



CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

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INTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behaviour that could potentially undermine or inhibit your effectiveness as a leader. 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, detracts also from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on our global leadership research, and are written for professionals and leaders.

BACKGROUND

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, in fact, may 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 development recommendations are provided for scores in the No Risk and Low Risk Zones.

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. Behaviour developed while you were young may become habitual and you may be unaware that you deal with stress in certain ways.



INTRODUCTION

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 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 of 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.

Sceptical Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.

Cautious Concerns being overly worried about being criticised. 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, uncooperative, and a procrastinator.

Bold Concerns having inflated views of one's competence and worth. Result: seems unable to admit to 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.

Colourful Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.

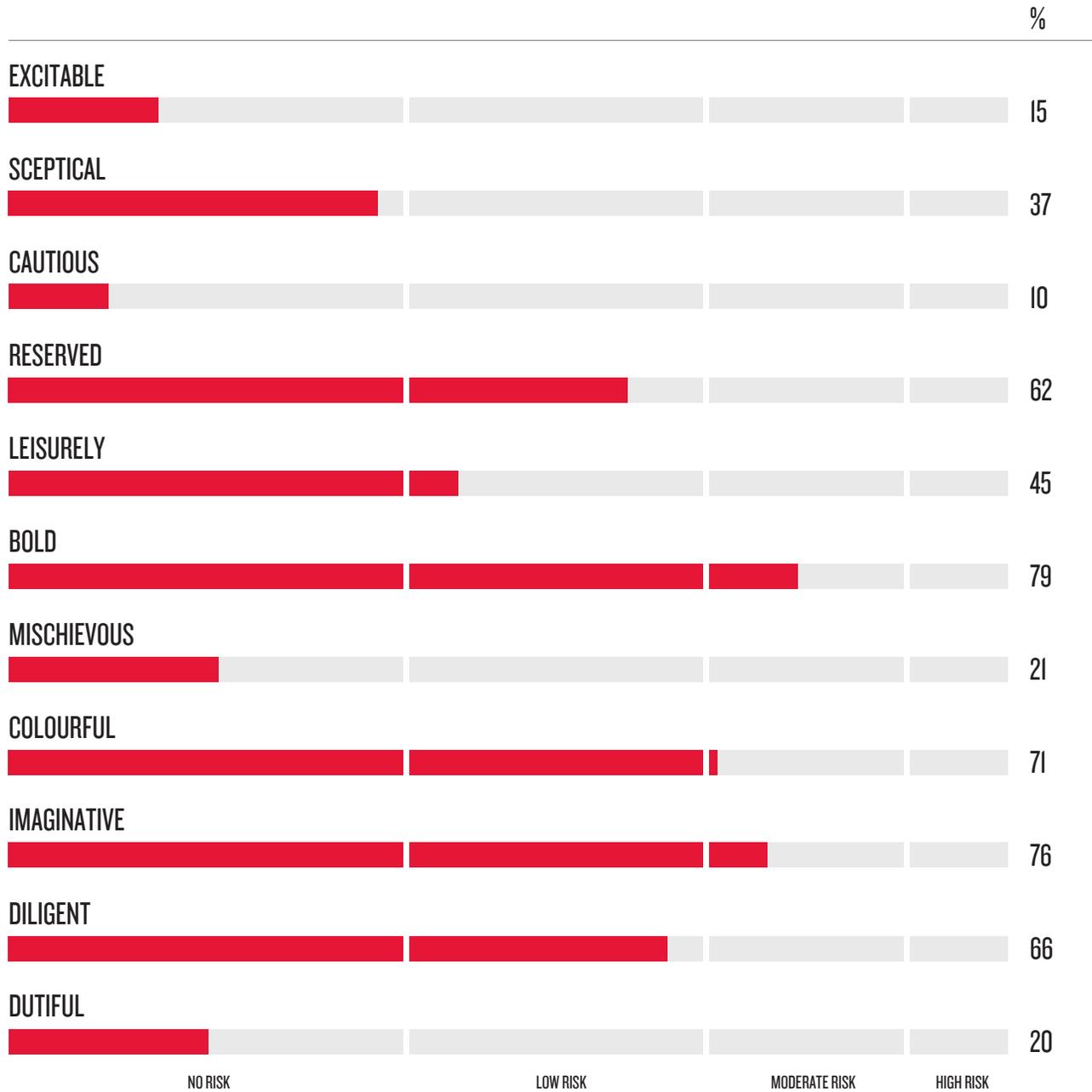
Imaginative Concerns thinking and acting in interesting and even eccentric ways. Result: seems creative but possibly lacking in judgement.

