

Sample
Hogan Team Reports

Jennifer Leonard, CPC, MAOD
Hogan Consulting Partner



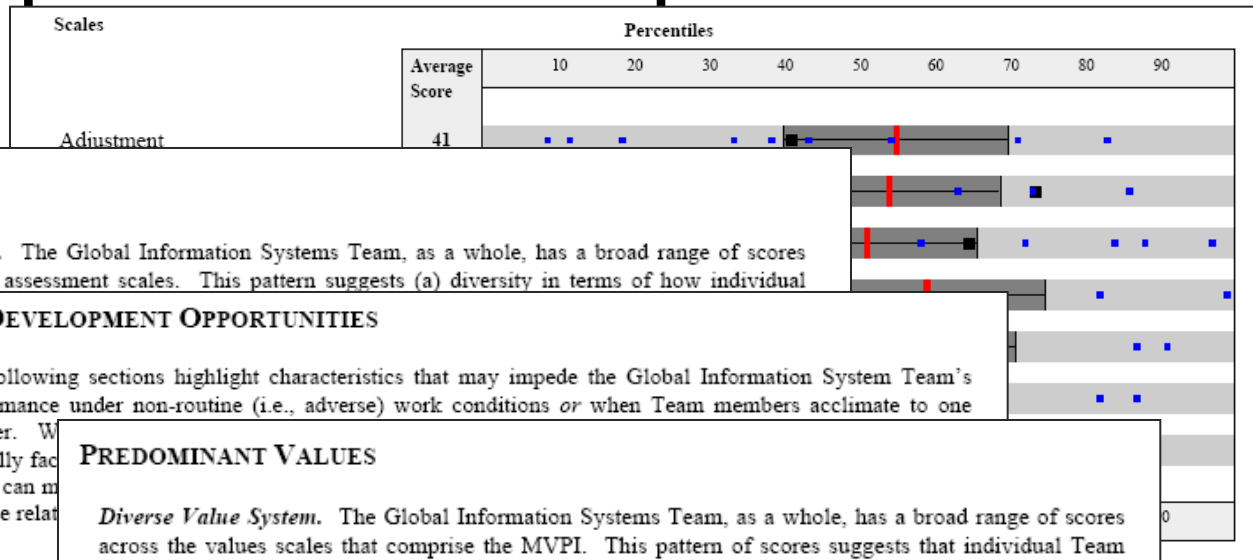
Why Focus On Teams?

- Over the last decade, organizational use of teams has increased dramatically—at least 48% of organizations use teams to accomplish objectives
- Few objectives are accomplished based solely on individual work
- Individuals devote at least a proportion of their efforts to tasks requiring collaborative work—54% of individuals spend at least 30% of their day in a team setting
- Evidence suggests that teams “work” approximately only half of the time

The Purpose of Team Development

- Purpose of team development is to identify important team behaviors that transcend individual behaviors.
- If these behaviors are supported throughout the leadership team, the organization will move more rapidly toward the desired future state.

Group Report with Interpretation



KEY STRENGTHS

Individual Differences. The Global Information Systems Team, as a whole, has a broad range of scores across most individual assessment scales. This pattern suggests (a) diversity in terms of how individual

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KEY DEVELOPMENT OPPORTUNITIES

The following sections highlight characteristics that may impede the Global Information System Team's performance under non-routine (i.e., adverse) work conditions or when Team members acclimate to one

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PREDOMINANT VALUES

Diverse Value System. The Global Information Systems Team, as a whole, has a broad range of scores across the values scales that comprise the MVPI. This pattern of scores suggests that individual Team

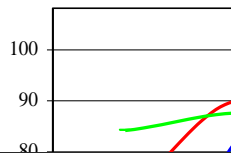
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RECOMMENDATIONS FOR TEAM SUCCESS

Upon Individual Differences & Similarities. The assessment process upon which this report is was designed to provide Global Information Systems Team members with insight regarding how personal characteristics and work-related values have the potential to impact performance at the individual and aggregate level. This report highlights dimensions on which Team members' tendencies converge. For example, the vast majority of Team members tend to (a) focus on avoiding the outcomes and surpassing previously-set goals, (b) approach work with intensity and hunger, (c) have a strong appreciation for data-based and objective decision making, and (d) dislike externally-imposed structure. The Team should consider how these tendencies and preferences might impact performance. This report also highlights dimensions on which Team members' tendencies diverge. For example, while some Team members likely are consistently diplomatic (but also sometimes conflict averse and thin-skinned), others likely are more direct and straightforward (but sometimes inadvertently brusque). The Workshop should provide Team members the opportunity to explore the implications of tendency and preference convergence and divergence in light of their current goals and performance targets.

