



Leadership ForecastTM
Challenge Report

Report for:

Jane Doe

999999999

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CONFIDENTIAL

I NTRODUCTION

The Leadership Forecast Challenge Report is designed to help you develop as a leader. It will provide insights about your behavior that could potentially undermine or inhibit your performance. It then offers suggestions for leading people more effectively.

Leadership involves building and maintaining a high-performing team. Anything that detracts from your ability to build a team also detracts from your performance as a leader.

This report is based on the Hogan Development Survey (HDS). The results are based on an international sample of over 4,000 executives who participated in leadership research conducted over the last 10 years.

When under pressure, most people will display certain counterproductive tendencies. We refer to these as "risk factors." Under normal conditions these characteristics may actually be strengths. However, when you are tired, pressured, bored, or otherwise distracted, these risk factors may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and direct reports. Others may be aware of these tendencies but may not give you any feedback about them. Your boss may even ignore them.

This report is divided into three sections. First, there is a graphic representation of your profile. Second, you will find a scale-by-scale interpretation of your scores. Scores between the 90th and 100th percentile are in the High Risk Zone, scores between the 70th and 89th percentiles are in the Moderate Risk Zone, scores between the 40th and 69th percentile are in the Low Risk Zone and scores between the 0 to 39th percentile are in the No Risk Zone. The third section provides developmental recommendations for areas where you scored in the Moderate and/or High Risk Zones. No developmental recommendations are provided for scores in the No Risk and Low Risk Zones.

This report is designed to help you understand your potential leadership challenges, provide ideas for moderating them, and give you some insight regarding how you affect others. As you read this information, please keep in mind three things. First, it is possible that not every statement will accurately describe you. Second, almost all working adults have at least one challenge. Third, focus on the overall themes in your profile rather than the details. Some details may seem to contradict others, but in actuality, they probably will not because different issues are important in different situations.

BACKGROUND

HOW DO RISK FACTORS DEVELOP?

Research indicates that leaders develop risk factors while learning to deal with parents, peers, relatives and others early in life. Behavior developed while you were young may become habitual and you may be unaware that you behave in certain ways.

WAYS TO USE THIS INFORMATION

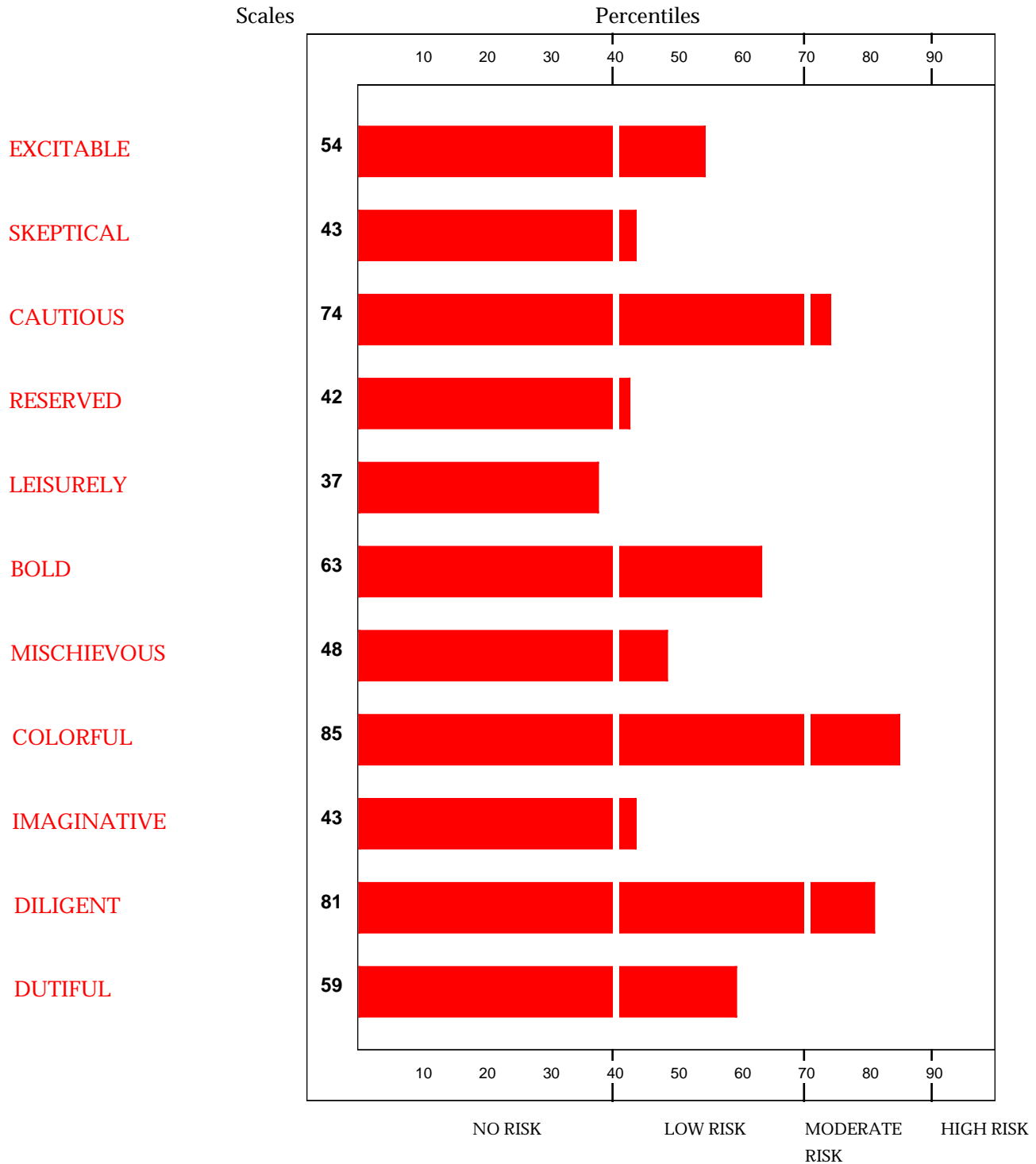
First, read the report carefully and decide which developmental suggestions apply to you. Mark those items with a plus (+), and put a minus (-) by those items to which you cannot relate. Second, invite feedback from peers, direct reports, and even family. Discuss your insights with them, and ask for reactions. A key ingredient for developing new leadership skills is enlisting the support of your direct reports, peers, and boss. Finally, study the developmental suggestions provided at the end of the report. These suggestions are offered for scores in the Moderate or High Risk Zones (i.e., scores at or above the 70th percentile).