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.

LEADERSHIP CHALLENGE PROFILE

Scales





EXCITABLE

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



NO RISK

Behavioural IMPLICATIONS

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

- Seem calm, steady, and emotionally mature.
 - Stay focused and on task.
 - Usually seem to be in a good mood.
 - Rarely become overly excited.
 - Seem relaxed and easygoing.
-

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 expresses emotions maturely. You should handle stressful situations in a steady and poised 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 both 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 will maintain a consistent focus and not switch directions or agendas abruptly. Your co-workers will value your balance.

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



SCEPTICAL

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



NO RISK

Behavioural IMPLICATIONS

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

- Seem optimistic, positive, and trusting.
 - Accept feedback and criticism.
 - Form long term relationships.
 - 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 co-worker relations. You may be overly optimistic when planning for the future and 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. However, you may find that others sometimes try to take advantage of your trusting nature.

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 criticised.



NO RISK

Behavioural IMPLICATIONS

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

- Seem confident and willing to speak up.
 - Are willing to try new methods and technology.
 - Make decisions easily.
 - Seem unafraid to make mistakes.
 - Seem willing to state their views.
-

LEADERSHIP IMPLICATIONS

You are a confident person whose decisive manner is an important leadership skill. You should be open to new ideas and willing to accept difficult challenges. You tend to speak up, try new methods and procedures, and are not afraid of failure. Also, you are eager to take on tough assignments to develop your own career. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DECISIVENESS You tend to be confident in your judgement and willing to make decisions. Be sure to explain the rationale for your decisions to others.

ACTION ORIENTATION You seem action oriented and willing to set high goals for yourself and others. You are likely to be willing to work hard to meet your goals, even in the face of adversity.

LEADING WITH CONFIDENCE Your optimism and confidence should inspire others. Make sure that your decisions are well thought out because others will tend to follow you blindly, based on your confidence.



RESERVED

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



LOW RISK

Behavioural IMPLICATIONS

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

- Seem socially approachable and concerned about others.
 - Ask questions in order to understand others.
 - Seem considerate of others.
 - Read people quickly.
 - Help out when asked.
-

LEADERSHIP IMPLICATIONS

You seem to be friendly, outgoing, considerate, and tactful. You should be able to build and maintain relationships and motivate your staff, which are important leadership skills. You tend to be a team player and your interpersonal style should make you credible and even popular. You typically work well with a wide range of bosses, and are able to provide others with unbiased and helpful feedback. You should make few mistakes in terms of inadvertently alienating others. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

MOTIVATING OTHERS Your interpersonal style will allow you to build relationships with others, which will enhance your effectiveness in the organisation.

RELATIONSHIP BUILDING You will be good at picking up social cues, understanding the social impact of different responses, and building rapport with peers, subordinates, and others.

APPROACHABILITY You tend to be outgoing, accessible, and approachable, even when under stress and heavy work loads.



LEISURELY

Concerns being independent, ignoring others' requests, and becoming irritable if they persist.



LOW RISK

Behavioural IMPLICATIONS

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

- Seem cooperative and coachable.
 - Follow corporate policy.
 - Seem patient even when interrupted.
 - Help others when they fall behind.
 - Support the management team.
-

LEADERSHIP IMPLICATIONS

Your score on this dimension suggests that you are cooperative and positive, and should be able to coach and develop others. You will work well with a variety of bosses and be responsive to feedback. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

FOSTERING TEAMWORK You tend to be helpful and understand the importance of working together towards common goals and following through.

COOPERATION AND TIMELY RESULTS Your subordinates will appreciate your efforts to meet commitments and deliver timely results.

BUILDING TRUST Your desire to deliver on commitments and willingness to disagree openly, but respectfully, will make you a trustworthy and dependable leader.

BOLD

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



MODERATE RISK

Behavioural IMPLICATIONS

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

- Seem confident, energetic, and socially skilled.
 - Expect to be treated with respect.
 - Will take initiative and seek leadership positions.
 - Publicly advance their agendas.
 - May not seek others' input when brainstorming or problem solving.
-

LEADERSHIP IMPLICATIONS

Your confidence and social skill will facilitate your efforts to attain leadership positions within the organisation. Your action-oriented attitude should make you popular with your bosses, and you will enjoy coaching subordinates and take pleasure in their success. You will also enjoy assuming leadership positions on teams. You are optimistic and will actively manage your career growth. Also, you will have ideas for the future development of the organisation and you may seem visionary. At the same time, you may ignore negative feedback and have trouble learning from your mistakes.

