

# ***Hogan Data Trends***

DATE



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PREPARED BY  
NAME

PRESENTED TO  
NAME

# Cohort Report: Hogan Insights – Future Leaders Programme 2025

## Overview

This report describes and evaluates the Hogan Personality Scale scores of members of the Future Leaders Programme (FLP) 2025 within Sample Co. By analysing the cohort's collective strengths, challenges and differences, the report aims to inform development initiatives tailored to this cohort's unique disposition.

This report assumes a basic understanding of the Hogan Assessments.

## Structure

The structure of this report is as follows:

|   |       |  |
|---|-------|--|
| → | 04    | Executive Summary  |
| → | 05–13 | Section 1: Score distributions (HPI, HDS, MVPI) compared to global average       |
| → | 14–22 | Section 2: Gender comparisons (HPI, HDS, MVPI)                                   |
| → | 23–34 | Section 3: Region comparisons (HPI, HDS, MVPI)                                   |
| → | 35    | Appendix 1; Visual representation of Shared Values and Derailers for the cohort. |

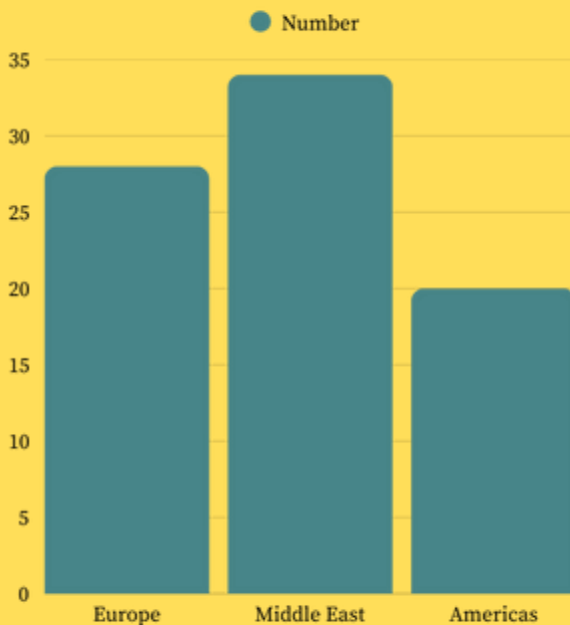
## SAMPLE

### 82 participants

#### Gender differences



#### Regional differences



## ANALYSIS

An analysis of the personality assessment scores for the 82 individuals as a total cohort was completed as well as a comparison between groups as follows:

#### Gender differences:

- Male (N=53)
- Female (N=29)

#### Regional differences:

- Europe (N=28)
- Middle East (N=34)
- Americas (N=20)

Combined average scores for all scales in each Hogan personality assessment (HPI, HDS and MVPI) are described. In addition, shared derailers (when more than 50% score above 70<sup>th</sup> percentile on the HDS) are noted, as well as shared values (when more than 50% score below 25<sup>th</sup> or above 75<sup>th</sup> percentile on the MVPI).

**Key or most interesting findings have been highlighted in a blue box alongside suggested development recommendations**

## EXECUTIVE SUMMARY

### Total Cohort:

HPI analysis: The Adjustment score within this cohort was notably lower than the global average, suggesting the Future Leaders '25 cohort may have a higher tendency for stress and feelings of apprehension and worry than the general population. **Therefore, initiatives to build resilience and manage feelings of stress may be beneficial for this cohort.**

HDS analysis: The Sceptical, Bold, Mischievous and Colourful scales emerge as common derailers across the cohort. **Development initiatives should focus on building trust and managing the 'Moving Against' interpersonal coping strategies.**

MVPI analysis: There were no shared values within the total cohort, suggesting team members are motivated by different perceptions of purpose and drive. **Understanding these varying values might help re-align and build a common shared purpose.**

Individual differences: Whilst average scores can highlight trends and provide targeted initiatives, it's essential to recognise that not all members of the cohort will fit within these ranges. **It may be important to pay special attention to those who do not fit within the 'norm' of this cohort, as they may provide valuable insights and should be encouraged to provide their unique perspectives and challenge 'group think'.**

### Gender differences:

HPI: The aggregate scores are relatively consistent across genders. **Therefore, this suggests both Males and Females in this cohort have mostly similar tendencies and strengths. Building self-awareness of both one's individual strengths and**

**understanding when to rely on others' strengths will be crucial for enhancing group dynamics and performance.**

HDS: Males share the Excitable, Sceptical and Bold derailer, whereas Females share the Sceptical, Mischievous and Colourful derailer. When stressed, Males may therefore be expressive through volatility and mistrust of other's capabilities, believing in their own abilities more than others, whereas Females might express themselves with charm and charisma, persuading others for their own advantage but remaining sceptical of others' rules or agendas. **Strategies to increase collaboration have been discussed.**

MVPI: The differing perspectives on the Altruism and Commerce scales might lead to misunderstandings or disagreements between genders. **Careful re-alignment to bridge the gap and align with a shared purpose might be important.**

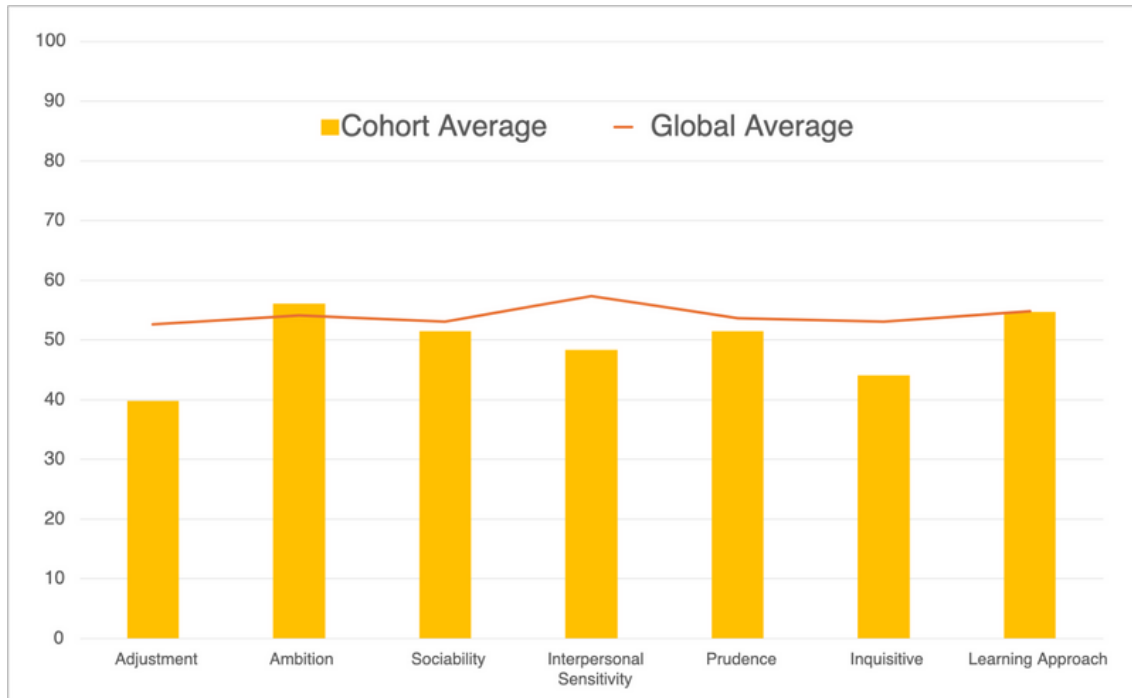
### Regional differences:

HPI: Differences in the Adjustment scale were evident, where those from Middle East (ME) scored lower than those from Americas and Europe. **Targeted resilience-building initiatives could support here.**

HDS: Americas shared the Sceptical, Cautious, Mischievous and Colourful derailer. ME shared the Excitable, Sceptical and Bold derailer and Europe share the Bold and Colourful derailer. **All regions could benefit from creating more space for others to input. Potential tensions between those who are Cautious (Americas) vs Bold (ME & Europe) might need to be explored further.**

MVPI: Those from Americas might enjoy highly public, money-making projects, more than the other regions, which might cause some tension with what projects are prioritised. **Again, highlighting the need for some goal re-alignment initiatives.**

# Section 1: Score distributions (HPI, HDS, MVPI) compared to global average



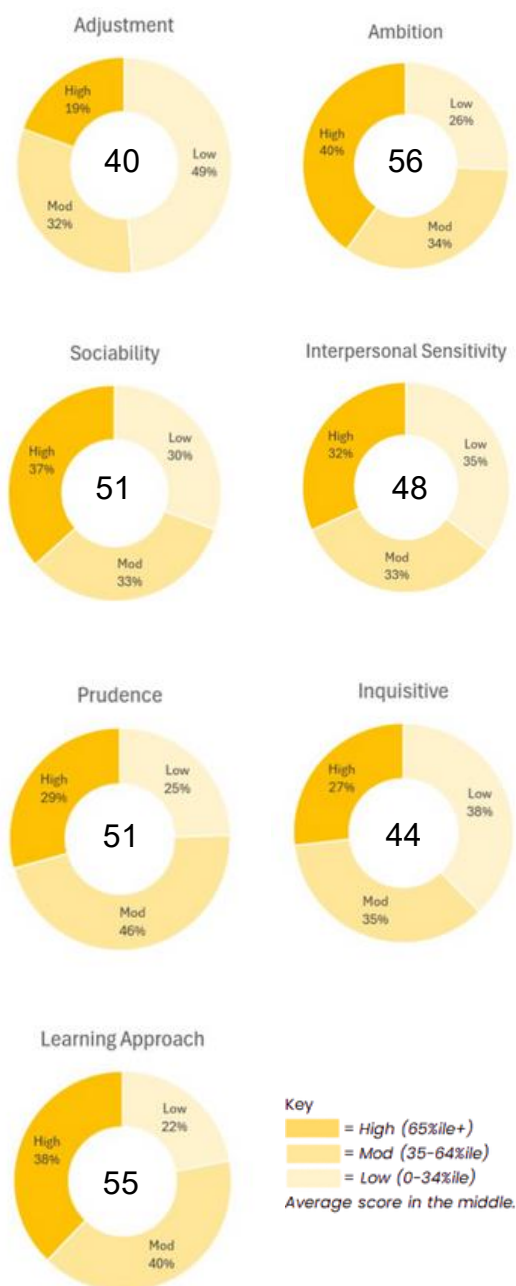
GRAPH TO SHOW THE AVERAGE OF THE AGGREGATED HPI SCORES WITHIN SAMPLE CO. FUTURE LEADERS 2025 COHORT, COMPARED TO GLOBAL AVERAGE.

