



Leadership ForecastTM
Challenge Report

Report for:

John Doe

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October 2002

CONFIDENTIAL

I NTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behavior that could potentially undermine or inhibit your performance. It then offers suggestions for leading people more effectively.

Leadership involves building and maintaining a high-performing team. Anything that detracts from your ability to build a team also detracts from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on an international sample of over 4,000 executives who participated in leadership research conducted over the last 10 years.

When under pressure, most people will display certain counterproductive tendencies. We refer to these as "risk factors." Under normal conditions these characteristics may actually be strengths. However, when you are tired, pressured, bored, or otherwise distracted, these risk factors may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and direct reports. Others may be aware of these tendencies but may not give you any feedback about them. Your boss may even ignore them.

This report is divided into three sections. First, there is a graphic representation of your profile. Second, you will find a scale-by-scale interpretation of your scores. Scores between the 90th and 100th percentile are in the High Risk Zone, scores between the 70th and 89th percentiles are in the Moderate Risk Zone, scores between the 40th and 69th percentile are in the Low Risk Zone and scores between the 0 to 39th percentile are in the No Risk Zone. The third section provides developmental recommendations for areas where you scored in the Moderate and/or High Risk Zones. No developmental recommendations are provided for scores in the No Risk and Low Risk Zones.

This report is designed to help you understand your potential leadership challenges, provide ideas for moderating them, and give you some insight regarding how you affect others. As you read this information, please keep in mind three things. First, it is possible that not every statement will accurately describe you. Second, almost all working adults have at least one challenge. Third, focus on the overall themes in your profile rather than the details. Some details may seem to contradict others, but in actuality, they probably will not because different issues are important in different situations.

BACKGROUND

HOW DO RISK FACTORS DEVELOP?

Research indicates that leaders develop risk factors while learning to deal with parents, peers, relatives and others early in life. Behavior developed while you were young may become habitual and you may be unaware that you behave in certain ways.

WAYS TO USE THIS INFORMATION

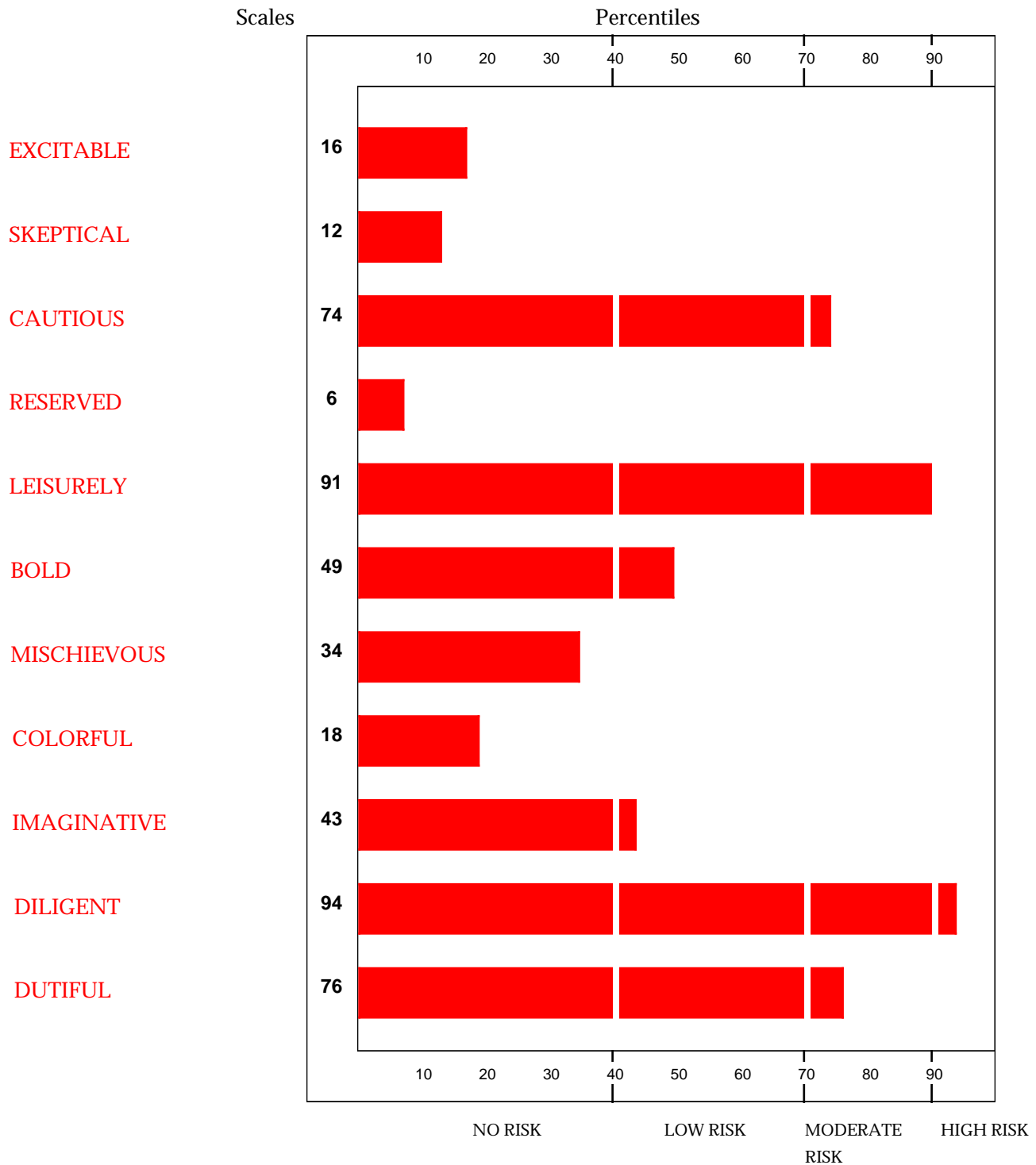
First, read the report carefully and decide which developmental suggestions apply to you. Mark those items with a plus (+), and put a minus (-) by those items to which you cannot relate. Second, invite feedback from peers, direct reports, and even family. Discuss your insights with them, and ask for reactions. A key ingredient for developing new leadership skills is enlisting the support of your direct reports, peers, and boss. Finally, study the developmental suggestions provided at the end of the report. These suggestions are offered for scores in the Moderate or High Risk Zones (i.e., scores at or above the 70th percentile).