DEFINITIONS

The eleven scales for the Leadership Forecast Challenge Report are defined below.

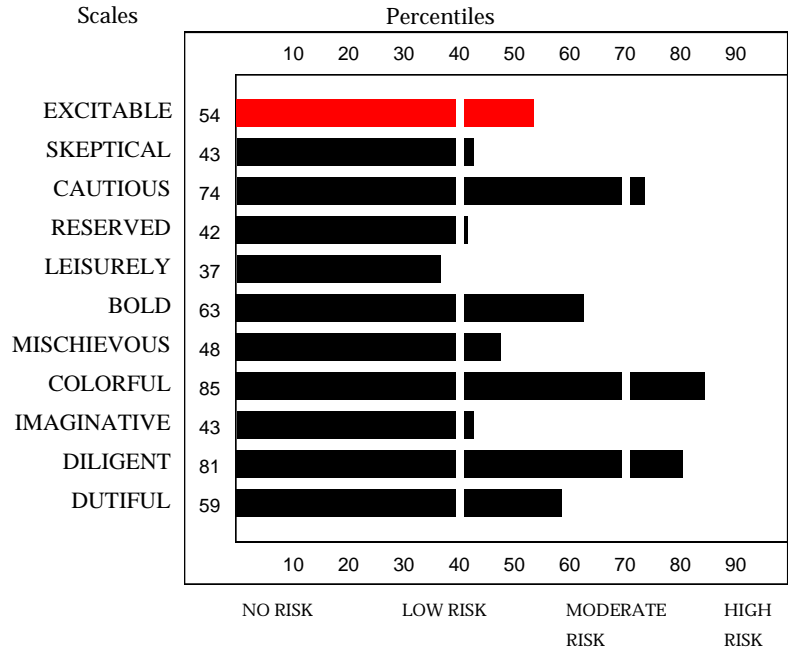
Excitable	Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.
Skeptical	Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.
Cautious	Concerns being overly worried about being criticized. Result: seems resistant to change and reluctant to take chances.
Reserved	Concerns lacking interest in or awareness of the feelings of others. Result: seems to be a poor communicator.
Leisurely	Concerns being independent, ignoring others' requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.
Bold	Concerns having inflated views of one's competency and worth. Result: seems unable to admit mistakes or learn from experience.
Mischievous	Concerns being charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.
Colorful	Concerns being dramatic, engaging, and attention-seeking. Result: seems preoccupied with being noticed and may lack sustained focus.
Imaginative	Concerns thinking and acting in interesting, unusual, and even eccentric ways. Result: seems creative but possibly lacking in judgment.
Diligent	Concerns being conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.
Dutiful	Concerns being eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.

L EADERSHIP CHALLENGE PROFILE



EXCITABLE

Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Usually seem in a good mood.
- Handle frustration without getting upset.
- Usually seem enthusiastic.
- Usually seem calm in emergencies.
- Rarely get angry with others.