## SECTION 1: TOTAL COHORT COMPARISONS

### Hogan Personality Inventory (HPI) Average Collective Scores N=82

This graph demonstrates that this cohort's collective HPI scores sit within the moderate/average scoring band (35–64th percentile).

When aggregating scores across large groups, scores tend to regress toward the mean, as averaging smooths out extremes and reduces variability. This can mask outliers but provides useful insights at the group level, highlighting overall strengths and common areas for development.



## HPI SCORE DISTRIBUTIONS

The scoring distribution graphics here show the distributions of scores amongst the group and indicate that most of the average scores across the **HPI are evenly distributed** (scores would be considered skewed when half or more score in one of the high/low scoring ranges), **namely the Ambition, Sociability, Interpersonal Sensitivity, Prudence, Inquisitive and Learning Approach scales**. An even distribution is expected given the normally distributed HPI scales.

The even distribution across these scales suggests a well-rounded cohort, with strengths spread across different areas. This emphasises the importance of recognising individual differences, and the team should be encouraged to leverage specific members' strengths in various situations.

**It's important to account for individual differences when interpreting averages and group scores in this report.** Whilst most of the cohort may score similarly, not everyone will fit this pattern. This highlights the need to build strategic self-awareness within the team, as the report reflects only a baseline view of the team's potential.

**There is one notable difference when comparing the aggregate scores of the Future Leaders 2025 cohort to the global average, namely the Adjustment score.**

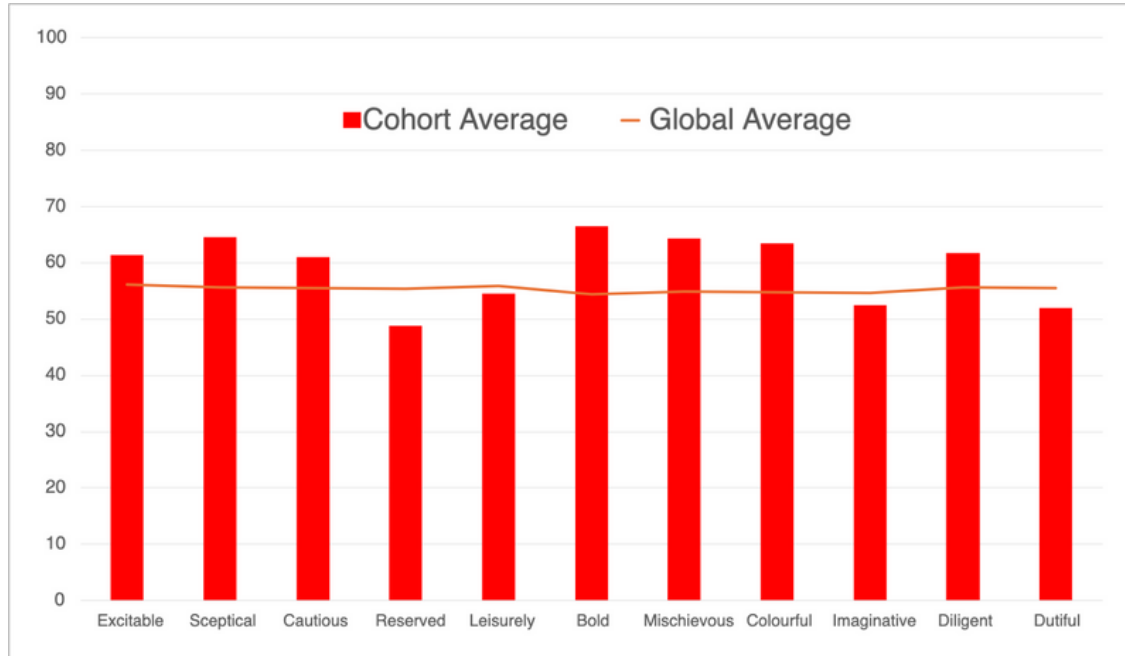
**The aggregate Adjustment score is lower than the global average (average 40%ile). As demonstrated in the scoring distribution graphic, 49% (40/82) of the cohort scored in the lower scoring range, and only 19% (15/82) in the higher scoring range. This suggests that compared to the general population, the Future Leaders 2025 cohort may have a higher tendency for stress and feelings of apprehension and worry.**

**The total cohort may benefit from introducing regular resilience-building sessions, such as stress management workshops or mindfulness practices. Encouraging the cohort to apply these techniques in daily routines could help them gradually build stress tolerance and resilience over time.**

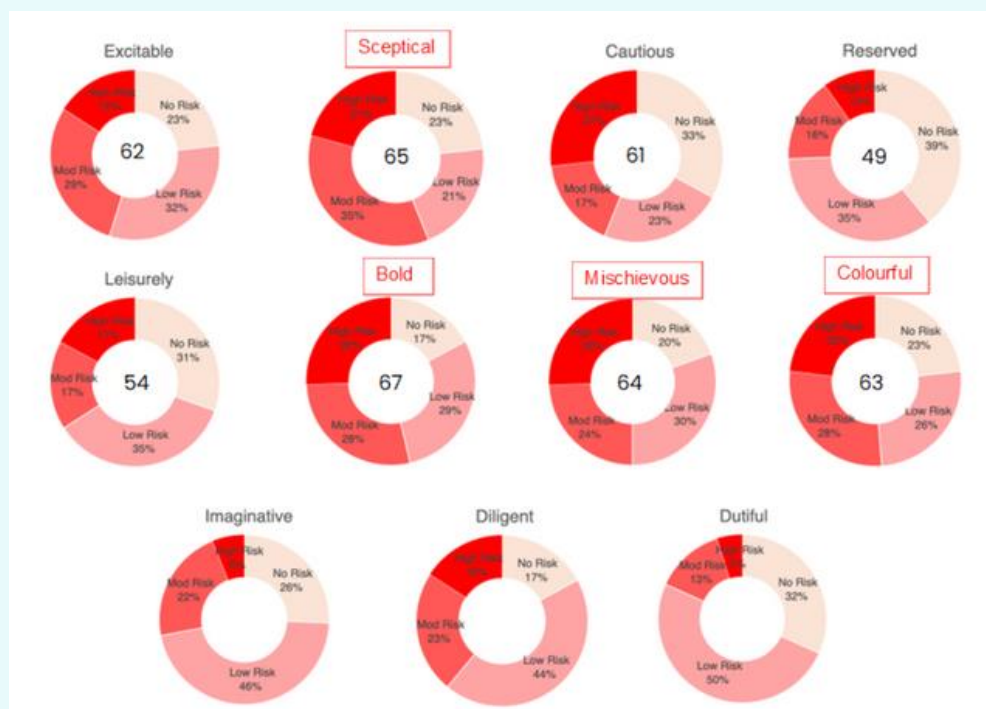


# HOGAN DEVELOPMENT SURVEY (HDS)

Average Collective Scores N=82



GRAPH TO SHOW AVERAGES OF THE COLLECTIVE HDS SCORES WITHIN TOTAL FUTURE LEADERS 2025 COHORT AS WELL AS DEMONSTRATING THE GLOBAL AVERAGE.



**Score Distribution of HDS with highlighted 'Shared Derailers' Percentages of people within each risk area of each scale.**

**Key**  
 High Risk Team Derailer (90%ile+)  
 Mod risk (70-89%ile)  
 Low risk (40-69%ile)  
 No risk (0-39%ile)  
 Average score numbered in the middle.  
 Shared derailleurs highlighted in red.



## HDS INTERPRETATION

All of the aggregate HDS scores fall within the **'low risk' scoring area** (40–69th percentile), however, valuable insights can still be gained. Interestingly, this cohort has scored **higher than average** on most HDS scales, suggesting there might be some noticeable personality shifts under pressure. **This could be linked to the overall lower-than-average Adjustment score**, indicating a stress-prone cohort.