DEFINITIONS

The eleven scales for the Leadership Forecast Challenge Report are defined below.

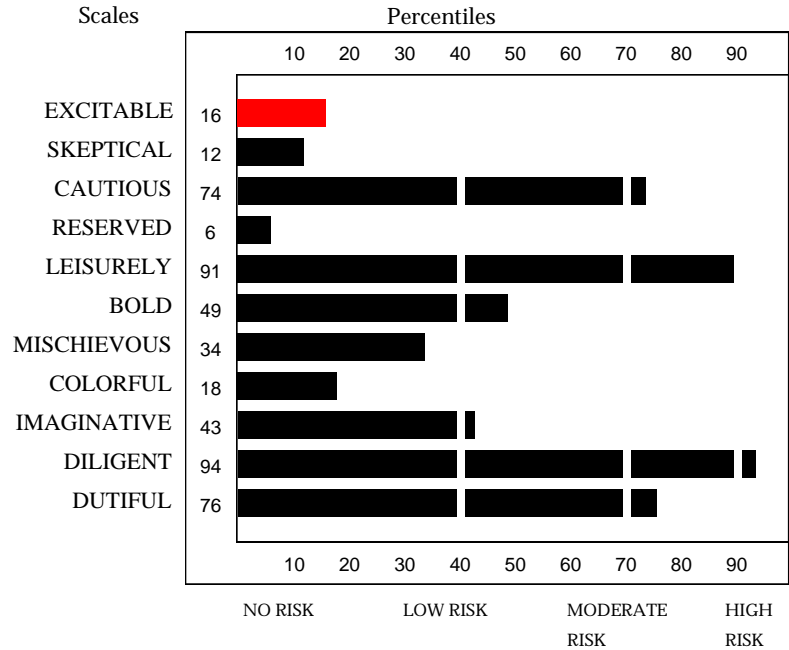
Excitable	Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.
Skeptical	Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.
Cautious	Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.
Reserved	Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.
Leisurely	Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.
Bold	Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.
Mischievous	Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.
Colorful	Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.
Imaginative	Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.
Diligent	Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.
Dutiful	Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.

L EADERSHIP CHALLENGE PROFILE



EXCITABLE

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.



BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem calm, steady, and stable.
- Express emotions in a mature fashion.
- Usually seem to be in a good mood.
- Rarely become overly excited.
- Seem able to maintain relationships.

LEADERSHIP IMPLICATIONS

Your calm, confident, and steady manner will contribute to your ability to manage and coach others—because consistency enhances trust. You should be a congenial colleague who controls your emotions. You should handle stressful situations in a composed manner. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

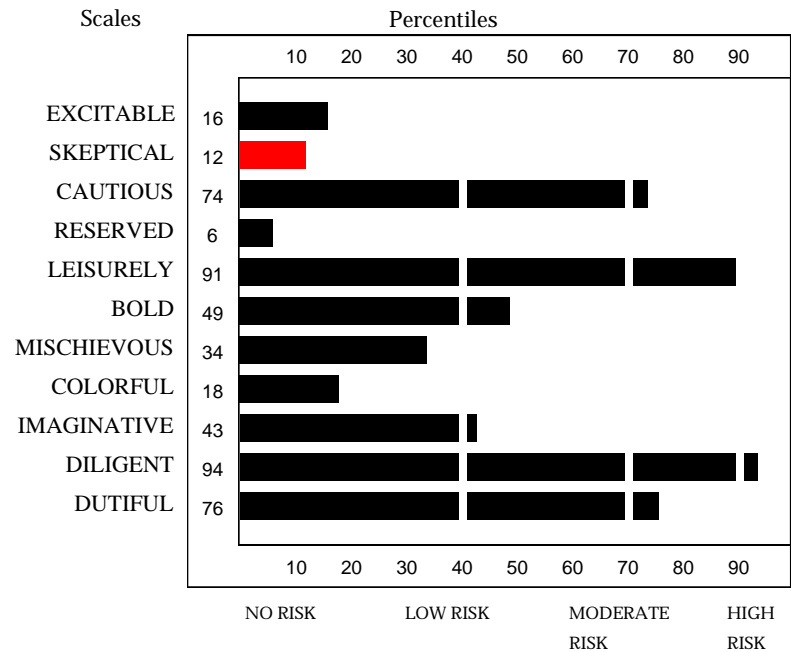
COMPOSURE: Your team will appreciate your steady and even-tempered style. They will also appreciate your consistent, predictable, and settling influence in pressure situations and your tendency to remain calm in stressful times.