LEADERSHIP IMPLICATIONS

Your composed and steady demeanor will enhance your ability to maintain relationships and manage others. Your steadiness should also be an asset in fast paced environments. Your optimism and emotional maturity should facilitate your ability to manage your career, gain the support of others, and motivate them to produce results. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

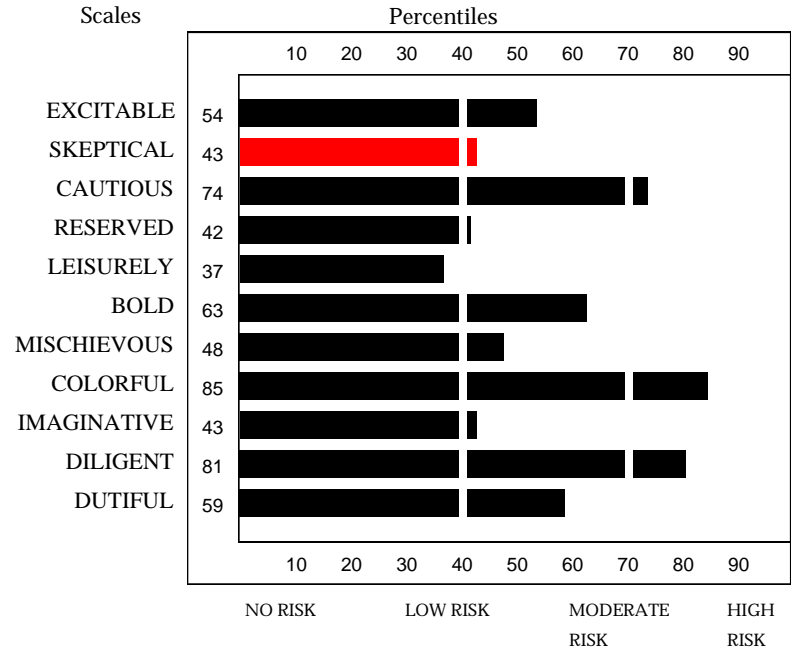
COMPOSURE: Your team will appreciate your even temper, your predictable and calming influence in situations, and your tendency to hold things together in stressful times.

FAIRNESS TO OTHERS: As a leader, you won't tend to get down on people, and your staff will respond to your even-handed treatment.

PERSEVERANCE: As a leader, your coworkers will appreciate your persistence and ability to complete projects regardless of frustrations, roadblocks, and challenges. You are not likely to give up when the going gets tough, but to keep working until the job is done.

SKEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Listen to feedback without becoming defensive.
- Build relationships based on trust.
- Do not hold grudges.
- Seem easy to coach.
- Do not take things personally.

LEADERSHIP IMPLICATIONS

You seem to be a positive and trusting person who should be able to build and maintain relationships with subordinates and peers. Your realistic appraisal of others' performance and your willingness to help your staff will encourage a positive working environment. You will tend to be optimistic regarding future business possibilities, which should please your boss. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

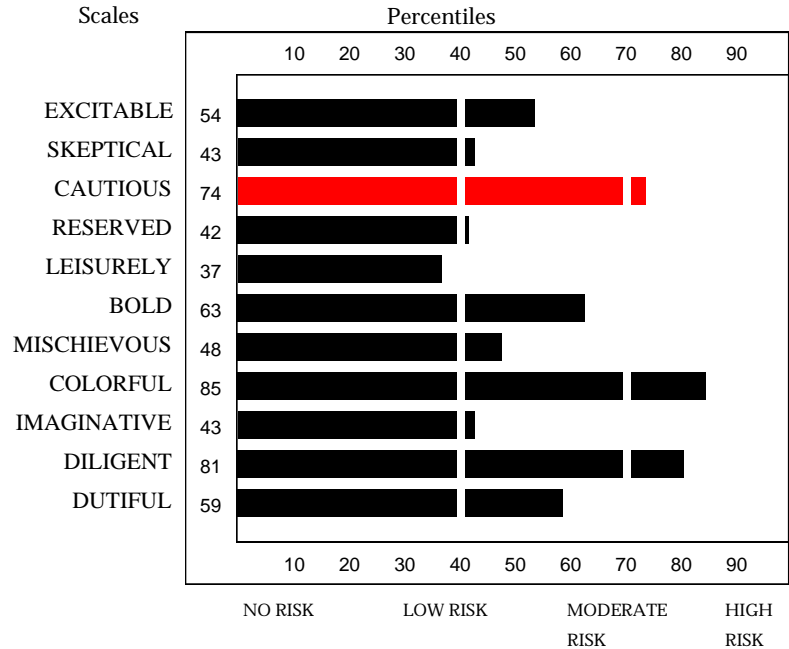
INFLUENCING AND PERSUADING OTHERS: You seem to be a cooperative person who can develop winning situations. You tend to seek consensus in order to persuade others to take action. However, over time you may find that others sometimes may try to take advantage of your trusting nature.

OPENNESS TO IDEAS: Others will appreciate your willingness to listen to their suggestions and your ability to take multiple perspectives.

OBJECTIVITY: Others will appreciate your impartial and objective outlook.

CAUTIOUS

Concerns being overly worried about being criticized.



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem to make good, low-risk decisions.
- Tend to need reassurance.
- May be reluctant to try new technologies.
- Fret over their mistakes.
- Worry about their staff's mistakes.