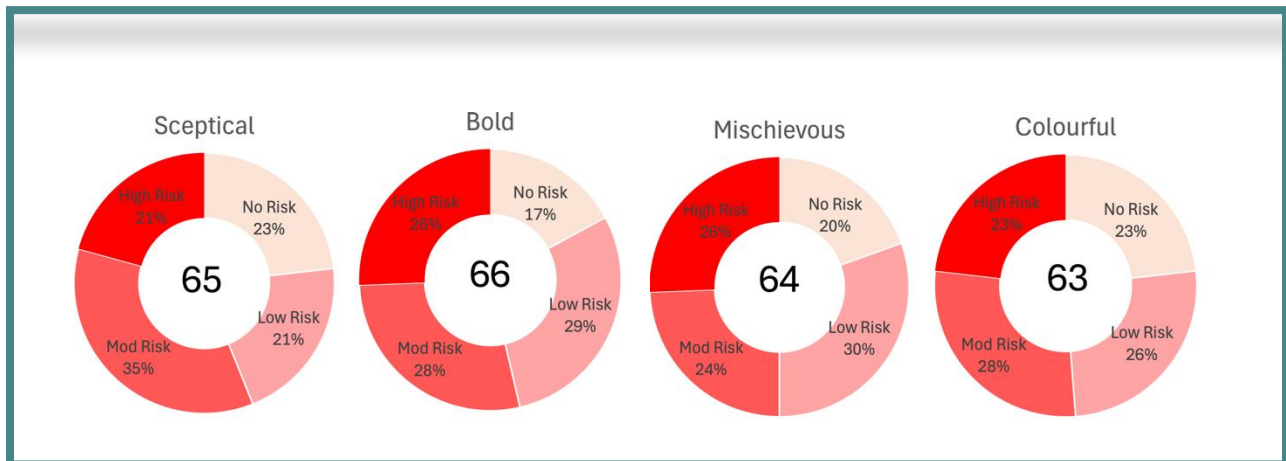
As a result, the higher scores on the HDS scales may reflect this susceptibility to stress, influencing more extreme behaviours in high-pressure situations.

Hogan suggest that shared derailers can lead to shared blind spots as well as multiplication effects under stress. The negative behaviours associated with these derailers could therefore become more pronounced and widespread, exacerbating problems and hindering the team's effectiveness. Shared derailers may also become normalised by members, because the cohort may lack insight into their collective behaviour. **A shared derailier is characterised by 50% or more of the group scoring above 70th percentile.**

The cohort's highest average score on the HDS is on the **Bold scale (average 66%ile)**, above the global average, suggesting a tendency to become overly confident and competitive under pressure. This could come across to others as pushy or forceful, potentially leading to unrealistic stretch goals and a reluctance to take ownership if things go wrong.

Adding complexity to this, the cohort's lower score range in **Adjustment** indicate a tendency towards self-criticism and underlying insecurity. This mix of higher-than-average Bold scores and lower-than-average Adjustment scores suggests that their inner insecurities may manifest as anxious overachievement, with outward displays of confidence masking internal doubts.

The Future Leaders 2025 cohort could benefit from initiatives that emphasise the importance of balancing confidence with self-awareness, particularly regarding the impact that crossing the line into arrogance can have on others. Additionally, encouraging a working environment where leaders can openly reflect on their own capabilities may help them avoid overcompensating i.e., excessively worrying about their weaknesses and overplaying their strengths. This approach might aim to build an understanding of when to leverage each other's expertise, promoting collaboration, authentic leadership and psychological safety.



## FUTURE LEADERS 2025: SHARED DERAILERS FOR THE COHORT (N=82)

### Sceptical

**56% of the cohort (46/82) scored above the 70th percentile on the Sceptical derailer (average 65%ile)**, indicating a shared tendency towards cynicism and mistrust. This suggests that members may be perceived as sharp and astute, always on alert for hidden agendas. Whilst this can be advantageous in leadership, enabling individuals to 'read between the lines' and remain perceptive, unchecked scepticism can lead to excessive focus on potential betrayals and holding onto negative emotions or grudges. This mindset could undermine the ability to build strong relationships, particularly in leadership roles where trust is essential.

**A potential development initiative could involve encouraging the practice of assuming positive intent in others, approaching interactions with the belief that their actions and words are driven by good intentions. By encouraging members to actively recognise and acknowledge positive behaviours, and inviting peers to offer positive feedback when they notice these efforts (not just outputs), the group could cultivate more harmonious relationships. Additionally, nurturing reflective practice such as supporting individuals to "put themselves in others' shoes"**

**could help them to understand different perspectives, reduce misunderstandings and increase trust within the team dynamic.**

### Bold

**54% of the total cohort (44/82) scored above 70th percentile on the Bold derailer (average 66%ile)**, suggesting a shared derailer. As discussed on the previous page, this suggests a cohort that could become overconfident and fantasise over their own talents. As this is a shared derailer, this characteristic could be multiplied if Future Leaders across the business notice these behaviours in other leaders and consequently enhance these behaviours in themselves. This could potentially lead to a reduction in ownership if leaders learn to blame external factors instead of taking full accountability.

**A development initiative could be designed to help leaders embrace true accountability and ownership. This initiative would encourage leaders to recognise the impact of downplaying or finessing their mistakes on their reputation. By embracing a culture of transparency and responsibility, leaders can learn to acknowledge their errors openly, building trust and credibility with their teams while promoting a growth mindset.**

## Mischievous

**50% of the total cohort (41/82) scored above 70th percentile on the Mischievous derail (average 64%ile)**, indicating a shared tendency towards risk-taking, limit testing, impulsivity, and provocative behaviour. Whilst this can be a strength in leadership, as it often comes with charisma, charm, and persuasive skills, it may also lead to challenges such as taking unnecessary risks, making others feel uncomfortable, and pushing boundaries without securing buy-in from the team.

**Supporting the Future Leaders in taking a pause before pursuing potentially risky or ambitious goals will be crucial. Encouraging them to slow down, consider warning signs from more risk-averse team members, and pay attention to social cues that indicate discomfort could help them make more informed decisions.**

## Colourful

**51% of the total cohort (42/82) scored above 70th percentile on the Colourful derail (average 63%ile)**, indicating a shared tendency towards public confidence and distractibility. This suggests larger-than-life personalities that may occasionally become overbearing or socially dominating. Whilst, if managed well, this can translate into leadership strengths such as storytelling, public speaking, and strong social impact and energy, it could also lead to others feeling unheard and fatigued by meetings that overrun due to excessive talking.

**Leaders could benefit from active listening training, helping them focus on truly understanding others' perspectives. Additionally, providing support in pinpointing the core message and ensuring communication is purposeful and two-sided to boost engagement and clarity.**

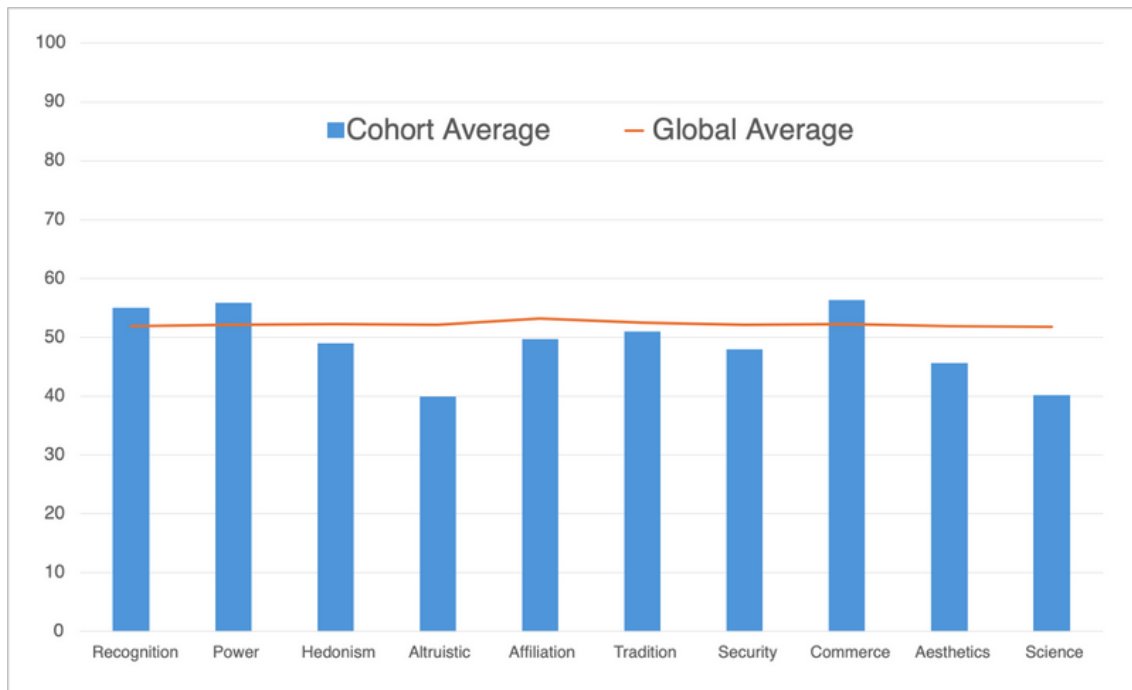
## COMBINED DERAILERS INTERPRETATION SUMMARY

The combination of Bold, Mischievous and Colourful fulfils three out of four of the 'Moving Against' Cluster of Horney's (1950) Interpersonal Flaws. **The "Moving Against" cluster** is one of the three (others are Moving Away and Moving Towards) coping strategies in Karen Horney's theory of interpersonal relationships. These patterns describe how individuals behave in response to perceived threats or feelings of insecurity.

