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HOGAN*REPORTS*

H I G H P O T E N T I A L

CANDIDATE ASSESSMENT REPORT

Report for: Kelly Warren

ID: HA165071

Date: May 12, 2011





INTRODUCTION

This report summarizes the candidate's assessment results from the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values Preferences Survey (MVPI) mapped to the Hogan High Potential Competency Profile. The ratings provide a hiring manager with additional information about a candidate's potential to meet the requirements associated with competencies in the profile. The interview guide offers questions that can be used to further probe competency behavior.

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The results contained in this report are NOT meant to supersede the judgment of a hiring manager. Rather, a hiring manager should use these results as one input into his/her process for arriving at a hiring decision regarding a candidate.



Hogan High Potential Assessment Profile

 Exceeds Requirements	 Meets Requirements	 Below Requirements
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Competency	Competency Definition	Rating
Business Domain – Competencies related to the processing of information to address business challenges.		
Strategic Reasoning	Combines the ideas of self and others to envision the possibilities and chart a course to an improved future-state.	
Tactical Problem Solving	Synthesizes available data and facts into plausible courses of action that will result in the resolution of identified problems.	
Operational Excellence	Manages business priorities and resources to ensure the efficient, timely, and cost effective achievement of business results.	
Leadership Domain – Competencies related to the challenges of leading self and others.		
Results Orientation	Establishes high performance standards for self and others and assumes personal ownership and accountability for achieving business results.	
Talent Development	Pursues a personal course of development related to business acumen and uses that knowledge to hire, coach, and develop the performance of others.	
Interpersonal Domain – Competencies related to building and maintaining relationships.		
Respect for People	Builds trust-based relationships with people by treating them with dignity, respect, and fairness, while valuing their diversity in background and views.	
Collaboration	Develops positive working relationships that emphasize team accomplishment in conjunction with individual contribution.	
Intrapersonal Domain – Competencies related to the way one approaches challenges in the workplace.		
Strategic Self-Awareness	Recognizes strengths and weaknesses and uses that information to guide personal growth and development.	
Tenacity	Pursues the resolution of business challenges with urgency and determination to achieve positive outcomes.	
Judgment	Initiates action only after evaluating the consequences of the action and determining that the benefits are likely to outweigh the costs.	



Hogan High Potential Interview Guide

Business Domain – Competencies related to the processing of information to address business challenges.	
Strategic Reasoning	<ul style="list-style-type: none"> Give an example of when you have identified an impending issue or trend and describe the steps you took to deal with the issue. Tell me about a time when you envisioned a unique idea or built on the idea of another and took action to turn your vision into reality.
Tactical Problem Solving	<ul style="list-style-type: none"> Give an example of when your ability to think outside the box and create a new solution to an old or recurring problem led to positive results. Tell me about a time when your ability to solve a problem in a practical, hands-on manner resulted in a simple yet highly effective solution.
Operational Excellence	<ul style="list-style-type: none"> Provide an example of when you worked on a complicated project in which you needed to balance priorities and resources in order to ensure success. Give an example of when your planning and organizing skills allowed you to achieve an important work objective.
Leadership Domain – Competencies related to the challenges of leading self and others.	
Results Orientation	<ul style="list-style-type: none"> It is not always easy to achieve required work goals or objectives. Describe a stretch goal or objective that you were able to achieve. Why was it a stretch goal? Give an example of when you had to set performance standards for yourself and others and took the lead for achieving results based on the standards set.
Talent Development	<ul style="list-style-type: none"> Give an example of when you learned from observing others perform. How did you apply this knowledge in the future? Provide an example of when you used your business knowledge to successfully coach a team member or colleague to perform a challenging aspect of his\her job.
Interpersonal Domain – Competencies related to building and maintaining relationships.	
Respect for People	<ul style="list-style-type: none"> Have you ever said something to a colleague that was too direct (or blunt) and it hurt your working relationship? How did you handle the situation? Give an example of a time when you had to maintain the self-esteem of a peer or colleague to ensure a good working relationship.
Collaboration	<ul style="list-style-type: none"> Describe the most effective techniques you have used to encourage or motivate team members to work together and contribute their talents to accomplish a team goal. Provide an example. Provide an example of when you challenged a team member's position or actions and still maintained a positive working relationship.
Intrapersonal Domain – Competencies related to the way one approaches challenges in the workplace.	
Strategic Self-Awareness	<ul style="list-style-type: none"> Give an example of when you have used feedback from others to change your behavior or improve your performance. Tell me about a time when you recognized an emerging strength and proactively sought out an assignment or job to further build the strength.
Tenacity	<ul style="list-style-type: none"> Give an example of when you persisted when facing failure to the point where you eventually achieved success. Tell me about a time when you misjudged the need for urgency with respect to a task or assignment. How did you handle the situation?
Judgment	<ul style="list-style-type: none"> Give an example of an important decision you were required to make although you felt you did not have sufficient information to make the decision. How did you handle the situation? Describe the process you typically follow when you are required to make a critical decision that has significant risk associated with it. Can you provide an example?