LEADERSHIP IMPLICATIONS

Because you dislike making mistakes and being criticized, you may tend to watch your staff closely to ensure that they get things right. Doing so may undermine their confidence. You may also be slow to make decisions, which could frustrate an action-oriented staff. You tend to avoid taking chances, which may prevent you from accepting difficult assignments. You may also manage your career so as to minimize mistakes. As a leader, you may develop a cautious and conservative vision of the future.

COMPETENCY ANALYSIS

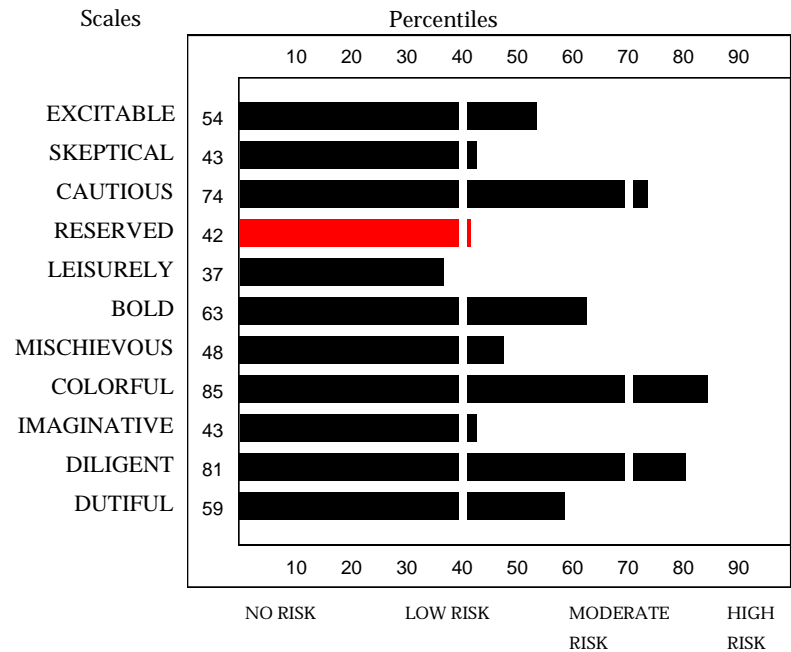
DECISIVENESS: Your concern about making good decisions may cause you to gather more information than you need. Ultimately, this could prevent you from making timely decisions.

ACTION ORIENTATION: You may tend to avoid taking action when you don't have all of the information. This could slow down processes, especially in times of crisis.

LEADING WITH CONFIDENCE: Your concern about making the right decisions is a strength. However, others may see your deliberations as a lack of confidence in your own ability.

RESERVED

Concerns lacking interest in or awareness of the feelings of others.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem socially approachable and concerned about others.
- Ask questions in order to understand others.
- Seem considerate of others.
- Read people quickly.
- Help out when asked.

LEADERSHIP IMPLICATIONS

You seem to be friendly, outgoing, considerate, and tactful. You should be able to build and maintain relationships and motivate your staff, which are important leadership skills. You tend to be a team player and your interpersonal style should make you credible and even popular. You typically work well with a wide range of bosses, and are able to provide others with unbiased and helpful feedback. You should make few mistakes in terms of inadvertently alienating others. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

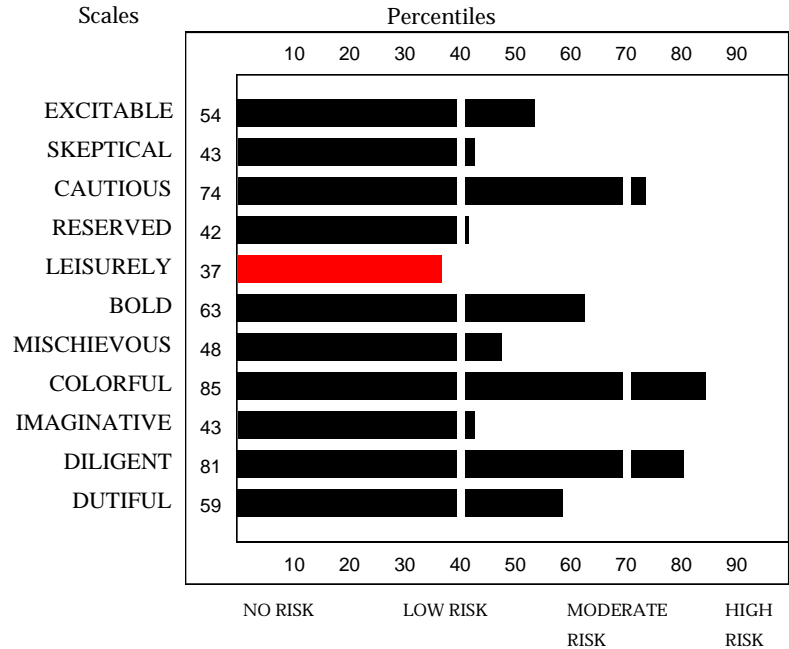
MOTIVATING OTHERS: Your interpersonal style will allow you to build relationships with others, which will enhance your effectiveness in the organization.

