

- SELECT
- DEVELOP
- LEAD

**HOGANLEAD**

# CHALLENGE

DERAILERS AND PERSONALITY-BASED PERFORMANCE RISKS

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## INTRODUCTION

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 our global leadership research, and are written for professionals and leaders.

Anything that detracts from your ability to build a team also detracts from your performance as a leader.

## BACKGROUND

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.



## 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.

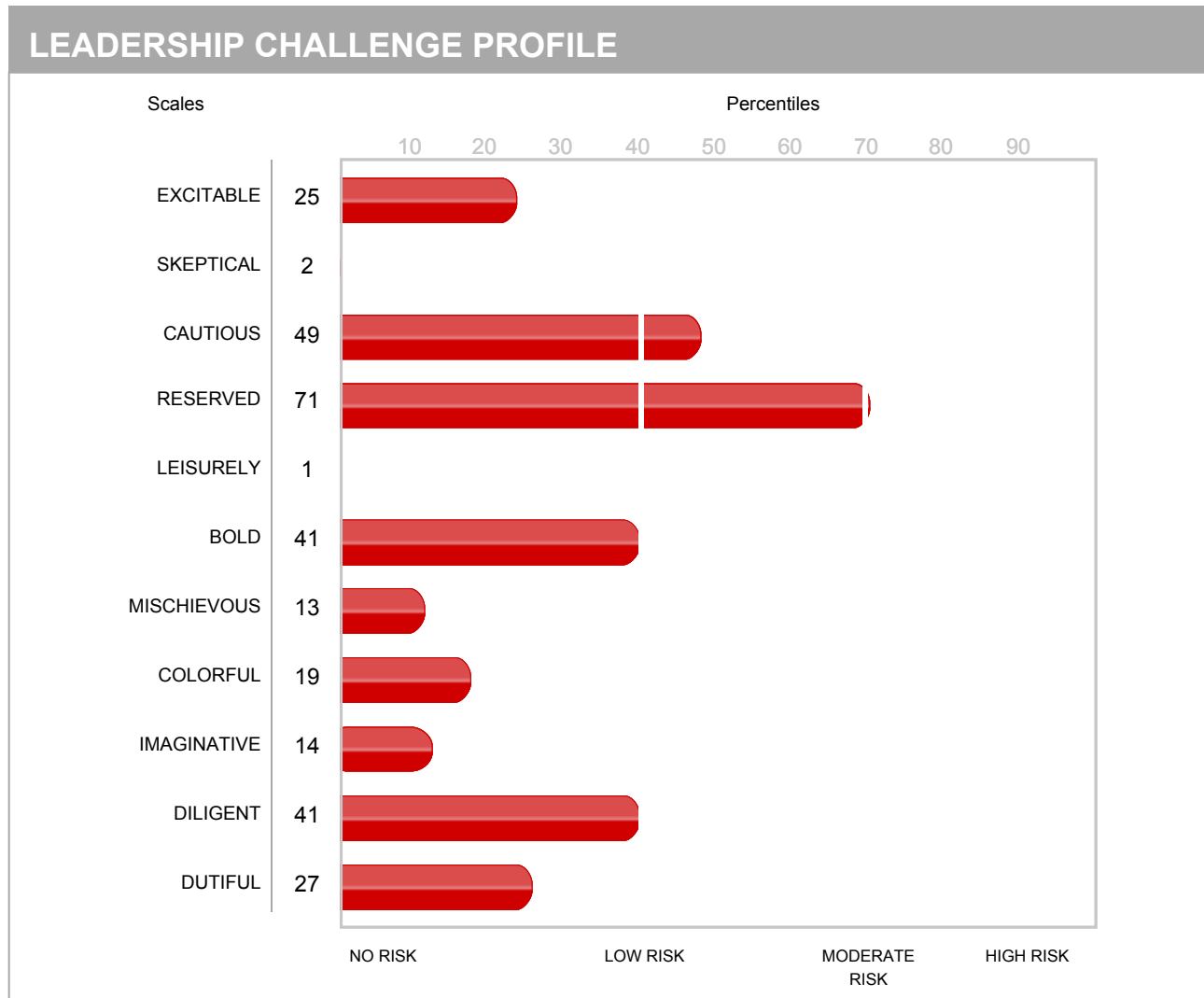
## WAYS TO USE THIS INFORMATION

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.

