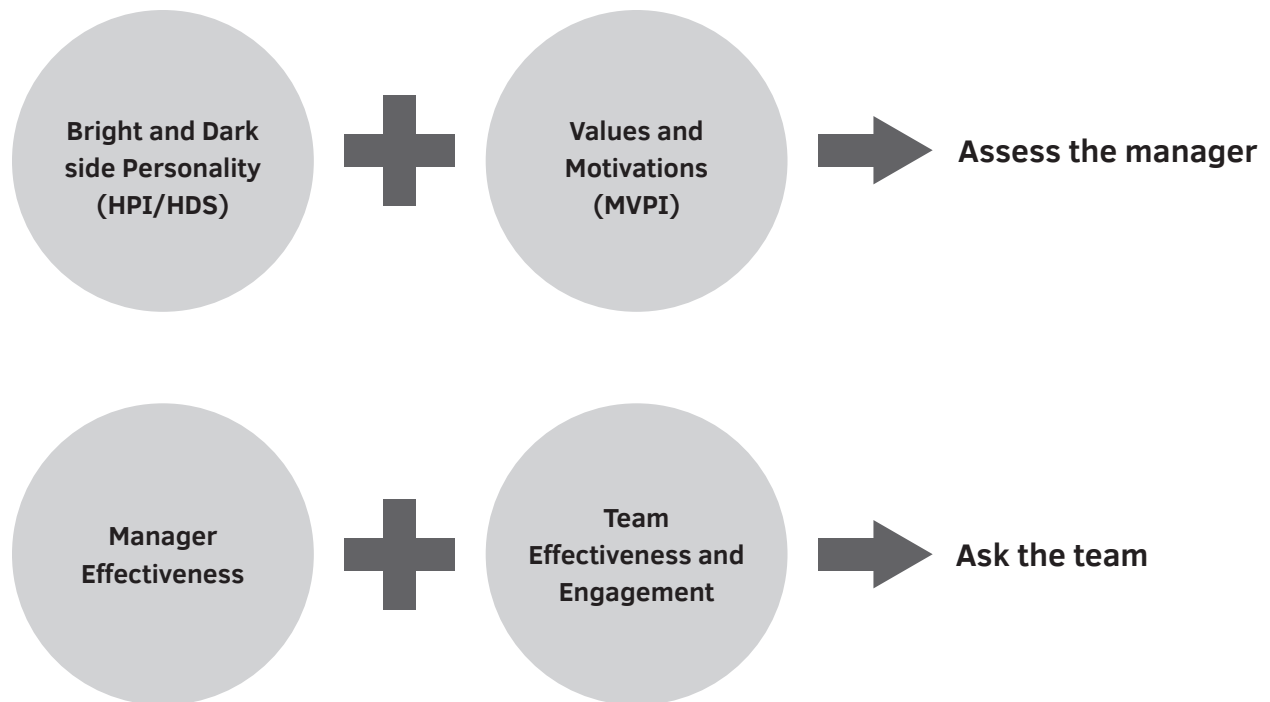
Sirota identifies where organizations need alignment in order to take action and drive change, and how worker potential can be unlocked to drive performance. Using the Dynamic Alignment™ Model as a framework, we start at the overall organization level - identifying where strategy, culture, and people are misaligned. We then work with leadership to ensure they see critical issues more clearly, and address them in a way that strengthens culture and drives lasting performance. Additionally, we provide front-line managers with the guidance, tools, and resources they need to sustain employee motivation and unlock the potential of their people. And, we enable HR to support those efforts and drive positive change.

Founded in 1972, Sirota is a privately held company of survey research and organizational performance experts focused exclusively on conducting attitude research and driving action through effective data utilization. We are known not only for our expertise but also for our independence, objectivity, and ability to handle complex assignments. In over forty years of work, Sirota has compiled a robust normative database, leading tools and technology, and a profound understanding of how to develop and execute successful survey research programs. We can help you build a partnership-driven culture, an enthusiastic workforce, and effective leadership and management practices that will drive performance.

Engaging Leader Framework

The Engaging Leader report is based on the Hogan Personality Inventory, the Hogan Development Survey, the Motives, Values, Preferences Inventory, and the Sirota Dynamic Alignment Model.

