



Princeton HR Insight LLC
A multi-faceted complement to in-house resourcing

ODF COMMUNITY CONVERSATION: ASSESSMENTS TO PLACE TALENT IN NEWLY DESIGNED ORGS

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OVERVIEW

Goal:

Understand how leadership assessments can help ensure your organizational design is successful.

Context

- After the work and structure have been designed, placing talent becomes a critical step in the process of organization design.
- Leadership assessments can help organizations select the right candidates into roles and support their integration.

Today's Session

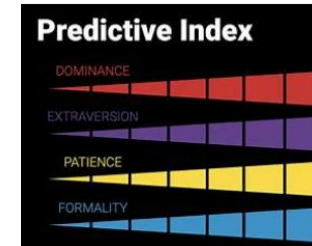
- Provide an overview of different type of assessments available in the market
- Deep-dive on Hogan as an example to bring the concept to life

ASSESSMENTS

- Social styles assessments ('four box' assessments)



Source of Energy	Processing of Information	Approach to Decision Making	Need for Structure
E EXTROVERTS Extroverts are energized by interacting with other people and are most comfortable in social settings.	S SENSORS Sensors are practical, realistic, and detail-oriented. They focus on the concrete and the here-and-now.	T THINKERS When making decisions, thinkers are logical, objective, and analytical. They value facts and data.	J JUDGERS Judges like to make plans and follow a schedule. They prefer order and organization.
I INTROVERTS Introverts are energized by time alone. They are often reflective and prefer smaller groups or one-on-one interactions.	N INTUITIVES Intuitives focus on the big picture and abstract concepts. They are often imaginative and creative.	F FEELERS Feelers are empathetic and value harmony. They make decisions based on their feelings and the impact on others.	P PERCEIVERS Perceivers are flexible and adaptable. They prefer spontaneity and are often open to new ideas and experiences.



- Nuanced personality assessments



OVERVIEW OF HOGAN

- Hogan Assessments predict workplace performance by highlighting:

MVPI

- a leader's motivations and the environment they are likely to create for others

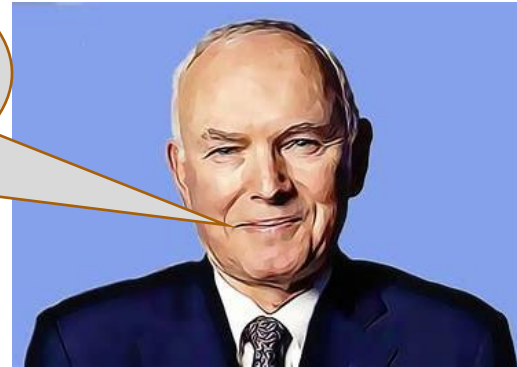
HPI

- characteristics that will facilitate performance

HDS

- characteristics that will interfere with performance

'The key to success in business is money and people. No matter how well you handle money, if you get the people part wrong, you will lose.' ~Robert Hogan



BRING CONCEPT TO LIFE

- Let's review the scales for one of the Hogan reports
- While I define each scale, scan the case study to see if there is any information tied to that scale and whether it indicates a high or low score.

MOTIVES & VALUES INVENTORY

MVPI

Low Scorers Value:

High Scorers Value:

Recognition	Modesty, sharing credit, “behind the scenes” roles	Notoriety, public praise, high-visibility roles
Power	Cooperation, democratic decision-making	Authority, advancement, competition, influence
Hedonism	Professionalism, self-discipline, formality	Fun, variety, excitement, lighthearted cultures
Altruistic	Personal responsibility, self-reliance , productivity	Helping others, coaching, providing service
Affiliation	Privacy, task focus, minimal interruptions	Networking, relationships, teamwork, belongingness
Tradition	Progress, change, diversity, autonomy	Conservatism, convention, principled standards of conduct
Security	Risk-taking, limit-testing, flexibility	Structure, order, predictability, minimizing risk
Commerce	Generosity, people over profits, less focus on bottom line	Profitability, making money, focus on bottom line
Aesthetics	Functionality, pragmatics, substance over form	Quality, style, brand image, product “look and feel”
Science	Action, intuition, experience-based decisions	Analysis, data-driven decisions, rational arguments

CASE STUDY

Excerpt from job description:

- Highly visible role with clear success metrics.
- Ability to stay calm under pressure.
- Need to create shared commitments and a feeling of unity across the sales team and beyond.
- Provide team with positive and constructive feedback to drive performance.
- Stay current with trends, learn from mistakes and fast fail.

