

HOGAN:

Prospective derailments and self-knowledge

People have qualities and may be capable of excelling in certain competencies. However on the other hand qualities can be taken beyond the limit and can turn into a big problem. Who doesn't know the manager who checks the work of his employees and as a result of his drive for perfectionism completely loses the overview? Or the manager who puts on a show of friendliness but in the meantime entirely runs his own course and allows matters to go haywire in the team.

Derailments may occur in stressful, difficult circumstances but also whenever people feel too comfortable or have too much elbow room. Basically in all those situations when one doesn't pay close enough attention, believes one is invulnerable and doesn't manage oneself well enough.

Any quality can as a consequence of stressful or too comfortable circumstances turn into risky behaviour, 'derailments'. The circumstances may then actually lead to a manager taking the wrong decisions. A director who never receives feedback or isn't called to account, can very easily be tempted to put him/herself on a pedestal or to become smug. In this very instance the corporate culture itself is the breeding ground for bad management.

It is essential to have an enthusiastic and interested director, but too much of a good thing may lead to having to follow a different course each month. And what about a conscientious country manager, loyal and trustworthy, but not inclined to put his head on the line in difficult circumstances. His tendency for perfectionism will keep him in his own comfort zone and as a result he will unnecessarily postpone decisions.

With the Hogan we will outline possible derailments, which directors and managers may face. The more knowledge you have about yourself and others the more likely it will be that you will be capable of recognizing and steering clear of potentially risky behaviour already at an early stage.

The schedule below provides insight into the 'derailments' which can be outlined with the Hogan.

Excitable	Moody, hard to please, and emotionally volatile.
Skeptical	Suspicious, sensitive to criticism, and expecting betrayal.
Cautious	Risk averse, resistant to change, and slow to make decisions.
Reserved	Aloof, uncommunicative, and indifferent to the feelings of others.
Leisurely	Overtly cooperative, but privately irritable, stubborn, and uncooperative.
Bold	Overly self-confident, arrogant, and entitled.
Mischievous	Charming, risk-taking, and excitement-seeking.
Colorful	Dramatic, attention-seeking, and interruptive.
Imaginative	Creative, but thinking and acting in unusual or eccentric ways.
Diligent	Meticulous, precise, hard to please, and micromanaging.
Dutiful	Eager to please and reluctant to act independently or against popular opinion.