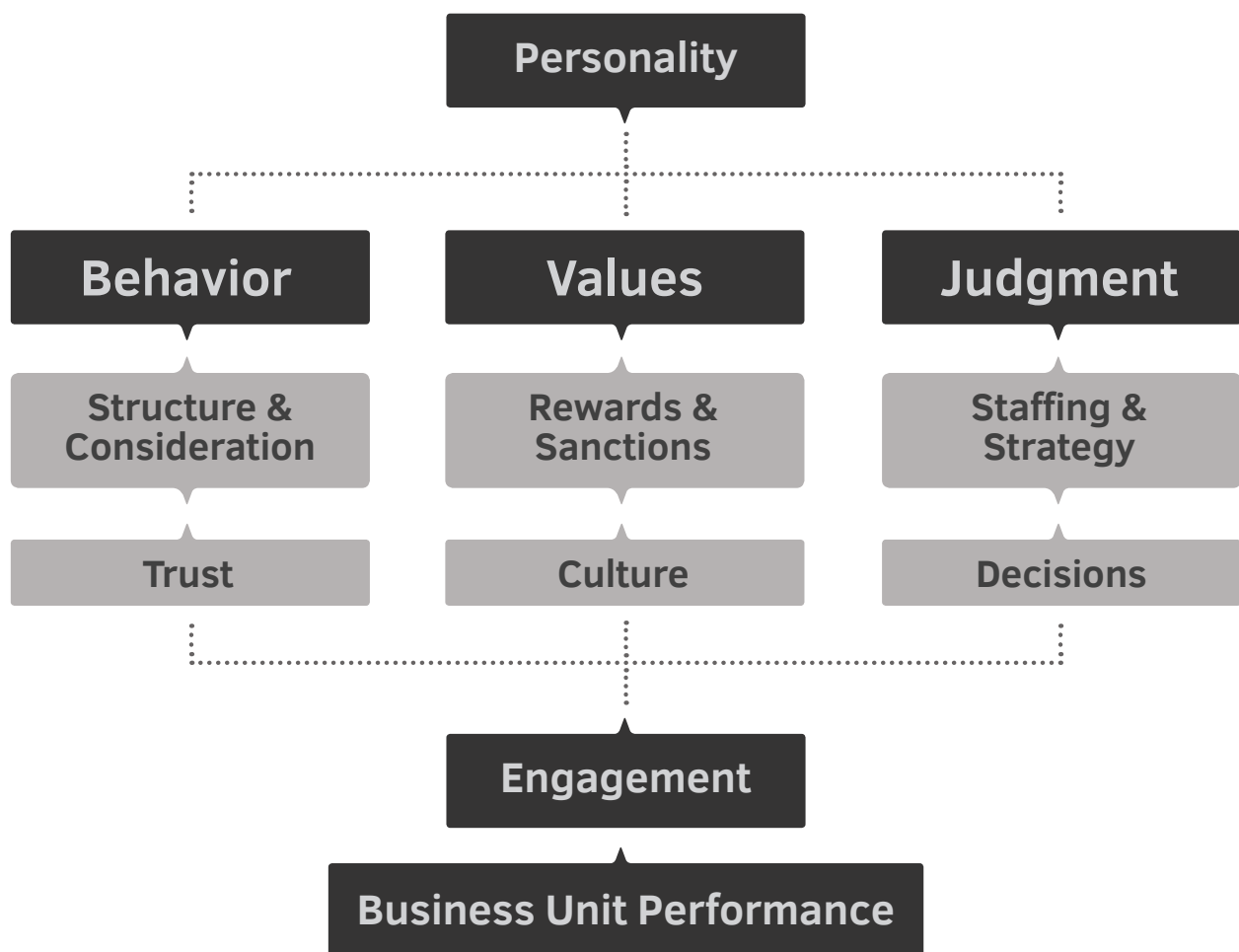
A manager will take the HPI, HDS, and MVPI, and their subordinates will take an engagement survey based on the Sirota Dynamic Alignment Model.



Hogan Leadership Value Chain

Engaged employees are energized, proud, enthusiastic, and have positive attitudes at work. Organizations whose employees are engaged show higher returns on assets, are more profitable, and yield nearly twice the value of their shareholders compared to companies characterized by low employee engagement. On the contrary, it is estimated that disengaged employees cost U.S. companies more than \$450 billion per year according to Gallup's "State of the American Workplace" survey.

The bottom line is leadership creates engagement, higher employee engagement equals better organizational performance, and lower employee engagement equals worse organizational performance, and it all starts with personality.



HPI | The Bright Side of Personality

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. Bright-side personality predicts leadership performance across all organizational levels and industry sectors.

The HPI was developed in the 1980s in the context of socioanalytic theory. Within this model, getting along with and getting ahead of others are seen as the dominant themes in social life. Comprised of seven primary scales, the HPI captures key behavioral tendencies relevant to these life themes and are based on the Five Factor Model of personality.

HPI Primary Scales

Scale name	Low scorers tend to be	High scorers tend to be
Adjustment	open to feedback candid and honest moody and self-critical good team players	calm steady under pressure resistant to feedback energetic
Ambition	willing to let others lead complacent good at working alone	competitive restless and forceful outgoing
Sociability	quiet socially reactive direct and frank	talkative attention-seeking friendly
Interpersonal Sensitivity	willing to confront others cold and tough flexible	warm conflict averse organized
Prudence	open-minded impulsive practical	dependable inflexible imaginative
Inquisitive	not easily bored uninventive hands-on learners	quick-witted poor implementers interested in learning
Learning Approach	focused on their interests technology averse	insightful intolerant of the less informed

HDS | The Dark Side of Personality

The Hogan Development Survey (HDS) describes the dark side of personality, which are qualities that emerge when people are stressed, bored, or simply not paying attention to their behavior that hinder productivity, damage reputations, and derail peoples' chances of success. The HDS is the only personality assessment that identifies critical blind spots that lead to career derailment.

When the pressure's on, the line between strength and weakness isn't always clear — drive becomes ruthless ambition, attention to detail becomes micromanaging. Dark-side behavior alienates subordinates and prevents managers from keeping their team engaged. Organizations around the world rely on the HDS to identify these 11 potential derailers that disrupt or interfere with effective performance.