FAIRNESS TO OTHERS: As a leader, you should be even handed and not develop sudden enthusiasms for people or projects. Your coworkers will value your balance.

PERSEVERANCE: As a leader, your coworkers will appreciate your persistence and ability to pursue projects regardless of pitfalls, roadblocks, and challenges. You are not likely to give up when the going gets tough, but only work harder to get things done.

SKEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.



BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem optimistic, positive, and trusting.
- Accept feedback and criticism.
- Rarely argue with or challenge others.
- Show trust in others.
- Forgive the faults of others.

LEADERSHIP IMPLICATIONS

Your trusting style will facilitate your ability to build relationships and enhance your management skills. However, you should be aware that others may try to take advantage of your good-natured disposition. You seem able to provide others with feedback in ways that will not upset them. Your own openness to feedback should facilitate coworker relations. You may be overly optimistic when planning for the future but you will have an upbeat view of your own career possibilities. Bosses should respond well to your positive outlook. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

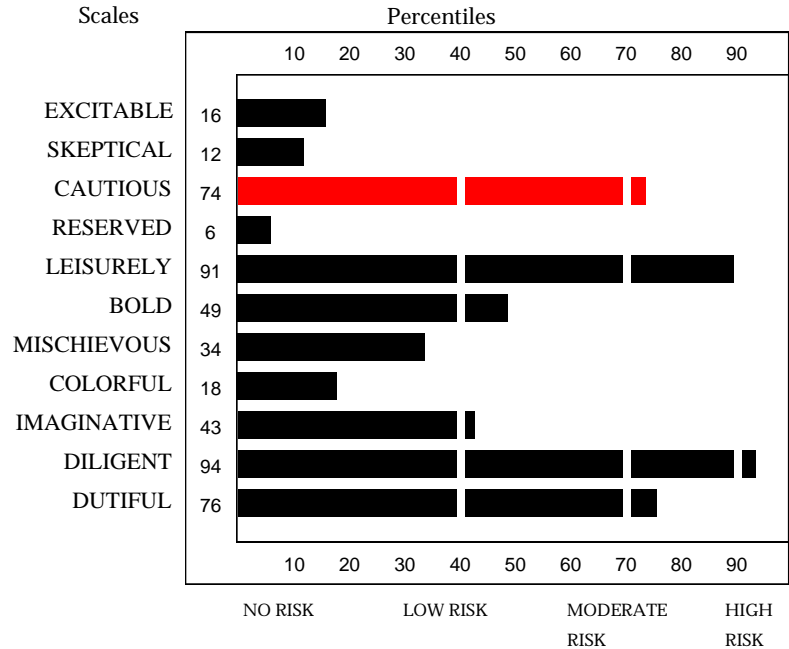
INFLUENCING AND PERSUADING OTHERS: You seem to be a cooperative and trusting person who can develop winning situations. You tend to find ways to gain consensus and persuade others to take action.

OPENNESS TO IDEAS: Others will appreciate your openness to their suggestions, viewpoints, and ideas, and your ability to take multiple perspectives.

OBJECTIVITY: Others will also appreciate your impartial and objective outlook and your tendency not to argue with them.

CAUTIOUS

Concerns being overly worried about being criticized.



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem to make good, low-risk decisions.
- Tend to need reassurance.
- May be reluctant to try new technologies.
- Fret over their mistakes.
- Worry about their staff's mistakes.

LEADERSHIP IMPLICATIONS

Because you dislike making mistakes and being criticized, you may tend to watch your staff closely to ensure that they get things right. Doing so may undermine their confidence. You may also be slow to make decisions, which could frustrate an action-oriented staff. You tend to avoid taking chances, which may prevent you from accepting difficult assignments. You may also manage your career so as to minimize mistakes. As a leader, you may develop a cautious and conservative vision of the future.