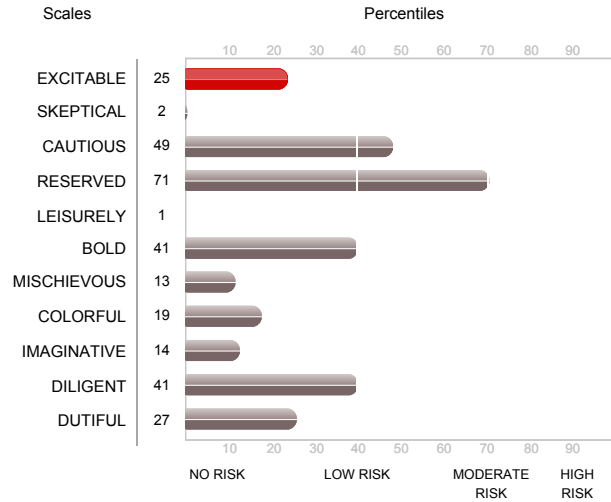
<b>Excitable</b>	Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.
<b>Skeptical</b>	Concerns being socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.
<b>Cautious</b>	Concerns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





# EXCITABLE

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



### BEHAVIORAL IMPLICATIONS

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

- Seem calm, steady, and stable.
- Express emotions in a mature fashion.
- Usually seem to be in a good mood.
- Rarely become overly excited.
- Seem able to maintain relationships.

### LEADERSHIP IMPLICATIONS

Your calm, confident, and steady manner will contribute to your ability to manage and coach others—because consistency enhances trust. You should be a congenial colleague who controls your emotions. You should handle stressful situations in a composed manner. You have no leadership development issues in this area.

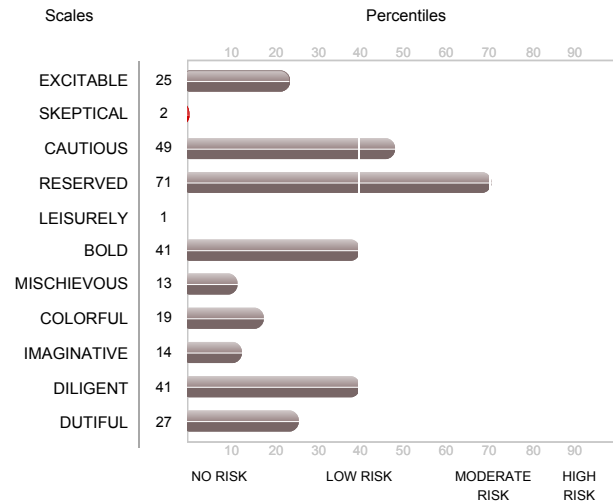
### COMPETENCY ANALYSIS

- **COMPOSURE** : Your team will appreciate your steady and even-tempered style. They will also appreciate your consistent, predictable, and settling influence in pressure situations and your tendency to remain calm in stressful times.
- **FAIRNESS TO OTHERS** : As a leader, you should be even handed and not develop sudden enthusiasms for people or projects. Your coworkers will value your balance.
- **PERSEVERANCE** : As a leader, your coworkers will appreciate your persistence and ability to pursue projects regardless of pitfalls, roadblocks, and challenges. You are not likely to give up when the going gets tough, but only work harder to get things done.



## SKEPTICAL

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



### BEHAVIORAL IMPLICATIONS

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

- Seem optimistic, positive, and trusting.
- Accept feedback and criticism.
- Rarely argue with or challenge others.
- Show trust in others.
- Forgive the faults of others.

### LEADERSHIP IMPLICATIONS

Your trusting style will facilitate your ability to build relationships and enhance your management skills. However, you should be aware that others may try to take advantage of your good-natured disposition. You seem able to provide others with feedback in ways that will not upset them. Your own openness to feedback should facilitate coworker relations. You may be overly optimistic when planning for the future but you will have an upbeat view of your own career possibilities. Bosses should respond well to your positive outlook. You have no leadership development issues in this area.

