

# NOT EVERYONE CAN BE COACHED

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## — HAS LEADERSHIP TRAINING FAILED ??

- How would we know?
- Compared to what? Psychotherapy, coaching, Head Start, job retraining, college?
- Does anyone care?

## — PERSONS VS. SITUATIONS

- To ask if leadership training works is to raise, once again, the person vs. situation debate.
- Some assume training is a strong situation that molds people in its gravitational field.
- Others regard personality as relatively impervious to situational influences.
- The issue has major theoretical implications.

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## — WHAT CHANGES?

- Behavior?
- Expectations?
- Schemas?
- Self-Perceptions?

Probably behavior needs to change first.  
90% behavior change gives 10% change in reputation.

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## INDIVIDUAL DIFFERENCES

- Individual differences are everywhere.
- Some people will be more responsive to training than others.
- This is a hot topic for future research, and we (Hogan) are working on it.

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## BARRON'S EGO STRENGTH SCALE

- Frank Barron's research (1950's) on improvement in psychotherapy is relevant to this question.
- Compared matched samples, one of which improved in psychotherapy.
- The resulting (Ego Strength) scale powerfully predicted a wide range of non-test outcomes.
- Barron's Ego Strength looked like EQ.

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## — WHO CAN BE TRAINED?

Certain personality characteristics enhance trainability. These include:

- Open mindedness, curiosity, willingness to listen and explore.
- Not being defensive or paranoid.
- A genuine desire to improve one's performance.
- Persistence.

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## — WHY THERE IS A PROBLEM

- Not many people have the characteristics listed in the preceding slide.
- For those who are not predisposed to improve their performance, the fear of failure often provides motivation.

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