HDS Primary Scales

Scale name	Low scorers may seem	High scorers may seem
Excitable	to lack passion to lack a sense of urgency	easily annoyed emotionally volatile
Skeptical	naïve gullible	mistrustful cynical
Cautious	overly confident to make risky decisions	too conservative risk adverse
Reserved	to avoid conflict too sensitive	aloof and remote indifferent to others' feelings
Leisurely	unengaged self-absorbed	uncooperative stubborn
Bold	unduly modest self-doubting	arrogant entitled and self-promoting
Mischievous	over controlled inflexible	charming and fun careless about commitments
Colorful	repressed apathetic	dramatic noisy
Imaginative	too tactical to lack vision	impractical eccentric
Diligent	careless about details easily distracted	perfectionistic micromanaging
Dutiful	possibly insubordinate too independent	respectful and deferential eager to please

MVPI | The Inside of Personality

The Motives, Values, Preferences Inventory (MVPI) describes personality from the inside – the core goals, values, drivers, and interests that determine what we desire and strive to attain. While normal personality describes how a person is likely to lead, values describe why they are likely to lead that way.

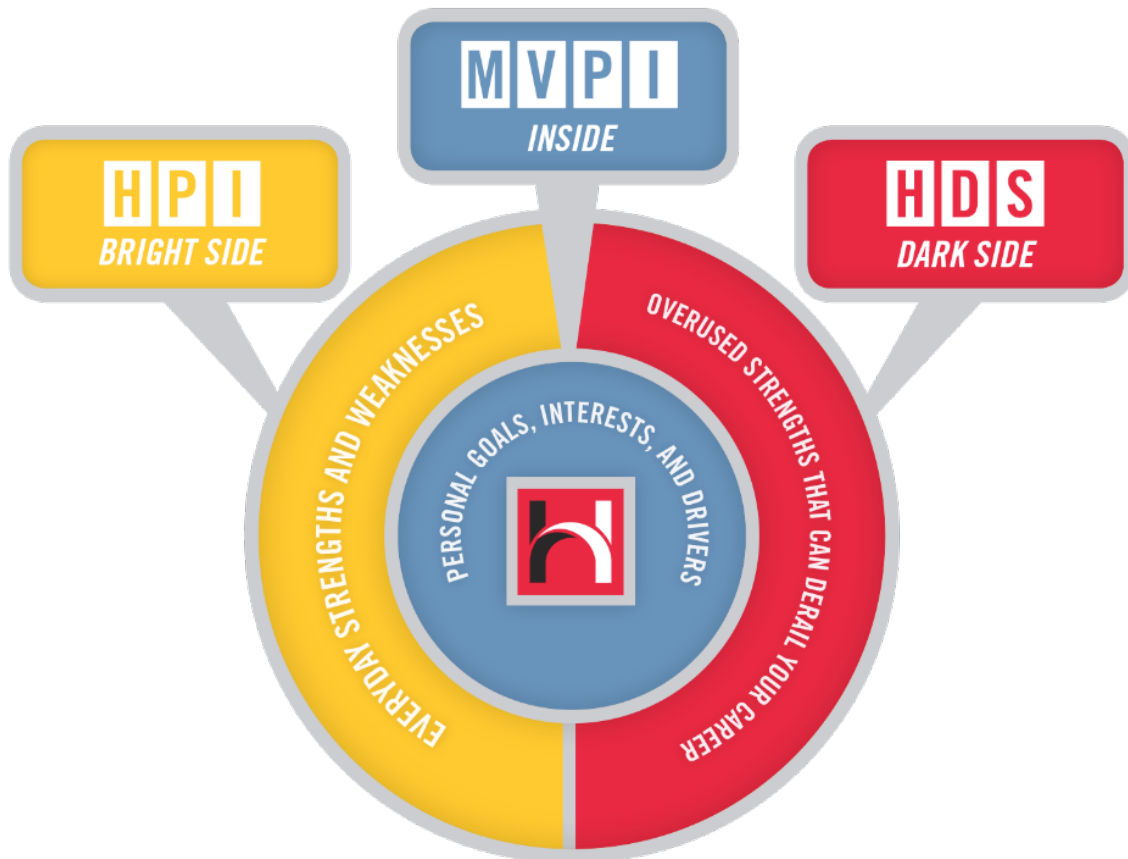
Values impact every aspect of peoples' careers. Comprised of 10 primary scales, the MVPI identifies what motivates people to succeed and in what type of position, job, and environment they will be the most productive, making it a powerful tool that can be used throughout the employee lifecycle.

MVPI Primary Scales

Scale name	Low scorers tend to	High scorers tend to
Recognition	to be indifferent to praise and feedback like to be left alone to work	appreciate feedback want to be noticed
Power	not care about being successful not want to make a difference	want to be more successful want to make a difference
Hedonism	be serious and businesslike always working	seek pleasure and fun want to enjoy work
Altruistic	believe in self-reliance think people should help themselves	want to help the less fortunate want to improve society
Affiliation	prefer to work alone enjoy their own company	need social interaction want to be included
Tradition	want to change the status quo value innovation and progress	respect hierarchy and authority value the lessons of the past
Security	take chances embrace risk	need structure and predictability avoid risk
Commerce	be unconcerned about money value self-development	want to make money value materialistic outcomes
Aesthetics	value substance over style care about functionality	be interested in creative self-expression be concerned about the look and feel
Science	make quick decisions based on experience trust intuition over data	prefer rational, data-based decisions challenge authority

HPI, HDS, and MVPI

In order to understand how effective a leader will be, it's important to know three important things about that person. First, what does the person want out of life? That is determined by a person's values (MVPI). Second, how will they get what they want in life? Assessing bright-side personality helps us predict that (HPI). Third, what will get in their way? That's where dark-side personality comes into play (HDS). Therefore, using all three assessments plays a vital role in determining how effective leaders will be in keeping their employees engaged.



