

- SELECT
- DEVELOP
- LEAD



# LEADERSHIP POTENTIAL REPORT

Report for: James Moderate

ID: HB057661

Date: November 05, 2012

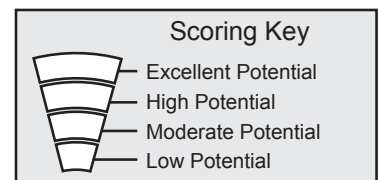
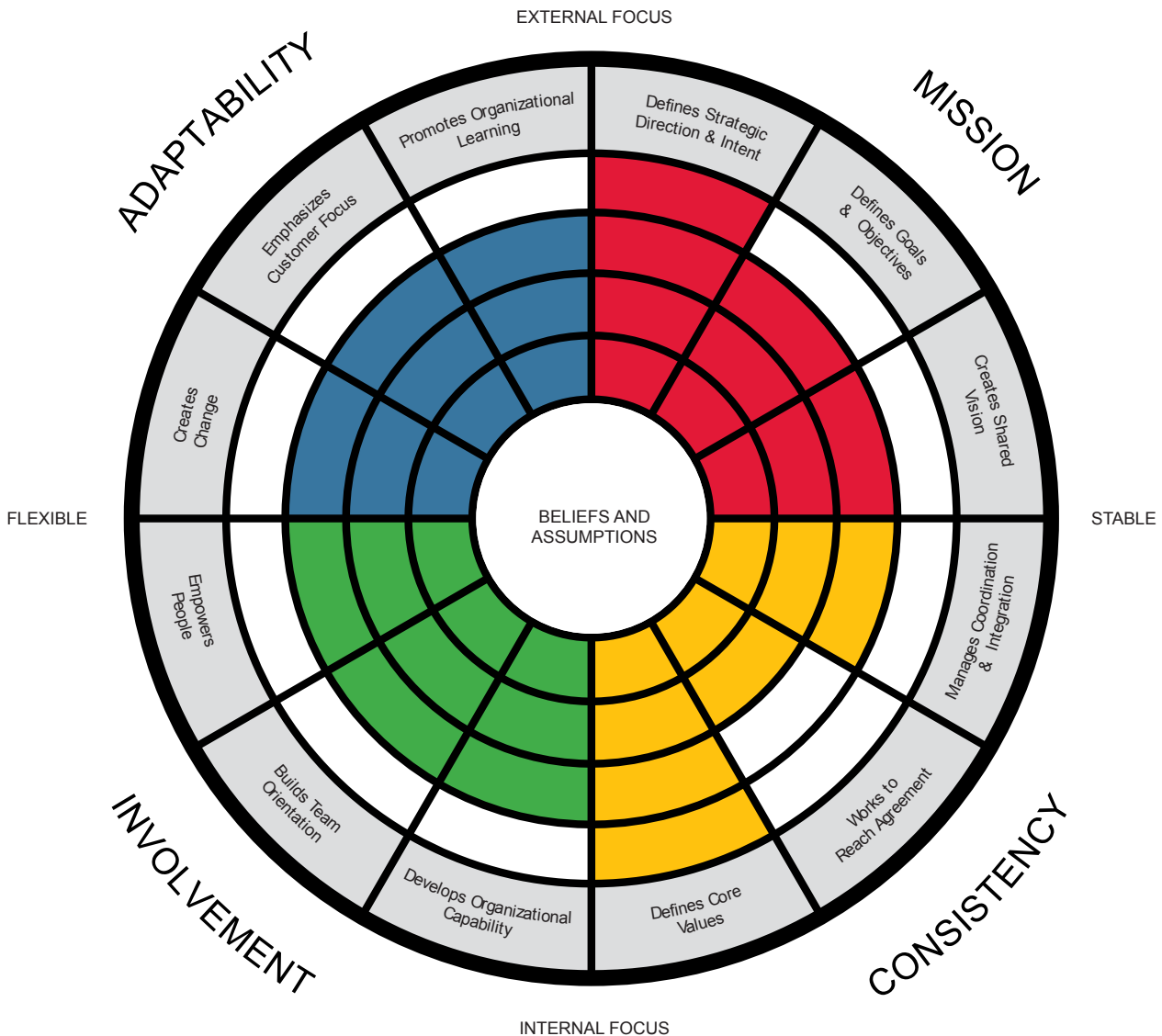


