

Pharmaceuticals High Potential Leaders

Challenge: A global, research-driven pharmaceutical company contacted Hogan for support in selecting High Potential Leaders. Specifically, the company wanted to use the Hogan High Potential Talent Report to select future leaders with the characteristics important for building and managing successful teams. This report can help guide the company's succession planning process and deliver valuable insights on future leadership emergence and effectiveness across the company.

Solution: To determine the characteristics necessary for high potential performance, Hogan conducted a job analysis. The process involved job experts completing the High Potential Evaluation Tool, which identifies the critical competencies from the Hogan High Potential Model that are related to successful performance of developing leaders in each organization. High potential competencies align with one of three dimensions in the Hogan High Potential Model: Foundations – needed for managing your career and being a good organizational citizen, Emergence – critical for getting noticed and being labeled as a leader, and Effectiveness – what goes into guiding teams toward productive outcomes.



These three dimensions form the basis for the Hogan High Potential Talent report, which uses competency algorithms based on archival scale evidence from the Hogan Personality Inventory (HPI – a well-known measure of normal personality), the Hogan Development Survey (HDS – a validated measure of derailing tendencies), and the Motives, Values, Preferences Inventory (MVPI – an assessment of person-culture fit).

Result: We found that the top ranked high potential competencies for the pharmaceutical company included Leading People and Leading the Business. Hogan recommended using the Leadership Effectiveness dimension score to help identify leaders who appear engaging, are patient, and can inspire employee commitment across the company. Furthermore, effective leaders will provide direction and push others to achieve company goals. By using the Hogan High Potential Talent Report, the company will enhance their succession planning process by implementing a method supported by archival evidence, rather than relying on politics and other subjective measures for high potential identification. This will lead to targeted selection and career development for their future leader population.