COMPETENCY ANALYSIS

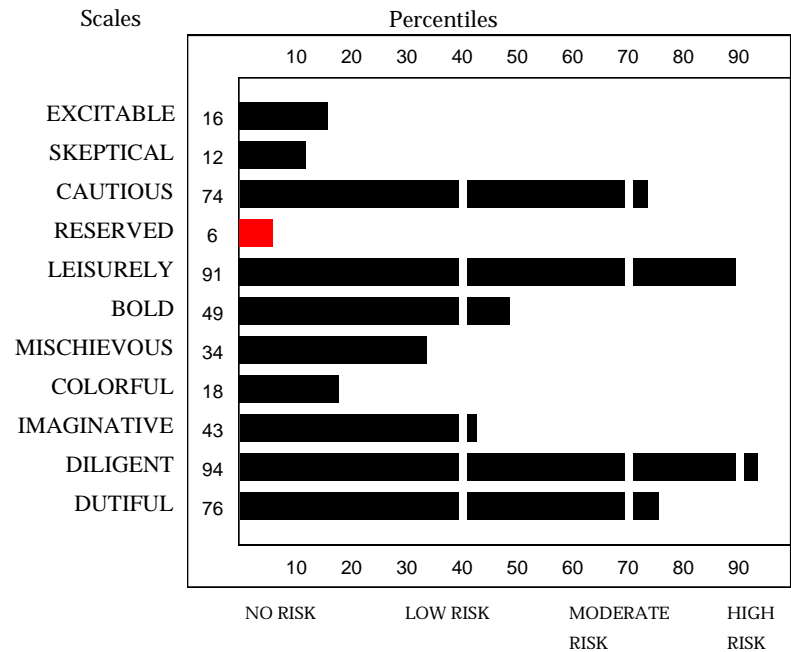
DECISIVENESS: Your concern about making good decisions may cause you to gather more information than you need. Ultimately, this could prevent you from making timely decisions.

ACTION ORIENTATION: You may tend to avoid taking action when you don't have all of the information. This could slow down processes, especially in times of crisis.

LEADING WITH CONFIDENCE: Your concern about making the right decisions is a strength. However, others may see your deliberations as a lack of confidence in your own ability.

RESERVED

Concerns lacking interest in or awareness of the feelings of others.



BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem outgoing, friendly, kind, and understanding.
- Meet strangers well.
- Communicate effectively.
- Seem concerned about problems.
- Seem to understand others' feelings.

LEADERSHIP IMPLICATIONS

Your tact and responsiveness suggest that you will be a good listener, which will enhance your ability to manage subordinates. In addition, your pleasant and approachable manner will help enroll others in the strategic direction of the business. Because you are responsive to the needs of others, you should be willing to give them feedback and opportunities to develop. You should perform well on team assignments, and interact well with a variety of bosses. Your interpersonal style suggests that your career should not be hindered by quarrels or disputes. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

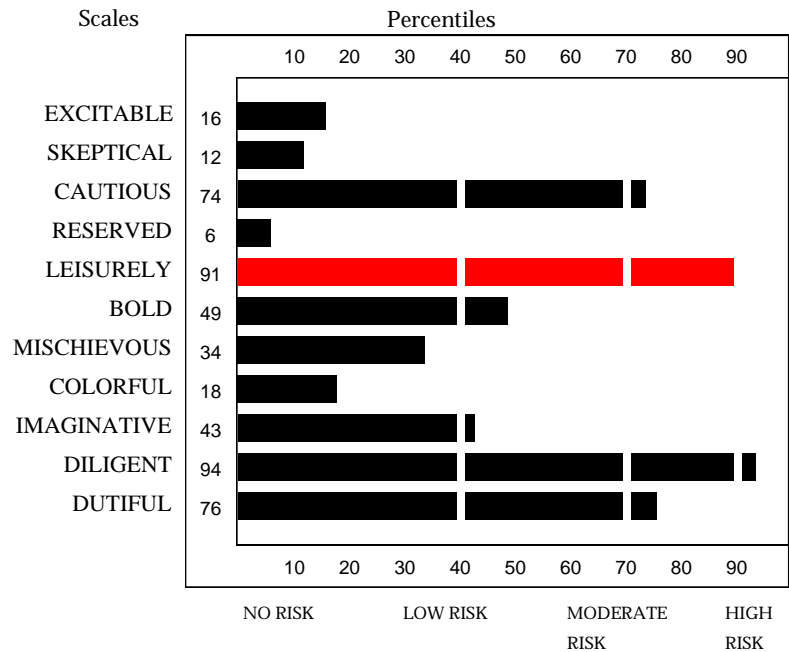
MOTIVATING OTHERS: You seem responsive to others, which should allow you to recruit them to your ideas and strategies.

RELATIONSHIP BUILDING: You should find it easy to build relationships. You will understand the social impact of your actions, and are able to build rapport with peers, subordinates, and others.

APPROACHABILITY: You tend to be accessible even when under stress and heavy workloads.

L EISURELY

Concerns being charming, but independent, stubborn, and hard to coach.



BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Have good social skills and make a positive first impression.
- Seem cooperative but covertly feel mistreated.
- Privately challenge the competence of top management.
- Become irritated when interrupted.
- Procrastinate and put off projects for people they don't like.

