

# Not everyone is meant to be a people leader

Most organizations classify **career advancement** as transitioning into a series of **people leadership** roles. What does that mean for an organization's **high performers** whose **strengths and preferences** are not aligned with the abilities to **manage themselves and others** effectively?

Leadership is **complex** and **multi-dimensional**. Hogan's **Leader Focus** 

Report aims to simplify and provide insight into six leadership dimensions that influence leadership style and effectiveness.

# Leadership Dimensions

**Results** 

Leader

# Leader ———— A highly structured

**Process** 

approach centered around following process and minimizing risk

### A high-touch approach centered around

**Social** 

Leader

collaboration and social interaction with staff

## A high-energy, driven approach centered ound reaching goals a

around reaching goals and beating the competition



Leader

A fact-based approach centered around

feedback, numbers, and

documentation

### A nurturing approach centered around morale

People

Leader

and helping staff develop to their full potential

# A visionary approach centered around creative

**Thought** 

Leader

problem-solving and innovation

Here's what a sample of **6,117 managers** across **37 companies** told us about **high scorers** In each leader dimension:

#### 35

**Results Leader** 



**Thought Leader** 



### **(21**)

**People Leader** 





**(27)** 

**Process Leader** 



**Data Leader** 

More Likely

To be rated by their supervisors as above average in

Driving Innovation

It turns out that the **best performers** aren't necessarily the **best managers**.

14% Leaders who are high in 0 dimensions
25% Leaders who are high in 1+ dimensions
Leaders who have a people manager profile

What do these numbers mean for

your organization's high performers?

Grounded in decades of global research on leader performance, Hogan's

For more information about how the Leader

Focus report can improve your organization, call

800.756.0632 or visit hoganassessments.com

understand their reputation and unique personal brand. Empowered with

self-insight into their leadership style and strengths, they will be able to

Leader Focus Report is designed to help your organization's leaders