RELATIONSHIP BUILDING: You will be good at picking up social cues, understanding the social impact of different responses, and building rapport with peers, subordinates, and others.

APPROACHABILITY: You tend to be outgoing, accessible, and approachable, even when under stress and heavy work loads.

L EISURELY

Concerns being charming, but independent, stubborn, and hard to coach.



BEHAVIORAL IMPLICATIONS

You scored in the NO RISK ZONE on this scale. Leaders with similar scores:

- Seem helpful, positive, and responsive to criticism.
- Solicit performance feedback.
- Support their organization in private.
- Willingly take suggestions.
- Don't mind being interrupted.

LEADERSHIP IMPLICATIONS

You tend to be a positive person who should be interested in, and receptive to coaching and feedback. You will work well with a variety of people and in general be seen as a good corporate citizen. You honor your commitments and support your boss. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

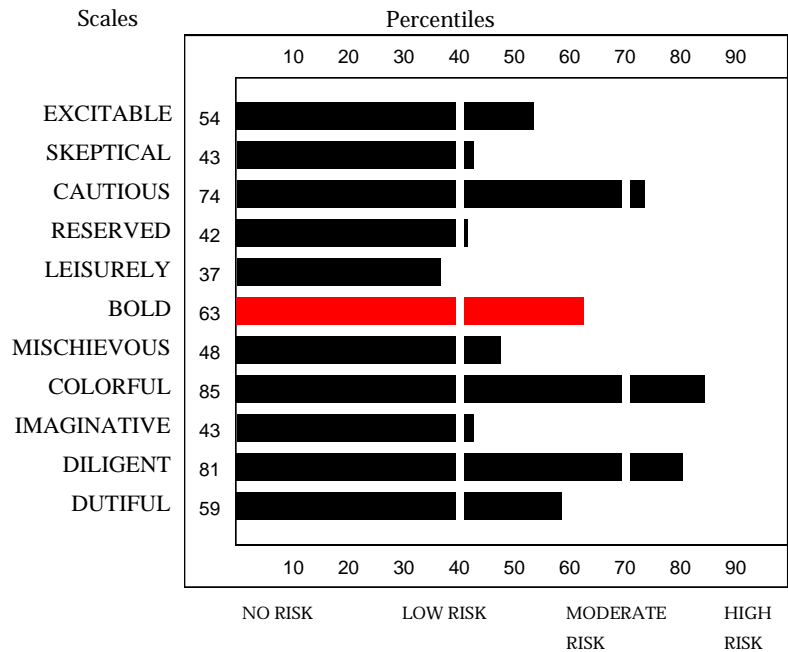
FOSTERING TEAMWORK: You tend to be cooperative and understand the importance of working together towards common goals and supporting your colleagues.

COOPERATION AND TIMELY RESULTS: Your colleagues will appreciate your efforts to meet commitments and deliver timely results.

BUILDING TRUST: Your willingness to openly express your honest disagreements and objections will make you appear trustworthy.

BOLD

Concerns having inflated views of one's competency and worth.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem confident in their abilities.
- Have a realistic view of their competencies.
- Have reasonable career goals.
- Seem willing to listen to negative feedback.

LEADERSHIP IMPLICATIONS

You seem to be an appropriately confident person who makes reasonable demands on staff and subordinates. You will participate in team tasks without demanding leadership positions. In the process of managing your career, your easy going style may cause you to hold back unnecessarily. You may not actively promote a vision or strategy for the organization, preferring to wait until others ask for your opinion. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

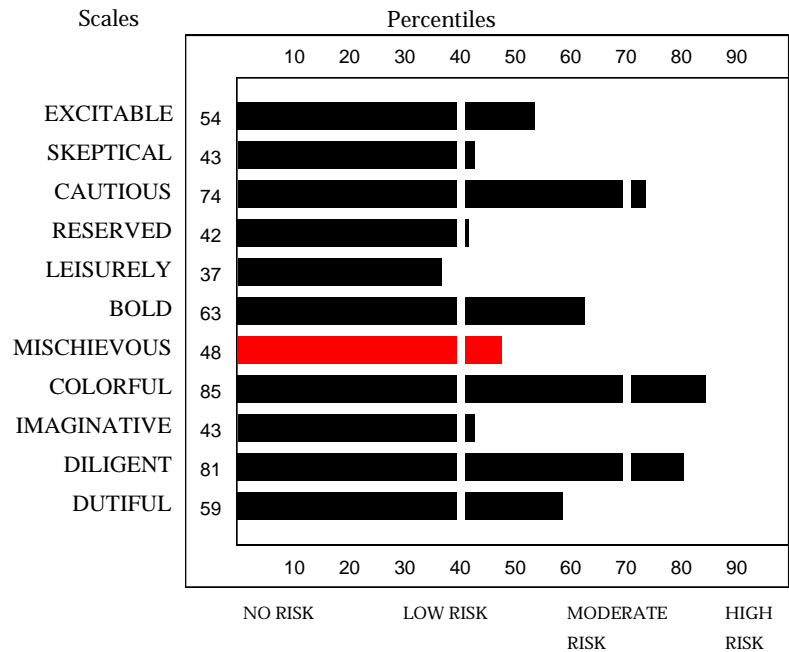
SEEING PERSPECTIVE: Although you have ideas about how to expand and improve the business, you may not push them aggressively.