THE SCIENCE OF PERSONALITY



### DENISON CIRCUMPLEX

The figure below is a representation of the Denison Leadership Model. The figure is broken down into four traits (Adaptability, Mission, Consistency, and Involvement) and twelve subsumed competencies. This report provides an overall snapshot of the participant's natural potential to exhibit each of the twelve competencies as a function of the way he or she responded to the Hogan personality and values assessments. The participant can receive one of four scores for each competency, as indicated by the colored cells within each of the 12 sections of the figure. A single colored cell indicates the lowest potential for that competency, while having all four cells colored represents the highest potential for that competency.


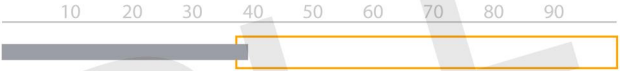
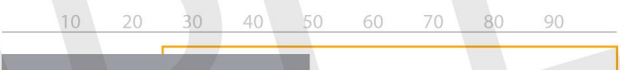








## INTERPRETIVE SECTION

The following pages outline and explain the links between Denison Trait and Competency Scores and the relevant scales of the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI). Scores on each of the relevant Hogan scales are reported as graphic scales on a 0-100 percentile scale. This information allows the user to understand which facets of personality and values have contributed to the participant’s predicted potential to exhibit the competency. With this information, users can identify strengths and areas for development that will help or inhibit the candidate to perform the competency in their role. It is important to note that these scores only indicate the potential to exhibit each of these competencies based on their responses to the Hogan personality and values assessments. Scores that indicate low potential do not preclude leaders from developing/demonstrating strong capabilities in a competency, but do suggest a higher probability of challenge when developing/demonstrating the competency. Therefore, this report can help to identify where the greatest developmental efforts and attention may be required.

### How to read the tables:

Competency: Defines Strategic Direction & Intent			Score
Communicates the organization’s overall strategies so that everyone can see the relationship between their work and the accomplishment of the work group or organization’s goals. Effectively implements short and long-term strategies to meet organizational needs.			 Excellent Potential
Scale	Relationship to Competency	%	
HPI Ambition	High scores indicate a tendency to be assertive and focused on goal achievement.	40	
HPI Prudence	Low scorers may have trouble remaining on the path once the strategy is set.	50	
HPI Inquisitive	High scores are associated with strategic thinking and seeing how things are interconnected.	46	
HDS Diligent	High scorers may get mired in the details and have difficulty remaining focused on the big picture.	59	
MVPI Power	High scorers value achievement and accomplishment, and they tend to be strategic in their pursuit of goals.	44	
MVPI Security	High scorers will be motivated to provide a sense of long-term predictability and vision to their team.	61	



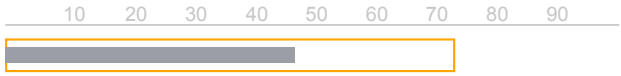

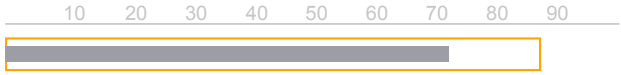
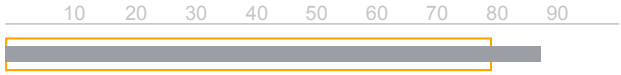
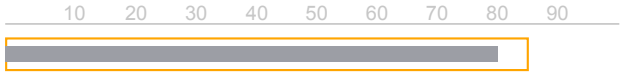

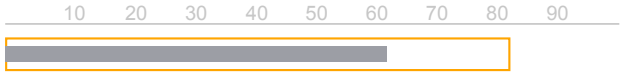
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This column explains how scores on the Hogan scale are related to the competency.


↑

The areas outlined in orange show the range of scores needed on each Hogan scale to receive a score of Excellent Potential (the highest score) on the Denison competency. Note that, for some scales, higher scores will be better, while for other scales, moderate or lower scores will be better.


