


## The Utility of Personality Assessments for Coaching Engagements

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Hogan Assessment Systems



### Hogan at a Glance

- A leading provider of assessments used for employee selection, development, and coaching
- Assessed millions of working adults performing over 450 different jobs across 40 countries
- Over 25 years of research and implementation experience
- Continuous system testing, research, and support improvement

**Mission**  
Provide state-of-the-art assessment solutions capable of enhancing the effectiveness of individuals and organizations

**History**  
25 years of predicting performance and demonstrating bottom-line results

## — Agenda

- Overview of Utility
- Improving Strategic Self-Awareness
- The Inside of Personality
- The Bright Side of Personality
- The “Dark Side” of Personality
- Syndromes and Configurations

## — Utility of Assessments in Coaching

- Accelerate learning.
- Tailor coaching and feedback delivery.
- Quickly identify development opportunities.
- Objective information about strengths and weaknesses.
- Go beyond traditional interview techniques.
- Project behavior to the next job level.

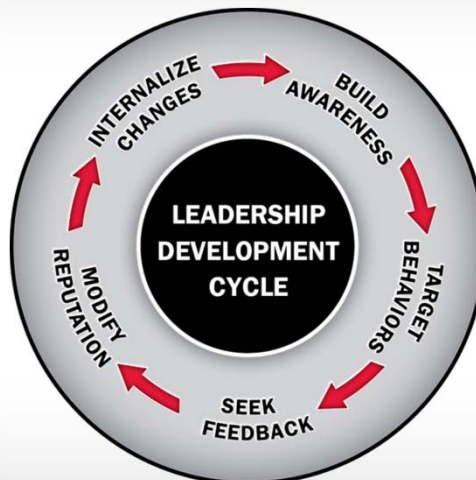
## Utility of Assessments in Coaching

Wouldn't it be nice to know...

- how talkative the client will be?
- how open to feedback and advice he/she will be?
- how willing to open up the client will be?
- if they will be suspicious of the purpose of the coaching or of your advice?
- if they will create a structured development plan?
- whether they will stick to that plan?

## Coaching and Development Cycle

Strategic self-awareness is the foundation for development



## — Improving Strategic Self-Awareness

### Strategic Self-Awareness (SSA)

- Important factor in success of coaching engagement.
- Cannot be gained through introspection alone.
- Requires:
  - Feedback from others regarding interpersonal strengths, style, and challenges.
  - Accurate personality assessment and feedback.

## — Improving Strategic Self-Awareness

- Using a Strictly Strengths-based Coaching Strategy:
  - Past behavior predicts future behavior – your strengths are still your strengths.
  - Persistence doesn't always lead to improvement. Strengths can be overused.
  - Performance only improves when people know what they're doing wrong.