The "Moving Against" pattern involves individuals who cope with anxiety or insecurity by asserting control or power over others. They seek to "move against" others to protect themselves from perceived threats, establish authority, or gain respect and admiration. This behaviour can come across as combative (strike before being struck) and overly ambitious, as they feel the need to prove their worth through control and dominance.

Adding the Sceptical derail as a layer to this might feed the fire, if the leaders already have strained relationships with others due to a lack of trust. Their need for control might reduce their inner circle even further.

**Initiatives that focus on recognising the impact that dominating and overshadowing have on others, especially more junior or shy members of staff, might be crucial for this cohort.**



GRAPH TO SHOW THE AVERAGE OF THE COLLECTIVE MVPI SCORES WITHIN TOTAL FUTURE LEADERS 2025 COHORT AS WELL AS GLOBAL AVERAGE COMPARISON.

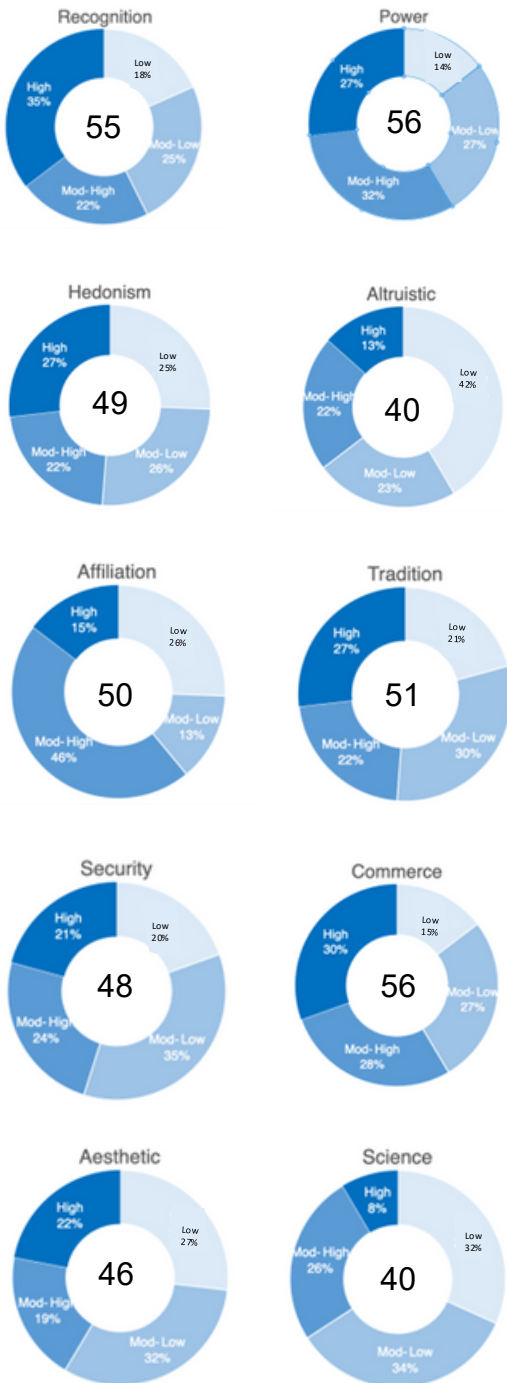
## MOTIVES, VALUES & PREFERENCES INVENTORY (MVPI) AVERAGE SCORE N=82

### MVPI Profile Interpretation

The highest average score on the MVPI is evident in the Commerce scale. This suggests that this cohort may be motivated by money and may enjoy environments that focus on profit, loss and budgets.

The lowest average score is seen in the Altruistic scale, this is also the largest difference compared to the global average. This suggests that the Future Leaders 2025 cohort are less motivated by broader social justice issues, perhaps preferring to focus on their own work and interests than the impact they have on wider society.

# MVPI SCORE DISTRIBUTION WITH HIGHLIGHTED 'SHARED VALUES'



## Key

- = High (75%ile+)
- = Mod-High (50-74%ile)
- = Mod-Low (25-49%ile)
- = Low (1-24%ile)

Average score in the middle.

Shared values highlighted in blue  
(none)

**Shared values are characterised by 50% or more of the cohort scoring below 25th percentile or above 75th percentile on a scale.**

Values form the basis of the team's norms, culture, and decision making. They can influence our decisions and serve as a driving force, uniting teams toward a common goal. Though individual team members can have their own set of motives that guide them, when the majority of team members share the same motives, they might feel they can bond more easily and drive a shared sense of purpose.

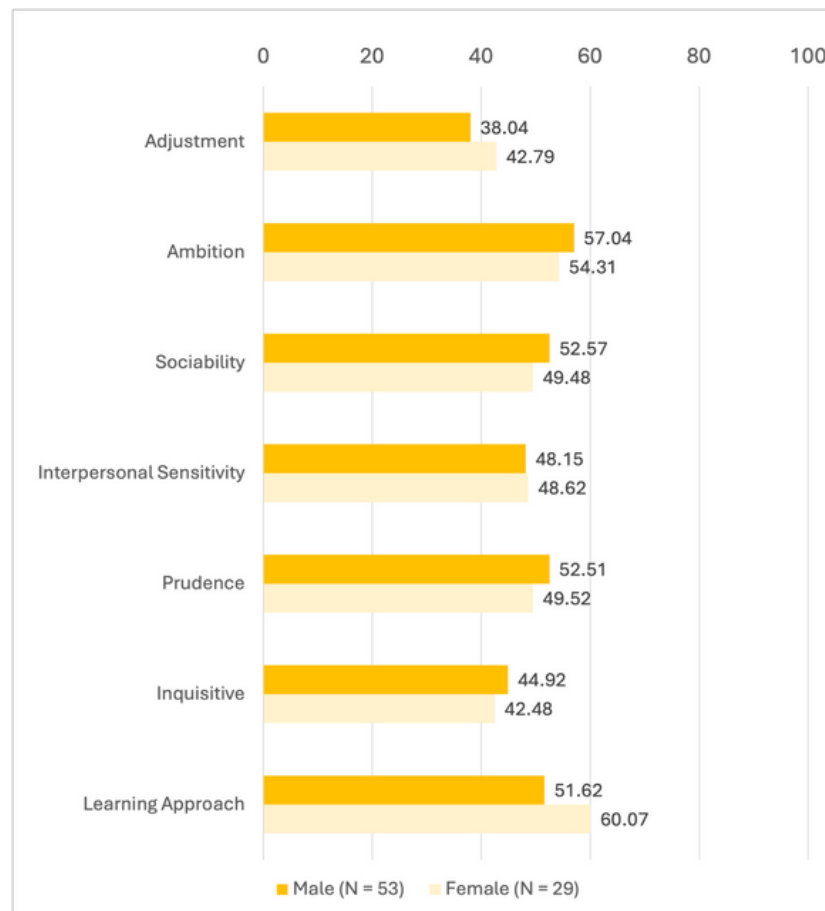
It is suggested that groups with no such shared anchors might show lower group cohesion and alignment and could consequently be less productive. Alternatively, teams with too many shared values could risk 'group think' if the group shares collective bias for some things over others.

## No Shared Values: Total Cohort

**The total cohort does not share any common values or key drivers, highlighting the diversity in what is important to each individual. This indicates that team members are motivated by different perceptions of purpose and drive.**

**Although this cohort is not an intact team, understanding how these varying values align with the overall business strategy and objectives might still be crucial. This alignment could help enhance individual commitment, build alignment on a common direction and maintain focus on shared goals.**

## Section 2: Gender comparisons (HPI, HDS, MVPI)



GRAPH TO SHOW THE GENDER SPLIT (MALES & FEMALES) FOR AVERAGE HPI SCORES WITHIN THE FUTURE LEADERS 2025 COHORT.

## SECTION 2: GROUP COMPARISON BY GENDER

### Gender Comparison – HPI

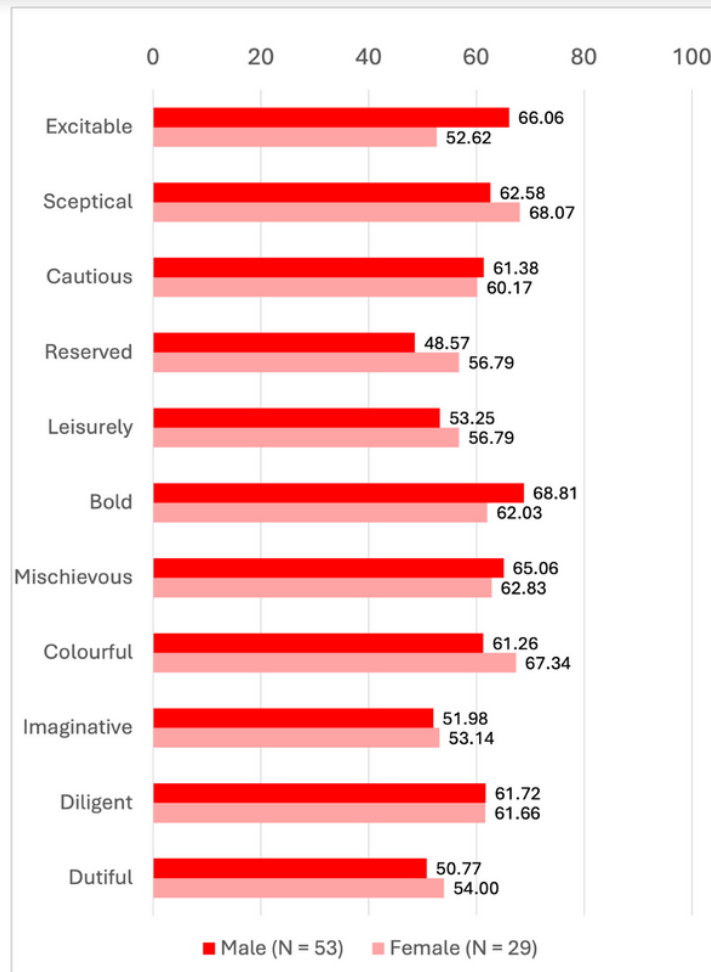
The aggregate scores are relatively consistent across genders, with all scale scores averaging within the moderate range (35th – 64th percentile) and displaying a balanced distribution of low, moderate, and high scores.