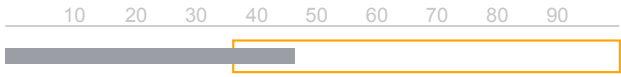
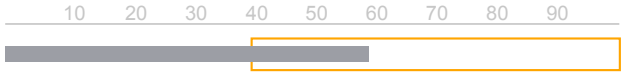

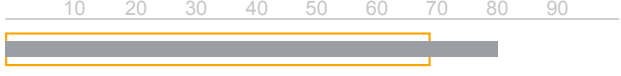
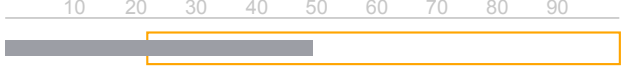


**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: INVOLVEMENT**

Competency: Empowers People			 <b>Score</b> High Potential
Scale	Relationship to Competency	%	
Creates an environment where individuals have the authority, initiative and ability to develop and manage their own work. Employees have a sense of ownership and responsibility toward the organization.			
HPI Adjustment	High-scoring individuals are more likely to convey confidence in others and worry less about what could go wrong.	44	
HPI Ambition	Very high scorers may assert their own will too much or try to put themselves first.	47	
HPI Interpersonal Sensitivity	Low scores indicate less concern for the wishes and desires of others.	39	
HDS Skeptical	Higher scores suggest a tendency to be overly critical and untrusting of others.	72	
HDS Colorful	Higher scores indicate a strong likelihood of self-focused, attention-seeking behavior.	87	
HDS Diligent	High-scoring individuals may not delegate well and may be micromanaging.	80	
MVPI Power	Higher scores may suggest less desire to relinquish control.	44	
MVPI Recognition	Higher scorers may have trouble sharing the spotlight with others.	62	



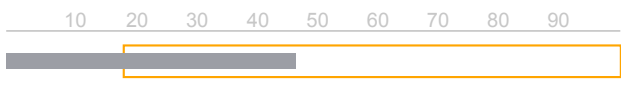
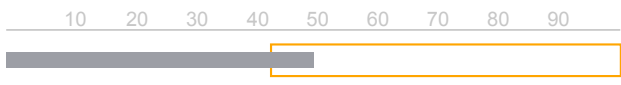
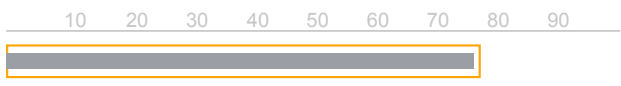
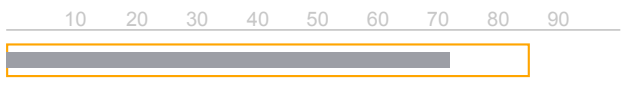
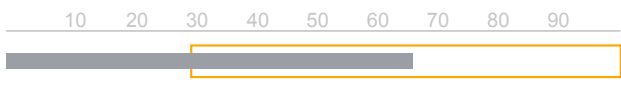
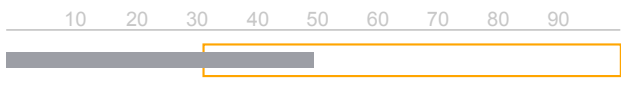

**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: INVOLVEMENT**

Competency: Builds Team Orientation			 <b>Score</b> High Potential
Scale	Relationship to Competency	%	
Places value towards working cooperatively toward common goals and knows how to use team effort to get work done. Establishes a sense of mutual accountability for the accomplishment of goals.			
HPI Adjustment	The moodiness and sensitivity to criticism seen in low scorers can adversely affect team relations.	44	
HPI Ambition	Low scorers will be more suited to being a team follower than a team leader.	47	
HPI Sociability	Individuals with very low scores will not engage others enough and very high scores may call more attention to themselves than the team.	59	
HPI Interpersonal Sensitivity	Higher scores indicate more concern for relationships with others.	39	
HDS Skeptical	High scores are associated with an argumentative nature that can erode team relations.	72	
HDS Reserved	The aloof and distant style found with high scores is not conducive to teamwork.	78	
MVPI Affiliation	Higher scorers have an intrinsic interest in fostering collaboration and working in teams.	48	


**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: INVOLVEMENT**



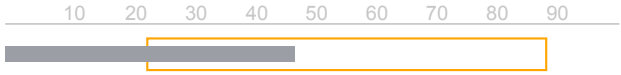
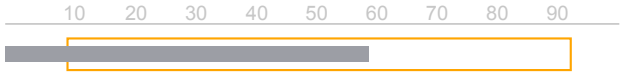