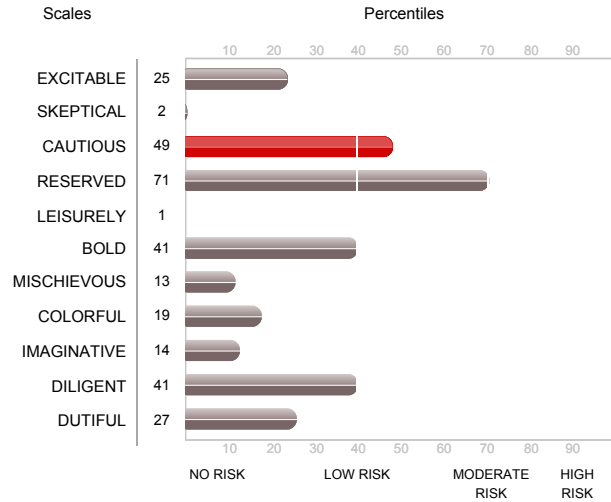
### COMPETENCY ANALYSIS

- **INFLUENCING AND PERSUADING OTHERS** : You seem to be a cooperative and trusting person who can develop winning situations. You tend to find ways to gain consensus and persuade others to take action.
- **OPENNESS TO IDEAS** : Others will appreciate your openness to their suggestions, viewpoints, and ideas, and your ability to take multiple perspectives.
- **OBJECTIVITY** : Others will also appreciate your impartial and objective outlook and your tendency not to argue with them.



# CAUTIOUS

Concerns being overly worried about being criticized.



## BEHAVIORAL IMPLICATIONS

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

- Seem confident and mature.
- Seem unafraid of failure.
- Experiment with new methods and technologies.
- Handle disappointments well.
- Accept new challenges.

## LEADERSHIP IMPLICATIONS

Because of your positive attitude, confidence, and optimism, you should be willing to accept difficult challenges and make difficult decisions. You are also willing to experiment and try new things, which enables you to manage your career in a proactive way. You have no leadership development issues in this area.

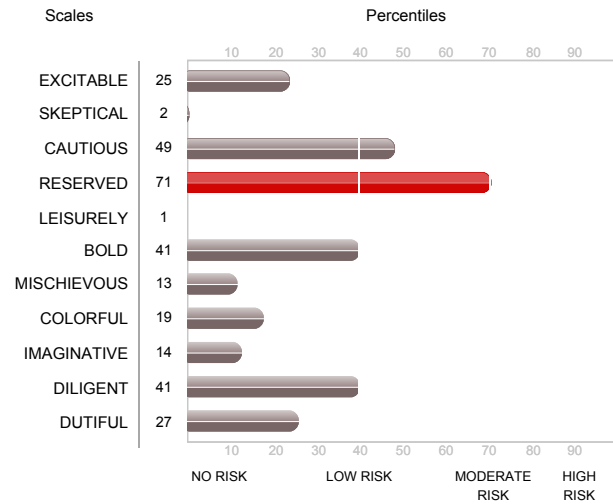
## COMPETENCY ANALYSIS

- **DECISIVENESS** : You seem to be confident in your judgment and decision-making ability. Be sure to communicate the rationale for your decisions to others.
- **ACTION ORIENTATION** : You seem willing to make mistakes and move on when trying to get things done.
- **LEADING WITH CONFIDENCE** : Your decisiveness and confidence should inspire others to follow. Be certain that your decisions are well thought out because others will tend to follow you, based on your confidence.



## RESERVED

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



### BEHAVIORAL IMPLICATIONS

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

- Seem independent, tough, reserved, and detached.
- Tend to act without consulting others.
- May misinterpret feedback.
- Seem stiff around strangers.
- Handle criticism and pressure with ease.

### LEADERSHIP IMPLICATIONS

You are not thin-skinned and you can tolerate conflict and criticism better than most people. However, you may also seem indifferent to others' problems. If so, then this will inhibit your ability to build relationships and manage people. Bosses and subordinates may find you hard to read, and they may not know where they stand with you. Moreover, under pressure you may stop communicating, leaving your staff confused about what you want.

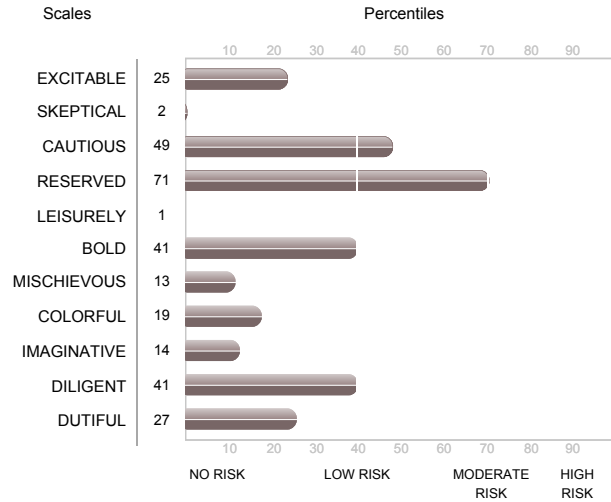
### COMPETENCY ANALYSIS

- **MOTIVATING OTHERS** : Your direct and straightforward manner may sometimes seem blunt and could de-motivate your subordinates.
- **RELATIONSHIP BUILDING** : Under stress, you may seem withdrawn and aloof, which will put a strain on relationships.
- **APPROACHABILITY** : Under pressure, you may tend to be difficult to reach. As a result, you may be perceived as an "absent leader" when the pressure mounts, even though you think you are fully engaged.



