Using the Hogan Competency Evaluation Tool to redefine SSP's leadership competency framework

a PCL case study

The profound changes resulting from the COVID pandemic, coupled with a leadership transition and rapid global expansion, prompted SSP to reconsider their existing leadership framework.

They were eager to leverage a scientifically supported tool to set their leadership team apart from competitors, which is where Hogan's Competency Evaluation Tool came into play.

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THE PROCESS

The Competency Evaluation Tool (CET) is centred on a review of 21 different competency models across various academic, commercial and government settings. From this, the Hogan team distilled 62 competencies.

The CET is passed to the client who identifies Subject Matter Experts (SMEs) who have some knowledge of the job in question. Each Subject Matter Expert (SME) is asked to indicate the degree to which each of 62 competencies is related to successful performance in the job in question, with zero being not important at all for job performance, and four being absolutely critical for successful job performance. Anything that's rated at a three or above on average is thought of as being a key competency for that role.

STEP 1: Following a presentation to receive buy-in, a large proportion of the leadership team at SSP completed the Competency Evaluation Tool.

STEP 2: The Hogan Research Team then analysed the results to highlight the top 12 competencies.

STEP 3: PCL designed and delivered a focus group with key stakeholders (from the People Team). The purpose of the focus group was to reflect on the CET analysis findings and discuss if any amendments should be made. The following questions were considered during this step:

- What are the essential work activities for a future leader at SSP?
- What do these successful leaders have in common?
- What are the key behaviours to success and what behaviours might get in the way of this success?
- Are there any competencies from the previous leadership framework which should be included still?

STEP 4: This information was shared with the Global Executive Committee, who voted on each competency, resulting in a final list of 11 competencies across Intrapersonal, Interpersonal, Business and Leadership domains.

THE OUTCOME

This clearly defined, and refreshed, leadership framework will underpin SSP's assessment & selection processes, performance reviews, succession plans and leadership development programmes.

The new SSP leadership framework will contribute to the development of leaders and foster accountability. It will support and guide performance management by setting clear expectations and standards for leadership behaviour, ensuring consistency in how leaders manage teams and make decisions, and ultimately, will help to achieve company objectives while maintaining a healthy culture.

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