PERSONAL DEVELOPMENT: You will listen to feedback and ask others (peers, stakeholders, etc.) to evaluate your performance. Your openness will facilitate your development.

DRIVE FOR RESULTS: Your natural modesty may cause you to underestimate your capacity and to set your aspiration level too low.

MISCHIEVOUS

Concerns being charming, risk-taking, and excitement-seeking.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem dependable and self-disciplined.
- Think before they act.
- Communicate through the appropriate channels.
- Maintain commitments.
- Rarely take unnecessary chances.

LEADERSHIP IMPLICATIONS

You tend to avoid taking unnecessary risks and others see you as trustworthy. This will enhance your ability to build a team and manage others. You will be a playful mentor, and will manage your own career in a way that minimizes risk. Your boss should respect your judgment and appreciate your reliability. You don't press the limits and you will tend to make high quality, low risk decisions. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

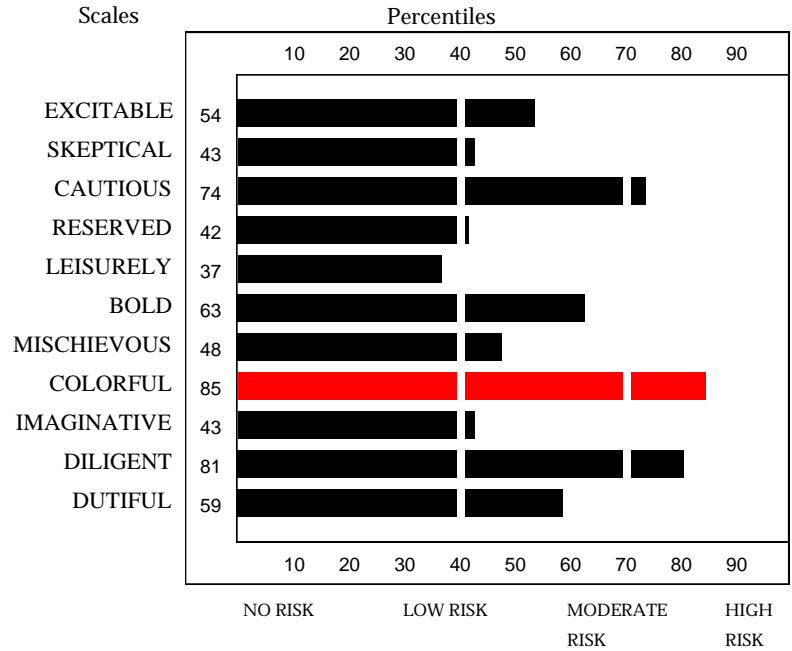
DECISION QUALITY: You don't take unnecessary risks, and can be counted on to make decisions that optimize outcomes and minimize mistakes.

RISK TAKING: You will not take on speculative projects without appropriate consideration and analysis. At the same time, you may tend to avoid taking appropriate risks, and this could cause you to miss opportunities to enhance your career.

LEARNING FROM EXPERIENCE: You pay attention to the consequences of your actions and reflect on past experience as a guide to future decisions and behavior. You may be reluctant to take action in situations where you have no experience from which to draw.



Concerns being dramatic, engaging, and attention-seeking.



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem clever, interesting, and expressive.
- Make a strong first impression.
- Seem unconcerned with details.
- Seem flirtatious and fun.
- Enjoy leadership positions.

LEADERSHIP IMPLICATIONS

You are a talkative and interesting person who performs well in public. You will be a high profile participant in teams, but you may not actively listen to others. As a coach, you may tend to "shoot from the hip" when offering advice. People will find you engaging and entertaining; however, you may change focus quickly and not always follow through on the details of projects. If so, then this may put extra burdens on your team.

