



Using Hogan Assessments to build leadership capability and drive the business plan & strategy

Coaching Context

The Coaching intervention was designed to build leadership capability within two business teams catering to two different geographies to drive the business plan and strategy for the year.

The Challenge

The organization was amongst the top 10 firms in the industry and had recently undergone a change in leadership at the top. With the advent of new leadership at the board and the executive level, a new vision & strategy was put in place to accelerate business performance.

Each of the coachees had a unique personality profile, which either impacted self, team or the business. The coaching intervention was designed for functional heads to enhance Self-awareness, build key leadership competencies to drive the business plan & strategy and lay the foundation to drive future business growth.

The key gaps identified using Hogan at a team level included:

MVPI – Insights

The MVPI (Motives, Values, Preferences, Inventory) describes personality from the inside – a) the core goals, values, drivers and interests that determine what we desire and strive to attain. It defines compatibility with organization culture, defines employee motivation. It also assesses career motivation factors and leadership environment one might create.

- The team was largely motivated by status needs, low emphasis on engaging others and not proactively focused on monitoring the financial impact of business decisions with a slight tendency to create individualistic cultures at the workplace.



**Human
Network**
Developing People, Accelerating Performance



HPI – Insights

Assesses normal personality as it relates to everyday job performance. Measures the bright side of the personality – characteristics that describe how people relate to others when they are at their best.

- The team had an excessive focus on execution as opposed to adopting a strategic lens to view the business. (Viz. Big picture thinking, trends, analysis)
- The team was not naturally inclined to be socially sensitive, considerate and thoughtful, which could possibly impact their ability to build high performance work teams.

HDS – Insights

Assesses behaviors that can lead to leadership derailment & Interpersonal behaviors that adversely affect the performance or reputation of people at work.

The team had a tendency to micromanage and inability to delegate effectively. It was also observed that there was a tendency to move away from people (managing one's feeling of inadequacy by avoiding contact with others) or moving against people (managing one's self doubts by dominating and intimidating others.)

Apart from the group analysis using Hogan, individual gaps were also identified as part of exercise and dovetailed into the development planning process.

- Tendency to maintain status quo and not strive for ambitious goals
- Tendency to be seen aloof or withdrawn under stress and may be inaccessible.
- Tendency to be prone to emotional outbursts and quite critical of others
- Tendency to intimidate others by a slightly aggressive demeanor and tendency to be overly demanding or exacting
- Tendency to avoid investing adequate time in building relationships and engaging people within team
- Tendency to be tense and edgy under pressure when faced with deadlines

The Competency based developmental goals identified at an individual level included:

- Establishing a vision and strategic roadmap for the business
- Build a strategic business plan (2 years) to grow the business by x %
- Build key account strategy for existing & new clients to increase wallet share & accelerate new client acquisition
- Create a culture of creativity & innovation to build the competitive edge
- Build Emotional intelligence competencies to enhance impact & influence
- Build a high performing team to deliver high impact client outcomes

An in-depth talent profile for each coachee was presented to management across the following competency clusters viz. Business Domain, Leadership, interpersonal & intrapersonal highlighting strengths and areas of development leading to the formulation of the IDP.

Coaching Approach

The methodology involved using Hogan Leadership Forecast reports (MVPI, HPI & HDS) & 360-degree feedback along with one to one coaching for a period of 12 months linked to the business plan for the year.

At the onset, the business plan and strategy was mapped to identify key imperatives for the business. Further, Hogan reports and 360-degree feedback was used as a lens to assess the ability of leadership talent to drive the business plan. Finally, an in-depth talent review presentation was made to the senior leadership team highlighting key strengths, derailers and competency gaps both at a team and individual level at the start of the coaching intervention.

The next step included creating individual development plans linked to the business plan for the year for each team member with targeted measures of success.

The coaching approach focused on building the inner resilience or self-mastery (the inner work of leadership), followed by building the competencies to drive business goals for the year linked to the overall strategy. The technologies used to coach leaders were derived from varied genres, which included NLP, Gestalt, Narrative, and Transpersonal Coaching depending on the coaching goal.

The Impact

At the end of 14 months, the results were clearly visible; the teams were collaborating far more with by adopting a strategic lens to view the business which was yielding results, proactively engaging with existing clients to deepen wallet share, increasing the rate of acquisition for new clientele and raising the bar on creative excellence, which led to industry wide critical acclaim and awards.

Client Speak

At the final review, the chairman remarked “Thank you for all your efforts. “You have really made a difference.”

Perspective on building Leadership Capability using Hogan Assessments

Hogan is an extremely nuanced tool and needs to be carefully integrated within the coaching context as it offers a wide variety of perspectives or lens for exploration. In this instance, Hogan was used to assess both individual & team potential to drive the business plan along with a competency based approach to develop capability within each business leader. The winning theme was using Hogan to derisk the business plan by providing feed forward to avoid failure and significantly increase the probability for success.

Need more information?

To discuss how you can build Coaching skills for driving organisational change and performance for your organisation:

Call: + 91 9920 052 172 or mailus@human-network.in



About Us

Human Network is a leading edge leadership and talent development consulting firm. Our core areas of expertise include Leadership development, Executive Coaching and Custom interventions designed to build critical competencies for success and accelerate performance.

To know more about how we can partner you to build the right capability building architecture to drive performance, log on to www.human-network.in

Follow us on :    

www.human-network.in | mailus@human-network.in | +91 9920 052 172

A-804, Jaswanti Allied Business Centre, Ramchandra Lane, Kanchpada,
Malad (W), Mumbai - 400064



**Human
Network**
Developing People, Accelerating Performance