



Organizational Personality Summary

PREPARED FOR

ABC BUSINESS UNIT
March 2019

POWERED BY



KAISER
leadership solutions

SAMPLE

This report summarizes the personality assessment results for the ABC Business Unit based on data collected February-March 2019. The results are summarized for three levels of management, with the following response rates. ("C-level" combines the personality results for the BU CEO and the officers that report to him.)

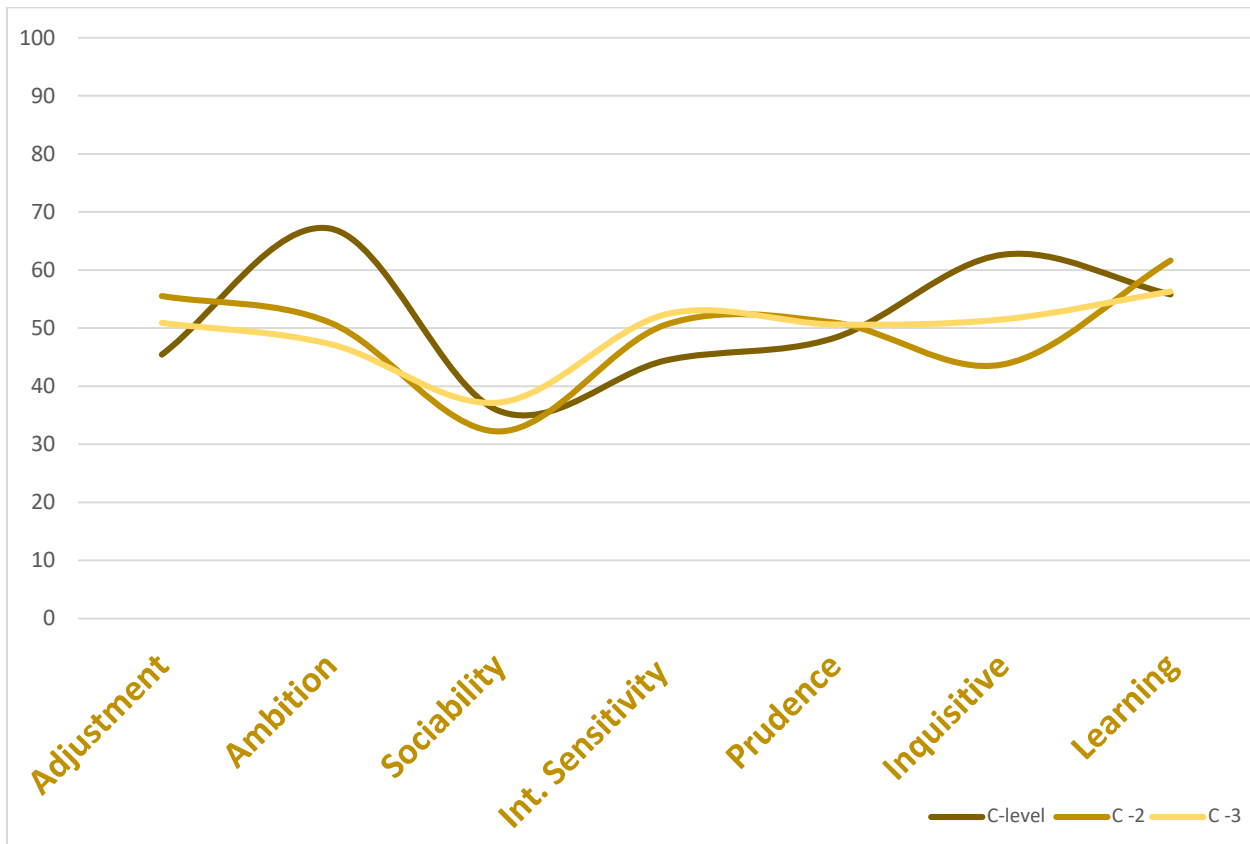
Level	# Responses	# in Org.*	Response Rate
C-level	7	7	100.0%
C -2	22	24	91.7%
C -3	66	73	90.4%
Total	95	104	91.3%

* The "# in Org" figure reflects the organizational structure as it stood on March 9, 2019 (with minor edits to reflect known organizational changes, promotions, and pending retirements). This sample represents the best representation available at this time, recognizing that shifts in structure will continue to occur.