**Therefore, this suggests both males and females in this cohort have mostly similar tendencies and strengths. Building self-awareness of both one's individual strengths and understanding when to rely on others' strengths will be crucial for enhancing group performance.**



A key observation is that **Males' lowest score is evident in the Adjustment scale, where there is a skew in their scores, with 55% (29/53) of the cohort scoring in the low range (average 38%ile)**. This suggests that the Male cohort may have a tendency to feel apprehensive and dwell on past mistakes, potentially benefiting most from initiatives aimed at building resilience and improving their ability to manage negative emotions effectively.

Another observation is that the **Learning Approach scale is the highest score for the Female cohort, with only 7% score in the low range**. **Learning initiatives may therefore be more effective for the Female cohort if delivered in a formal setting, drawing heavily on well-researched and academically supported sources. Members of the Female cohort are likely to respond positively to evidence-based information and appreciate resource-rich content. Providing a curated reading list or offering opportunities for further self-directed learning would align with their preference for acquiring knowledge independently and through credible, reliable sources.**



GRAPH TO SHOW THE GENDER SPLIT (MALES & FEMALES) FOR AVERAGE HDS SCORES WITHIN THE FUTURE LEADERS 2025 COHORT.

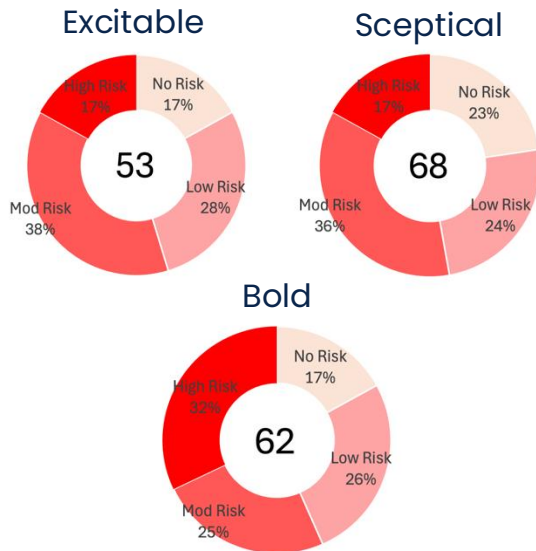
### Gender Comparison – HDS

Splitting the data by gender could reveal where differences in derailment tendencies occur, yet the average scores remain relatively similar with scores remaining in the 'low risk' zone (39th – 69th percentile). This suggests that both genders exhibit comparable stress-coping mechanisms as a collective.

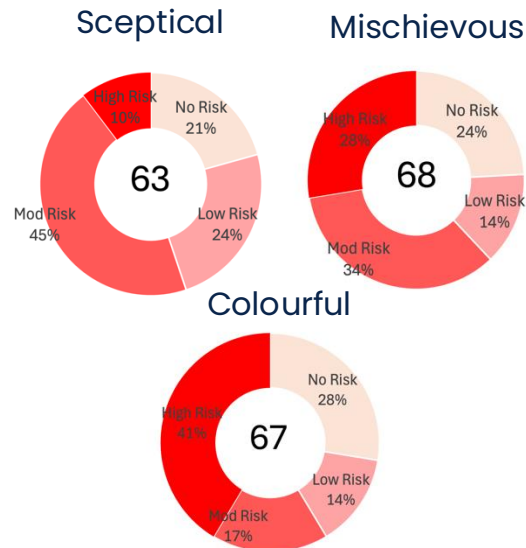
## Shared Derailers – Gender Differences

A shared derailler is characterised by 50% or more of the group scoring above 70th percentile.

### Male



### Female



## NEW INSIGHTS

### Males Shared Derailers: **Excitable**

**55% of Males (29/53) share the Excitable derailler.** This suggests that when under stress, Males may become more volatile, and their emotion and intensity might turn into frustration and disappointment. This may link with their previously noted low Adjustment scores, indicating a heightened emotional intensity. Members of this cohort may display enthusiasm and passion when things go well but quickly shift to frustration and disappointment when outcomes don't meet expectations. This volatility could impact their colleagues, as team members may hesitate to deliver bad news for fear of a negative or explosive reaction.

**To mitigate this, leaders should be encouraged to reflect on the impact of their emotional shifts on others and work on maintaining emotional balance. Stress management techniques, such as mindfulness, breathing exercises, and relaxation strategies, could also be introduced to help manage triggers and build resilience. Appreciating the Male cohort's balanced Learning Approach, such techniques could be introduced through various means from academic journal papers, credible podcasts and well-evidenced Ted Talks to mentoring programmes or role modelling.**

## REOCCURRING THEMES

### **Males Shared Derailers: Bold**

**57% of Males (30/53) share the Bold derail (average 62%ile)**, therefore the interpretation on page 10 may be more applicable for Males.

### **Males & Females Shared Derailers: Sceptical**

**53% (28/53) of the Male cohort, and 62% (18/29) of the Female cohort scored above 70th percentile for the Sceptical derail (average 68%ile and 63%ile respectively).** Please refer to the implications discussed on page 10, which seem to apply for both genders.

### **Females Shared Derailers: Mischievous**

**55% of Females (16/29) share the Mischievous derail (average 68%ile)**, so the interpretation on page 11 may be more applicable to Females.

### **Females Shared Derailers: Colourful**

**59% of Females (17/29) share the Colourful derail (average 67%ile)**, so the interpretation on page 11 may be more applicable to Females.

### **Interpretation of Male Combined Shared Derailers: Excitable, Sceptical, Bold**

Interpreting the shared derailers among the Male cohort reveals an intriguing dynamic in their response to stress. Under pressure, Males in this group may have a tendency towards argumentative, intimidating and domineering approaches, expressing emotions in a forceful or explosive manner. Their tendency towards overconfidence could lead them to externalising blame for failures, which may create tension within the team and reduce a culture of ownership and accountability.

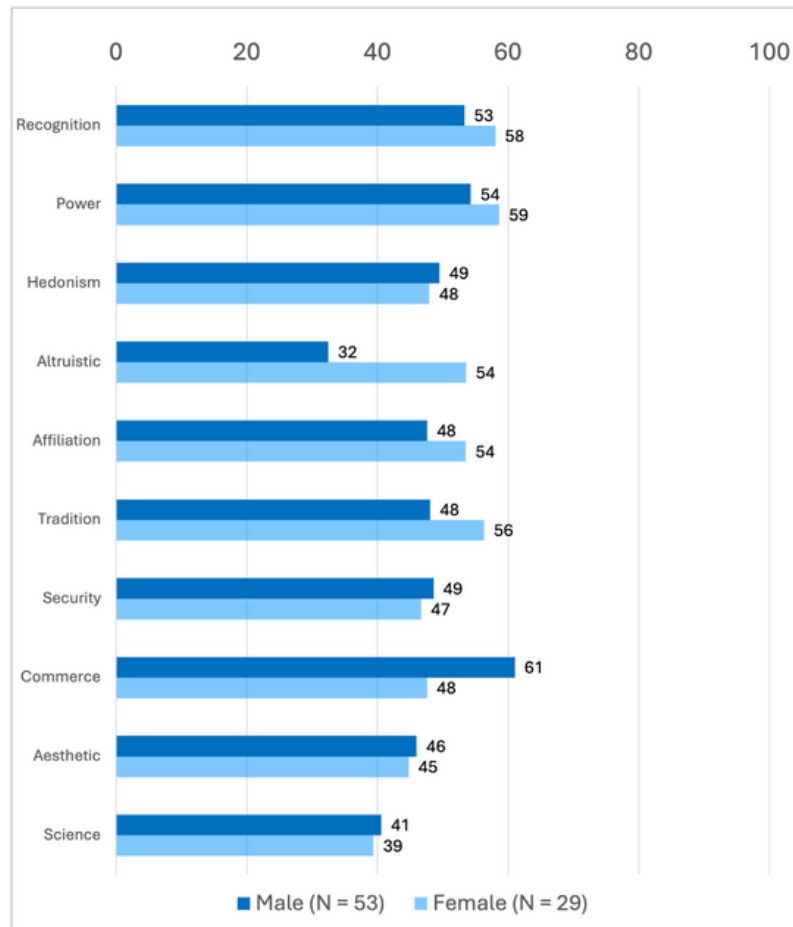
Furthermore, the Male cohort may struggle to let go of negative feelings, potentially holding grudges and becoming mistrustful of those they perceive as having upset or betrayed them. This lingering mistrust and mood variability could pose challenges for collaboration, as team members might feel the need to gauge their emotional state before approaching them, reducing openness, approachability and therefore, team cohesion.

