HOGAN

Energy Industry

LEADERSHIP

Challenge: One of the largest energy providers in the U.S. developed a competency model to identify effective leaders. Successful leaders in this company should not only demonstrate business skills (e.g., Focus on the Customer) but also foster employee development (e.g., Develops and Retains Talent). To ensure that leaders meet these criteria, the client incorporated personality assessment to identify the personal attributes critical to leadership performance.

Solution: Hogan recommended the creation of competency algorithms, relying on synthetic and content validity evidence, to construct a competency-based solution based upon the most predictive Hogan Personality Inventory (HPI) subscales (HICs) and Hogan Development Survey (HDS) scales. A major advantage of this approach is that it combines several specific competency-relevant scales together into an equation, thus providing greater precision in predicting leadership characteristics most valued by the client company.

To do this, Hogan experts first mapped the client's competency model to the Hogan Competency Model (HCM). This alignment allowed us to use existing archival data and expert judgment to identify the HICs and HDS scales most related to each leadership competency. Then, through multiple iterations, we created scoring equations that are most predictive of the target competencies across multiple archival datasets.

Result: Hogan experts mapped multiple competencies from the HCM to the clients' model. For example, the *Focus on the Customer* competency is mapped on to the HCM competencies of *Service Orientation*, *Quality Orientation*, and *Trustworthiness*. The HICs and HDS scales associated with these competencies characterize individuals who build relationships based on trust, enjoy social interactions, are concerned about others' opinions, and are good team players.

Overall, combining various subscales from broader personality factors into a composite competency score will help the client organization more preciously capture the defining characteristics of effective leaders and avoid potential career derailment.