

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.

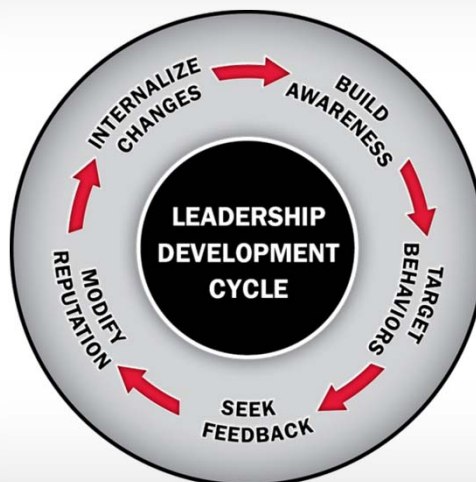
Utility of Assessments in Coaching

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

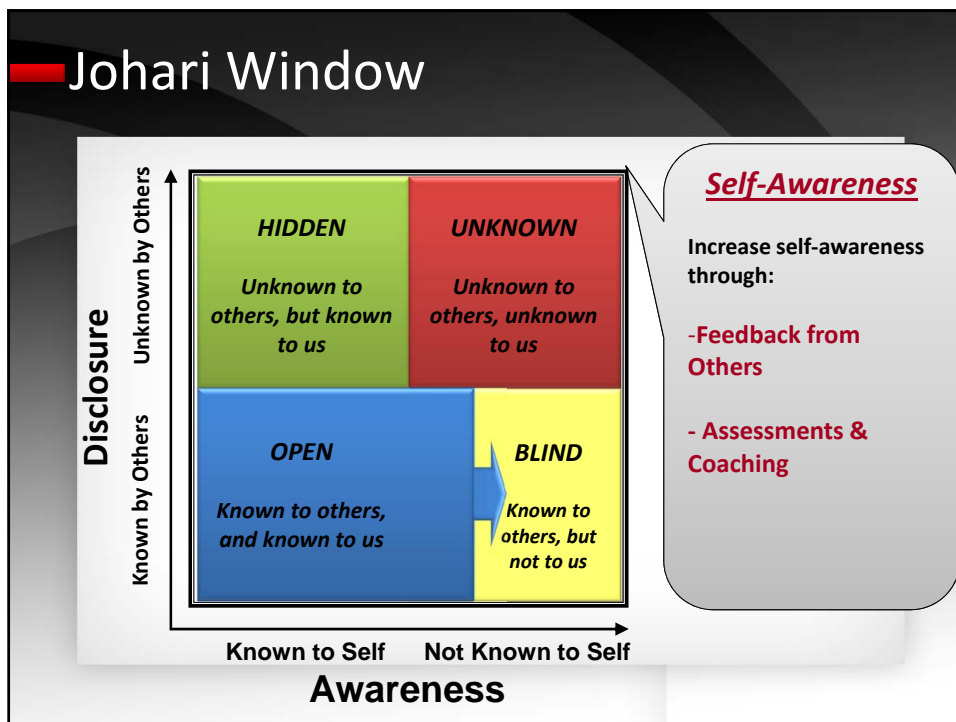
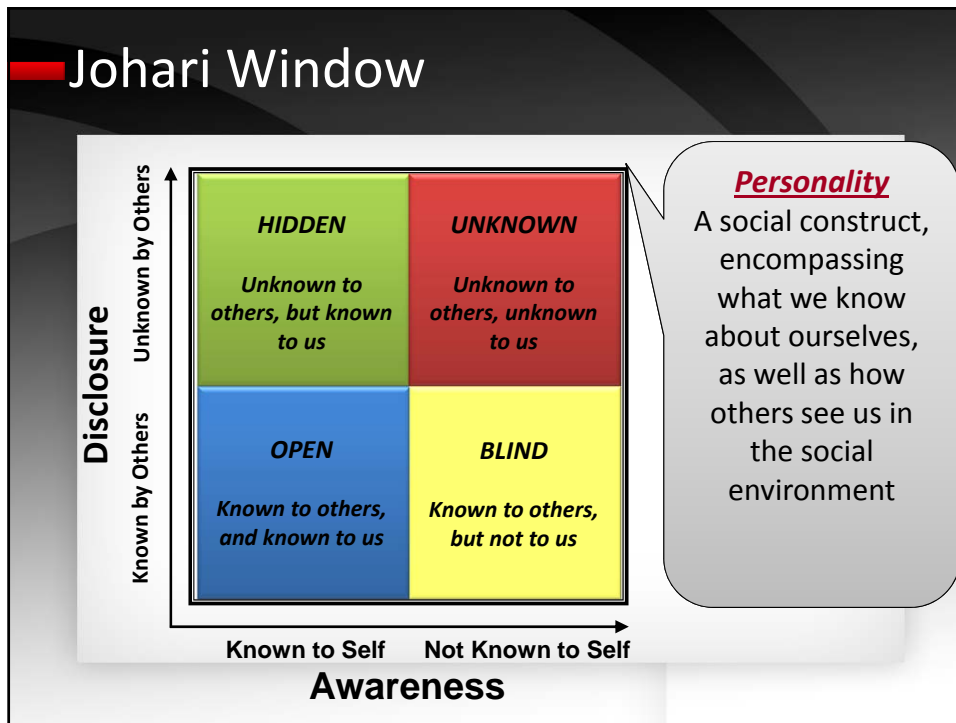
Strategic Self-Awareness (SSA)

