

RECRUITMENT OF ENTERPRISE LEADERS

Trends Analysis

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Introduction

Assessing Leadership Behaviours for Recruitment of Enterprise Leaders

As part of the recruitment process for enterprise leaders, shortlisted candidates completed the 3 Hogan personality assessments. The results of these assessments were interpreted by a consultant psychologist who translated the personality profiles into the language of this companies skills framework. This information gave hiring managers an initial insight to the candidate's interpersonal style and personality and how this would impact their ability to deliver on the skills important for enterprise leaders. It provided a useful framework for hiring managers to ask questions at interview and to probe further their fit with the requirements of an enterprise leader.

Each candidate's profile was aligned with the 6 leadership behavioural skills and fit scores were calculated, as well as an overall fit score. Interpretive text described degree of fit and suggested implications of both fit and any gaps in performance.

Skills Assessed

The six skills identified as significant for enterprise leaders are arranged under this companies Leadership Agreement, the expectations of the leadership standards needed to drive and accelerate performance within the businesses context*:

EMPOWER – Inspiring Others to Never Settle for Ordinary

Encouraging a culture of continuous growth and bold ambition, where individuals are empowered to challenge limits and pursue excellence without compromise.

- **STRATEGIC MINDSET:** Proactively envisioning future possibilities and translating insights into bold strategies that drive innovation, competitive advantage, and lasting impact.
- **DRIVE VISION & PURPOSE:** Articulating an inspiring vision that connects strategy with purpose, igniting passion and commitment in others to take decisive action and achieve positive outcomes.

ENGAGE – Unlocking the Full Potential of Others to Thrive and Succeed Together

Fostering an environment where every individual feels empowered, valued, and motivated to grow. Building a culture of shared success and collective well-being.

- **DEVELOPS TALENT:** Investing in the growth of individuals by nurturing their strengths, guiding their development, and aligning personal aspirations with organisational success.
- **COURAGE:** Demonstrating the bravery to address tough issues head-on, voicing critical perspectives with honesty and respect, and championing what's right even when it's not easy.

IMPLEMENT – Delivering Results with Integrity by Doing What's Right, Not Just What's Easy

Driving action with purpose, ensuring that execution is not only about getting things done—but getting the right things done, the right way.

- **MANAGES AMBIGUITY:** Thriving in complex and unclear situations by staying focused, adaptable, and resourceful—charting a path forward when others hesitate.
- **DECISION QUALITY:** Balancing speed and rigor to make well-informed decisions that drive progress, mitigate risks, and sustain momentum for the organisation.

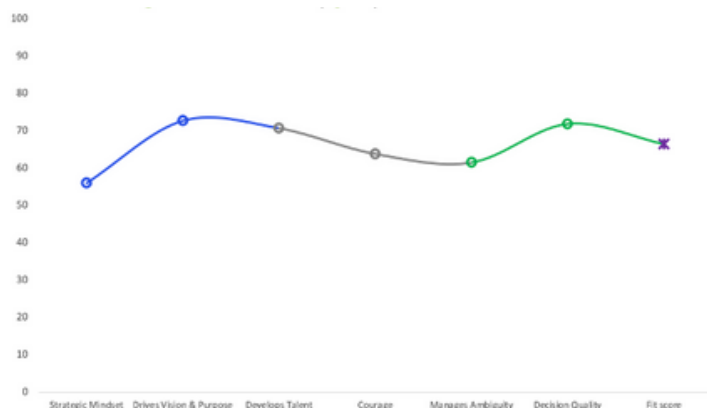
The Applicant Pool

The applicant pool consisted of 26 candidates for various roles at the level of Enterprise Leader at this company.

- There were 22 males and 4 females in the sample.
- 23 were internal candidates and 3 were external candidates.
- 14 of the sample were successful in their applications while 12 were unsuccessful.
- The roles applied for could broadly be split into 15 Tech and 11 Ops.
- 5 applicants requested feedback on their personality profiles and were given a 1 hour debrief with a consultant psychologist.

Average Competency Scores

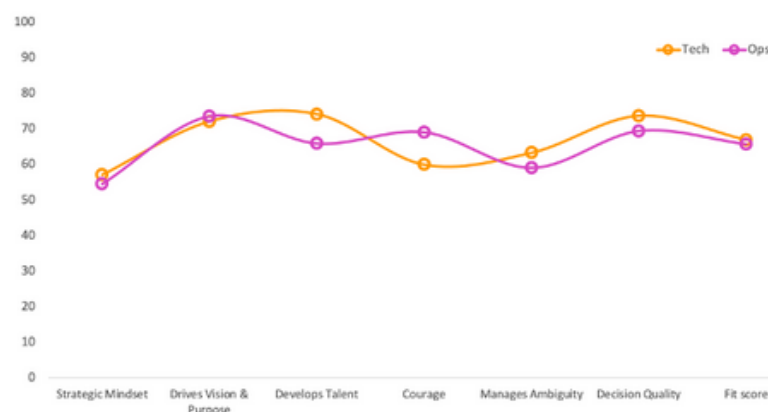
ALL CANDIDATES



The highest competency score for the total candidate group was on Drives Vision & Purpose, with Decision Quality being at a very similar level, and the lowest was Strategic Mindset. The relatively high scores for Drives Vision indicate that this group might typically look to share a compelling message and demonstrate commitment to the organisation, but the low score on Strategic Mindset could suggest a shared gap when it comes to future focus and broad perspective.

HIGHEST : Drives Vision & Purpose 73%
LOWEST: Strategic Mindset 56%

TECH VS OPS



When we broke the total sample into 2 groups depending on which type of role they were applying for we found very few differences to speak of but the biggest differences were on Develops Talent – where those applying for Tech roles scored higher than those applying for Ops roles (average fit score of 74% compared to 66% – and on Courage where the picture was reversed (average fit score of 69% for Ops and 60% for Tech).