LEADERSHIP IMPLICATIONS

As a leader, you have good social skills and others rarely know how you really feel. You can be irritable when interrupted or given additional assignments; you may then drag your feet, put off tasks, and generally resist requests for extra effort. This could impair your ability to build relationships and manage others. You can effectively coach people you like, but may be unwilling to help those you do not. Similarly, you will accept advice and feedback from bosses you like, but silently reject influence from bosses you do not respect. You may not always enjoy being part of a team and may sometimes resist when asked to participate.

COMPETENCY ANALYSIS

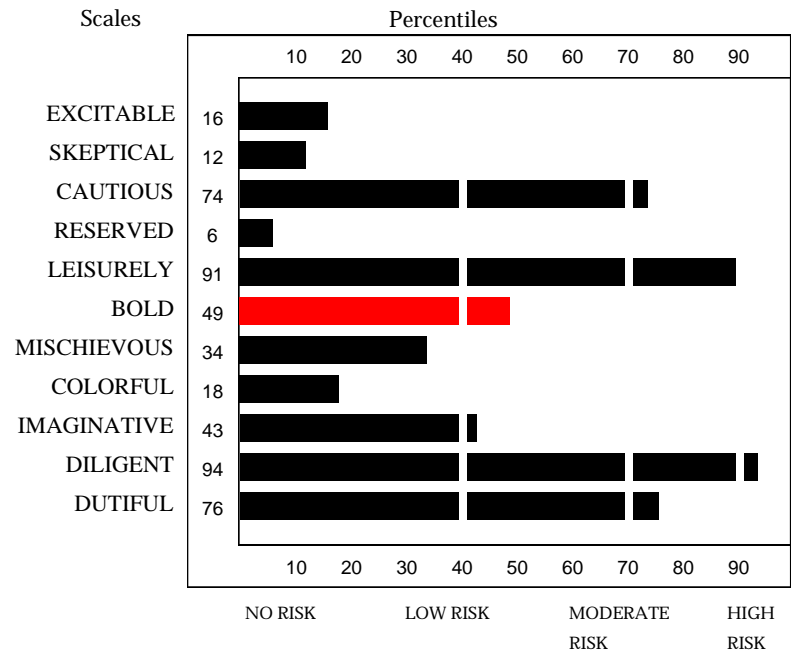
FOSTERING TEAMWORK: Under pressure you may tend to ignore others' timelines and focus on your own goals and priorities. This may inhibit effective teamwork and cause others to doubt your commitment.

COOPERATION AND TIMELY RESULTS: Although you may overtly agree to complete tasks, if you don't see the relevance, you may procrastinate and not follow through. This may limit your effectiveness in meeting your commitments and producing timely results.

BUILDING TRUST: When pressed about an issue, you may withhold your true opinions or ideas. Others may see this as support for the issue and believe that you will perform as needed.

BOLD

Concerns having inflated views of one's competency and worth.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem confident in their abilities.
- Have a realistic view of their competencies.
- Have reasonable career goals.
- Seem willing to listen to negative feedback.

LEADERSHIP IMPLICATIONS

You seem to be an appropriately confident person who makes reasonable demands on staff and subordinates. You will participate in team tasks without demanding leadership positions. In the process of managing your career, your easy going style may cause you to hold back unnecessarily. You may not actively promote a vision or strategy for the organization, preferring to wait until others ask for your opinion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

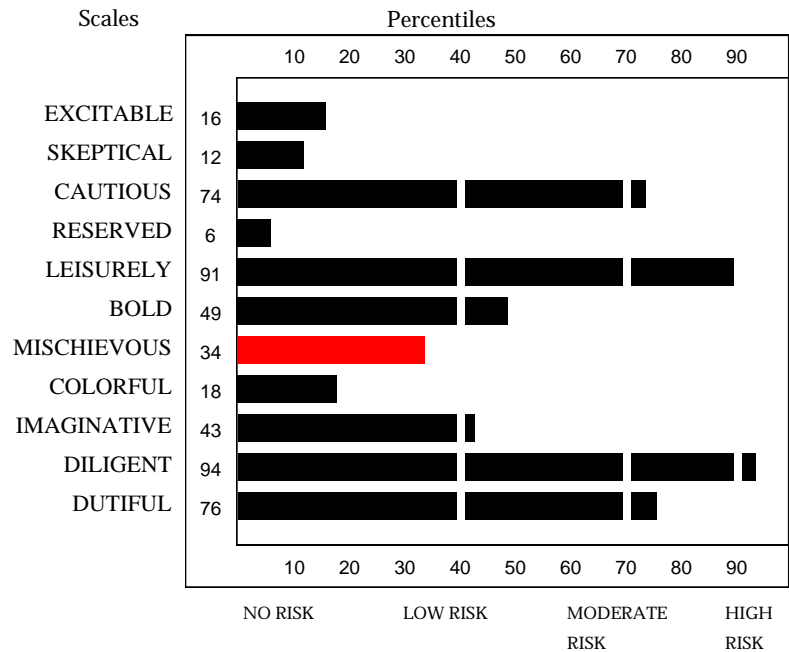
SEEING PERSPECTIVE: Although you have ideas about how to expand and improve the business, you may not push them aggressively.