COMPETENCY ANALYSIS

SEEING PERSPECTIVE You have confidence in your convictions and may not seek the opinions of others. Consequently, you may miss important information and ideas.

PERSONAL DEVELOPMENT Although you will listen to different ideas, you may not be open to feedback regarding core issues or values. In addition, you may not actively seek out feedback about your performance.

DRIVE FOR RESULTS People will appreciate your confidence and willingness to tackle difficult assignments. However, you may appear demanding and be too task-oriented rather than people-oriented.

MISCHIEVOUS

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



NO RISK

Behavioural 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 apprehension concerning risks and willingness to play by the rules will make you a credible 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 minimise 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 first 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 behaviour. You may be reluctant to take action in situations where you have no experience on which to draw.



COLOURFUL

Concerns being dramatic, engaging, and attention-seeking.



MODERATE RISK

Behavioural IMPLICATIONS

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

- Seem clever, interesting, and expressive.
 - Make a strong first impression.
 - Seem unconcerned with details.
 - Seem flirtatious and fun.
 - Enjoy leadership positions.
-

LEADERSHIP IMPLICATIONS

You are a talkative and engaging person who can perform well in public. You will be a high profile participant in teams, but you may not actively listen to others. As a coach and mentor, you may tend to "shoot from the hip" when offering advice. Doing so can hurt your credibility and lead others to discount your advice. People will like your engaging and entertaining interpersonal style. However, you may change focus quickly and have trouble attending to details; if so, then this will hamper your ability to finish projects.

COMPETENCY ANALYSIS

CELEBRATING SUCCESS You like the recognition you receive from being in charge, but you also need to share credit. Celebrate team successes both big and small.

BUILDING MORALE As a leader, the morale of the group will increase as you provide your staff with opportunities to demonstrate their competencies.

SELF-DEVELOPMENT You should understand the development needs of both yourself and your staff. Although others will see you as engaging and interesting, you need to expand your management skills over the long term-- which involves listening, sharing credit, and letting others take charge.



IMAGINATIVE

Concerns thinking and acting in interesting and even eccentric ways.



MODERATE RISK

Behavioural IMPLICATIONS

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

- Seem clever, imaginative, fun-loving, and unpredictable.
 - Enjoy games and practical jokes.
 - Have unusual and impractical ideas.
 - See things differently.
 - Change focus quickly.
-

LEADERSHIP IMPLICATIONS

As a leader, you will be energetic, on the move, and create ideas for change. Your staff will appreciate your imaginative style and informality, but may find your rapid changes of focus disconcerting. As a coach and mentor, you will have a lot of suggestions for your staff. However, some may consider your ideas unrealistic. Your boss may appreciate your originality and fresh ideas, but may be less tolerant of changes of direction and lack of follow through. On the other hand, you will be a good source of ideas for vision and strategic planning.

COMPETENCY ANALYSIS

PROVIDING CLEAR DIRECTION Under pressure, your unique communication style may leave others unclear about your expectations and directions.

CREATIVITY You are a source of original thinking and creative imagination, even when under pressure. However, some of your ideas may seem impractical and unusual.

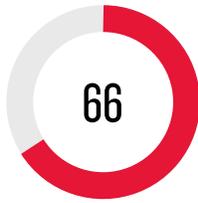
STAYING FOCUSED When you are being pressured to solve a problem, you may seem distractible and not always focused.





DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



LOW RISK

Behavioural IMPLICATIONS

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

- Seem flexible about rules and procedures.
 - Prioritise work and activities appropriately.
 - Delegate tasks to others.
 - Seem comfortable working without explicit directions.
-

LEADERSHIP IMPLICATIONS

You seem flexible about rules and standards, know how to delegate and prioritise, and give your staff opportunities to learn. Your boss should appreciate your ability to empower and not micromanage your staff. You will approach the issue of strategic planning with a mid-to-long term view. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

DEALING WITH AMBIGUITY You seem able to remain flexible and keep your options open, even when you are being pressured for results.

ADAPTABILITY You seem able to change directions and methods even when faced with challenging problems.

DELEGATING DOWNWARD You seem willing to delegate problem-solving authority to the appropriate level, even though the pressure to solve a problem may be intense.





DUTIFUL

Concerns being eager to please and reluctant to act independently.



NO RISK

Behavioural IMPLICATIONS

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

- Seem independent and self-reliant.
 - Will act without prior approval.
 - Seem willing to challenge their boss.
 - Trust their direct reports.
 - Stick up for their subordinates.
-

LEADERSHIP IMPLICATIONS

Your score suggests that you are an independent and self-reliant person who is likely to make his/her own decisions, and is willing to challenge the business assumptions of others. You will work best with bosses who appreciate independence, autonomy, and straightforwardness. Although you are willing to stick up for your staff, you may not always be perceived as a team player. In planning business strategy, you will be willing to take unpopular positions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT You seem unafraid of conflict and are willing to confront poor performers and give them feedback.