BACKGROUND

ODF has been retained by a mid-size pharmaceutical company to leverage Hogan to assess candidates for their open VP Sales role.

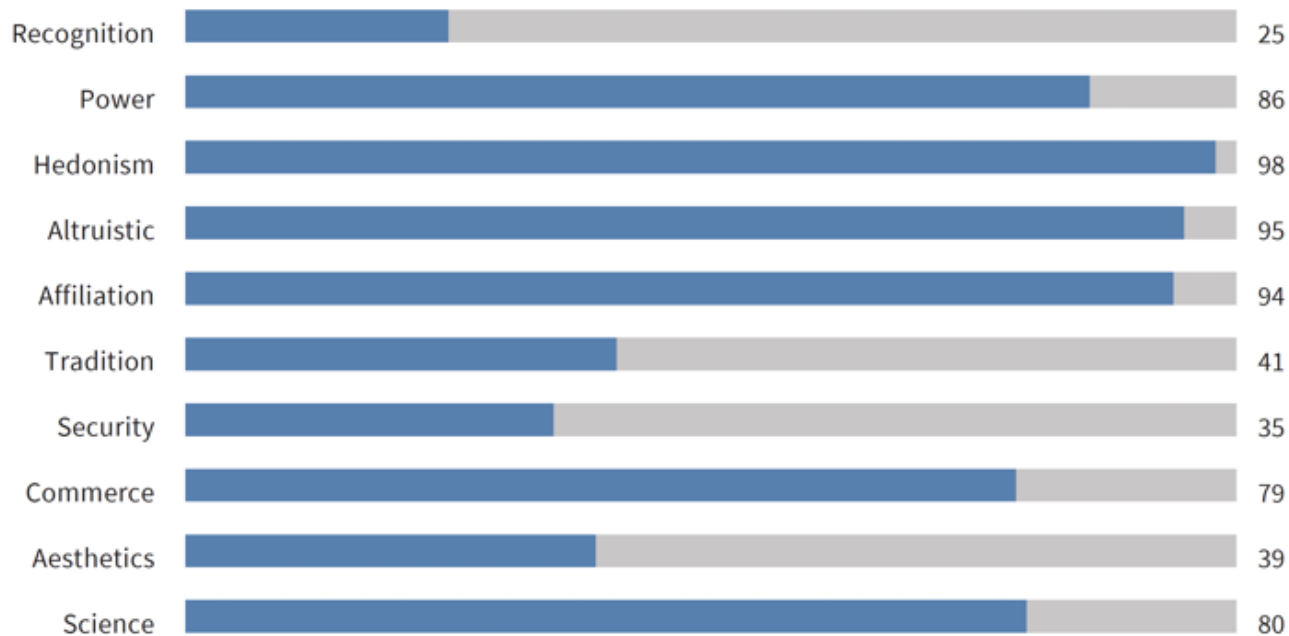
One of their short-list candidates is Sam Poole. Sam does not have industry experience but has a strong track record of sales excellence throughout her 30-year career.

The company is 10-years old but was founded as a highly specialized research group. Last year, they decided to build out their commercial structure rather than merge with a larger company given the promise of the lead drug in their pipeline. If successful, this VP Sales role will validate that was the right decision. If not, they will likely have to merge within 24 months.

Given the stakes, the VP Sales will be given the opportunity to build a relatively sizeable team. They will have a high risk/high reward compensation structure.

BRING CONCEPT TO LIFE (CONT'D)

- Now let's see how our candidate Sam Poole compares to key dimensions of the role.



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CLOSING



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