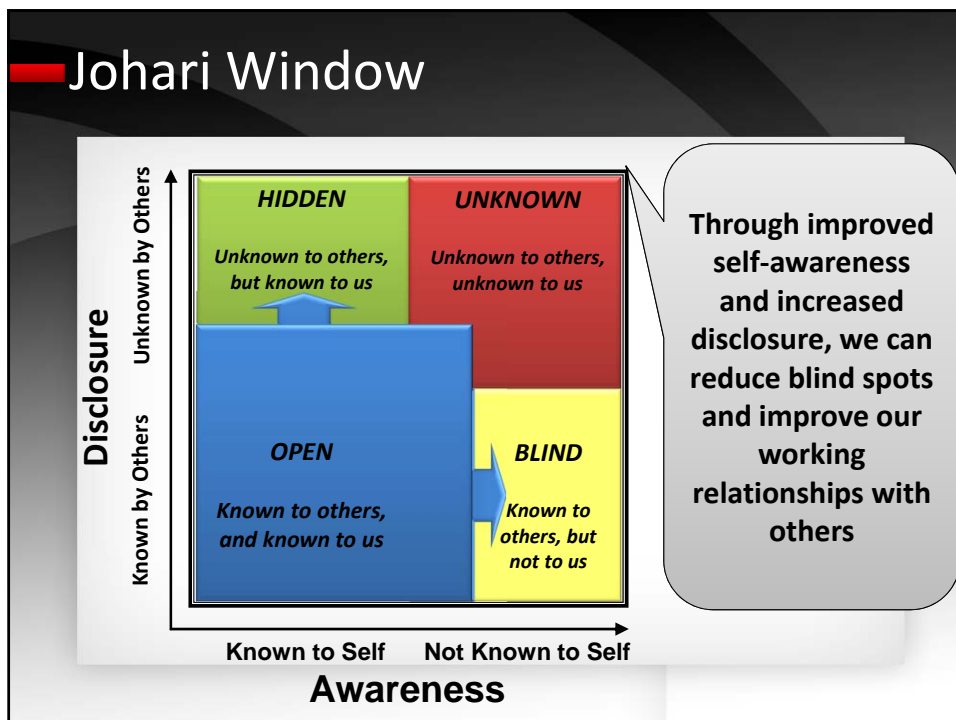
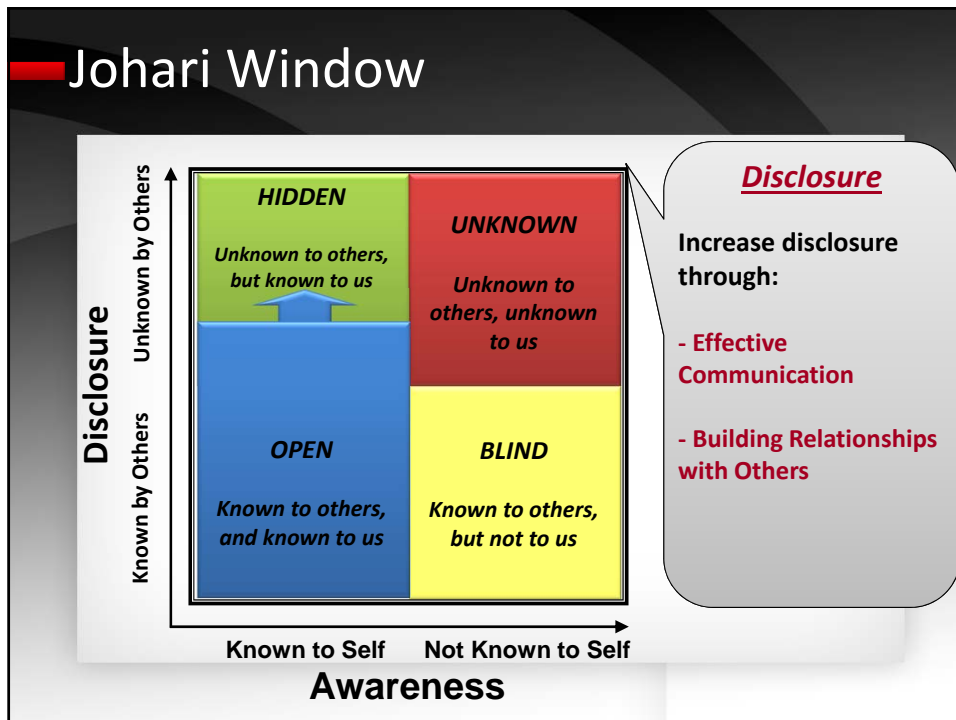
**Meaningful Strategic Self Awareness derives from both positive *and* negative feedback.**

### Johari Window

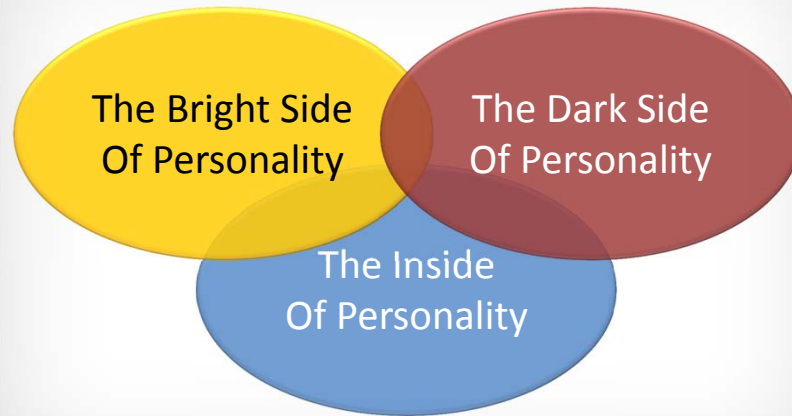
**Personality**  
A social construct, encompassing what we know about ourselves, as well as how others see us in the social environment

### Johari Window

**Self-Awareness**  
Increase self-awareness through:  
- Feedback from Others  
- Assessments & Coaching



## Improving Strategic Self-Awareness



## The “Inside” of Personality

- Motivators and Drivers
- Personal Values
  - Lifestyles
  - Beliefs
  - Occupational Preferences
  - Aversions
  - Preferred Associates
- Affects success of behavioral change
- Commitment vs. Compliance

