



# Industry Case Studies

## Manufacturing Industry Leaders

**Challenge:** A leading aircraft manufacturer developed a leadership competency model to link business strategy to talent management. The company then collaborated with Hogan to examine the utility of their competency model by identifying the personality characteristics, derailers, and values predictive of their leadership competencies.

**Solution:** Hogan mapped the company's leadership competency model to the Hogan competency model. This alignment allowed Hogan to use existing archival data to examine the relationships between the client's competencies and the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI). The HPI assesses everyday, normal personality characteristics, the HDS identifies personality derailers that can inhibit performance, and the MVPI measures a person's key values and culture fit.

**Result:** Research revealed that Hogan assessment scales were empirically linked to the client's leadership competencies. For example, several HPI, HDS, and MVPI scales related to the "Drives Results" leadership competency. Findings showed that leaders who successfully deliver results are stable and responsible (High HPI Adjustment), procedurally focused (High HPI Prudence), committed to follow-through (Low HDS Mischievous), sensible (Low HDS Imaginative), cooperative and self-controlled (Low HDS Colorful), energetic and optimistic (Low HDS Bold), and value profitable business operations (High MVPI Commerce).

Similarly, multiple Hogan scales predicted performance on the "Sets High Expectations" leadership competency, which focuses on maintaining a competitive edge and holding others accountable for continuous improvement. Results indicated that leaders who exceed at setting high expectations are more likely to be energetic and achievement oriented (High HPI Ambition), push for learning opportunities (High HPI Learning Approach), willing to accept new challenges (Low HDS Cautious), and value accomplishment (High Power).

Overall, using Hogan assessments to select and develop leaders on these competencies should result in higher leader performance and improved culture fit.