The Dynamic Alignment™ Model

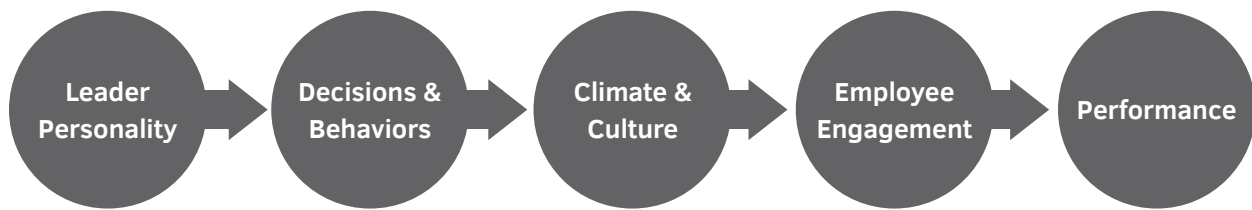
To succeed in the 21st century, companies must do two things: continually adapt to an ever-changing business environment, and effectively align leaders, managers, and employees around a clear and compelling strategy. When people are working toward a common purpose, as part of an enthusiastic workforce built on a foundation of shared values and partnership principles, and with systems and processes that are flexible and adaptive, organizations and individuals can reach their full potential and achieve unprecedented levels of performance. We call this Dynamic Alignment.

To create Dynamic Alignment companies must:

1. **Architect** a strategic plan that establishes clear goals, structures, and accountabilities that drive performance
2. **Enable** employees to execute on strategy through flexible and participative systems, process, tools, and resources
3. **Unlock** workforce potential and sustain employee enthusiasm by ensuring leaders and managers meet the achievement, camaraderie, and equity needs of their people
4. **Elevate** leadership and management practices by ensuring leaders and managers live the values and model the behaviors that promote a partnership driven culture




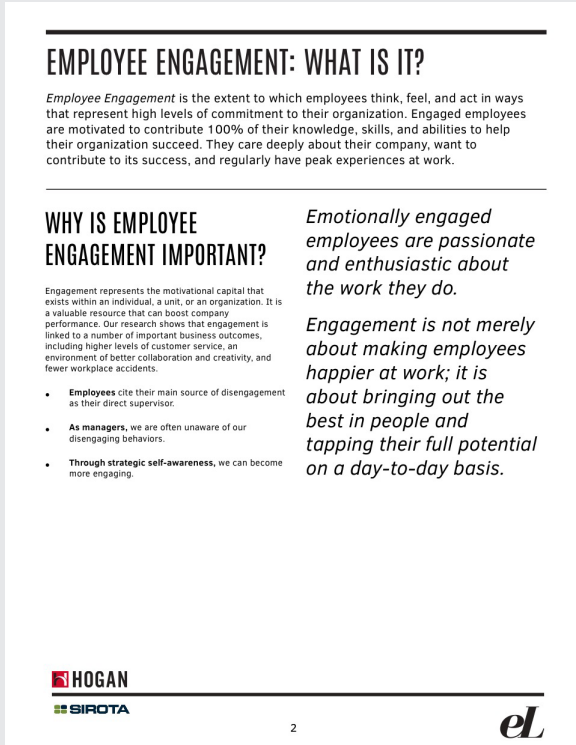
Key Value Proposition



Pages 1-2: Introduction

Pages 1-2 illustrate the overall concept of the Engaging Leader report. A manager will learn why engagement is important and how a leader's personality directly impacts their employees engagement. The goal of pages 1-2 is for a leader to take ownership over their own behaviors, driven by their team's engagement, and how that impacts the overall engagement of their team.





Page 3: How to read this report

Page 3 of the Engaging Leader report helps the manager understand the overall structure of their results and how to interpret each score. The report consists of six sections:

- | | |
|---------------------------|--|
| Who you are: | 1. Values |
| How you behave: | 2. Clear Goals and Vision |
| | 3. Effective processes (Performance Enablement) |
| | 4. Positive Team Climate |
| | 5. Agile & Open Culture |
| How you affect your team: | 6. Team Effectiveness |

HOW TO READ THIS REPORT

The Engaging Leader Report has six sections. All elements are equally important. Together they give you a picture of your underlying motives and values and how these influence your behavior at work. Plus, you'll see what your team thinks about working for you – and how engaged they feel as a result. Engagement drives performance, so the more engaged and effective you make your team feel, the better their performance will be. Interpretive guidelines are shown alongside each section to help make sense of your scores.

WHO YOU ARE

First, you'll see your values, which impact the type of culture you create for your team and how employees relate to your underlying motives that influence how you behave.

HOW YOU BEHAVE

Then you'll see how you set goals and establish clarity, whether you create effective team processes, what sort of team climate you create, and how you foster an agile and open culture.

You'll see the personality characteristics which can help or hinder you in each area, and how your team rates your effectiveness.

HOW YOU AFFECT YOUR TEAM

The last section brings together the views of your team around their experience of working for you and shows how engaged all this makes them feel.