Personality was measured using the three assessments in the Hogan suite:

HPI	measures 7 traits concerning the "Bright Side"—one's typical approach to day-to-day activities under normal circumstances
HDS	measures 11 traits concerning the "Dark Side"—derailers that emerge under pressure and can disrupt relationships and corrupt judgment
MVPI	measures 10 values concerning the "Inside"—drivers that motivate behavior, focus attention, and guide decisions

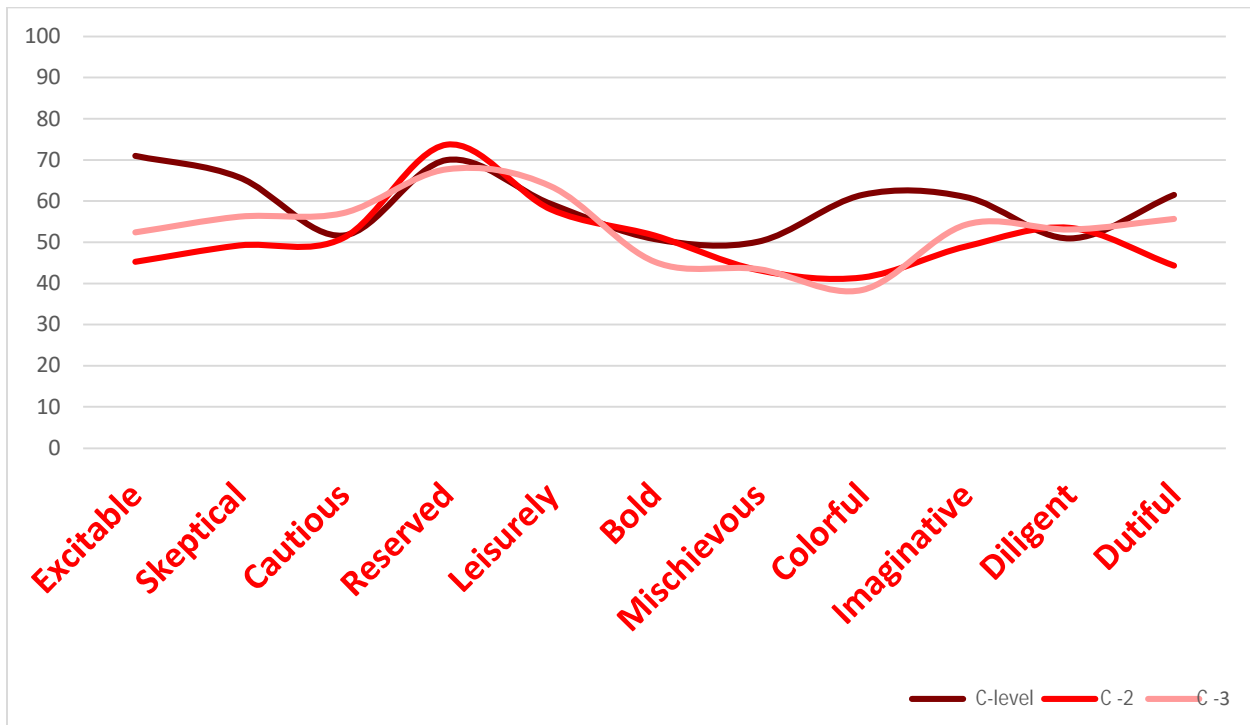
HPI: Bright Side, typical approach



Notable trends:

- **C-level leaders are more Ambitious.** They will set higher goals and believe more is possible. Conversely, C-2 and C-3 managers are less driven. They will not share the same enthusiasm for pursuing big goals and will need more convincing that it is possible and the effort is worth it.
- **C-level leaders are more Inquisitive.** They will connect the dots more quickly and have a bigger vision for what is possible. Conversely, C-2 and C-3 managers may struggle to see the possibilities that are so obvious to their leaders; C-2s in particular will less quickly “get” the vision. Lower-level managers will want more detail and granularity; their focus will be more practical and tactical. They may not be so concerned about the “why,” and rather concerned about the “how.”
- **C-2/3 managers are more Interpersonally Sensitive.** They put greater emphasis on getting along and not ruffling feathers. They will be less likely to ask tough questions or to raise uncomfortable realities. They will also expect more consideration and prefer their leaders to be patient and take the time to explain why change is happening, how it will work, and how it will affect them.
- **The whole organization is low on Sociability.** People will tend to keep to themselves; communication will tend to be infrequent, brief, and to the point; and there will be less spontaneous interaction and discussion. Information sharing may be limited. On the other hand, people don’t much like meetings and will find more of them draining.

