



Industry Case Studies

Insurance Industry Regional Account Representatives Marketing Account Executives

Challenge: A leading U.S. insurance agency sought to improve their selection processes by identifying personality characteristics important to the success of Regional Account Representatives (RARs) and Marketing Account Executives (MAEs). RARs manage local marketing activities and MAEs drive sales by developing new and existing partnerships.

Solution: Seven RAR and five MAE subject-matter experts, individuals highly familiar with the jobs, completed the Performance Improvement Characteristics (PIC) Inventory, a section of the Hogan Job Evaluation Tool (JET). The PIC identifies the personal characteristics needed to successfully perform job requirements and the degree that these characteristics improve job performance.

Result: Hogan found that characteristics associated with being stress resilient (high HPI Adjustment), persistent and results-oriented (high HPI Ambition), approachable and talkative (high HPI Sociability), and cooperative and friendly (high HPI Interpersonal Sensitivity) were critical to successful RAR performance. In addition, results revealed that characteristics related to being energetic and driven (high HPI Ambition), dynamic and outgoing (high HPI Sociability), and tactful and socially sensitive (high HPI Interpersonal Sensitivity) were important for MAE performance. Using these results as part of the company's selection processes should lead to hiring RARs and MAEs with personalities conducive to success.