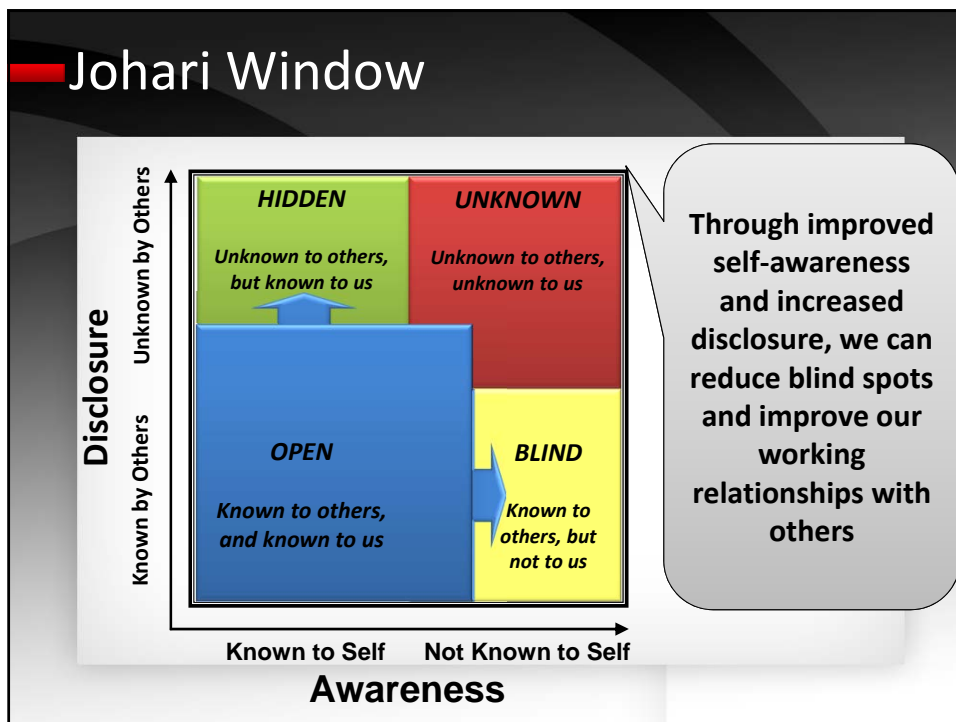
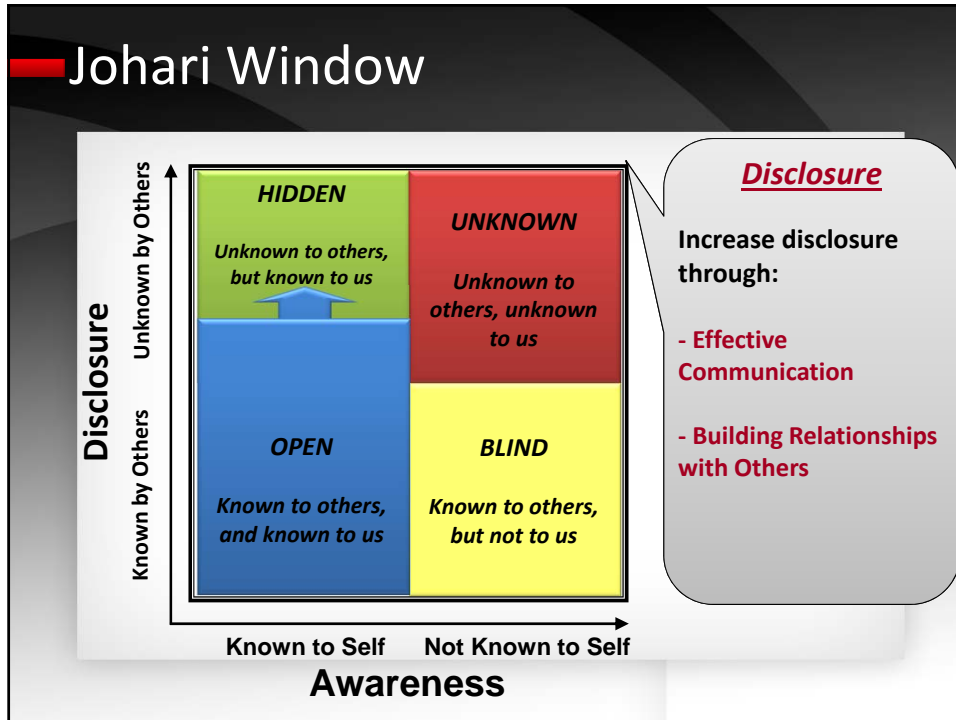
- Important factor in success of coaching engagement.
- Cannot be gained through introspection alone.
- Requires:
 - Feedback from others regarding interpersonal strengths, style, and challenges.
 - Accurate personality assessment and feedback.