# LEISURELY

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.

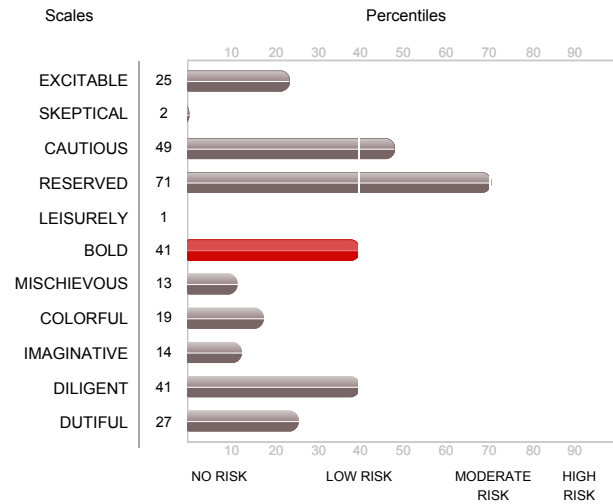
## COMPETENCY ANALYSIS

- **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.

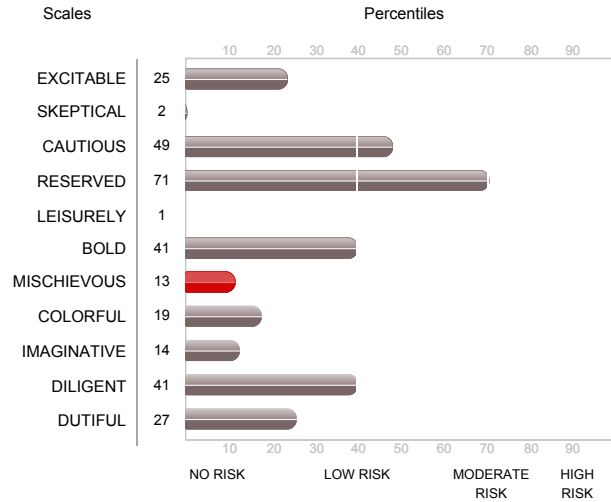
### COMPETENCY ANALYSIS

- **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 NO RISK ZONE on this scale. Leaders with similar scores:

- Seem careful, responsible, and socially appropriate.
- Learn from their mistakes.
- Communicate respectfully.
- Follow corporate rules.
- Avoid taking unnecessary risks.

## LEADERSHIP IMPLICATIONS

Your tendency to avoid unnecessary risks and play by the rules will make you a valued corporate citizen. Your boss will appreciate your dependability and trust you to think through the consequences of proposed actions. You are somewhat cautious by nature and you will make few mistakes in managing your career, however, you may not take many chances. When formulating business strategy, you will remember past mistakes and try to minimize risk. You have no leadership development issues in this area.

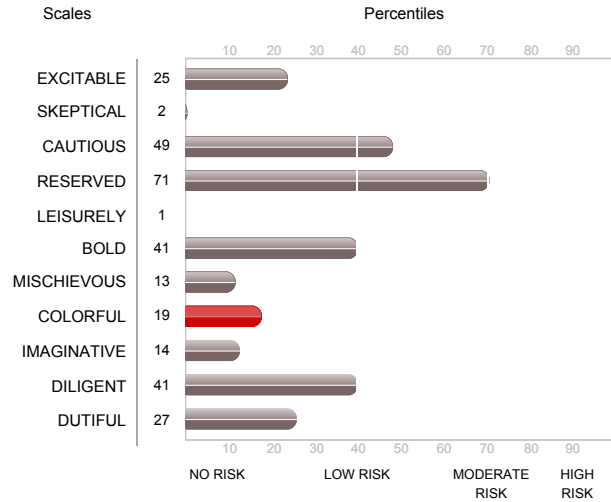
## COMPETENCY ANALYSIS

- **DECISION QUALITY** : You are a self-controlled and socially appropriate person and you care about the consequences of your actions. You learn from personal experiences and others' advice.
- **RISK TAKING** : You will not take on high-risk or speculative projects without carefully considering them and formulating a plan of action. At the same time, you may tend to avoid taking appropriate risks when necessary. Your natural cautiousness could cause you to miss opportunities to enhance your career.
- **LEARNING FROM EXPERIENCE** : You take responsibility for the consequences of your actions. You reflect on earlier outcomes as guides to future decisions and behavior. You may be reluctant to take action in situations where you have no experience from which to draw.