Interpreting Team Survey Graphs

33	33	33
% Favorable Strongly agree and agree	% Neutral Neither agree nor disagree	% Unfavorable Strongly disagree and disagree

Interpreting Team Survey Scores

>75% Favorable	Strength
50-74% Favorable	Opportunity
<50% Favorable	Concern

3

Page 3: How to read this report *(continued)*

How to read team survey scores

The Sirota team survey scores are rated by subordinates in three categories.

Interpreting Team Survey Graphs

33	33	33
% Favorable Strongly agree and agree	% Neutral Neither agree nor disagree	% Unfavorable Strongly disagree and disagree

Interpreting Team Survey Scores

>75% Favorable	Strength
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<50% Favorable	Concern

How to read Hogan scores

The Engaging Leader report does not contain information about how to read Hogan HPI, HDS, and MVPI scores. The value for the manager is in the interpretive text, so emphasis on Hogan scales scores is minimized. The goal of this report is for leaders to understand how their individual behaviors are impacting their team's overall engagement and effectiveness, and not to spend too much time deciphering scores. It is up to the practitioner to provide extra value around Hogan score interpretation.

Page 4: Values - *Who you are*

The values section of the Engaging Leader report helps candidates understand their key motivators in the workplace, and what motivational factors are not important, potentially leading to blind spots. A manager's ability to engage followers is heavily impacted by how his or her values align with the values of his or her followers.

Individuals can have several high or low values, but when it comes to considering what a manager prioritizes in day-to-day work, we can learn the most from the rank order of their values.

The Engaging Leader report pulls the top three values from the MVPI in the Driving Values section, and his or her bottom three values in the Indifferent Values section.

Driving Values

A coach or facilitator should help managers consider that they create a team climate and culture around the values that are important to them, which may or may not be motivating to each individual employee. The team climate they create will have a system of economics in which behaviors promoting a manager's driving values are promoted and behaviors diminishing the manager's driving values are negatively reinforced.

Indifferent Values

From the perspective of prioritization, a manager's indifferent values will be the values he or she emphasize the least. This can be very disengaging for individual followers who are driven by these values, and can be areas of potential weakness in team effectiveness.

WHO YOU ARE VALUES

Introduction

Your values have a tremendous impact on the type of working culture you'll create for your team, as well as how you'll relate to individual employees. You will heavily emphasize the values which are most important to you, which are your "driving values." You will have unconscious biases around the values which are least important to you, or your "indifferent values." Think of each of your employees individually, and how you are engaging and disengaging them through your driving and indifferent values.

Driving Values

- You enjoy research and problem solving, prefer to make data-based decisions, and are willing to revisit them periodically. However, your concern with choosing the right direction every time may paralyze your decision-making and delay the progress of your team.
- You tend to guide your behavior based on its potential impact of the welfare and morale of your employees. You will create a culture based on fair treatment and mutual respect; however, you may have trouble holding employees accountable to performance standards, thus creating an environment that disengages high performers.
- Your interest in money and profits should keep you focused on the financial performance of your team, and you will likely compensate team members based on their financial contributions. However, some employees may suspect that you may be unconcerned with the human element.

97

Science

Analytics, data-driven decision making, and quest for knowledge

96

Altruistic

Helping others, coaching, and providing service

94

Commerce

Profits, investment, and business opportunities

Indifferent Values:

- You may not think it is important to regularly recognize the performance of your employees. Because you don't see the point in publicly acknowledging and highlighting the good work of staff, some may feel undervalued.
- You will tend to create an environment where employees are free to take chances and test the limits, but be aware that some employees may find flexible cultures somewhat threatening.
- You tend to value cost containment, practicality, and functionality over product look and feel. This is appropriate in some businesses, but could be a problem when the customer's experience is important.

27

Recognition

Appreciation, visibility, and public attention

24

Security

Structure, order, and predictability

17

Aesthetics

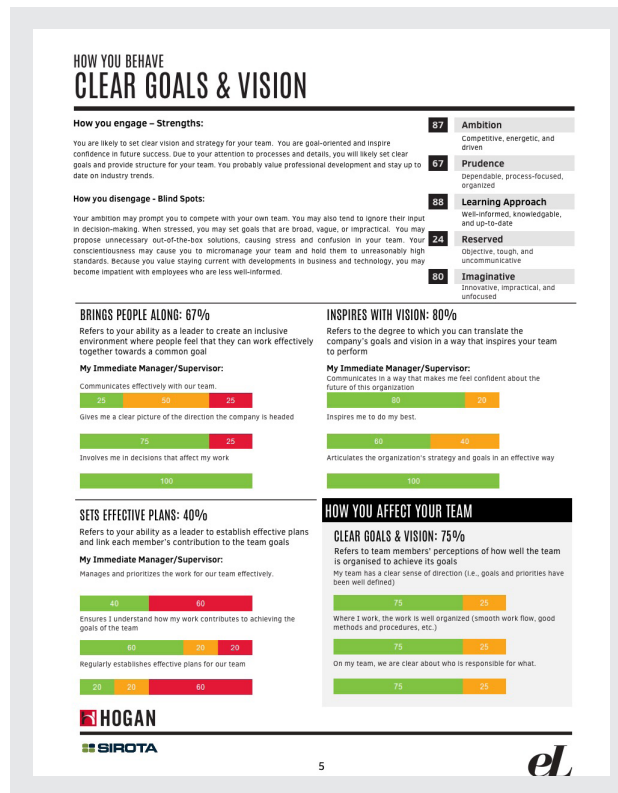
Quality, image, and product "look and feel"

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Page 5: Clear Goals and Vision - *How you behave*

The Clear Goals and Vision section shows how the manager's team perceives his or her ability to connect the dots between the company vision and the team's goals in order to inspire the team to perform better.