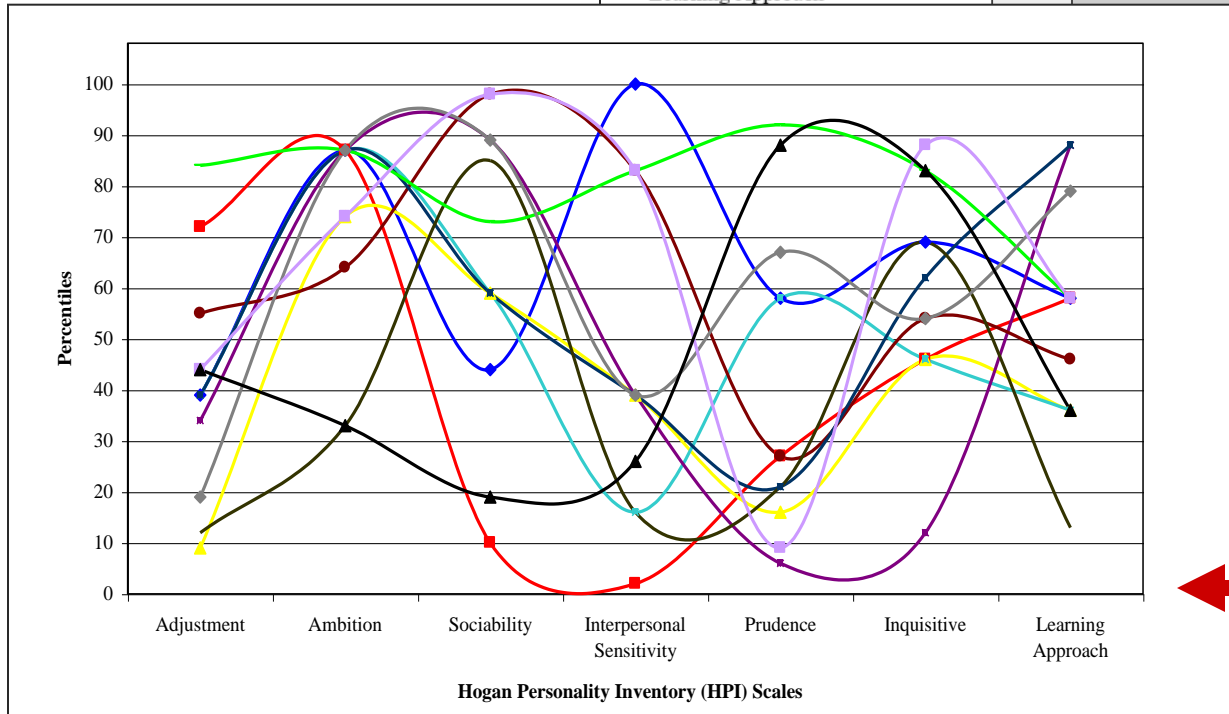
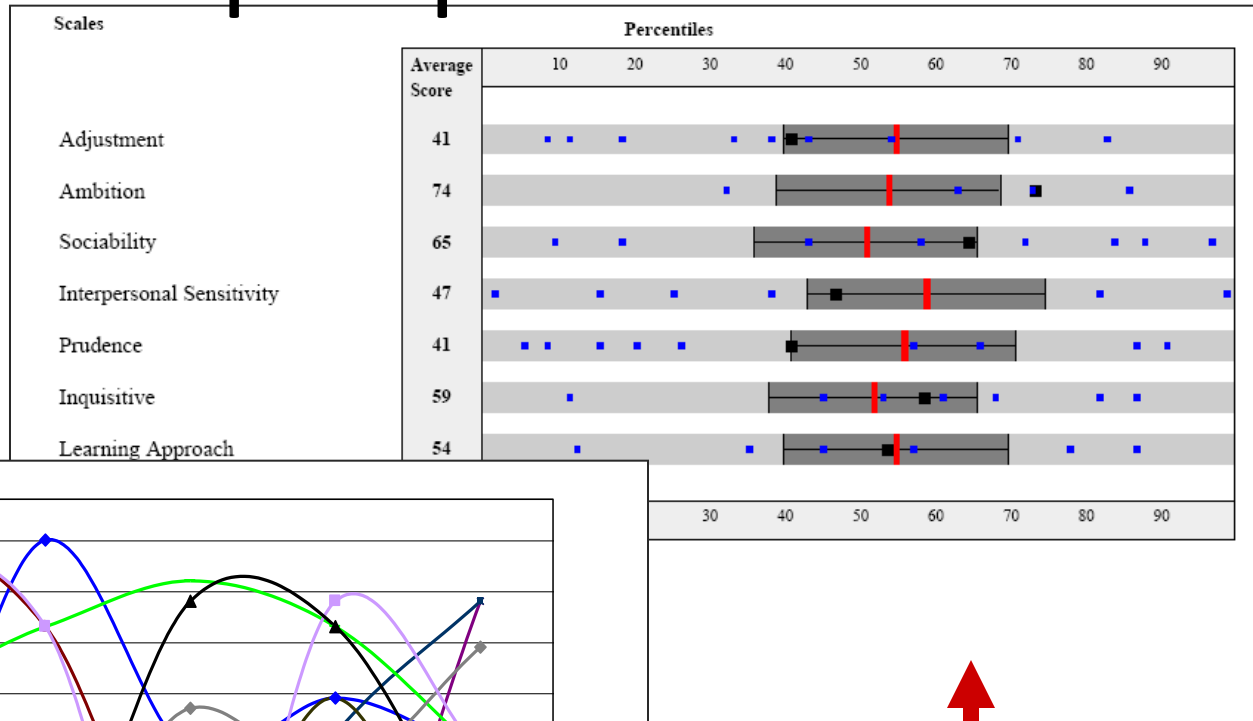