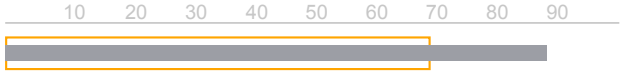
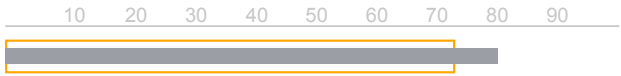
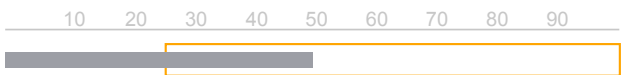
<b>Competency: Develops Organizational Capability</b> Continually focuses on the development of employees' skills and knowledge to meet ongoing organizational needs. Effectively uses the diverse capabilities of the workforce.			 <b>Score</b> High Potential
Scale	Relationship to Competency	%	
HPI Ambition	High-scoring individuals will drive others to perform and succeed.	47	
HPI Sociability	Higher scorers are more likely to actively engage their employees.	59	
HPI Interpersonal Sensitivity	High scores are associated with greater concern for the needs of others.	39	
HDS Diligent	High scorers may be inclined to take on the work themselves rather than taking the time to develop others.	80	
MVPI Altruistic	Low scorers may be less interested in the development of others and their welfare.	50	
MVPI Power	Low scorers will be less motivated by career advancement and competition.	44	


**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: CONSISTENCY**

Competency: Defines Core Values			 <b>Score</b> Excellent Potential
Scale	Relationship to Competency	%	
Communicates and lives by a set of nonnegotiable core values. Helps to define the work group or organization's culture, values and ethics; and helps employees learn to apply the organization's values when dealing with customers, stakeholders and other employees.			
HPI Adjustment	Low scorers may allow their emotions to play too large a role in determining their behavior.	44	
HPI Ambition	Higher scoring individuals will be more assertive with their beliefs and ideals.	47	
HPI Prudence	Low scores are associated with less rule adherence and follow-through.	50	
HDS Mischievous	High scores are typically an indication of risk-taking behavior.	76	
HDS Dutiful	High scorers are likely to have difficulty standing up to authority figures if an ethical violation has occurred.	72	
MVPI Security	High scorers will be attracted to and create an environment that emphasizes rule compliance and predictability.	66	
MVPI Tradition	High scores are associated with less tolerance for moral ambiguity.	50	


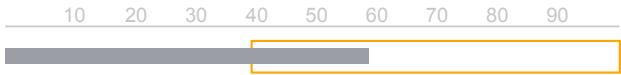

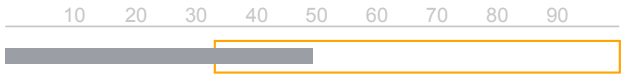
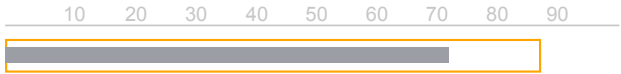
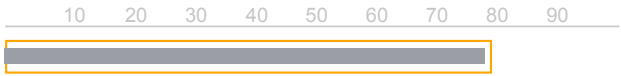
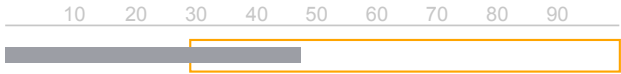


**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: CONSISTENCY**


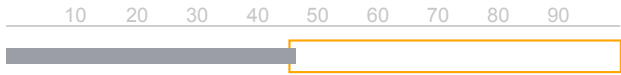
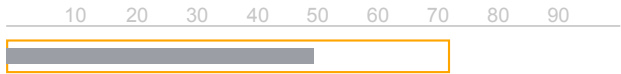
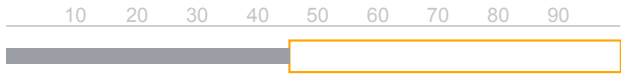