**For the Male cohort, a helpful development initiative would be to develop strategies to manage emotional intensity and build trust within the team. Encouraging self-regulation and developing constructive communication might make them more approachable and credible. Support them to reflect on triggers during stressful situations and notice when emotions start to intensify. Additionally, helping them to think when things go wrong, what can be controlled and what are the lessons to be learned. Rather than attributing failures to external factors, shift the stance from blame to accountability.**

### **Interpretation of Female Combined Shared Derailers: **Sceptical, Mischievous, Colourful****

The combination of Sceptical, Mischievous, and Colourful traits within the Female cohort creates an intriguing profile. This group may be recognised for their charm and charisma, enabling them to win others over with ease. This blend of traits suggests a comfort with testing boundaries and bending rules – but perhaps on their own terms and for personal gain. Whilst they may feel at ease challenging others' rules, they could react doubtfully or feel threatened when others then retaliate and challenge the boundaries or break rules they set and value. This dynamic hints at a selective approach to rule-breaking; 'on my terms'. This paired with a natural scepticism towards those they perceive as having alternative motives to their own could leave less space for collaborative thinking or the appreciation of diverse perspectives, especially if they aren't allowing enough time for questions or input from others.

**A helpful development tip for the Female cohort could be to build self-awareness around their selective rule-breaking tendencies and scepticism. Encouraging them to reflect on how their behaviour might be perceived by others could help enhance trust and collaboration. Leveraging their charisma to unite others towards common objectives, rather than overbear others.**



GRAPH TO SHOW THE GENDER SPLIT (MALES & FEMALES) FOR AVERAGE MVPI SCORES WITHIN FUTURE LEADERS 2025 COHORT.

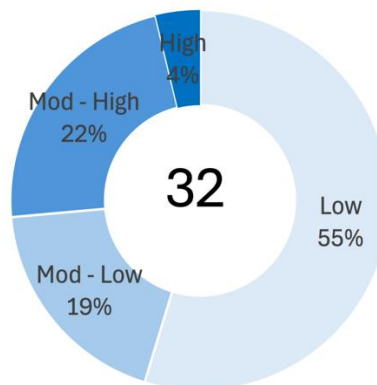
## Gender Comparison – MVPI

In general, scores are similar between Males and Females within the Future Leaders 2025 cohort, but the biggest **differences is seen in the Altruism and the Commerce scales**. Perhaps stereotypically, Males seem to value commerce and material success the most, and supporting and caring for the greater good, least. They may be particularly engaged in discussions centred around the bottom line and exploring opportunities to enhance profitability and are less interested in opportunities to give back to society.

Females seem more balanced in their values, with very similar scores on the values across the board but may find public recognition and opportunities to get ahead (Power & Recognition MVPI scale) most motivating.

**Key Highlights:** The difference between the Altruism and Commerce value scores could highlight potential area of tension between genders, as it might lead to misunderstandings or disagreements. These differing viewpoints could result in varying priorities within the workplace or with clients, requiring careful communication and alignment to bridge the gap and align with a shared purpose.

## Altruistic - Male



MALE SHARED VALUES: LOW SCORES

## SHARED VALUES: MALE &amp; FEMALE

**Male: Shared Values**

55% (29/53) of Males share a low score on the Altruism Value (average 32%ile), suggesting they are somewhat uninterested in engaging with or supporting broader societal issues. This aligns with the interpretation from earlier insights, suggesting that they may thrive in self-serving environments where self-reliance and money-orientated pursuits and take precedence over community-focused initiatives.

**Females: Shared Values**

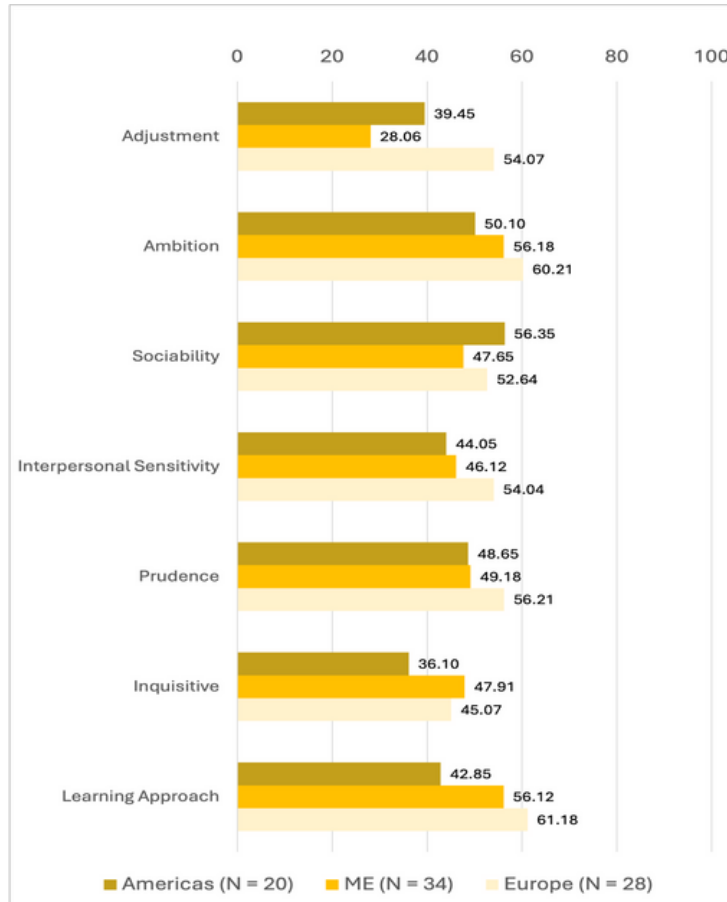
The Female cohort does not share a common value or key driver, highlighting the diversity in what is important to each individual. This indicates that team members are motivated by different perceptions of purpose and drive.

**Key Highlights:** Echoing the previous page, this cohort demonstrates a notable misalignment in motives and values between genders, lacking a unified sense of what is collectively most important to them. This divergence in perspectives could lead to misunderstandings, conflicts, or disagreements, particularly when determining strategic direction.

To address this, prioritising initiatives to build a shared sense of purpose and alignment around common goals may be crucial. Facilitated discussions, team-building activities, and clarifying collective priorities might help reduce potential friction within the group.



# Section 3: Region comparisons (HPI, HDS, MVPI)



GRAPH TO SHOW THE REGION SPLIT (AMERICAS, MIDDLE EAST & EUROPE) FOR AVERAGE HPI SCORES WITHIN FUTURE LEADERS 2025 COHORT.

## SECTION 3: GROUP COMPARISON BY REGION

### Interpretation – Region Comparison HPI

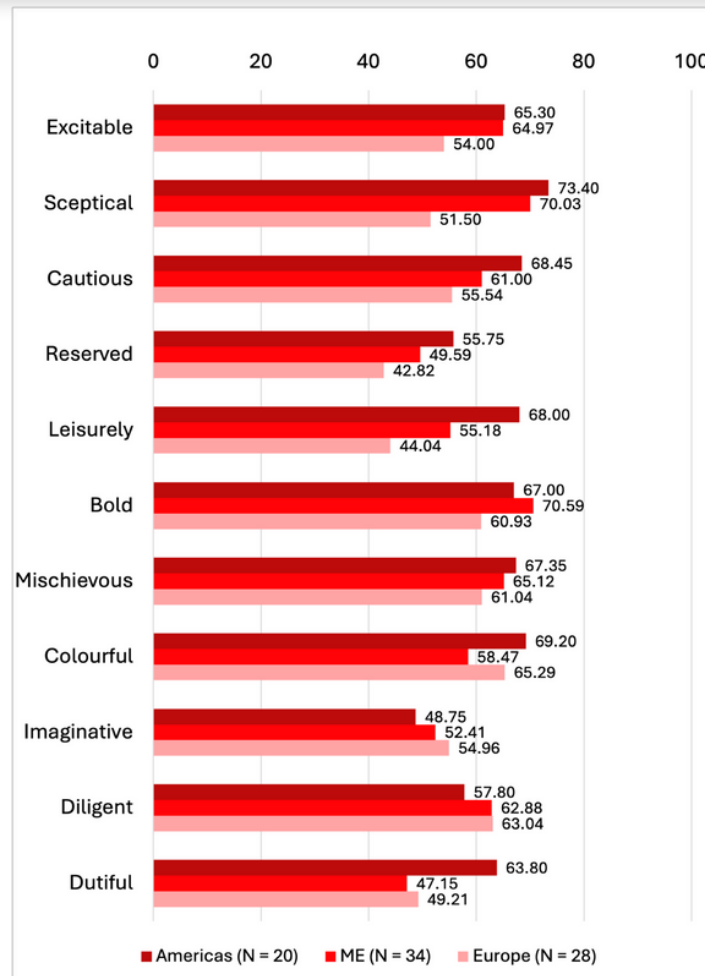
The Sociability, Interpersonal Sensitivity, and Prudence scales appear to be evenly distributed across all regions, indicating a balanced representation of individuals within the high, moderate, and low scoring ranges. Additionally, the overall average scores across these scales are notably similar. **This suggests that the ME, Europe, and Americas regions share comparable tendencies and strengths associated with high, moderate, and low scores in these areas.**