HPI Ambition - As a general rule, managers who score higher on the Ambition scale will be more engaging. Managers who score higher on Ambition will work harder to communicate effectively, set and articulate vision, mission, and strategy, and connect individual roles to overall organizational objectives.

HPI Prudence - Overall, leaders who score higher on Prudence tend to be more engaging. Highly Prudent managers will set effective plans for their teams, communicated diligently about organizational goals, and create good organization and accountability structures.

HPI Learning Approach - Managers who score higher on Learning Approach tend to stay up-to-date on trends and new information in their area of expertise, and they are more likely to analyze and synthesize that information to apply to business vision and strategy.

HDS Reserved - Leaders who score high on the Reserved scale often fail to create an inclusive environment by seeming tough and uncaring, may fail to communicate vision and connect people due to lack of communication, and may fail to connect individual employees with the overall mission and vision due to social withdrawal.

HDS Imaginative - High Imaginative managers often disengage their subordinates by failing to bring them along in understanding their vision, switching gears too often and too quickly, and setting ineffective plans for implementation.

Page 5: Clear Goals and Vision - *How you behave* (continued)

Brings People Along

This dimension refers to your ability to make people feel that they can work effectively together towards a common goal

- My immediate manager involves me in decisions that affect my work
- My immediate manager gives me a clear picture of the direction the company is headed
- My immediate manager/supervisor communicates effectively with our team.

Inspires with Vision

This dimension refers to the degree to which you can translate the company's goals and vision in a way that inspires your team to perform

- My immediate manager articulates the organization's strategy and goals in an effective way
- My immediate manager inspires me to do my best
- My immediate manager communicates in a way that makes me feel confident about the future of this organization

Sets Effective Plans

This dimension refers to your ability as a leader to establish effective plans and link each member's contribution to the team goals

- My immediate manager regularly establishes effective plans for our team
- My immediate manager ensures I understand how my work contributes to achieving the goals of the team
- My manager manages and prioritizes the work for our team effectively

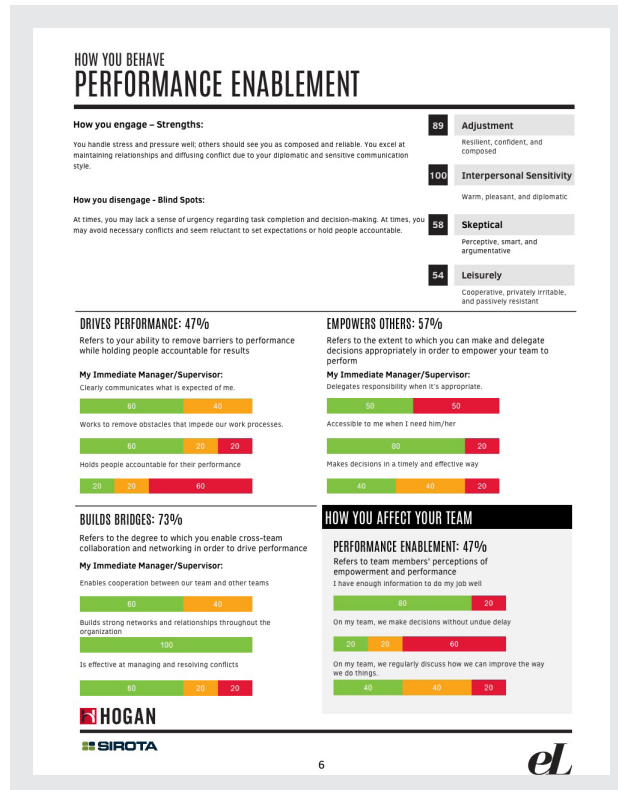
Clear Goals and Vision

This dimension refers to your ability as a leader to bring people along, inspire with vision, and set effective plans

- My team has a clear sense of direction (i.e., goals and priorities have been well defined)
- Where I work, the work is well organized (smooth work flow, good methods and procedures, etc.)
- On my team, we are clear about who is responsible for what

Page 6: Performance Enablement - *How you behave*

The Performance Enablement section refers to your team's perception of your ability to drive performance by creating efficient processes, making timely decisions and holding the right people accountable.



HPI Adjustment - In general, managers who score higher on the Adjustment scale will be more engaging to their followers. Higher adjustment managers will tend to stay optimistic and remove obstacles for their team, be more objective in their decision-making related to performance and accountability, and enable cooperation and conflict resolution within and outside of their teams.

HPI Interpersonal Sensitivity - As a general rule, higher Interpersonal sensitivity managers tend to be more engaging. Leaders who score high on interpersonal sensitivity are more likely to communicate proactively and be readily available to subordinates, facilitate cooperation and collaboration through building strong relationships with diverse stakeholders, and will effectively manage conflict.

HDS Leisurely - Leaders who score high on the Leisurely scale tend to disengage their followers by failing to have necessary conflicts, hold people accountable, set clear expectations or make decisions in a timely way.

HDS Skeptical - High Skeptical leaders tend to disengage employees by allowing cynicism and grudges to get in the way of giving effective feedback, making objective decisions, encouraging inter-team collaboration, and managing and resolving conflicts.