## — The “Inside” of Personality

### Motives, Values, Preferences Inventory

<b>Recognition</b>	Public acknowledgement & “pats on back”
<b>Power</b>	Being in charge & being perceived as influential
<b>Hedonism</b>	Fun, lighthearted, & open-minded work environments
<b>Altruistic</b>	Helping others & providing excellent customer service
<b>Affiliation</b>	Networking, building relationships, social belonging
<b>Tradition</b>	Conservative cultures & strength of convictions
<b>Security</b>	Secure, predictable, and risk-free work environments
<b>Commerce</b>	Managing finances, profitability, bottom-line focused
<b>Aesthetics</b>	Focusing on quality & product “look & feel”
<b>Science</b>	Analytic problem solving & working with technology

## — The “Bright Side” of Personality

- Normal, everyday personality
- Associated strengths and weaknesses
- Describe our typical approach to work
- Identity vs. Reputation



## Identity vs. Reputation



**IDENTITY:**  
The you that YOU know



**REPUTATION:**  
The you that WE know

## The “Bright Side” of Personality

Hogan Personality Inventory	
<b>Adjustment</b>	Stress tolerant, resilient; feedback resistant
<b>Ambition</b>	Assertive, self-confident, demonstrates initiative
<b>Sociability</b>	Outgoing and gregarious
<b>Interpersonal Sensitivity</b>	Warm, agreeable, and friendly
<b>Prudence</b>	Detail oriented, follows rules, executes plans
<b>Inquisitiveness</b>	Open, curious, creative
<b>Learning Approach</b>	Classroom vs. Hands-on preference for learning

## — The “Dark Side” of Personality

- Characteristics that drive behavior under stress and pressure
- Strengths that become weaknesses
- Perils of accentuating only positive information
- Blind spots

## — The “Dark Side” of Personality

Hogan Development Survey	
<b>Excitable</b>	Moody, inconsistent, & unpredictable
<b>Skeptical</b>	Cynical, distrustful, & fault-finding
<b>Cautious</b>	Reluctant to act or change, risk-averse, & fearful of failure
<b>Reserved</b>	Socially withdrawn, distant, & unapproachable
<b>Leisurely</b>	Indifferent to others' requests, passively resistant
<b>Bold</b>	Exceptionally self confident, stubborn, & self-promoting
<b>Mischievous</b>	Having an appetite for risk, limit-testing
<b>Colorful</b>	Attention-seeking, dramatic, & socially dominating
<b>Imaginative</b>	Eccentric, flighty, & impractical
<b>Diligent</b>	Perfectionistic, averse to delegation, & micromanaging
<b>Dutiful</b>	Eager to please, reliant on others, & ingratiating

## — Configural Interpretation

- Greatest impact comes from combining assessment results
- Identify pervasive characteristics that emerge across contexts

## — Configural Interpretation

Common Configurations:

<u>SCALE</u>	<u>Low</u>	<u>Moderate</u>	<u>High</u>
<i>HPI Ambition</i>	-	-	<input checked="" type="checkbox"/>
<i>HDS Bold</i>	-	-	<input checked="" type="checkbox"/>
<i>MVPI Power</i>	-	-	<input checked="" type="checkbox"/>

**Competing** – Competitive and confident, even in the face of failure, who strongly values being successful

## Configural Interpretation

Common Configurations:

<u>SCALE</u>	<u>Low</u>	<u>Moderate</u>	<u>High</u>
<i>HPI Adjustment</i>	-	-	<input checked="" type="checkbox"/>
<i>HPI Sociability</i>	-	-	<input checked="" type="checkbox"/>
<i>HDS Mischievous</i>	-	-	<input checked="" type="checkbox"/>
<i>HPI Prudence</i>	<input checked="" type="checkbox"/>	-	-
<i>MVPI Security</i>	<input checked="" type="checkbox"/>	-	-

**Risk-Taking** – High profile; seems unaffected by the stress of risk-taking; limit-testing; uninhibited by rules; seeks environments where risk is rewarded.

## Utility of Assessments in Coaching

Wouldn't it be nice to know...

- how talkative the client will be?
  - **Sociability, Colorful, Bold**
- how open to feedback and advice he/she will be?
  - **Adjustment, Bold**
- how willing to open up the client will be?
  - **Reserved**
- if they will be suspicious of the purpose of the coaching or of your advice?
  - **Adjustment, Interpersonal Sensitivity, Skeptical**
- if they will create a structured development plan?
  - **Prudence, Learning Approach, Diligent**
- whether they will stick to that plan?
  - **Prudence, Learning Approach, and Ambition**

## Summary

*When positioned and used appropriately,  
personality assessment can provide  
tremendous value to the coaching  
relationship.*

QUESTIONS?

*Presented by:*

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At the Seminar:

**THE POWER OF COACHING:  
MAKE THE IMPOSSIBLE POSSIBLE**

*“Street-Smart Ways to Achieve Return On Investment in Talent”*

Thursday, 6<sup>th</sup> December 2012, Hotel Mulia Senayan Jakarta