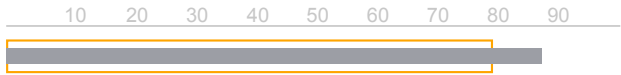
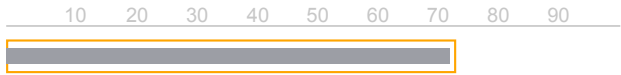
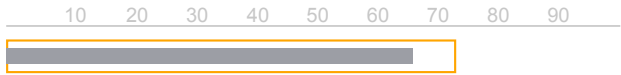
<b>Competency: Works to Reach Agreement</b> Helps to reconcile differences when they occur by actively promoting constructive discussion of conflicting ideas, incorporating diverse points of view into decisions, and working toward win-win solutions.			 <b>Score</b> Moderate Potential
Scale	Relationship to Competency	%	
HPI Adjustment	Low scorers may have difficulty mediating without becoming emotionally charged.	44	
HPI Ambition	Moderate scorers will be motivated to seek closure without taking a lackadaisical or overly authoritarian approach.	47	
HPI Sociability	Moderate scores are associated with a balanced approach of active listening and proactive communication.	59	
HPI Interpersonal Sensitivity	Moderate scorers will take concern for others' feelings while still pushing for resolution.	39	
HDS Excitable	High scorers may become temperamental and lack the ability to persevere through difficult conversations.	88	
HDS Imaginative	High scoring individuals may have a tendency to focus on their own ideas and opinions, and they may lack sufficient influence and persuasion skills.	80	
MVPI Tradition	High scorers will likely take a principled and even-handed approach to negotiations, ultimately seeking the most "right" or "fair" resolution.	50	




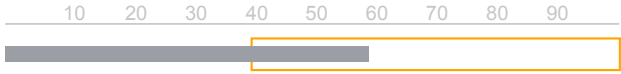

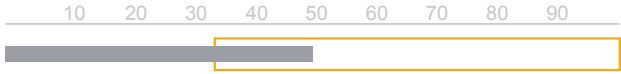
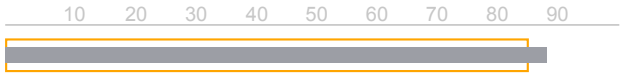
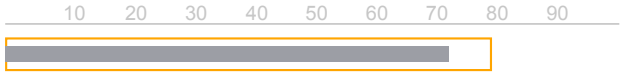
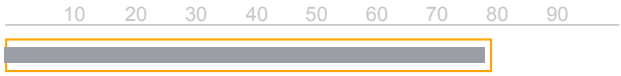
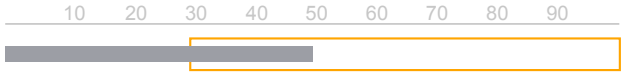

**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: CONSISTENCY**

Competency: Manages Coordination & Integration			 <b>Score</b> High Potential
Scale	Relationship to Competency	%	
HPI Sociability	High scores indicate a tendency to actively promote conversation and collaboration.	59	
HPI Interpersonal Sensitivity	Low scorers may have challenges maintaining long-term relationships.	39	
HPI Prudence	High scorers will likely work harder to create mechanisms and processes for effective collaboration and follow-through.	50	
HDS Skeptical	High scorers' critical and argumentative nature may adversely affect their ability to foster open and sustained collaboration.	72	
HDS Reserved	The distant and uncommunicative style of high scorers will likely not be conducive to building collaboration.	78	
MVPI Affiliation	High scores are associated with a strong interest in establishing and maintaining networks and relationships.	48	



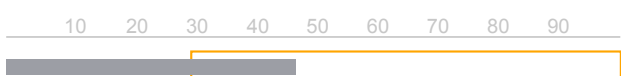





**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: ADAPTABILITY**

<b>Competency: Creates Change</b>			 <b>Score</b> High Potential
<b>Scale</b>	<b>Relationship to Competency</b>	<b>%</b>	
Knows the organizational environment and quickly reacts to current trends, and anticipates future changes. Continually creates adaptive and innovative ways to meet changing needs.			
HPI Ambition	Higher scorers are more likely to take immediate action when they recognize the need for change.	47	
HPI Prudence	Low scores are associated with greater flexibility and comfort with change.	50	
HPI Inquisitive	The naturally curious style of high scorers is conducive to creative and strategic ideas and actions.	46	
HPI Learning Approach	High scorers are more likely to stay up to date with industry trends.	36	
HDS Cautious	High scorers will likely be risk-averse, resistant to implement change, and slow to make decisions.	87	
HDS Dutiful	High scoring individuals may have difficulties challenging existing thoughts or procedures, especially if they are top-down directives.	72	
MVPI Security	High scorers will be motivated to maintain the status quo to reduce uncertainty and unpredictability.	66	


