

STRATEGIC SELF-AWARENESS

DO YOU LEAN IN, LEAN OUT, OR FIGHT?

The Hogan Development Survey (HDS) is part of the Hogan Assessment series. It's a highly sought-after report that can help you get clear on how the world experiences you. When we evaluate your HDS results, we find there are three ways leaders show up while they are under stress.

Which tendency under stress sounds most like you?



I TEND TO MOVE TOWARDS OTHERS

I have really high standards for myself and others. Attention to the quality of work inputs is important.

I'm put off when people turn in work and the details have not been tended to. I live by a schedule. It's important to stick to it. It takes me a while to make up my mind. It's important to tell my boss what he or she wants to hear so that they know they can trust what you're doing.

My job as a leader is to be loyal to my boss and make him/her look good

LEAN IN



I TEND TO MOVE AWAY FROM OTHERS

LEAN OUT

When I'm under stress at work, I like to close my office door and get things done, so we can deliver on our promises. I try to stay really agenda-focused.

I can feel myself getting easily upset when things aren't going well. I catch myself worrying about the future. When I get new projects, I get really excited about them and the excitement for my projects wanes over time. I can get pretty discouraged.

It's easier to stick up for others than it is to stick up for myself at work. The people whom I know, I love, but I can feel awkward around strangers. I prefer not to attend work parties.



I TEND TO MOVE AGAINST OTHERS




When things are stressful at work I expect my leadership and organization to prioritize my team's needs, so they can get things done. Even when things aren't going well, I know I'm the right person for the job. There is something special about me that makes me different from the people that I work with.

Inconvenient rules are made to be broken. I'm willing to act and pivot quickly. I know how to get people to do what I want. I like the early days of a new project. I tend to get bored with the details. I quickly see and understand what others do not. I'm a visionary and it takes people time to warm up to my ideas.

When in social situations I tend to do most of the talking. I admit there's a part of me that likes to show off. People think that I'm creative. Some people have called me "a character".

FIGHT

WHAT ARE SOME MITIGATION TIPS FOR YOUR TENDENCIES UNDER STRESS?

	MITIGATION TIPS
 <p>LEAN IN</p>	<p>PRACTICE FLEXIBILITY: Recognize that others may not meet your high standards — and that is ok. Be sure you're sharing praise with others even if they approach the work differently than you have. Try to be flexible about unexpected changes in deadlines and processes.</p> <p>MAKE BETTER DECISIONS: Explore and leverage decision-making tools (even as simple as something as a pros and cons list) to help you make faster decisions.</p> <p>ADOPT A STAKEHOLDER MINDSET: Be sure that stakeholders, other than your boss, are kept informed on progress towards goals and that you are keeping your most key stakeholders as engaged as you keep your boss.</p>
 <p>LEAN OUT</p>	<p>BE AVAILABLE: Be conscious that you are keeping your office door open while you work. Truly living your open-door policy. Try to stay present. Don't worry so much about the future. Make an effort to get to know co-workers you don't know. Try to stay present. Don't worry so much about the future. Go to work parties even if it's just for a short time.</p> <p>EXTEND TRUST: Experiment with extending trust more often.</p> <p>MAKE OTHERS FEEL SEEN AND HEARD: Be extra diligent to hear other people's perspectives and points of view. Be sure to take into account the stresses and concerns other people carry. Make an effort to get to know co-workers you don't know.</p>
 <p>FIGHT</p>	<p>SHOW SOME LOVE: Put in extra effort to try to see the talents in the other people around you — keep in mind that there's more than one right way to do many things. Be sure you're sharing the stage with others and giving credit to others where it's due.</p> <p>CREATE COMFORT AND SAFETY FOR YOUR TEAM AND STAKEHOLDERS: Gage others' threshold for risk and ensure that you're taking an approach that is comfortable for others. Be conscious that you are not using your charm to manipulate others.</p> <p>STRENGTHEN OPERATIONAL SAVVY AND PLANNING: Manage your tendencies to act on impulse and double-check your plans with facts and data. Double-check the feasibility of your vision against the resources and capabilities of your organization.</p> <p>SCALE YOUR LEADERSHIP AND DELEGATE BETTER: Take the opportunity to teach as often as possible, so that others can learn from you. Be cognizant of your own opportunities for continued growth and development. Be sure you structured your teams to help see initiatives through to fruition as a way to counterbalance your tendencies to get bored.</p>

GET THE FULL PICTURE. LEARN MORE ABOUT YOURSELF AND YOUR LEADERSHIP TEAM.

You may very clearly identify with one of the tendencies outlined here, but it is possible that you may find parts of your personality in more than one of these profiles. Personalities are complex.

The full Hogan Leadership Series Assessment is able to uniquely give you insight into how your self-concept may vary from how the world experiences you. Self-awareness is the key to effective talent development. It's vital that leaders and leadership teams understand the difference between the way they see themselves and the way they are seen by their peers, managers, and direct reports.

Forming sound individual and team development goals is possible by gaining unbiased insight into how you, your leaders, and your leadership teams "show up" in the world. At Bright Arrow, we use a wide variety of assessments to serve as the foundation customized to your individual needs for each of our coaching engagements.

If you're interested in learning more about how our certified executive coaches could leverage the Hogan Assessment and other tools to help strengthen your leaders and leadership teams, contact Bright Arrow today.

CONTACT US

PHONE: (800) 760-0893

EMAIL: hello@brightarrowcoaching.com

WWW.BRIGHTARROWCOACHING.COM

