

- SELECT
- DEVELOP
- LEAD

HOGAN *DEVELOP*

MANAGEMENT FOCUS

WHO YOU ARE DETERMINES HOW YOU LEAD

Report For: Eric Tester

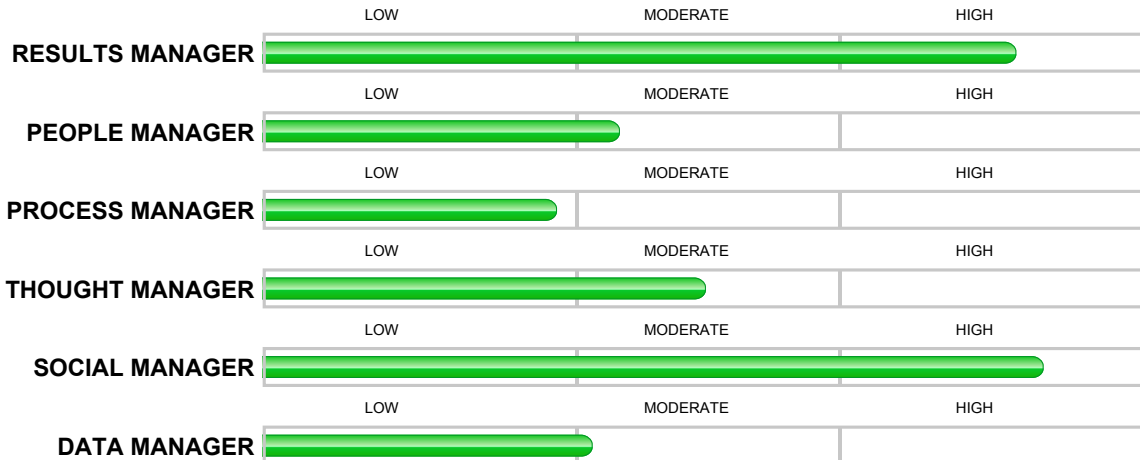
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It is often said that a manager is someone who does things right, but a leader is someone who does the right thing. Good managers are expected to be good leaders. They must organize people to do a job and motivate them to live up to their potential. As a manager, you are in a position to influence others in their job, and your actions will impact the morale and productivity of those around you. This report is designed to help you to understand how your personality, motivations, and values impact your managerial style. By understanding your own day-to-day characteristics and core drivers, you will be better prepared to leverage your strengths and manage your challenges so that you can increase your overall managerial effectiveness.



Resilience

You may tend to be overly self-critical, demanding, and tense during times of stress and pressure. As a manager, try to recognize the impact your reactions might have on others around you. Keep in mind that your team will turn to you for stability, and it is very important that you learn ways to manage pressure and stay positive in the face of adversity.

Drive

Part of being an effective manager involves developing the skills of your employees. Although you are driven, competitive, and eager to take on responsibility, remember that you must give your staff opportunities to shine as well. Be careful not to compete with your direct reports, and remember to hold them to fair and realistic expectations.

Communication

Recognize that there are times you will need to be candid and confront difficult issues. Your team will appreciate your warm and amicable demeanor, but understand that their development is dependent upon your timely, targeted, and truthful feedback on their performance.

Conscientiousness

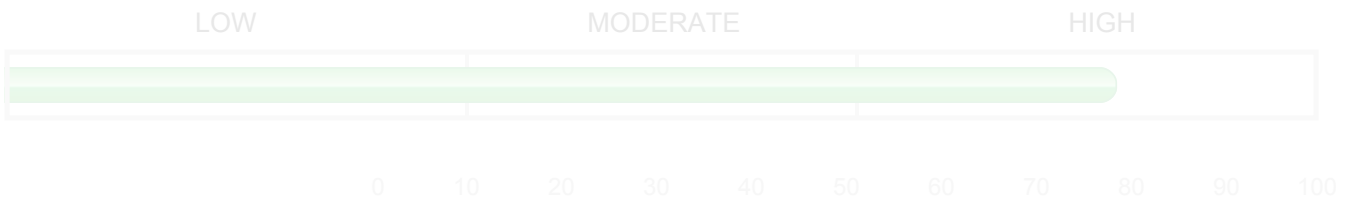
Your team will appreciate your ability to develop and adhere to plans, rules, and procedures, while also remaining flexible to make changes to the plan as necessary. As a manager, it will be important for you to maintain the balance of attending to strategic team considerations and operational, day-to-day issues.