**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: ADAPTABILITY**


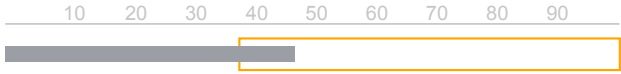
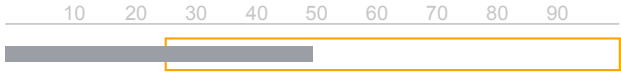
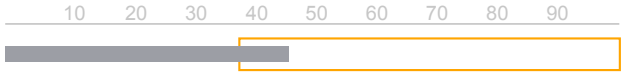
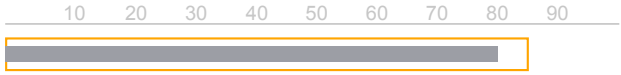

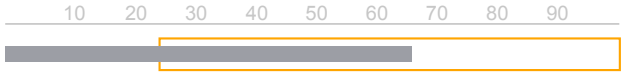
<b>Competency: Emphasizes Customer Focus</b> Driven to clearly understand the present and future needs of the customer, seeks ongoing input from the customer, continuously strives to improve customer service, and ensures that all employees are driven by a concern to satisfy the customer.			 <b>Score</b> High Potential
Scale	Relationship to Competency	%	
HPI Sociability	High scores are associated with more socially proactive behavior to engage customers.	59	
HPI Interpersonal Sensitivity	High scorers will better understand the importance of being perceptive and friendly toward customers.	39	
HPI Prudence	Higher scorers will likely demonstrate greater attention to and follow-through on customer requests.	50	
HDS Excitable	High scorers may have difficulties keeping their emotions in check when dealing with difficult customers.	88	
HDS Skeptical	High scores indicate the potential for critical and argumentative behavior that could hinder customer relations.	72	
HDS Reserved	The aloof and indifferent style of high scorers can affect customers' feelings of value and appreciation.	78	
MVPI Altruistic	High scorers will likely be more service-minded with a genuine interest in the welfare of customers.	50	


**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: ADAPTABILITY**


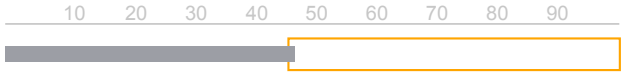
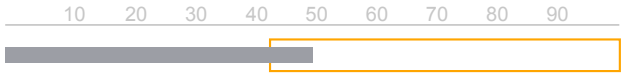
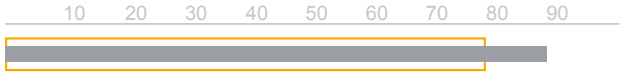
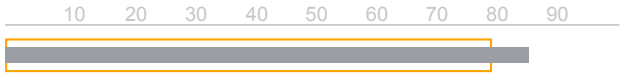

<b>Competency: Promotes Organizational Learning</b>			 <b>Score</b> High Potential
<b>Scale</b>	<b>Relationship to Competency</b>	<b>%</b>	
Encourages innovation, risk taking and continuous improvement. Sees mistakes as opportunities for gaining knowledge and developing capabilities.			
HPI Adjustment	High scores will likely demonstrate greater resilience after failures.	44	
HPI Ambition	Higher scoring individuals may be better able to overcome obstacles and remain persistent.	47	
HPI Learning Approach	High scores are associated with a proactive approach to learning and development and remaining up to date with trends.	36	
HDS Cautious	The irrational fear of failure in high scorers may make it difficult for them to see failures as learning opportunities.	87	
HDS Diligent	High scoring individuals' perfectionistic tendencies may make it difficult for them to deal with failure.	80	
MVPI Security	Low scorers will tend to see failure, risk-taking, and working in uncertainty as opportunities for learning.	66	