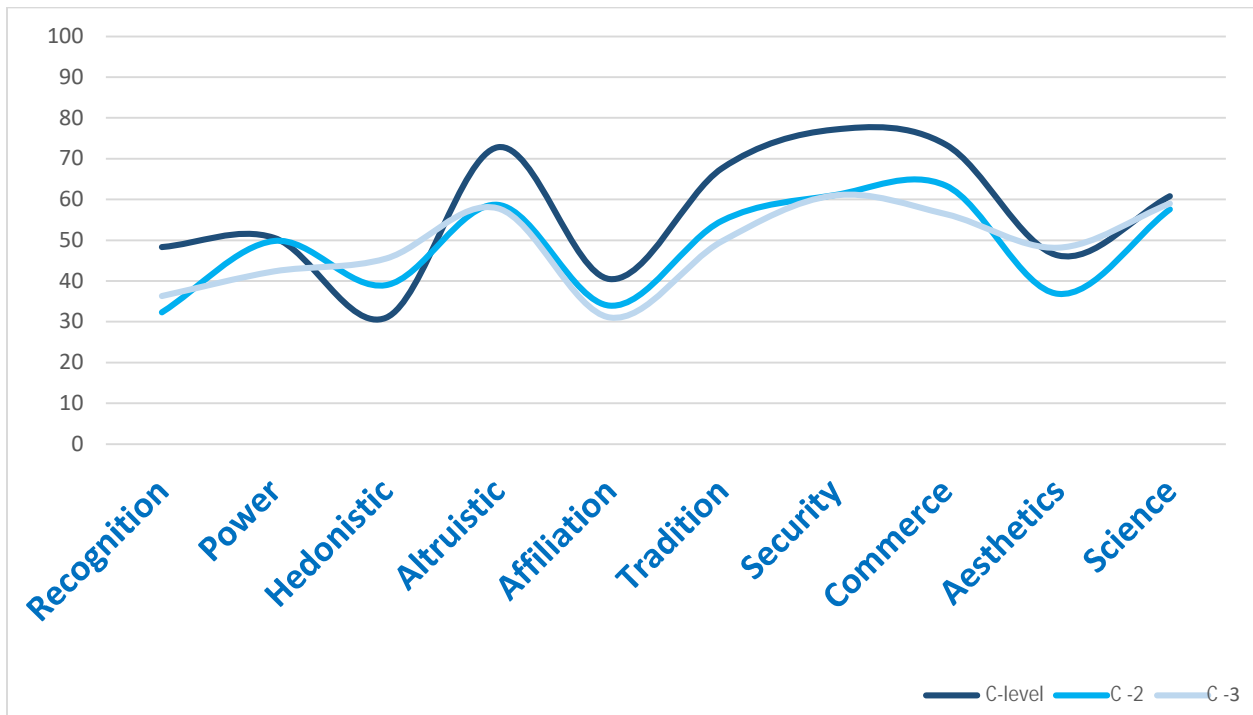
HDS: Dark Side, derailers



Notable trends:

- **C-level leaders are much more Excitable.** They will show great enthusiasm and passion, but also stronger anger and disappointment. They don't deal well with bad news, and their unpredictability can make others reluctant to tell them when things aren't going well. The emotional intensity can be hard to take, especially for lower-level managers who are more mild-mannered.
- **The whole organization is high Reserved.** On the one hand, people are resolute and determined. On the other hand, when the going gets tough, they hunker down and avoid interaction. They turn away from others and retreat to their inner thoughts to figure a way out of a tough spot. They can seem aloof and uncommunicative, even brusque and short with people just trying to help. When C-level leaders fly off high Excitable, lower-level manager are likely to take cover and lay low.
- **C-level leaders are more Colorful.** They can capture attention with their dramatic flair and expressive style. They can also be a bit over the top and seem melodramatic and distracting. Sometime the theatrics may seem self-absorbed and robbing attention from substantive issues in the organization. It can be a lot to take, perhaps overwhelming to lower-level managers who are more subdued.
- **C-level leaders are more Dutiful and C-2 manager are les Dutiful.** C-level leaders will be more obedient and eager to please their superiors, and less sensitive to the pressure this puts on their employees. Lower-level managers may feel that their concerns are not represented to holding company leadership. C-2 leaders are also more independent; they are less attentive and responsive to the wishes of their superiors. It is important to be direct and clear to them about expectations; they aren't inclined to read the tea leaves to decipher what their C-level bosses may want. They can be a bit rebellious.

MVPI: Inside, drivers



Notable trends:

- **There is a lot of values congruity.** The shape of high and low scores suggest that the organization largely cares about the same things. People at all levels are united by Altruism (helping others), Security (minimizing risk), Commerce (making money), and Science (technology). This is a careful, thoughtful, and risk-averse culture. Although C-level leaders seem to feel even more strongly about these things. Their drive is similar, just more intense compared to C-2 and 3 managers.
- **C-2/3 managers have less need for Recognition.** They keep a lower profile and not only don't need the spotlight but are somewhat uncomfortable with attention. Individual recognition can be embarrassing. C-level leaders are more comfortable being recognized for personal accomplishment. Just remember, lower-level managers are not like you; they prefer to share credit as a team than be called out personally. It may be easy to overlook their individual contributions.
- **The organization is low on Affiliation.** Just like low Sociability on the bright side and high Reserved on the dark side, most people don't have a strong urge on the inside to socialize and connect. They prefer to work autonomously and independently. Group settings can be somewhat awkward and de-energizing. Employees can rally for the occasion, but will need down time to recharge. Big launch meetings, town halls, and other large gatherings aren't appreciated so other forms of mass communication are needed to spread the word and get people on the same page.
- **C-level leaders and C-2 AVPs, and, to a lesser extent, also C-3 managers are low Hedonistic.** The organization tends to be serious and "all work and no play." Celebrating progress and having fun is seen as frivolous and not a good use of time. This is not a group to take to a ropes course, out bowling, or offsite for laser tag as a team-building exercise.

SUMMARY TABLE

Average scores (means, *M*) and distribution of scores (standard deviations, *SD*) are presented for each Hogan scale for each organizational level. The darker the color-coding, the higher the average score (*M*), for that level relative to global norms for working adults. (Score are expressed as percentiles; 50 is the middle: higher than half, lower than half of scores in the global norm sample.) Small *SD* values suggest most members of that group score very similarly; large *SD* values suggest they score very differently.

		C-level		C -2		C -3	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
HPI	Adjustment	46	15	56	31	51	32
	Ambition	67	24	51	30	47	30
	Sociability	36	27	32	31	37	32
	Interpersonal Sensitivity	45	31	51	36	52	35
	Prudence	48	20	51	28	51	29
	Inquisitive	63	17	44	28	52	29
	Learning Approach	56	21	62	29	56	28
HDS	Excitable	71	18	45	30	52	29
	Skeptical	66	20	49	29	56	25
	Cautious	52	18	51	31	57	29
	Reserved	70	35	74	22	68	26
	Leisurely	59	17	58	28	64	24
	Bold	51	34	52	34	45	29
	Mischievous	50	33	43	29	44	30
	Colorful	62	30	42	28	38	31
	Imaginative	61	22	49	29	54	31
	Diligent	51	34	54	29	53	28
Dutiful	62	16	44	29	56	30	
MPVI	Recognition	48	29	32	30	36	28
	Power	51	19	50	27	42	26
	Hedonism	31	15	39	33	46	29
	Altruistic	73	26	59	28	58	29
	Affiliation	41	29	34	31	31	27
	Tradition	68	22	55	25	50	25
	Security	77	14	61	26	61	28
	Commerce	74	14	63	29	56	28
	Aesthetics	46	27	37	32	48	28
	Science	61	29	58	31	59	30