Page 6: Performance Enablement - *How you behave* (continued)

Builds Bridges

This dimension refers to the degree to which you enable cross-team collaboration and networking in order to drive performance

- My immediate manager enables cooperation between our team and other teams
- My immediate manager builds strong networks and relationships throughout the organization
- My immediate manager is effective at managing and resolving conflicts

Drives Performance

This dimension refers to your ability to remove barriers to performance while holding people accountable for results

- My immediate manager clearly communicates what is expected of me
- My immediate manager works to remove obstacles that impede our work processes
- My immediate manager holds people accountable for their performance

Empowers Others

This dimension refers to the extent to which you can make and delegate decisions appropriately in order to empower your team to perform

- My immediate manager/supervisor delegates responsibility when it's appropriate
- My immediate supervisor is accessible to me when I need him/her
- My immediate manager makes decisions in a timely and effective way

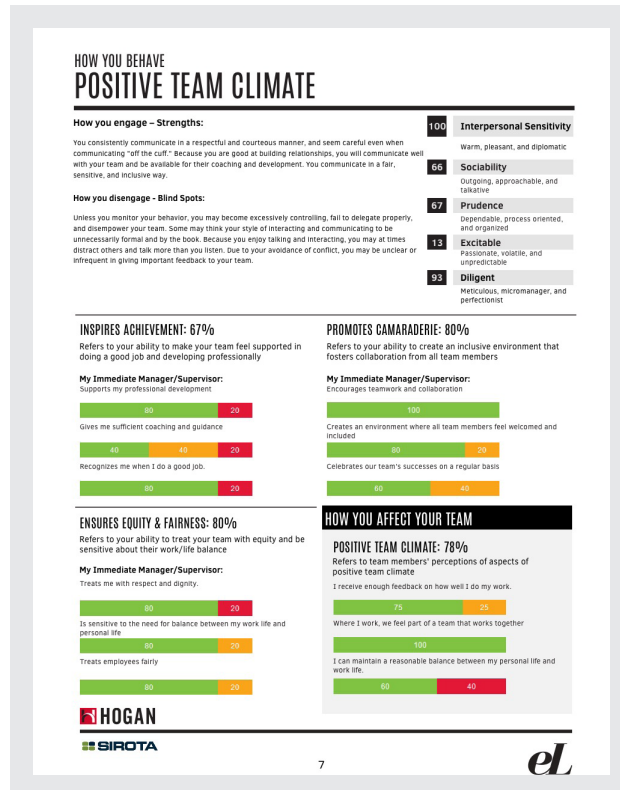
Performance Enablement

This dimension refers to team members' perceptions of empowerment and performance.

- I have enough information to do my job well
- On my team, we make decisions without undue delay
- On my team, we regularly discuss how we can improve the way we do things

Page 7: Positive Team Climate - *How you behave*

This Positive Team Climate section refers to your ability as a leader to create a fair and inclusive environment where people feel that they can develop professionally while maintaining a healthy work/life balance.



HPI Interpersonal Sensitivity - Managers who score higher on Interpersonal Sensitivity will create a better climate for employees by treating employees fairly and respectfully, encouraging teamwork, creating an inclusive environment, and showing empathy for employees.

HPI Sociability - High Sociability managers tend to be more present for employees, encourage teamwork and collaboration, and build better relationships with employees.

HPI Prudence - Higher Prudence managers tend to create better team climates for their employees by giving more consistent coaching and guidance, providing effective feedback, and creating a diplomatic and respectful work culture.

HDS Excitable - Higher Excitable managers tend to negatively impact the team climate by becoming upset and discouraged upon minor setbacks, being insensitive to employees' needs, being unsupportive during times of stress, and focusing more on the team's failures than successes.

HDS Diligent - Highly Diligent managers will often disengage employees by micromanaging, failing to delegate, delaying decision-making, and obstructing new ideas or relationships.

Page 7: Positive Team Climate - *How you behave* (continued)

Ensures Equity & Fairness

This dimension refers to you ability to treat your team with equity and be sensitive about their work/life balance

- My immediate manager treats me with respect and dignity
- My immediate supervisor is sensitive to the need for balance between my work life and personal life
- My immediate manager treats employees fairly

Inspires Achievement

This dimension refers to your ability to make your team feel supported in doing a good job and developing professionally

- My immediate manager supports my professional development
- My immediate manager gives me sufficient coaching and guidance
- My immediate manager recognizes me when I do a good job

Promotes Camaraderie

This dimension refers to your ability to create an inclusive environment that fosters collaboration from all team members

- My immediate manager encourages teamwork and collaboration
- My immediate manager creates an environment where all team members feel welcomed and included
- My immediate manager celebrates our team's successes on a regular basis