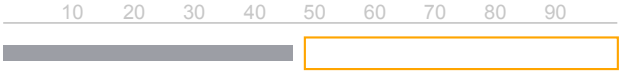
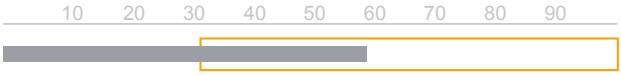
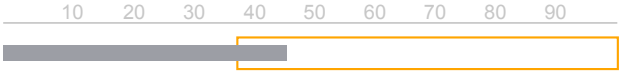
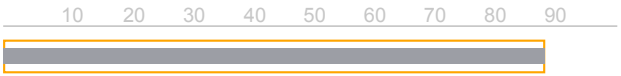
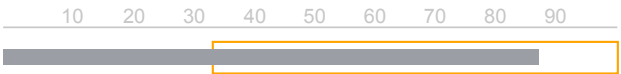
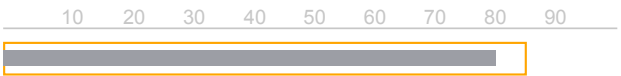
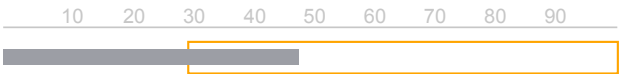
**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: MISSION**

<b>Competency: Defines Strategic Direction &amp; Intent</b>			 <b>Score</b> Excellent Potential
<b>Scale</b>	<b>Relationship to Competency</b>	<b>%</b>	
HPI Ambition	High scores indicate a tendency to be assertive and focused on goal achievement.	47	
HPI Prudence	Low scorers may have trouble remaining on the path once the strategy is set.	50	
HPI Inquisitive	High scores are associated with strategic thinking and seeing how things are interconnected.	46	
HDS Diligent	High scorers may get mired in the details and have difficulty remaining focused on the big picture.	80	
MVPI Power	High scorers value achievement and accomplishment, and they tend to be strategic in their pursuit of goals.	44	
MVPI Security	High scorers will be motivated to provide a sense of long-term predictability and vision to their team.	66	


**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: MISSION**

Competency: Defines Goals & Objectives			 <b>Score</b> High Potential
Scale	Relationship to Competency	%	
Encourages high employee accountability in setting and accomplishing organizational goals. Communicates a clear set of goals and objectives that can be linked to the mission, vision and strategy of the work group or organization.			
HPI Ambition	Higher scorers will tend to continuously push toward goal attainment.	47	
HPI Prudence	High scores indicate high standards for performance and follow-through.	50	
HDS Excitable	High scorers may become easily disappointed with projects and abandon them when things go wrong.	88	
HDS Leisurely	High scoring individuals tend not to be proactive about providing performance feedback.	85	
MVPI Power	High scorers will be motivated to measure performance and success in terms of accomplished goals.	44	


**TRAIT, COMPETENCY AND BEHAVIOR ANALYSIS: MISSION**

<b>Competency: Creates Shared Vision</b> Helps create a shared view of a desired future state for his/her organizational unit. Inspires others with this vision, translates it into everyday activities and engages others to ensure buy-in and commitment.			 <b>Score</b> High Potential
Scale	Relationship to Competency	%	
HPI Ambition	Higher scorers tend to exhibit natural leadership tendencies that attract followership.	47	
HPI Sociability	High scorers will be more likely to communicate proactively and engage their team.	59	
HPI Inquisitive	High scores are associated with a focus on the big picture and recognition of connections between ideas or moving parts.	46	
HDS Excitable	The tendency to vacillate between optimism and pessimism found in high scorers may make it difficult to engender and maintain inspiration.	88	
HDS Colorful	Low scorers may lack the excitement factor to engage and inspire others.	87	
HDS Imaginative	High scoring individuals tend to have challenges clearly communicating their ideas and vision.	80	
MVPI Affiliation	High scorers will have a genuine interest in creating a collaborative atmosphere centered on pursuing joint goals.	48	



## HOGAN SCALE DEFINITIONS

The next two pages provide supplementary information on the scales and scores from the Hogan personality and values assessments, without displaying the linkages between these scales/scores and the Denison leadership competencies (as was shown on the preceding pages of this report). This information can be used for a more comprehensive view of the individual's personality and assist Hogan-certified practitioners when providing personalized participant feedback.

