

- SELECT
- DEVELOP
- LEAD

HOGAN

O V E R V I E W G U I D E



THE SCIENCE OF PERSONALITY

LEAD
DEVELOP
SELECT

Hogan has set the global standard for predicting job performance for over three decades. Our Select, Develop and Lead series of reports represent an integrated system of scientifically-validated tools that are specifically designed to help you to better manage your human resource capital and retain top talent.

HoganSelect reports predict job performance by identifying the work style behaviors most critical for successful performance in a particular job within an organization.

HoganDevelop reports shape and direct careers through the power of strategic self-awareness, which refers to the performance capabilities of strengths and potential limitations in relation to other people.

HoganLead reports enable leaders to fully understand their performance capabilities, challenges and drivers to maximize management and leadership characteristics.

HOGANSELECT

The Hogan Approach to Employee Selection:

Talent Assessment: By using HoganSelect for your employee selection process, you can identify the work style behaviors most critical for successful performance in a particular job within your organization. You can use this information to design an assessment program that will strengthen your hiring decisions and provide a skilled pool of high potential employees to ensure strong leadership and succession planning.

Immediate Results: HoganSelect results are delivered within seconds so you can quickly learn about a candidate's strengths and weaknesses on a variety of important work style behaviors.

Consistent Interview Process: HoganSelect offers a variety of report options tailored to your hiring needs. Let us guide you through the selection process with customized, dynamically-cued interview questions based on the candidate's work style behaviors.

Hiring Recommendation: Hiring the wrong individual typically costs an organization 150% of the employee's annual salary. The cost of a bad hire is even greater for management level positions. Using HoganSelect and our job-fit recommendation, you can begin hiring top performers from the start.

Legally and Scientifically Defensible: Our employee selection solutions are implemented according to appropriate legal and technical guidelines and yield no adverse impact for any protected population. HoganSelect is validated through rigorous criterion-related validity studies and is consistently proven to predict job performance.

FIT

The Fit Report provides a graphic display of scale performance, cut score performance, and a hiring recommendation. It is most often used for high-volume employee selection or as part of a multiple-hurdle system. It can be easily customized to include hiring recommendations for multiple positions.

BASIS

The Basis Report combines psychological assessment with behavioral interviewing to evaluate the employment potential of job candidates. This comprehensive report provides a rich description of a candidate's fit to the job and organization, a hiring recommendation, full behavioral interview guide, and a hiring decision process - all the information needed to evaluate a candidate and arrive at a quality hiring decision.

EXPRESS

The Express Report is based on a candidate's scores on seven dimensions that influence occupational success within seven job categories. This off-the-shelf report provides an immediate recommendation based on the assessment results that will identify each candidate as high, moderate or low fit for the job opening. Additionally, the report identifies the candidate's strengths, areas of concern and interview style.

ADVANTAGE

The Advantage Report is an off-the-shelf hiring solution with immediate implementation capabilities. The 71-question assessment can be taken in 5 minutes and offers a graphic display of general employability.

HOGAN *DEVELOP*

The Hogan Approach to Employee Development:

Retain and Grow Top Employees: HoganDevelop offers a variety of report options that offer powerful employee development suggestions based on results of employee work style strengths, developmental opportunities, and career drivers. HoganDevelop increases the retention and engagement of superior employees because they recognize the investment in their own career development.

Effective Employee Management and Coaching: HoganDevelop products offer effective employee management and coaching strategies that nurture the employee's growth. Coaches receive focused feedback about their employees' strengths, opportunities for development, and strong action plans that are linked directly to on-the-job accountability.

Succession Planning: The key to succession management is to create a match between the company's future needs and the aspirations and abilities of individual employees. By using HoganDevelop in your talent management process, you can identify the future leaders of the company and provide them with the appropriate developmental opportunities for their career.

People – Your Competitive Advantage: Your competitors can buy the same things you can buy and hire from the same employment sources as you, but you can be differentiated in how you develop and manage your people. The advantages you achieve through a committed and knowledgeable workforce are hardest for a competitor to replicate.

CAREER

The Career Report describes how an individual will act in various business circumstances, identifies strengths and shortcomings, and includes detailed developmental tips on how to manage his/her career. This high-impact report accurately identifies the behavioral tendencies likely to affect job performance.

MANAGE

The Manage Report highlights the most effective techniques for managing an employee. This in-depth report identifies strengths on which to build and shortcomings that many be a challenge.

COMPASS

The Compass Report outlines the occupational significance of a person's core values and provides effective career planning information. This values-driven report clarifies a person's values, compares these values with various occupations and cultures, and describes the kind of people with whom the person will comfortable work and live.

INTERPRET

The Interpret Report presents scores in a graphical representation, interprets the business relevance of the scores, and describes how the scores interact. The Interpret Report is available for all four Hogan assessments.

HOGAN**LEAD**

The Hogan Approach to Leadership Development:

Leadership Derailment: What we know is that perhaps two-thirds of the people currently in leadership positions will fail; they will then be fired, demoted, or kicked upstairs. The most common reason for their failure will be their inability to build or maintain a team. Their inability to build a team is typically a function of certain dysfunctional interpersonal tendencies that can be identified through the HoganLead process.

Identify High-Potential Leaders: The HoganLead leadership development reports are based on 30+ years of research and socioanalytic theory that identifies competencies, derailers, and values of top leaders. From day-to-day interactions to situations of stress and pressure to goals that drive behavior, HoganLead identifies high-potential leaders within organizations worldwide.