ACTING INDEPENDENTLY You seem comfortable taking a stand on issues and challenging the assumptions of others when appropriate.

SUPPORTING YOUR STAFF You seem willing to challenge your boss on behalf of your staff, which is important because loyalty goes both ways.



DEVELOPMENTAL RECOMMENDATIONS

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

BOLD - MODERATE RISK

- Lower your expectations for receiving special treatment and give credit to others. This will help in the process of building and maintaining the team you need to achieve your goals.
- Because you may have trouble accepting negative feedback, listen to feedback from your friends and family. They know you well enough to be able to provide useful advice. In addition, they are not in competition with you so the feedback is usually well-meaning.
- You are a strong influence and energetic resource and you can intimidate others without intending to do so. Be aware of, and curtail, this tendency.
- Do not compete with your staff and peers. Remember the real competition is outside the organisation.
- You have the confidence and energy to make things happen. Difficulties and adversity will only make you more determined. Very little of importance in the world will get done without your kind of determination and drive.

COLOURFUL - MODERATE RISK

- You probably use displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Practice active listening--don't interrupt. When others have finished, try to paraphrase what they have said as a way of showing that you were listening. This will enhance your credibility and show respect for the opinion of others.
- Partner with someone who is good with details and follow through, and ask that person to assist you in these areas.
- At your best, you are an interesting and entertaining person who can do several things at once, and who can galvanise others to action with your ideas and your ability to sell them.



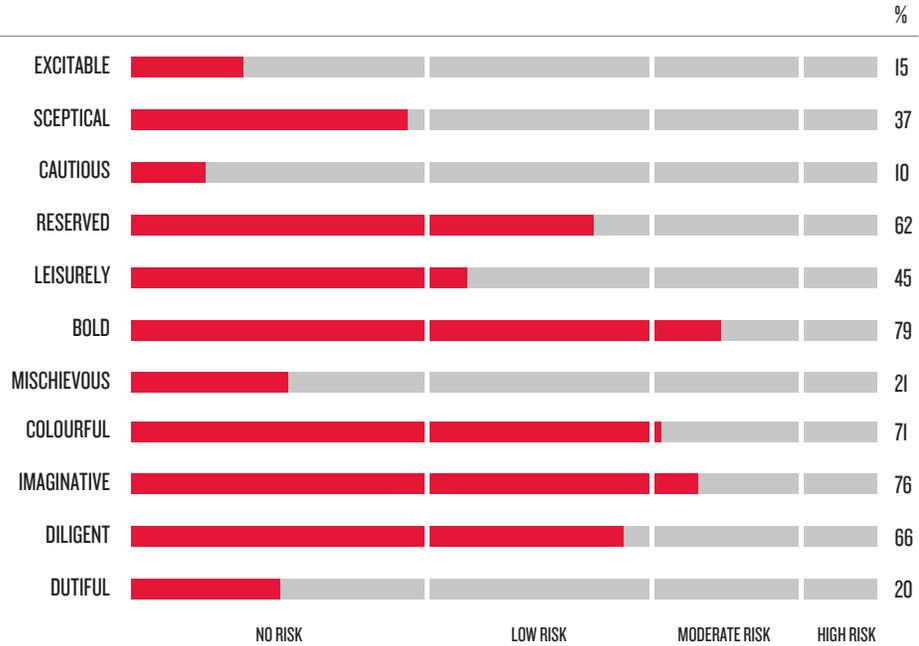
DEVELOPMENTAL RECOMMENDATIONS

IMAGINATIVE - MODERATE RISK

- When you are at your best, you are a colourful, visionary, and stimulating person. Others will appreciate your imagination, your talent, and your creative thinking.
- Remember to communicate clearly in order to avoid your ideas from getting lost or not getting implemented
- Your career will develop most productively if you focus on those ideas that seem most interesting to others, not you. In this way, more of your ideas will get turned into action.
- You probably need to partner with someone who may be less creative, but who is better at following through. You will need some assistance in bringing your ideas to fruition, and the best way to do this is to work with someone who likes your ideas and wants to help you implement them.



Scales



Subscale Scores

Excitable



Bold



Diligent



Sceptical



Mischievous



Dutiful



Cautious



Colourful



Reserved



Imaginative



Leisurely

