



Senior Leadership Team Review - Example

Name	Jane Doe
Role	Customer Experience Manager
Assessment Focus	Leadership
Skill Focus	Decision-making, Relationship-building, Creativity

Source	Findings and Insights	
Hogan Psychometric Assessments Hogan Development Survey (HDS) Hogan Personality Inventory (HPI) Morals, Values, Preferences Inventory (MVPI)	HDS	HPI
	<p>Low Excitable High Sceptical High Cautious</p> <p>Similar scorers tend to: be calm and steady, express emotions maturely, be alert for signs of betrayal, argumentative, make low-risk decisions, be concerned about being criticised.</p>	<p>Low Interpersonal Sensitivity Low Sociability High Inquisitive</p> <p>Similar scorers tend to: confront poor performance, enforce standards of performance, listen more than they talk, not give enough feedback, understand the big picture, have impractical ideas.</p>
	MVPI	
	<p>Low Recognition High Aesthetics Low Science</p> <p>Similar scorers tend to: prefer to be reserved, value sharing credit, be enthusiastic about the new and original, be viewed as unpredictable and disorganised, want action over analysis, be open to feedback.</p>	
Reflections 360 Multi-rater Feedback	<p>Self - Jane rated themselves highest in 'Problem Solving' (Creativity) and 'Campaign Design' (Creativity). They rated themselves lowest in 'Data Analysis' (Decision Making) and 'Internal Conflict Resolution' (Relationship Building).</p> <p>Manager - rated Jane highest in 'Campaign Design' (Creativity) and 'Prioritisation' (Decision Making). Rated Jane lowest in 'Data Analysis' (Decision Making) and 'Active Listening' (Relationship Building).</p> <p>Peers - rated Jane highest in 'Empathy' (Relationship Building) and 'Problem Solving' (Creativity). Rated Jane lowest in 'Value Alignment' (Relationship Building) and 'Internal Conflict Resolution' (Relationship Building).</p> <p>Direct Reports - rated Jane highest in 'External Conflict Resolution' (Relationship Building) and 'Delegation' (Decision Making). Rated Jane lowest in 'Data Analysis' (Decision Making) and 'Critical Thinking' (Decision Making).</p>	
Customer Experience Data	<p>5% increase in complaints nationally. Highest increase (34%) in NE region.</p> <p>Most common complaints nationally: Response times, Website accessibility Most common complaints in NE: Staff reliability, Complaints procedure</p>	
Recommendations	<ul style="list-style-type: none"> Celebrate Jane's creativity - set target for them to join the company mentor program as a 'Creative Thinker'. Approach APS to discuss executive coaching with a focus on interpersonal skills and confident decision making. Approach APS to arrange for Jane and their Direct Reports (Regional Team Leaders) to attend the 'Managing the Dark-Side' Masterclass. Enrol Jane in CPD module 'Data for Decision-Makers' (March-May 2024). 	