RESULTS MANAGER

Key Focus: *Results*

Results managers set high goals and expectations for themselves and others. They work tenaciously to achieve them. They are results-oriented, competitive, and expect high levels of performance from their direct reports. At times, their driven and demanding nature can be intimidating to others or might lead their team to become too internally competitive.



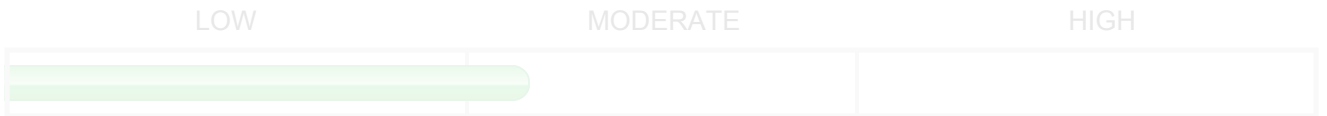
Personality Components	Ambition	
	Power	
Managerial Tips	<p>Sample Report</p> <ul style="list-style-type: none"> As a manager, your drive to succeed may intimidate new or more junior staff. Remember that not all of your team members will share your drive for results, and may prefer to take a more cautious approach. Make sure to realistically evaluate what your team can get done, and resist the urge to overcommit your team's resources. Because you hold high expectations for yourself and others, make sure to clearly communicate these expectations to your staff so they know where they stand and can chart a clear path to success. 	
Managerial Biases	<ul style="list-style-type: none"> Make sure that your need for personal advancement does not interfere with your ability to create organizational value. Remember not to compete with your team, peers, or other business units. As a manager, you will need to focus on staff morale and well-being, not just on results, in order to maximize their contributions to the organization. Your drive for achievement will likely define your management style. Understand that others can contribute in their own way, even if they seem to lack your drive to win. 	



PEOPLE MANAGER

Key Focus: *Relationships*

People managers tend to be skilled at building and maintaining nurturing relationships with others. They tend to focus on the morale and well-being of their staff and are seen as warm and supportive managers. Often times, their desire to help others can interfere with their ability to deliver candid feedback, drive accountability, or make unpopular decisions.



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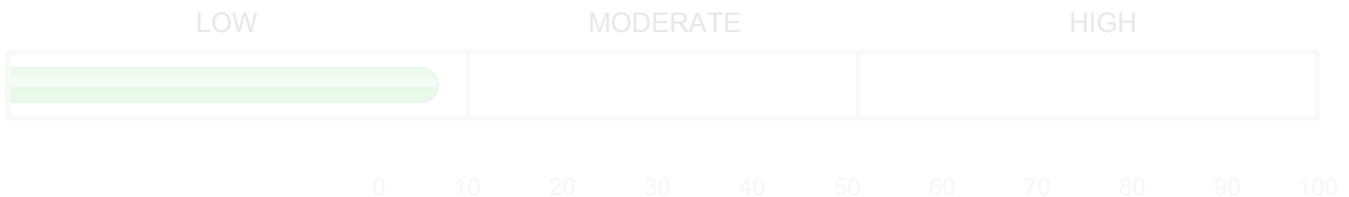
Personality Components	Interpersonal Sensitivity	
	Altruism	
Managerial Tips	<p>Sample Report</p> <ul style="list-style-type: none"> You are likely to take time gathering input from others before moving forward with decisions, but remember that management by consensus is not always appropriate. Encourage direct reports to speak up and voice their concerns. Encourage candid feedback, giving your staff feedback and being open to receiving theirs. Constructive feedback will produce better results, whereas withholding critical feedback causes inefficiencies and can create perceptions of favoritism. Although conflict is uncomfortable, avoiding confrontations and contentious situations may undermine your effectiveness as a manager. You can maintain friendly relations with your staff, but also be prepared to confront the difficult issues. 	
Managerial Biases	<ul style="list-style-type: none"> Part of your success as a manager will be determined by your ability to build relationships and develop your staff. Stay alert for signs that they need additional training, resources, or personal developmental activities and act accordingly. You may become frustrated with direct reports who won't try to solve their own problems before coming to you. Remember that this isn't a weakness, and some people need more help than others. Be sure to evaluate your staff based on their potential, not just their current performance. Look for opportunities to match a staff members abilities to corresponding roles and projects. 	