Beyond Succession Planning: The key to succession management is to create a match between the company's future needs and the aspirations and abilities of its leadership team. By using HoganLead in your leadership development process, you can foster professional growth of the leaders within your company and evaluate a leader's impact on the climate and culture of an organization.

Leadership Significance: Leadership is the most important topic in the social, behavioral, and organizational sciences. When good leadership prevails, organizations and people prosper. Bad leadership is almost always accompanied by corporate corruption and business disasters.

POTENTIAL

The Potential Report outlines an individual's day-to-day leadership style, including behavioral descriptions, leadership competencies, and comprehensive development recommendations. The Potential Report is organized in terms of seven dimensions of normal personality that address a different component of leadership performance.

CHALLENGE

The Challenge Report describes a leader's characteristic way of interpreting the world and treating subordinates while under stress and pressure. The Challenge Report predicts career-derailing behaviors that interfere with the ability to build a cohesive and high-performing team – the hallmark of effective leadership.

VALUES

The Values Report explores a person's core values and goals that ultimately drive a leader's behavior, aspirations and expectations about life. What a person values determines how he/she will lead; this determines the kind of environment a leader will create and the sort of organizational culture the person will do the best work.

COACHING

The Coaching Report is a self-guided, comprehensive development planning tool for individual leadership development. It integrates the information from the Potential, Challenge, and Values reports into a five-step planning process. By completing this process, a leader produces a powerful, personal development plan designed to foster professional growth.

SERVICES

Since 1987, Hogan has been dedicated to the support and implementation of our assessments. We take pride in our ability to deliver our personality assessments in an easy-to-understand and easy-to-integrate manner.

The Hogan service model consists of industrial-organizational psychologists, psychometric researchers, and seasoned customer support staff to provide a continuity of service that is unmatched by other assessment firms.

Consulting

Our Industrial-organizational consulting team understands the complexities of scientific assessment and are all skilled experts in interpreting the data and bringing your organization results. Our consultants use our personality assessments paired with your organization's unique culture to identify how behaviors and attitudes can be improved through hiring practices, training programs, and feedback systems.

At Hogan, we emphasize the importance of I/O psychology and the commitment to understanding the interactions between team members and leadership. By identifying individual personality characteristics, derailment tendencies, and core values, teams are better able to perform as a business unit.

Our I/O consultants are concerned with solving real problems. By developing assessment solutions to meet your organization's needs, our consultants offer customized report options based on Hogan's extensive research library of job profiles.

Whether you are interested in hiring or development practices, our consultants provide the knowledge and experience you need to ensure the success of your assessment process.

Research

The Hogan Research Division is unparalleled in the industry. Research plays a central role in applying our assessment inventories to employee selection and development by ensuring that every system we implement has been rigorously validated in strict compliance with legal and scientific standards. Our psychometric experts have accumulated a database of several million assessments on working adults — an archive that is unmatched in the industry — and validation studies on more than 400 job titles. The research division conducts over 150 studies for client research and validation every year. All of our assessment solutions are implemented according to appropriate legal and technical guidelines and yield no adverse impact for any protected population.

Technology

Our assessment platform is one of the most flexible and reliable in the world. The members of the professional technology support team are capable of customizing the platform to meet the sophisticated business needs of our customers. Hogan operates a secure online assessment platform, available 24/7. Individuals can complete the inventories on the company website, and reports are sent out via the Internet within seconds after completion.

Partner and Distributor Network

We ensure the support of our customers worldwide through a network of partnerships with consulting psychologists and distributors. All of these industry professionals have been certified in our technology to further advance the science of personality. Hogan provides assessments around the globe in over 40 languages through our state-of-the-art online assessment platform, a capability bolstered by strategic partnerships on virtually every continent.

FOUNDATIONS

Hogan was founded by Drs. Robert and Joyce Hogan after more than 15 years of accumulating evidence to prove that personality testing predicts job performance. The Hogans' collective work in personality measurement is as distinctive as it is theory-based. The Hogans are widely credited with demonstrating how personality factors influence organizational effectiveness. Today, we continue to build our position as the innovative leader in providing scientifically-based personality assessment solutions for business and industry.

A Team of Industrial-Organizational Experts.

The Hogan Research and Consulting Divisions are comprised of doctorate- and masters-level professionals in industrial-organizational psychology. With the largest group of dedicated researchers than any other commercial test publisher, the I/O team at Hogan continues to provide valid and innovative assessments and report options.

Assess Talent. Maximize Potential.

The portfolio of employee selection, development, and leadership tools allow companies to better manage their human resource capital and retain top talent. Hogan offers a full line of talent assessment solutions to maximize employee and leadership potential.

Companies who use the Hogan tools have found:

- 16%** decrease in accident rates*
- 45%** increase in sales volume*
- 30%** reduction in employee turnover*

*Source: Hogan 2007-2008 Business Outcome Highlights Report

QUICK FACTS

- **Hogan Personality Inventory introduced in 1980**
- **Hogan Assessment Systems founded in 1987**
- **Owners - Dr. Robert Hogan, Dr. Joyce Hogan, Dr. Rodney Warrenfeltz**
- **World-wide distributor network**
- **Personality assessment services provided to more than 1,500 companies worldwide**
- **Performance data available for more than 400 jobs, from Bank Teller to CEO**
- **Over a million job applicants have completed the Hogan Personality Inventory**
- **Over 50,000 personality assessments processed every month**
- **Over half of the Fortune 500 companies have used our inventories**
- **Online personality assessments available 24/7**
- **Reports available in more than 30 languages**
- **Online assessment results available in 60-seconds**



For more information on Hogan, visit us online
at www.hoganassessments.com
or call 800.756.0632.



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