# COLORFUL

Concerns being dramatic, engaging, and attention-seeking.



### BEHAVIORAL IMPLICATIONS

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

- Seem quiet and self-restrained.
- Avoid calling attention to themselves.
- Tend to work behind the scene.
- Don't mind letting others take the lead.
- Seem able to stay on task.

### LEADERSHIP IMPLICATIONS

You are a quiet person who rarely engages in self-promotion. Your modesty and willingness to listen will make you a trusted and credible manager. However, your staff may want you to be more visible and take a higher profile from time to time. You may be reluctant to give feedback and career advice, preferring to be asked first. You should work well with a variety of bosses who will respect your understated style. Your career may not advance as rapidly as it should due to your reluctance to advertise your success. You have no leadership development issues in this area.

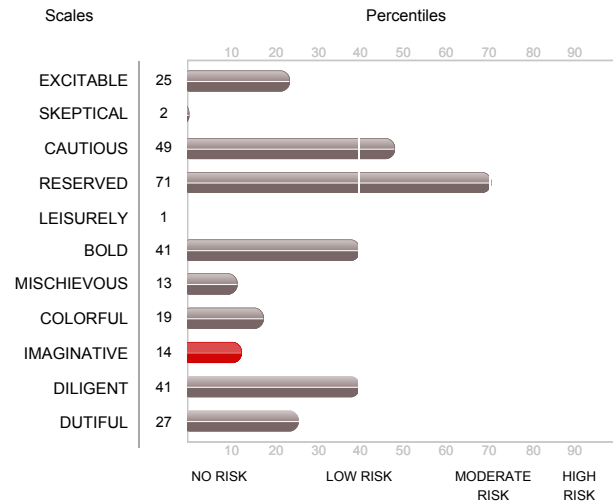
### COMPETENCY ANALYSIS

- **CELEBRATING SUCCESS** : You tend not to engage in self-promotion. As a leader however, it will be important for you to celebrate and promote the accomplishments and achievements of your staff.
- **BUILDING MORALE** : As a leader, your modesty could lead you to miss opportunities to cheer up and encourage your team members. Although you might not require a lot of recognition, your subordinates will appreciate your paying attention to them and their achievements.
- **SELF-DEVELOPMENT** : You may not actively seek development opportunities for yourself or your staff. Without encouragement and support for learning experiences, the productivity of the group will diminish. Think strategically about how you can develop the skills of yourself and your staff.



## IMAGINATIVE

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



### BEHAVIORAL IMPLICATIONS

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

- Seem practical, steady, and sensible.
- Stay on task.
- Don't show off.
- Make realistic decisions.
- Seem sensible, level-headed, and task-oriented.

### LEADERSHIP IMPLICATIONS

As a leader, your staff will appreciate your businesslike, 'no surprises" style. As a coach and mentor, you will offer advice that is practical and grounded. You should work well with a variety of bosses who will appreciate your steady work and sensible problem-solving style. You will plan your career in a practical, deliberate manner. However, you may not be especially helpful on issues of vision or long-range planning when they require radical departures from previous strategies. You have no leadership development issues in this area.