PERSONAL DEVELOPMENT: You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

DRIVE FOR RESULTS: Your natural modesty may cause you to underestimate your capacity and to set your aspiration level too low.

MISCHIEVOUS

Concerns being charming, risk-taking, and excitement-seeking.



BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem careful, responsible, and socially appropriate.
- Learn from their mistakes.
- Communicate respectfully.
- Follow corporate rules.
- Avoid taking unnecessary risks.

LEADERSHIP IMPLICATIONS

Your tendency to avoid unnecessary risks and play by the rules will make you a valued corporate citizen. Your boss will appreciate your dependability and trust you to think through the consequences of proposed actions. You are somewhat cautious by nature and you will make few mistakes in managing your career, however, you may not take many chances. When formulating business strategy, you will remember past mistakes and try to minimize risk. You have no leadership development issues in this area.

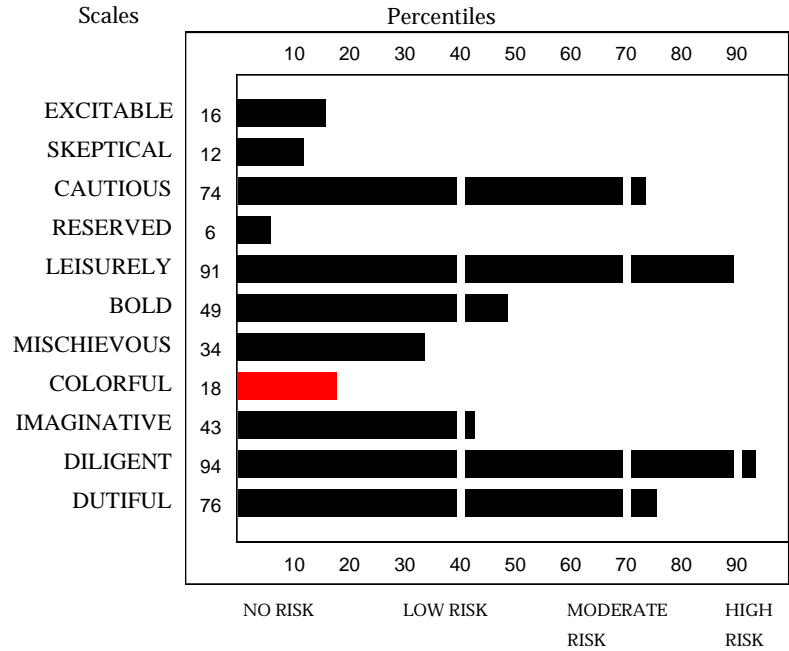
COMPETENCY ANALYSIS

DECISION QUALITY: You are a self-controlled and socially appropriate person and you care about the consequences of your actions. You learn from personal experiences and others' advice.

RISK TAKING: You will not take on high-risk or speculative projects without carefully considering them and formulating a plan of action. At the same time, you may tend to avoid taking appropriate risks when necessary. Your natural cautiousness could cause you to miss opportunities to enhance your career.

LEARNING FROM EXPERIENCE: You take responsibility for the consequences of your actions. You reflect on earlier outcomes as guides to future decisions and behavior. You may be reluctant to take action in situations where you have no experience from which to draw.

Concerns being dramatic, engaging, and attention-seeking.



BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem quiet and self-restrained.
- Avoid calling attention to themselves.
- Tend to work behind the scene.
- Don't mind letting others take the lead.
- Seem able to stay on task.

LEADERSHIP IMPLICATIONS

You are a quiet person who rarely engages in self-promotion. Your modesty and willingness to listen will make you a trusted and credible manager. However, your staff may want you to be more visible and take a higher profile from time to time. You may be reluctant to give feedback and career advice, preferring to be asked first. You should work well with a variety of bosses who will respect your understated style. Your career may not advance as rapidly as it should due to your reluctance to advertise your success. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

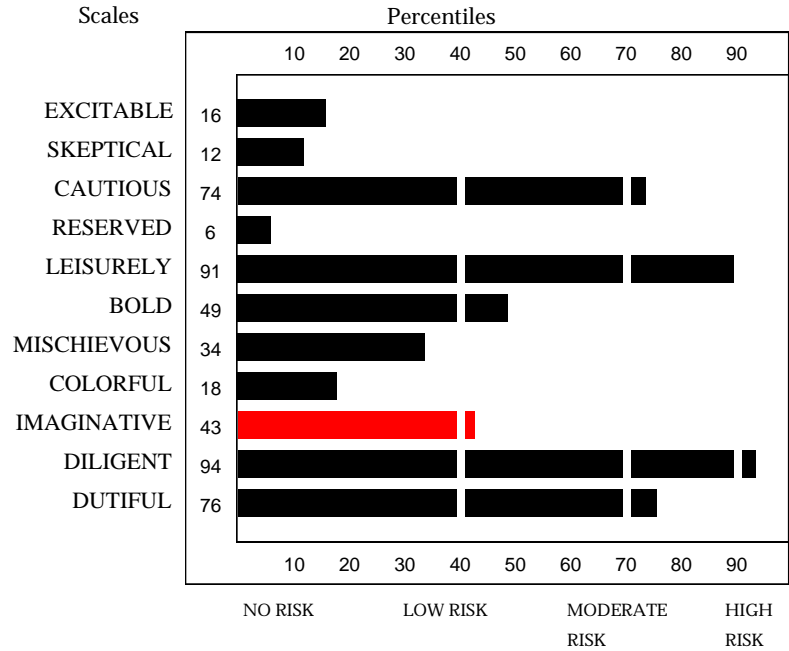
CELEBRATING SUCCESS: You tend not to engage in self-promotion. As a leader however, it will be important for you to celebrate and promote the accomplishments and achievements of your staff.