Uses aggregate HPI, HDS, and MVPI as a basis for highlighting Key Team Strengths, Key Development Opportunities, Predominant Values, and Recommendations for Team Success

Adjustment Ambition Sociability Interpersonal Sensitivity Prudence Inquisitive Learning Approach

Hogan Personality Inventory (HPI) Scales

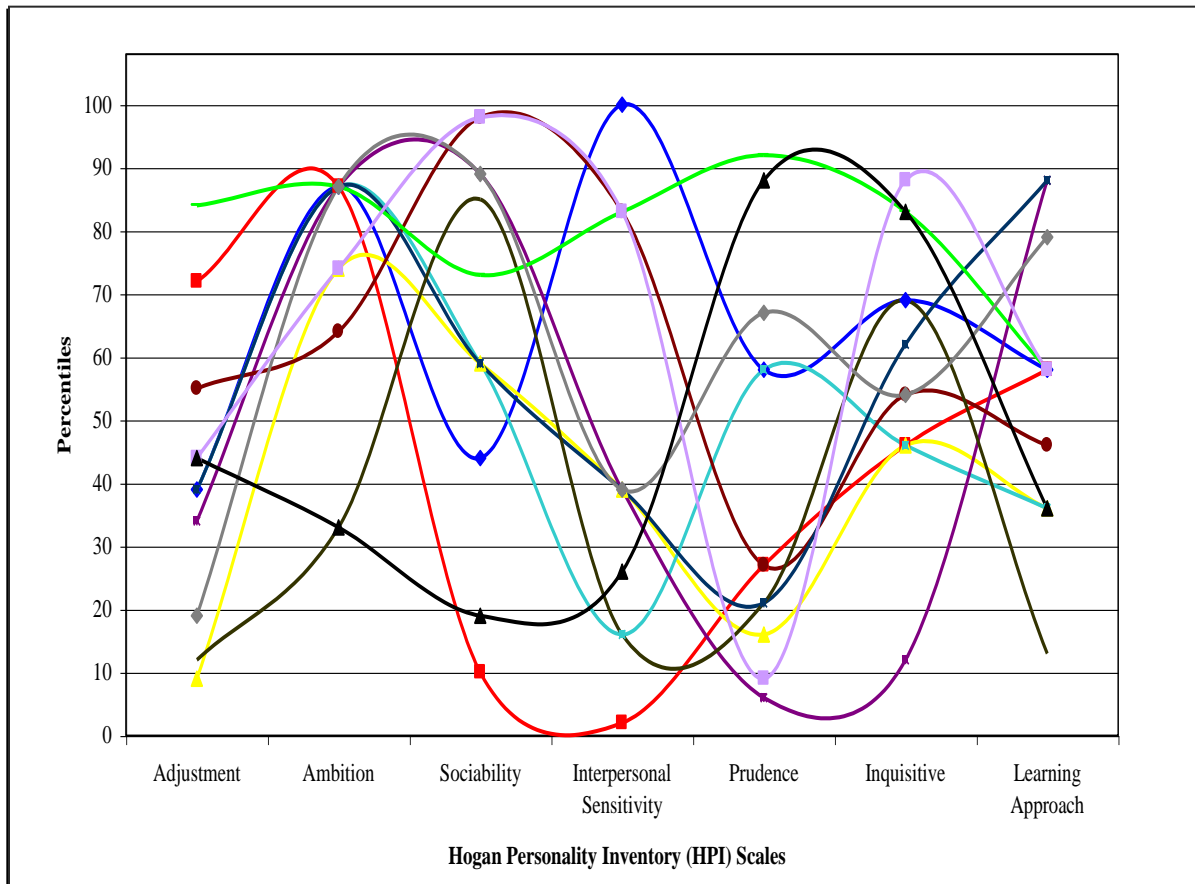
Group Reports



Composite Profile

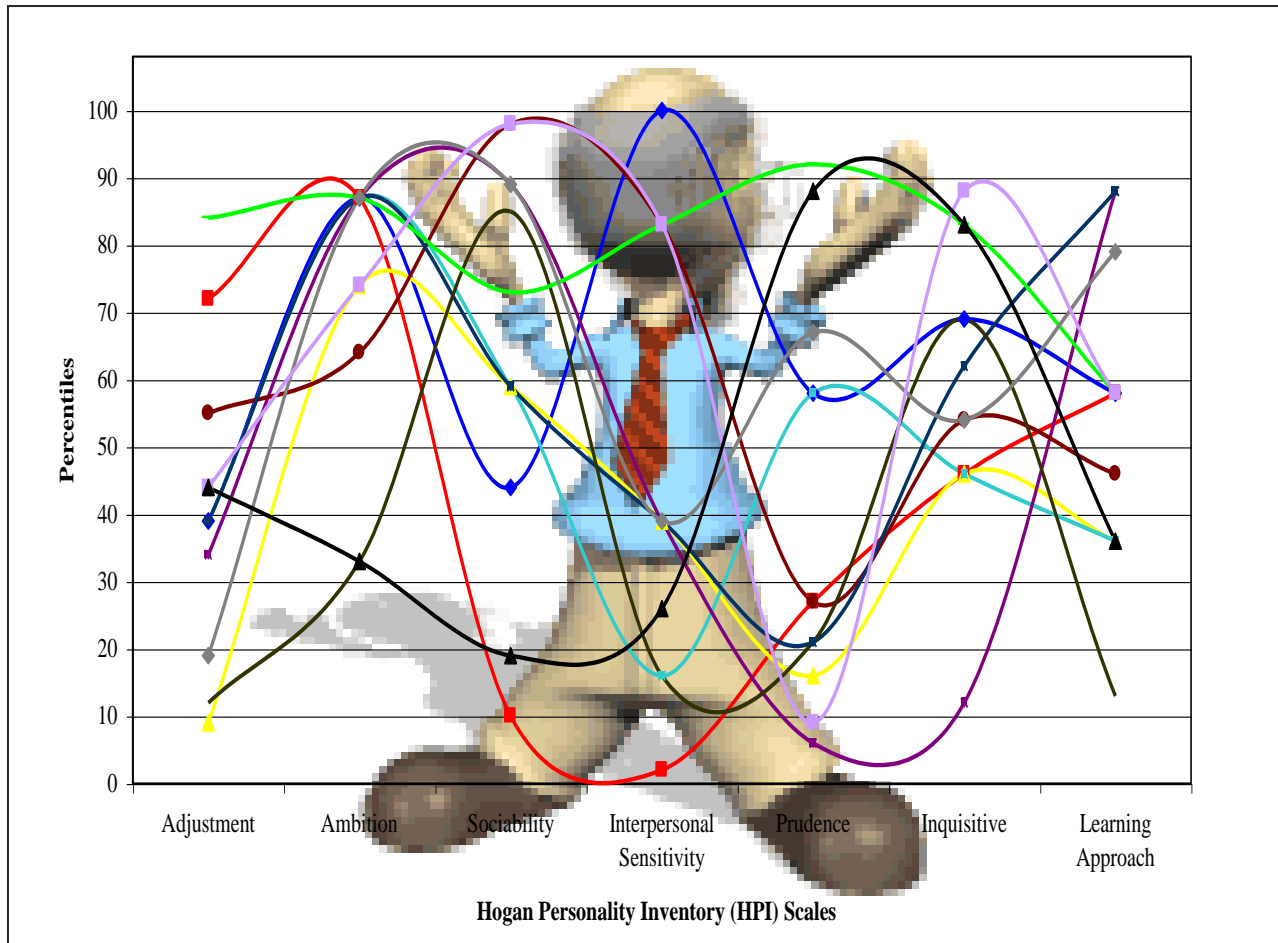
Spaghetti-Graph

Interpreting Spaghetti-Graphs

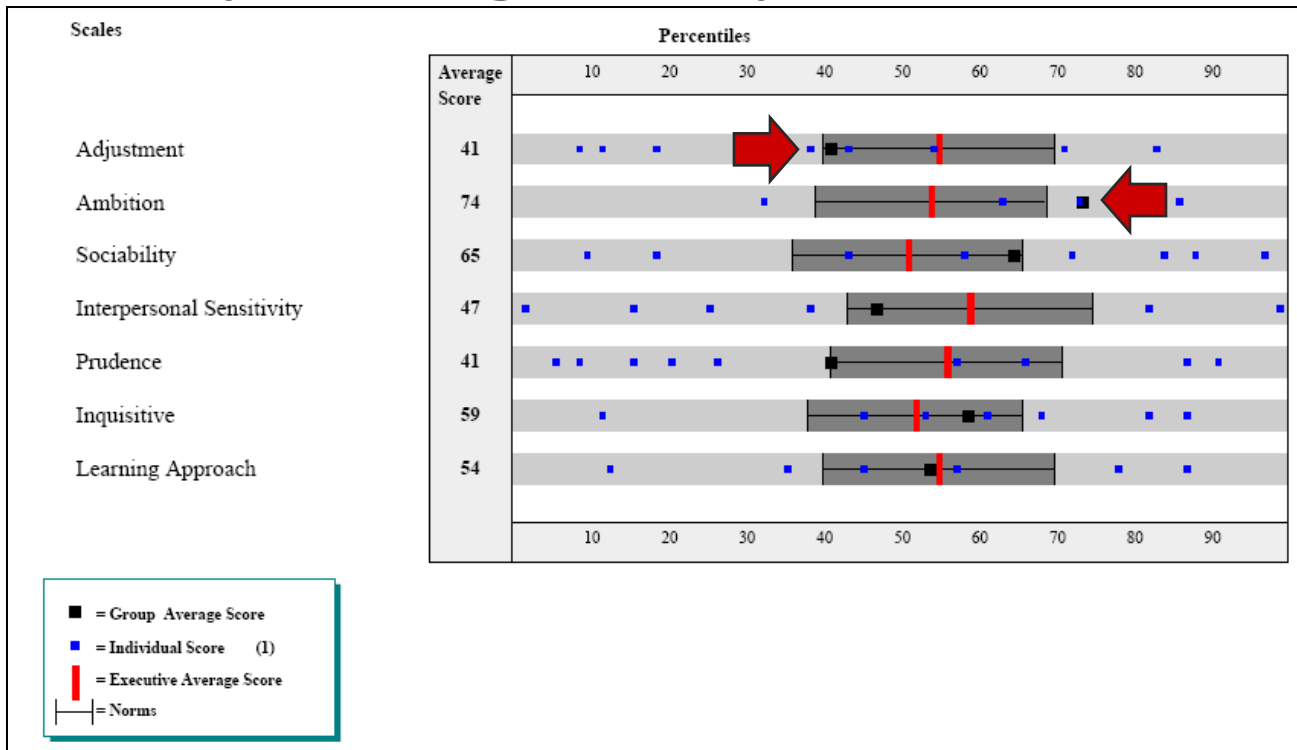


- Note convergence at high and low ends of the scoring spectrum
- Notice polarity in scale scores
- Notice patterns of scoring across multiple scales

Warning: Don't stare at the spaghetti-graph too long!



Interpreting Composite Profiles



- Note position of Team mean scale scores in relation to Executive Average Score (Hogan Archive)
- Note Team mean scores that fall above or below one standard deviation from the Executive Average Score