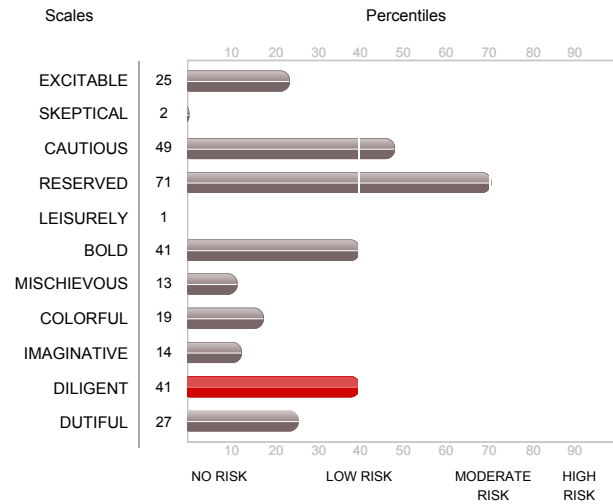
### COMPETENCY ANALYSIS

- **PROVIDING CLEAR DIRECTION** : You should communicate intelligibly no matter how much pressure you are under.
- **CREATIVITY** : You should be able to provide practical solutions to problems even when you are pressured. In addition, you will be a good resource for evaluating the plausibility of new ideas and initiatives.
- **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 LOW RISK ZONE on this scale. Leaders with similar scores:

- Seem flexible about rules and procedures.
- Prioritize work and activities appropriately.
- Delegate tasks to others.
- Seem comfortable working without explicit directions.

### LEADERSHIP IMPLICATIONS

You seem flexible about rules and standards, know how to delegate and prioritize, and give your staff opportunities to learn. Your boss should appreciate your ability to empower and not micromanage your staff. You will approach the issue of strategic planning with a mid-to-long term view. You have no leadership development issues in this area.

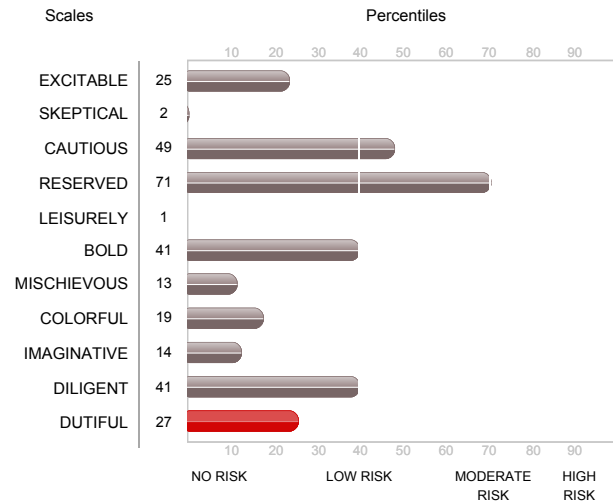
### COMPETENCY ANALYSIS

- **DEALING WITH AMBIGUITY** : You seem able to remain flexible and keep your options open, even when you are being pressured for results.
- **ADAPTABILITY** : You seem able to change directions and methods even when faced with challenging problems.
- **DELEGATING DOWNWARD** : You seem willing to delegate problem-solving authority to the appropriate level, even though the pressure to solve a problem may be intense.



## DUTIFUL

Concerns being eager to please and reluctant to act independently.



### BEHAVIORAL IMPLICATIONS

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

- Seem independent and self-reliant.
- Seem willing to act without prior approval.
- Seem willing to challenge their boss.
- Trust their direct reports.
- Stick up for their subordinates.

### LEADERSHIP IMPLICATIONS

Your score suggests that you are an independent and self-reliant person who is likely to make his/her own decisions, and is willing to challenge the business assumptions of others. You will work best with bosses who appreciate taking initiative, acting, and challenging. Although you are willing to stick up for your staff, you may not always be perceived as a team player. In planning business strategy, you will be willing to take unpopular positions. You have no leadership development issues in this area.

### COMPETENCY ANALYSIS

- **CONFRONTING CONFLICT** : You seem unafraid of conflict and are willing to confront poor performers and give them feedback.
- **ACTING INDEPENDENTLY** : You seem comfortable taking initiative, acting, and challenging the assumptions of others when appropriate.
- **SUPPORTING YOUR STAFF** : You seem willing to challenge your boss on behalf of your staff, which is important because loyalty goes both ways.



## DEVELOPMENTAL RECOMMENDATIONS

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

### RESERVED

- When you are at your best, you are a resolute and independent person who is not easily intimidated, and who can take the heat during difficult times.
- After important meetings, check with others to make sure you got the same message they did. You can rely on social consensus as a guide to action.
- Your toughness and independence are desirable qualities in some situations, but they can prevent you from listening to feedback; you need to be aware of this and make extra efforts to profit from the coaching and advice of your friends.
- Your tendency to be somewhat direct and blunt can affect your ability to enroll people in your ideas and build a team.
- Although you may prefer to work alone--especially when you are under pressure--you need to get out of your office and talk with your staff each day. This may be difficult at first, but it is a very important way for you to show concern and try to listen.