BUILDING MORALE: As a leader, your modesty could lead you to miss opportunities to cheer up and encourage your team members. Although you might not require a lot of recognition, your subordinates will appreciate your paying attention to them and their achievements.

SELF-DEVELOPMENT: You may not actively seek development opportunities for yourself or your staff. Without encouragement and support for learning experiences, the productivity of the group will diminish. Think strategically about how you can develop the skills of yourself and your staff.

I MAGINATIVE

Concerns thinking and acting in interesting, unusual, and even eccentric ways.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Make sensible decisions.
- Communicate intelligibly.
- Have reasonably creative ideas.
- Behave in a socially appropriate manner.

LEADERSHIP IMPLICATIONS

Your staff will appreciate the fact that you are practical and down to earth, and that you prefer to minimize surprises and crises. Your advice to coworkers will be sensible and practical. You are not necessarily a strategic or visionary planner, but you should be popular with a wide range of bosses because you are level-headed and dependable. You will plan your career in a sensible manner. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

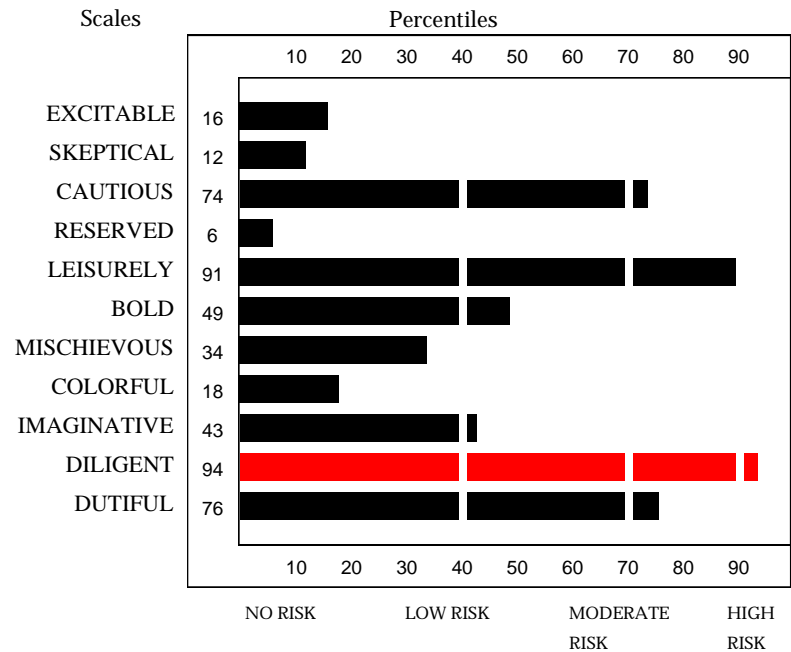
PROVIDING CLEAR DIRECTION: You should communicate intelligibly no matter what the circumstances might be.

CREATIVITY: You should be able to provide sensible solutions to problems even when you are pressured. In addition, you will be a good resource for evaluating the plausibility of ideas.

STAYING FOCUSED: You should be able to stay focused on the relevant problems and issues, even in the midst of distractions.

DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Are polite, detail-oriented, hardworking, and do things by-the-books.
- Tend to micromanage their staff.
- Try to do everything equally well.
- Are hard to please.
- Seem uncomfortable with ambiguity.

LEADERSHIP IMPLICATIONS

You are polite, formal, detail-oriented, and you demand high quality work. Your task-orientation should make you a valuable team member who will contribute to the achievement of group goals, but you may tend to overlook morale issues. Some of your staff will appreciate the structure, predictability, and feedback you provide, but some will also want more autonomy and the responsibility to implement their own action plans. People will appreciate your diligence, timeliness, planfulness, and high standards even though you may be hard to please. You will approach strategic planning in a detailed and comprehensive manner; however, your plans will tend to mimic those which have worked in the past, rather than incorporating new and innovative techniques.