PROCESS MANAGER

Key Focus: *Implementation*

Process managers tend to focus on creating, following, and enforcing policies and procedures. They have a strong implementation focus and the ability to plan, stay organized, and follow through on commitments. Although they are dependable and reliable, they may show a tendency to be inflexible about rules, micromanage processes, or resist change.



Personality Components	Prudence	0 - 65
	Security	0 - 5
Managerial Tips	<ul style="list-style-type: none"> You probably maintain a balance between being planful and organized and being able to act when there are no guidelines. You can be a role model for others in this area. Your staff will probably appreciate that you give them autonomy in their work. Continue to clarify your instructions and your expectations for your direct reports may require more or less autonomy than others. Although you are normally well organized and careful, you are also able to stay flexible and incorporate last-minute changes. As a manager, you should serve as an example to staff who seem to be more inflexible in their planning. 	
Managerial Biases	<ul style="list-style-type: none"> You seem willing to take risks and unafraid to speak out on issues that are important to you. Even though you likely have high levels of managerial courage, it is important to ensure that your staff is on board with important decisions before moving forward. As a manager, you will tend to create a flexible work environment that encourages trying new methods and questioning old procedures. Make sure you implement changes gradually, rather than trying to change everything at once. You likely resist close supervision and may place little value on organizational rules that impede effectiveness. Because you set the example for your staff, try to determine which rules are most important and which can be safely bent. 	

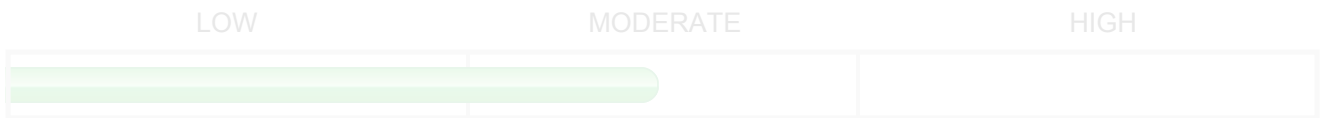
Sample Report



THOUGHT MANAGER

Key Focus: *Ideas*

Thought managers tend to be creative, innovative, and open-minded. They are strategic problem-solvers who are motivated by opportunities to use innovation in their work. While they are often big-picture oriented and willing to embrace change, they may miss opportunities to introduce practical solutions or become bored with mundane but necessary day-to-day work activities.



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Personality Components	Inquisitive	
	Aesthetics	
Managerial Tips	<ul style="list-style-type: none"> You are probably a resource for both creativity and practical problem-solving. However, not everyone has equal skill in both. Try to match subordinates' problem-solving styles to complete work assignment and demands. Use innovative, but effective and clear, processes to lead to workable plans. Developing this skill will help you translate vision from upper management to your staff. As a manager, encourage your staff to engage in brainstorming and creative problem-solving when needed, or focus on task orientation when appropriate. Both approaches add value and can help you maximize contributions from your staff. 	
Managerial Biases	<ul style="list-style-type: none"> You tend to focus on form over function when it comes to work products. Although your artistic approach to work has benefits, remember that some of your staff will not see concrete value in spending time on the aesthetic appeal of products. As a manager, you likely encourage imaginative and innovative approaches to assignments. However, your enthusiasm for the new and original may cause you to ignore the traditional approaches that may hold value as well. Because you tend to be more concerned with the appearance and quality of work products, don't forget to place equal time and importance on the content of your work. 	