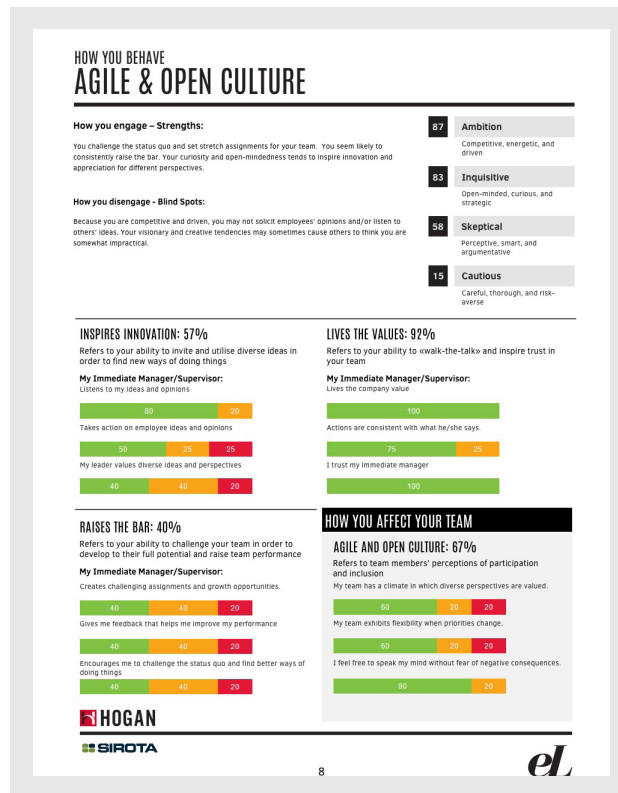
Positive Team Climate

This dimension refers to team members' perceptions of aspects of positive team climate.

- I receive enough feedback on how well I do my work
- Where I work, we feel part of a team that works together
- I can maintain a reasonable balance between my personal life and work life.

Page 8: Agile & Open Culture- *How you behave*

The Agile & Open Culture section shows a manager their team's perceptions of their ability to create an open culture where employees feel equally challenged and supported in order to improve their own and the team's performance.



HPI Ambition - A high Ambition manager tends to create a more agile and open culture of engagement because they drive for innovation and higher standards for their team, offer team members stretch assignments, and have a bias for action.

HPI Inquisitive - Higher Inquisitive managers tend to be more open to new and creative ideas, value diverse opinions, are agile and flexible to new environmental demands, and tend to have a bigger-picture view that is oriented toward innovation.

HDS Cautious - Higher Cautious managers tend to disengage employees by stalling innovation, making slow decisions, fearing new ideas and diverse opinions, and hesitating to give employees challenging assignments and opportunities to fail.

HDS Skeptical - High Skeptical managers tend to disengage followers by being suspicious of new and diverse opinions, being cynical about organizational politics and values, being suspicious of employee's ability to exceed expectations, mistrusting employees' ideas, and creating an environment of mistrust.

Page 8: Agile & Open Culture- *How you behave* (continued)

Lives the Values

This dimension refers to your ability to “walk-the-talk” and inspire trust in your team

- My immediate manager lives the company value
- My immediate manager's actions are consistent with what he/she says.
- I trust my immediate manager

Raises the Bar

This dimension refers to your ability to challenge your team in order to develop to their full potential and raise team performance

- My immediate manager creates challenging assignments and growth opportunities.
- My immediate supervisor gives me feedback that helps me improve my performance
- My immediate manager encourages me to challenge the status quo and find better ways of doing things

Inspires Innovation

This dimension refers to your ability to invite and use diverse ideas in order to find new ways of doing things

- My immediate manager listens to my ideas and opinions
- My immediate supervisor takes action on employee ideas and opinions
- My immediate manager values diverse ideas and perspectives

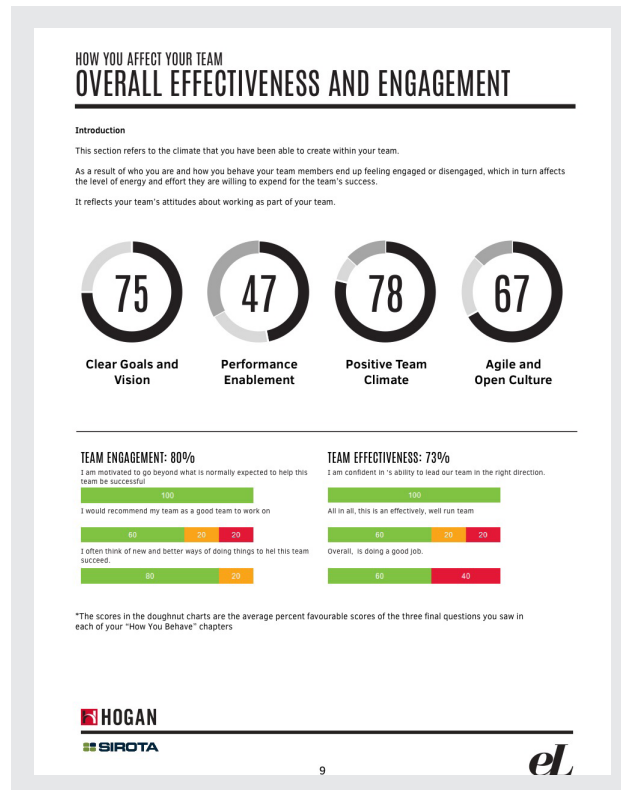
Agile and Open Culture

This dimension refers to team members' perceptions of participation and inclusion.

- My team has a climate in which diverse perspectives are valued
- My team exhibits flexibility when priorities change
- I feel free to speak my mind without fear of negative consequences

Page 9: Overall Effectiveness and Engagement- *How you affect your team*

This final section of the report refers to the overall climate that you have been able to create within your team. It reflects your team's attitudes about working as part of your team and their levels of engagement.



- **Who you are:** Values
- **How you behave:** Four components of Dynamic Alignment Model
- **How you affect your team:** Overall team engagement and effectiveness