### Interpretation – Region Comparison HPI cont...

Differences are evident, however, in the **Adjustment scale as 68% (23/34) of ME cohort score in the low scoring range (average 28%ile)**, suggesting a tendency towards self-criticism, which may lead them to perceive their potential as lower. Whilst self-criticism can drive self-improvement, vigilance, and awareness of one's weaknesses, it could become counterproductive if not monitored and lead to excessive worry or rumination. **The Male cohort were also found to have lower Adjustment scores, potentially pinpointing this initiative further. To address this, a development initiative focused on building stress tolerance, resilience, and incorporating positive psychology interventions could be particularly beneficial in supporting the ME cohort (and Males) in mitigating the impact of excessive self-criticism and worry.**

Additionally, **the Americas region has a negative skew on the Inquisitive scale, with 55% (11/20) scoring in the lower range (average 36%ile).** This suggests that the Americas cohort may exhibit lower levels of curiosity and creativity, favouring concrete and practical solutions that tackle the here and now over abstract concepts for the future. **This insight could inform the development of targeted initiatives to enhance their bigger picture thinking and embrace more innovative approaches. Programmes that encourage exploration beyond tried-and-tested or quick solutions could be particularly beneficial for this group.**

The **Learning Approach scale emerged as the highest scoring area for Europe (average 61%ile)**, highlighting a preference for knowledge and being well-informed. This trend is particularly pronounced in this region, as 50% (14/28) of the cohort scored above the 65th percentile. These findings suggest European cohorts may prioritise expertise and intellectual mastery, particularly in comparison to the Americas region who may have a more balanced approach to learning (50% or 10/20 land in the moderate scoring area), being more accepting of different learning styles. **This tendency was also pronounced in the Female cohort. There are strengths in many learning approaches, and finding ways to understand different approaches will likely build cohesion, patience and understanding within this cohort.** This might also suggest that those from Europe and within the Female cohort may prefer to **rely on evidence and take time to gather knowledge, which could slow some decision making down. This could be an area to explore further due to the reoccurrence of this scale being mentioned.**



GRAPH TO SHOW THE REGION SPLIT (AMERICAS, MIDDLE EAST & EUROPE) FOR AVERAGE HDS SCORES WITHIN FUTURE LEADERS 2025 COHORT.

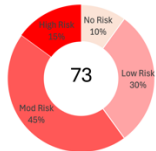
### Interpretation – Region Comparison HDS

By analysing the HDS data in this way, it reveals that average HDS scores remain relatively high but Europe scores consistently lower, especially in the 'Moving Away Cluster'.

A 'moderate risk' derailer is defined as scoring in the 70th – 89th percentile, and the Excitable, Sceptical, Bold, Mischievous, and Colourful derailers all average above the 65th percentile, particularly in the Americas and ME regions, very close to this scoring range. In contrast, the Europe region consistently scores lower in these areas. This suggests that the Americas and ME regions, in particular, may have somewhat complex mechanisms for coping with stress.

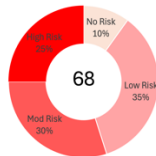
## AMERICAS

Sceptical



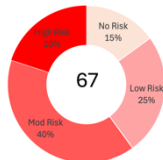
73

Cautious



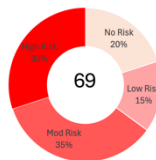
68

Mischievous



67

Colourful



69

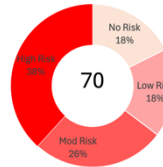
## ME

Excitable



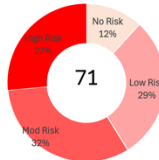
65

Sceptical



70

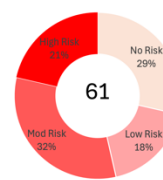
Bold



71

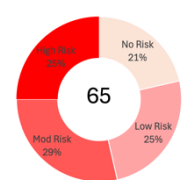
## EUROPE

Bold



61

Colourful



65

SHARED DERAILERS AMERICAS, ME &amp; EUROPE

## SHARED DERAILERS.

Americas & ME Shared Derailers: **Sceptical**

In both the Americas (60%, 12/20,) and ME (65%, 19/34) regions share the Sceptical derailer (average 73%ile and average 70%ile respectively). As also highlighted on pages 10 and 18, the Sceptical derailer is a recurring theme, prevalent across both genders and as shown here, particularly among individuals from Americas and ME regions and therefore may be a key watchout for the Future Leaders cohort 2025.

**Raising awareness of the strengths associated with this trait, such as tackling complex problems requiring careful scrutiny, while also recognising its potential downsides, such as the impacts of limiting circles of trust, will be important for this cohort and a valuable focus area for development.**

# SHARED DERAILERS. NEW INSIGHTS.

## Americas Shared Derailers: **Cautious**

The Cautious derailer has not surfaced in the data analysis before now, suggesting a derail specific to the Americas region. A high score on the Cautious (average 68%ile) derail is evident in 55% (11/20), suggesting that individuals from the Americas region may exhibit indecision and hesitation. Their fear of making mistakes or looking foolish could cause them to hold back, leading to missed opportunities or prolonged decision-making.

**Initiatives to enhance psychological safety could be particularly useful here. These initiatives should provide safe spaces for individuals to practice taking calculated risks and making mistakes, helping them build the confidence to step beyond their comfort zones and explore new opportunities without fear of failure.**

## Re-occurring themes

### Americas Shared Derailers: **Mischievous**

60% of Americas region (12/20) share the Mischievous derail (average 67%ile), so the interpretation on page 11 may be more applicable to those from this region, as well as Females (page 18).

### Americas & Europe Shared Derailers: **Colourful**

65% of Americas (13/20) and 54% of Europe (15/28) region share the Colourful derail (average 69%ile and 65%ile respectively), so the interpretation on page 11 may be more applicable to those from this region, as well as Females (page 18).

### ME Region Shared Derailers: **Excitable**

In the ME region, 53% (18/34) scored above the 70th percentile on the Excitable derail (average 65%ile). This may link with their previously noted low Adjustment scores, indicating a heightened emotional intensity within the ME cohort. **A similar finding was discussed within the Male cohort analysis on page 18, potentially pinpointing where stress management initiatives could be most beneficial.**

### ME & Europe Shared Derailers: **Bold**

59% of ME region (20/34) and 54% of the Europe region (15/28) share the Bold (average 71%ile and 61%ile respectively) derail, therefore the interpretation on page 10 may be more applicable for individuals from these regions, as well as Males (page 18).

### **Combination Interpretations: Americas: **Sceptical, Cautious, Mischievous & Colourful** shared characteristics**

The combination of these derailers presents some interesting insights. For instance, the Americas cohort might be the least outwardly confident of the three regions, as they lack the Bold derailer and instead share the Cautious derailer. This could indicate a tendency towards hesitancy or avoidance of decision-making, particularly when feeling unsure. They may prefer to take their time scrutinising information or people, searching for hidden motives or agendas. This approach could impact others if they frequently provide pessimistic feedback or focus on reasons to avoid action due to fear of embarrassment. **This 'Cautious' approach might lead to a potential tension compared to leaders from ME and Europe's 'Bold' characteristics and might need further exploration.**

Interestingly, the presence of the Colourful and Mischievous derailers adds complexity to this interpretation. While they may be more inclined to bend established rules, they might prefer to avoid taking risks unless they feel fully prepared. Despite this cautious approach, their charm and storytelling potential could make them effective at gaining support once they are confident in a decision. It will be important for these leaders to ensure they are leaving enough space for others to input and bring a different perspective.

### **Combination Interpretations: ME: **Excitable, Sceptical & Bold** shared characteristics**

Future leaders from the ME region may exhibit emotionally reactive tendencies, particularly under pressure, potentially believing they have all the answers and seemingly overly confident in their own abilities. This confidence, however, may lead to frustration or disappointment when others fail to meet their high expectations. Their sceptical nature could exacerbate this, as they may harbour grudges when let down by colleagues or team members.