COMPETENCY ANALYSIS

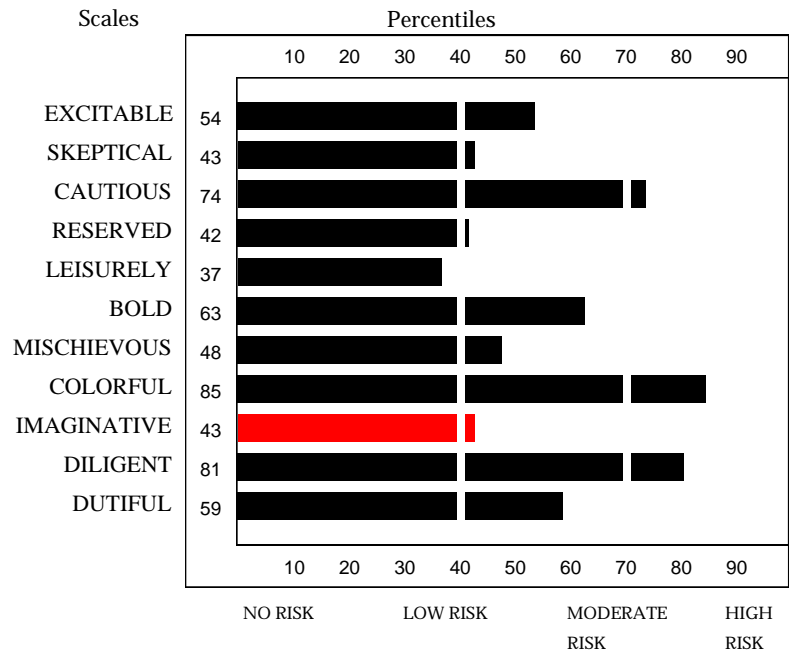
CELEBRATING SUCCESS: You like the recognition you receive from being in charge, but you also need to share credit. Celebrate team successes both big and small.

BUILDING MORALE: As a leader, the morale of the group will increase as you provide your staff with opportunities to demonstrate their competencies.

SELF-DEVELOPMENT: You should understand the development needs of both yourself and your staff. Although others will see you as interesting and fun, you need to expand your management skills over the long term--which involves listening, sharing credit, and letting others take charge.

I MAGINATIVE

Concerns thinking and acting in interesting, unusual, and even eccentric ways.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Make sensible decisions.
- Communicate intelligibly.
- Have reasonably creative ideas.
- Behave in a socially appropriate manner.

LEADERSHIP IMPLICATIONS

Your staff will appreciate the fact that you are practical and down to earth, and that you prefer to minimize surprises and crises. Your advice to coworkers will be sensible and practical. You are not necessarily a strategic or visionary planner, but you should be popular with a wide range of bosses because you are level-headed and dependable. You will plan your career in a sensible manner. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

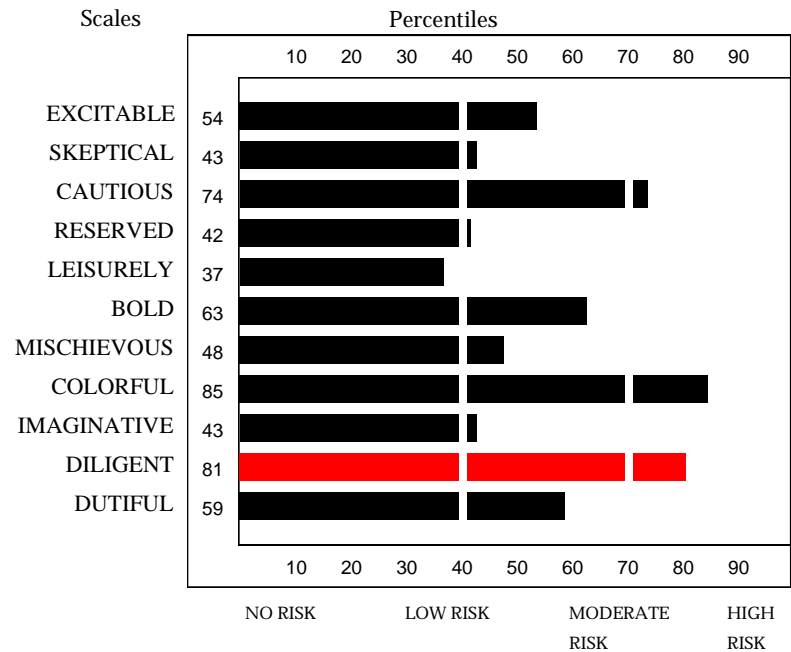
PROVIDING CLEAR DIRECTION: You should communicate intelligibly no matter what the circumstances might be.

CREATIVITY: You should be able to provide sensible solutions to problems even when you are pressured. In addition, you will be a good resource for evaluating the plausibility of ideas.

STAYING FOCUSED: You should be able to stay focused on the relevant problems and issues, even in the midst of distractions.

DILIGENT

Concerns being conscientious, perfectionistic, and hard to please.



BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Are mannerly, conscientious, and hardworking.
- Supervise others closely.
- Try to do everything themselves.
- Maintain high standards for themselves and others.

LEADERSHIP IMPLICATIONS

You are a conscientious person with high standards of performance for yourself and others. As a leader, you will provide your staff with structure, direction, and feedback, which many will find helpful. At the same time, you may resist delegating or giving others the freedom to make mistakes, which may hinder their development. You may also seem hard to please. You should be popular with a variety of bosses because you are hardworking, detail-oriented, and you hold your staff to high standards of performance. You will approach the strategic planning process in a formal and orderly way, which may result in missing opportunities that are not part of standard business.