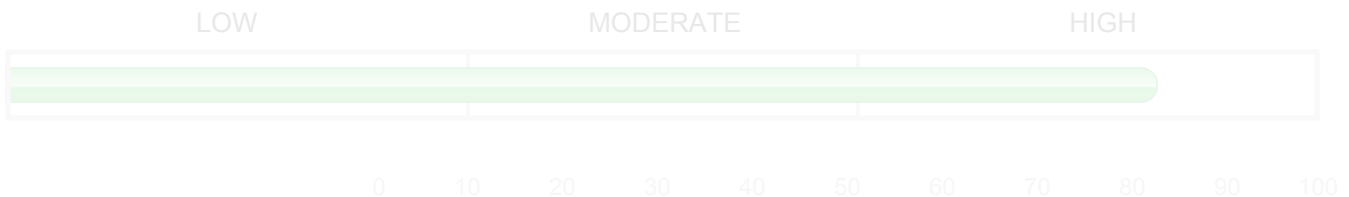
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SOCIAL MANAGER

Key Focus: *Influence*

Social managers are skilled at communicating, networking, and developing connections. They tend to use their relationship-building abilities and social influence to engage and motivate their staff. Because they enjoy constant social interaction, they sometimes confuse social activity with productivity or can be distracting to others who are trying to complete assignments.



		0	10	20	30	40	50	60	70	80	90	100
Personality Components	Sociability											
	Affiliation											
Managerial Tips	<ul style="list-style-type: none"> You probably gain energy from interacting and working with others. Spend some time working on your own as well. Effective managers move easily between group- and individual assignments. You probably know many people in your organization, and this is a hallmark of successful leaders. Be sure to leverage your many relationships across the organization to help get things done. 											
Managerial Biases	<ul style="list-style-type: none"> Because you value group decision-making, you may tend to rely on it too much. Remember that some decisions should be made by you alone, whereas other issues are best decided in a group. You place a high value on an open-door policy. Your staff will probably appreciate your accessibility, approachability, and willingness to take time to discuss how the team is working together - but make sure to know when it's time to close the door. Because you thrive on constant social interaction, you may sometimes confuse activity with productivity. Try to discern which activities are contributing to productivity and which are detracting from it. 											

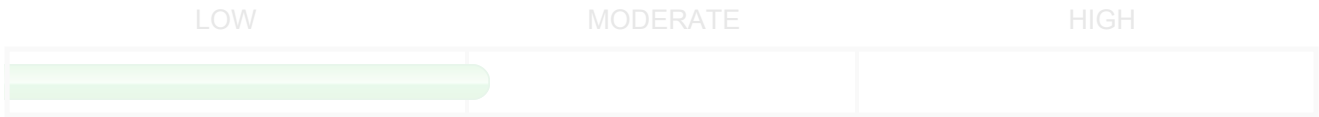
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DATA MANAGER

Key Focus: *Information*

Data managers are skilled at analyzing relationships between variables, identifying data trends, and tend to establish authority due to their technical expertise. They enjoy staying up-to-date with industry trends and prefer using technology to solve problems. Because they may have a strong preference for working with data and technology, they may underestimate the importance of managing people or have a lack of tolerance for individuals who prefer a more intuitive approach to decision-making.



		0	10	20	30	40	50	60	70	80	90	100
Personality Components	Learning Approach											
	Science											
Managerial Tips	<p>Sample Report</p> <ul style="list-style-type: none"> • Try to provide your staff with opportunities for both job-related training and skill development programs. Even if a particular activity may not seem job-related, such as a company golf tournament, it can be a valuable learning experience for employees. • Recognize that your team members may learn differently from one another and may not be receptive to certain modes of training. Try to incorporate different styles of learning when possible. • As a manager, it is just as important to learn new job skills as it is to learn new management skills. Leaders need the perspective and problem-solving skills that are included in good management seminars and training programs. 											
Managerial Biases	<ul style="list-style-type: none"> • You prefer to make decisions fairly rapidly based on your experience and judgment. Keep in mind that some decisions should be made based on data collection and analysis, research, and an evaluation of all the strategic options. • You may create a work environment that values intuitive problem solving. You may not be particularly interested in new business technology and may not push data-driven decision-making methods. • When implementing initiatives, you will probably be more comfortable dealing with people than with new technology. You may make mistakes if you are impatient with detailed analysis. Consider partnering with someone who is skilled at research and data analysis to help you balance these skills. 											