### HOGAN PERSONALITY INVENTORY

ADJUSTMENT	Confidence, self-esteem, and composure under pressure
AMBITION	Initiative, competitiveness, and desire for leadership roles
SOCIABILITY	Extraversion, gregarious, and need for social interaction
INTERPERSONAL SENSITIVITY	Sensitivity: tact, perceptiveness, and ability to maintain relationships
PRUDENCE	Self-discipline, responsibility and conscientiousness
INQUISITIVE	Imagination, curiosity, and creative potential
LEARNING APPROACH	Achievement-oriented, stays up-to-date on business and technical matters

### HOGAN DEVELOPMENT SURVEY

EXCITABLE	Moody, easily annoyed, hard to please, and emotionally volatile
SKEPTICAL	Distrustful, cynical, sensitive to criticism, and focused on the negative
CAUTIOUS	Unassertive, resistant to change, risk-averse, and slow to make decisions
RESERVED	Aloof, indifferent to the feelings of others, and uncommunicative
LEISURELY	Overtly cooperative, but privately irritable, stubborn, and uncooperative
BOLD	Overly self-confident, arrogant, with inflated feelings of self-worth
MISCHIEVOUS	Charming, risk-taking, limit-testing and excitement-seeking
COLORFUL	Dramatic, attention-seeking, interruptive, and poor listening skills
IMAGINATIVE	Creative, but thinking and acting in unusual or eccentric ways
DILIGENT	Meticulous, precise, hard to please, and tends to micromanage
DUTIFUL	Eager to please and reluctant to act independently or against popular opinion

### MOTIVES, VALUES, PREFERENCES INVENTORY

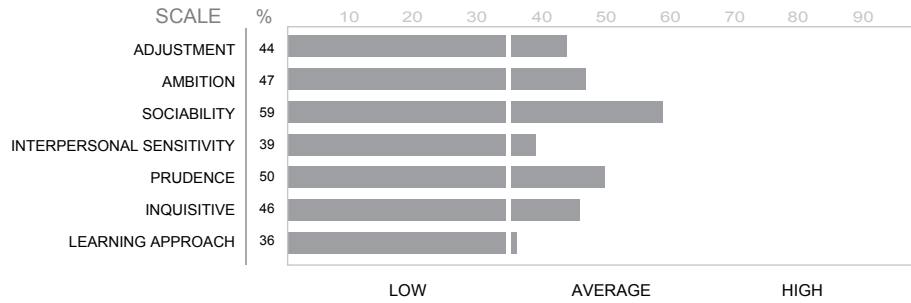
RECOGNITION	Responsive to attention, approval, and praise
POWER	Desire for success, accomplishment, status and control
HEDONISM	Orientation for fun, pleasure, and enjoyment
ALTRUISTIC	Desire to help others and contribute to society
AFFILIATION	Desire for and enjoyment of social interaction
TRADITION	Dedication, strong personal beliefs, and obligation
SECURITY	Need for predictability, structure, and order
COMMERCE	Interest in money, profits, investment, and business opportunities
AESTHETICS	Need for self-expression, concern over look, feel, and design of work products
SCIENCE	Quest for knowledge, research, technology, and data



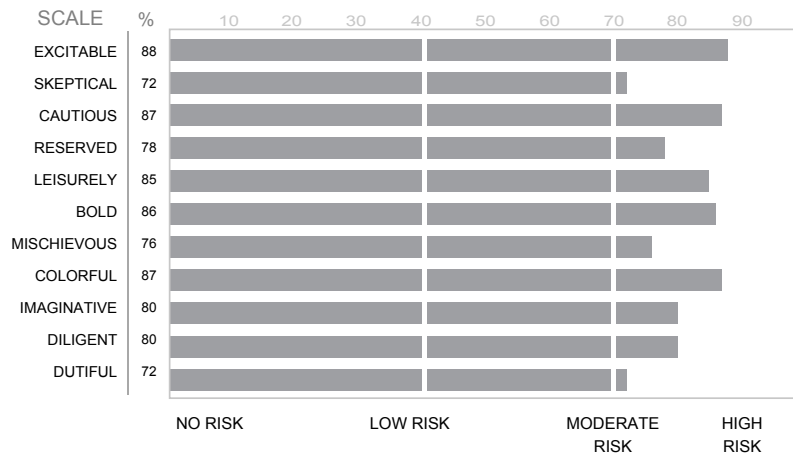


### HOGAN GRAPHIC SUMMARY

#### HOGAN PERSONALITY INVENTORY



#### HOGAN DEVELOPMENT SURVEY



#### MOTIVES, VALUES, PREFERENCES INVENTORY