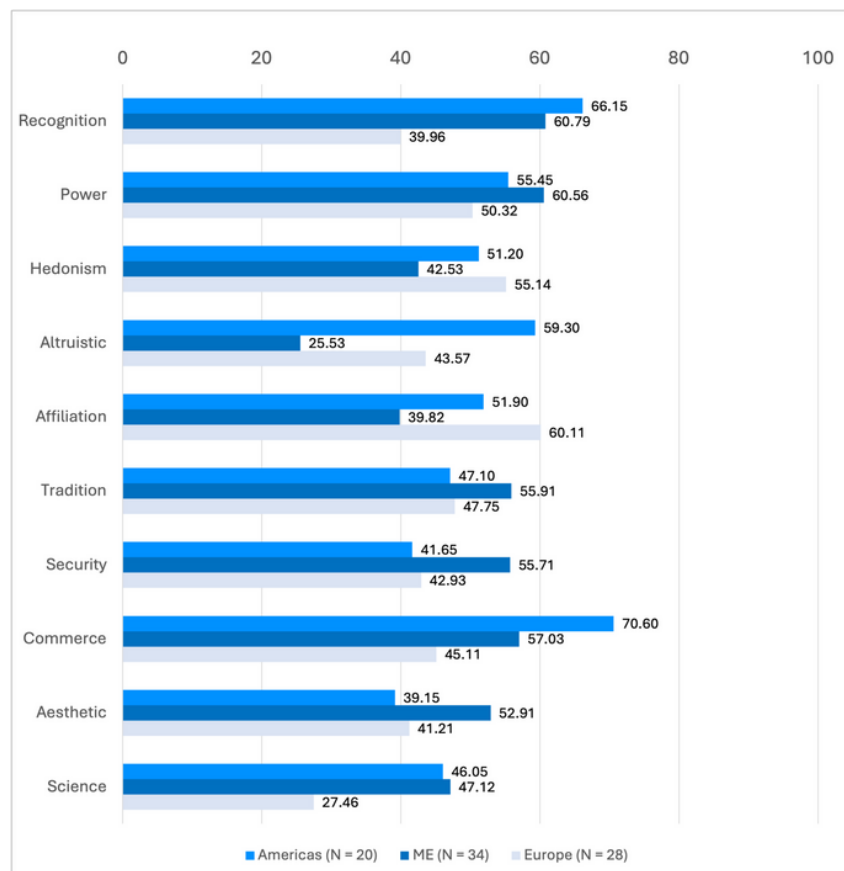
This combination of traits may isolate these leaders if they dominate conversations or decision-making processes as this could push others away. To mitigate these risks, they could benefit from focusing on building trust and gaining more input from others by making more space. They could do this by asking more open questions and putting **themselves in someone else's shoes to understand diverse perspectives.**



**Combination Interpretations: Europe: Bold, & Colourful shared characteristics**

European future leaders are likely to exhibit the most dominant and overbearing tendencies of the three regions, combining strong social confidence with a belief in their own abilities. While this can make them highly assertive and charismatic, it may also lead to a tendency to overshadow others or assume they have all the answers.

To develop as effective leaders, they might benefit from practising active listening and creating space for others to contribute. Encouraging them to lead by asking insightful questions rather than relying solely on their own expertise could help them foster a more inclusive and collaborative environment.



GRAPH TO SHOW THE REGION SPLIT (AMERICAS, MIDDLE EAST & EUROPE) FOR AVERAGE MVPI SCORES WITHIN FUTURE LEADERS 2025 COHORT

## Interpretation – Region Comparison MVPI

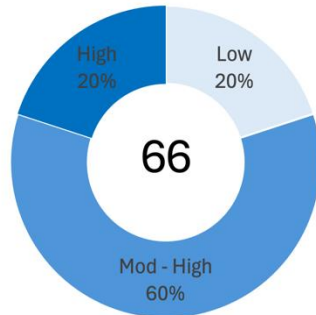
**The Commerce value appears to be most significant to the Americas region but is not as prominent in the ME or Europe regional scores.** This difference in focus could lead to disagreements or create tension between the groups, as their priorities and motivations may diverge.

When the data is split this way, differences in the Science and Altruism scales also become apparent. This is discussed overleaf.

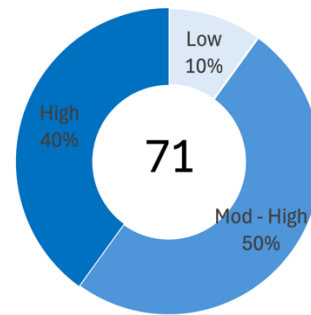
The differences in values across regions once again highlight the diversity of what is important to individuals within each region. **There appears to be no single unifying driver that connects the cohorts across regions.** This could pose a challenge if each region derives energy from, and therefore prioritises, different initiatives.

An alignment initiative could play a crucial role for this cohort, helping to bring them together, foster a shared sense of direction, and maintain focus on common goals.

Recognition



Commerce



AMERICAS REGION SHARED VALUES HIGH SCORES

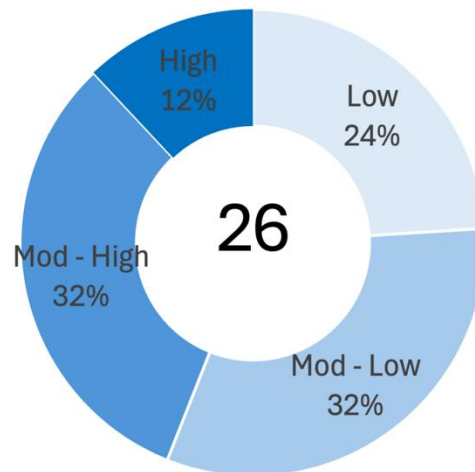
### Americas Region Shared Values: Recognition

**65% of members (13/20) within the Americas region share the Recognition value (average 66%ile).** This suggests those from this region prefer public praise and recognition, enjoying high profile cases that could garner attention.

### Americas Region Shared Values: Commerce

The Commerce driver (average 71%ile) that 55% of the group (11/20) share, adds another layer to the Recognition values. This suggests those from the Americas region may be attracted to high publicity projects that also make a lot of money. **They may prioritise these types of projects and clients and may feel unmotivated when working with those that are less prestigious.**

## Altruism



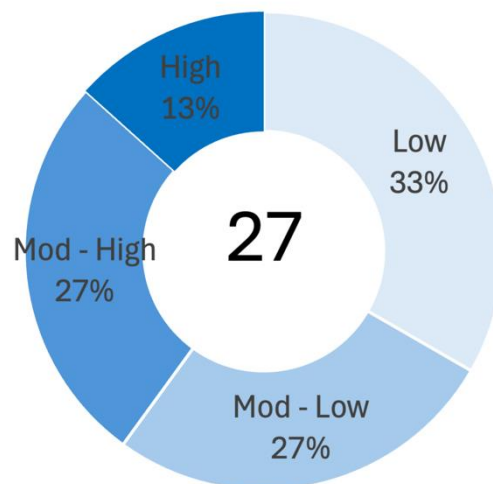
ME SHARED VALUES LOW SCORES

**ME Region Shared Values: Low Altruistic**

**68% (23/34) of individuals from the ME region have a low score on the Altruism Value (average 26%ile)**, suggesting they may be less inclined to engage with or support broader societal issues, favouring more self-reliant working environments instead. This suggests that individuals in this cohort are not motivated by caring for or serving others.

If we include the analysis on page 29/30 into this finding, it could suggest that this cohort might push others away, preferring self-focused working environments. **Initiatives to build strong, empathetic and supportive relationships might be important for this region.**

## Science



EUROPE SHARED VALUES LOW SCORES

**European Region Shared Values: Science (Low Scores)**

The low value placed on Science (average 27thile) is also evident in the European region, with 64% (18/28) of individuals scoring in the lowest quartile. This suggests that individuals in this region may be less interested in analysis and scientific inquiry, favouring action and intuition instead. They are likely to prioritise gut feelings over seeking scientific truths or engaging with objective facts. **As a result, initiatives aimed at fostering a more investigative and inquisitive mindset could be highly beneficial for this region, encouraging deeper exploration and more analytical thinking.**

Interestingly, the Europe region's highest score on the HPI was the Learning Approach scale. This indicates that whilst individuals may prefer academic research and evidence-based information in their day-to-day work, it may not serve as a strong motivator for them. **They might not fully scrutinise the academic information that is presented to them, instead assuming that what they read is the scientific truth. Initiatives to support this cohort to curiously evaluate data and information might be beneficial.**

|          | Recognition | Power | Hedonism | Altruistic | Affiliation | Tradition | Security | Commerce | Aesthetics | Science |
|----------|-------------|-------|----------|------------|-------------|-----------|----------|----------|------------|---------|
|          | High        |       |          |            |             |           |          |          |            |         |
| All      |             |       |          |            |             |           |          |          |            |         |
| Females  |             |       |          |            |             |           |          |          |            |         |
| Males    |             |       |          |            |             |           |          |          |            |         |
| Americas |             |       |          |            |             |           |          |          |            |         |
| ME       |             |       |          |            |             |           |          |          |            |         |
| Europe   |             |       |          |            |             |           |          |          |            |         |
|          | Low         |       |          |            |             |           |          |          |            |         |
| All      |             |       |          |            |             |           |          |          |            |         |
| Females  |             |       |          |            |             |           |          |          |            |         |
| Males    |             |       |          |            |             |           |          |          |            |         |
| Americas |             |       |          |            |             |           |          |          |            |         |
| ME       |             |       |          |            |             |           |          |          |            |         |
| Europe   |             |       |          |            |             |           |          |          |            |         |

|          | Excitable | Sceptical | Cautious | Reserved | Leisurely | Bold | Mischievous | Colourful | Imaginative | Diligent | Dutiful |
|----------|-----------|-----------|----------|----------|-----------|------|-------------|-----------|-------------|----------|---------|
| All      |           |           |          |          |           |      |             |           |             |          |         |
| Females  |           |           |          |          |           |      |             |           |             |          |         |
| Males    |           |           |          |          |           |      |             |           |             |          |         |
| Americas |           |           |          |          |           |      |             |           |             |          |         |
| ME       |           |           |          |          |           |      |             |           |             |          |         |
| Europe   |           |           |          |          |           |      |             |           |             |          |         |

APPENDIX 1; VISUAL REPRESENTATION OF SHARED VALUES AND DERAILERS FOR THE FUTURE LEADERS 2025 COHORT.

# ***Hogan Data Trends***

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