— Improving Strategic Self-Awareness

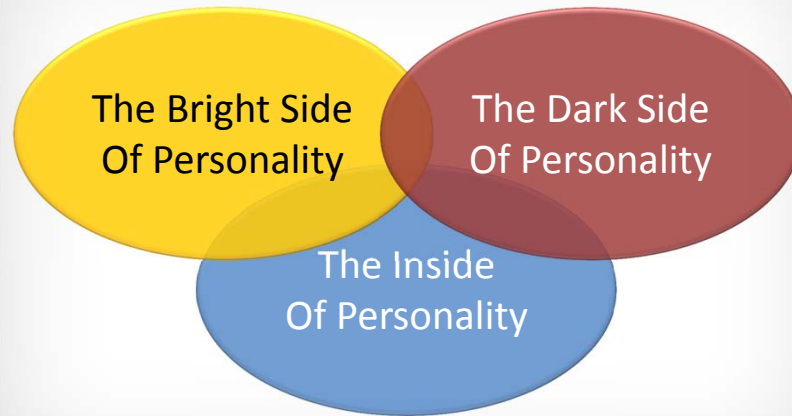
- Using a Strictly Strengths-based Coaching Strategy:
 - Past behavior predicts future behavior – your strengths are still your strengths.
 - Persistence doesn't always lead to improvement. Strengths can be overused.
 - Performance only improves when people know what they're doing wrong.

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





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

Recognition	Public acknowledgement & “pats on back”
Power	Being in charge & being perceived as influential
Hedonism	Fun, lighthearted, & open-minded work environments
Altruistic	Helping others & providing excellent customer service
Affiliation	Networking, building relationships, social belonging
Tradition	Conservative cultures & strength of convictions
Security	Secure, predictable, and risk-free work environments
Commerce	Managing finances, profitability, bottom-line focused
Aesthetics	Focusing on quality & product “look & feel”
Science	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	
Adjustment	Stress tolerant, resilient; feedback resistant
Ambition	Assertive, self-confident, demonstrates initiative
Sociability	Outgoing and gregarious
Interpersonal Sensitivity	Warm, agreeable, and friendly
Prudence	Detail oriented, follows rules, executes plans
Inquisitiveness	Open, curious, creative
Learning Approach	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

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

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At the Seminar:

**THE POWER OF COACHING:
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“Street-Smart Ways to Achieve Return On Investment in Talent”

Thursday, 6th December 2012, Hotel Mulia Senayan Jakarta