COMPETENCY ANALYSIS

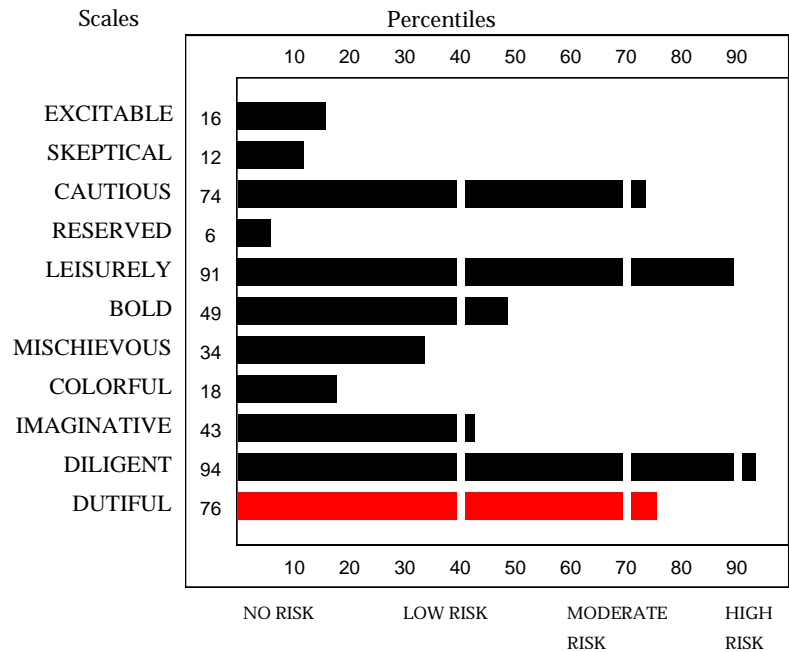
DEALING WITH AMBIGUITY: You may tend to overcomplicate problems and issues by seeking the very best solution when an adequate one will sometimes do.

ADAPTABILITY: When you are pressured or hurried, you may tend to rely on tried and true solutions, rather than seeking alternative answers that you have not used before.

DELEGATING DOWNWARD: When you feel a problem is urgent, you may try to solve it yourself, rather than delegating the problem downward, even when it is appropriate to do so.

DUTIFUL

Concerns being eager to please and reluctant to act independently.



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Are agreeable, pleasant, and cooperative.
- Seem eager to please.
- Keep their boss informed.
- Seem to always support corporate policy.
- Are good team players.

LEADERSHIP IMPLICATIONS

You are a pleasant and accommodating person who does not like controversy. As a leader, you will be polite and attentive, but you may be reluctant to push or advocate on behalf of your staff. You are a good team player who works well with a variety of bosses; they will appreciate your loyal and cooperative attitude. You will seek advice and assistance for managing your career, and will be reluctant to make decisions without first consulting others.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT: You probably prefer to avoid conflict and confrontations and may be uncomfortable giving others negative feedback.

ACTING INDEPENDENTLY: You may not make your views known on important and/or controversial issues and instead go along with the group.

SUPPORTING YOUR STAFF: You may focus more on getting along with your boss than getting along with your staff, which can erode your credibility with your subordinates.

D EVELOPMENTAL RECOMMENDATIONS

The following developmental recommendations concern the dimensions where your score was in the MODERATE or HIGH RISK ZONE.

CAUTIOUS

- You are deeply concerned about doing things right; others will appreciate your commitment and know they can depend on you to give projects your very best effort.
 - You do not like to take the initiative in activities for which you feel you lack sufficient talent or information. These tendencies can cut you off from valuable developmental experiences and, in the long run, although you will make fewer mistakes, your career will not advance as rapidly as it might.
 - Your habit of making careful decisions may sometimes cause you to miss opportunities and could cause others to see you as not being action oriented. You need to develop the willingness to experiment. Trusted friends can help you evaluate the merit of new ventures.
 - When people ask for your opinion during a meeting, they usually think you have something useful to contribute. You need to speak your mind in such circumstances. Some sort of assertiveness training might be helpful.
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LEISURELY

- You are independent, socially skilled, and able to say “no” diplomatically. You make few demands of others, except to be left alone to do your work in your own way.
- You see more incompetence in the world than others do. Although you may think others are naïve, you could profit from their optimism and trust.
- Understand that you may become irritable when others try to coach you. Allow yourself to be more easily influenced by friends or family, and more willing to do the little extra things they ask you to do.
- Limit the promises you make to others, but be sure to fulfill the promises and commitments you do make.

DILIGENT

- You have high standards for performance, are planful, and organized. In addition, you provide structure and order for your staff.
- Tackle issues with outside-the-box thinking. Don't try to solve every problem in the same way.
- Practice delegating to your staff. This provides them with valuable developmental experiences and opportunities to learn.
- Your high standards result in high quality work. However, be careful not to criticize others continually who do not share your values for impeccable work.

DUTIFUL

- You are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.
- Remember that if you want your staff to be loyal to you, then you must be loyal to them, even if that means sometimes annoying superiors.
- When asked for your opinion, take your time, decide what you believe, and be prepared to defend it when challenged.
- Although you dislike conflict, there will be times when you must confront others and disagree with them. In the long run, your credibility depends on doing this.