COMPETENCY ANALYSIS

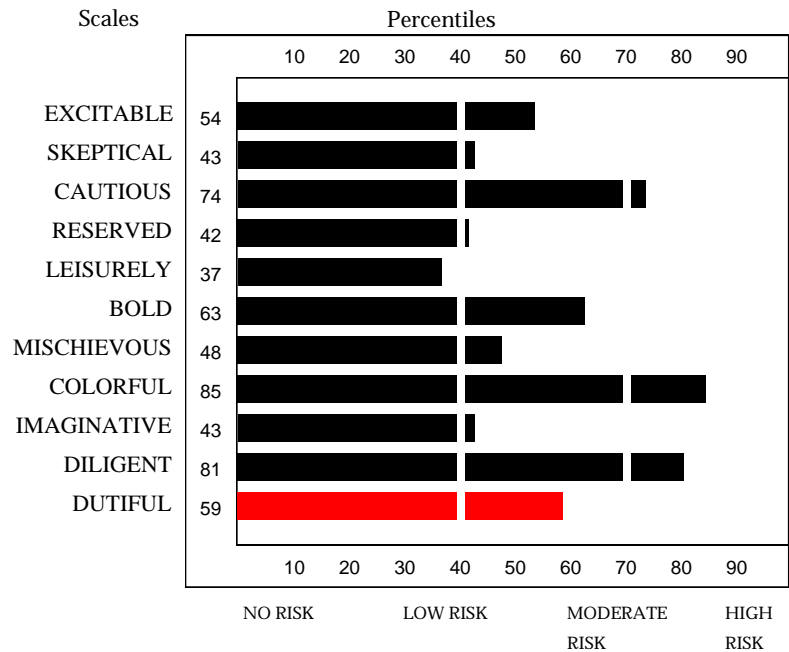
DEALING WITH AMBIGUITY: When you feel pressured for results, you may need to focus on finding an adequate solution, rather than the very best one.

ADAPTABILITY: When you are faced with time pressures, you may not keep your options open for solving problems in different ways.

DELEGATING DOWNWARD: When a problem needs to be solved, delegate the solution to the appropriate level, rather than trying to fix it yourself.

DUTIFUL

Concerns being eager to please and reluctant to act independently.



BEHAVIORAL IMPLICATIONS

You scored in the LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem self-sufficient and loyal to their staff.
- Are willing to disagree when it is appropriate.
- Are willing to support their subordinates.
- Will act independently.

LEADERSHIP IMPLICATIONS

You seem willing to encourage and defend your staff, which is important for a leader. You are somewhat independent and willing to state contrary opinions. You will work well with bosses who allow you some freedom to do your job, but may clash with bosses who micromanage you. Similarly, you may be a reluctant team player who will approach strategic planning with an independent eye toward the received opinions of the organization. You have no leadership development issues in this area.

COMPETENCY ANALYSIS

CONFRONTING CONFLICT: As a leader, you seem unafraid of conflict and willing to give people feedback on their performance.

ACTING INDEPENDENTLY: You tend to be comfortable taking a stand on issues and challenging the assumptions of others when appropriate.

SUPPORTING YOUR STAFF: You seem willing to challenge your boss on behalf of your staff; this is important because loyalty goes both ways.

D EVELOPMENTAL RECOMMENDATIONS

The following developmental recommendations concern the dimensions where your score was in the MODERATE or HIGH RISK ZONE.

CAUTIOUS

- You are deeply concerned about doing things right; others will appreciate your commitment and know they can depend on you to give projects your very best effort.
 - You do not like to take the initiative in activities for which you feel you lack sufficient talent or information. These tendencies can cut you off from valuable developmental experiences and, in the long run, although you will make fewer mistakes, your career will not advance as rapidly as it might.
 - Your habit of making careful decisions may sometimes cause you to miss opportunities and could cause others to see you as not being action oriented. You need to develop the willingness to experiment. Trusted friends can help you evaluate the merit of new ventures.
 - When people ask for your opinion during a meeting, they usually think you have something useful to contribute. You need to speak your mind in such circumstances. Some sort of assertiveness training might be helpful.
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COLORFUL

- You probably use displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Practice active listening--don't interrupt. When others have finished, try to paraphrase what they have said as a way of showing that you were listening. This will enhance your credibility and show respect for the opinion of others.
- Beware of confusing activity with productivity, and don't waste people's time with unnecessary meetings.
- At your best, you are an interesting and entertaining person who can do several things at once, and who can galvanize others to action with your ideas and your ability to sell them.

DILIGENT

- You have high standards for performance, are planful, and organized. In addition, you provide structure and order for your staff.
- Tackle issues with outside-the-box thinking. Don't try to solve every problem in the same way.
- Practice delegating to your staff. This provides them with valuable developmental experiences and opportunities to learn.
- Your high standards result in high quality work. However, be careful not to criticize others continually who do not share your values for impeccable work.