TECH higher on Develops Talent 74% vs 66%
OPS higher on Courage 69% vs 60%

SUCCESSFUL VS UNSUCCESSFUL



We also split the candidate pool another way, this time into successful versus unsuccessful candidates, and this time we did have one difference that was much more sizeable and this was that the Successful candidates tended to score higher on Strategic Mindset – average fit score of 65% – than the Unsuccessful ones – average fit score of 45%. This is particularly interesting given that this competency was, on average, the lowest point for the group as a whole, and suggests the hiring managers might be prioritising this quality in their hiring decisions.

SUCCESSFUL higher on Strategic Mindset 65% vs 45%

Key Take Aways

Comments on the candidates, their competency scores and their personalities:

1. DEMOGRAPHICS

HEADLINES – 15% applicants female
– 12% applicants external

Looking at the total candidate pool, one statistic that stood out was the relatively small number of applicants who were female, just 15% of the total applicant pool. It would be good to know if this proportion of female applicants is representative of the proportion of females in the total potential applicant pool, or whether the rate at which the different genders put themselves forward was disproportionate. And if females were underrepresented, perhaps it is worth looking at what the barriers might be for females to apply, and whether any steps could be taken to increase the applicant rate of females?

The applicants were also largely internal with only 12% being external applicants. This may be another issue to consider – would it be preferable to try to attract more external applicants to increase diversity of experience? Or is the balance about right because the job requires familiarity with the bank and its processes and procedures?

2. COMPETENCIES/PERFORMANCE GAPS

HEADLINES – potential performance gap on Strategic Mindset

The overall competency profile showed that Strategic Mindset was the lowest scoring competency for the group as a whole – yet it was the one competency where there was a marked difference in score between the Successful and Unsuccessful applicants – with the Successful applicants scoring higher, suggesting this might in fact be the most critical skill for Enterprise Leaders.

Further detailed examination revealed that of the personality and values scales contributing to the Strategic Mindset skill set the scales where there was the largest misalignment were:

HPI Prudence – 11 candidates scored higher than ideal

MVPI Aesthetics – 14 candidates scored lower than ideal

MVPI Commerce – 12 scored lower than ideal

HDS Imaginative – 9 scored lower than ideal

This suggests the pool were – on average – not sufficiently business focused, creative, or flexible to be very strategic in their mindset. HR and management teams should perhaps consider how this performance gap could be addressed through training and development or future selection practices.

Another avenue worth following up on would be trying to establish which of the 6 skills assessed here do actually relate to positive performance in the job, or, if they are all critical, then establishing some kind of rank ordering of their contribution to success. Other relatively low scores in the total applicant group were Manages Ambiguity and Courage suggesting these may also be potential gaps in the talent pool.

3. TECH VS OPS

HEADLINES – Ops roles applicants more self-confident and imaginative than Tech roles applicants

The biggest difference between Tech role applicants and Ops role applicants – across all competencies and all personality scales – was on the HDS scales of Bold and Imaginative, suggesting that Ops role applicants are more likely to seem confident and energetic but, at times, when under pressure, to display over confident behaviours such as self importance, being strident in their views and opinions and having too high an opinion of their own abilities. They also are likely to seem more creative, fun and imaginative but this may stray into more counterproductive styles of confusing others with vague ideas and over estimating their creativity or creative contribution. Whether this is meaningful is a topic for internal discussion; it may be that these differences seem sensible to the organization.

4. SUCCESSFUL VS UNSUCCESSFUL

HEADLINES – Successful candidates score higher on Strategic Mindset competency
– **Successful candidates have more business focused values and more likely to prefer working in ethical, principled environments than Unsuccessful**
– **Successful candidates present as more socially confident than Unsuccessful**

It was very interesting to see that the successful candidates scored higher on Strategic Mindset than the unsuccessful ones. It would be interesting to know how much the assessment report played a part in any decision (i.e. were their higher scores on Strategic Mindset taken into account when making the selection decision) or whether this ability was simply evident in the successful candidates- either through discussions of their past experience at interview, or how they represented themselves at interview and how they answered questions or what achievements they were able to display.

There was also a noticeable difference between Successful and Unsuccessful applicants on 2 of the values scales on the MVPI. The Successful applicants scored higher on the Commerce and Tradition scales than Unsuccessful applicants. This suggests the Successful applicants are more business focused, and value working in an environment that is focused on the bottom line while also valuing having an ethical, principled approach to work and life with, perhaps, a preference for the established status quo. Again it would be very interesting to ask how this difference is presenting itself during the selection process – is it on their CV, on their references, something to do with how they present themselves, how they answer questions at interview, or is it simply an artefact of the applicant pool and the selection process?

Finally, the higher score on the HDS Colourful scale for Successful applicants is worth mentioning as this is a skill that could be deployed positively at interview. High Colourful scorers typically are seen as socially skilled, having plenty to say and being comfortable presenting themselves in social situations. This begs the question whether this social skill influenced the hiring process i.e. those presenting better at interview created a more favourable overall impression. If this is the case this has implications for the training of hiring managers in maintaining objectivity and reducing bias at interview. Alternatively, it could be that this is recognised as a critical skill for Enterprise Leaders to possess – as the role has high public visibility – and is therefore a useful differentiator for likely success in the role.

5. PERSONALITY DIFFERENCES (SEE APPENDIX 1)

HEADLINES – largest differences on all aspects of personality were the differences on the VALUES profiles between Successful and Unsuccessful candidates

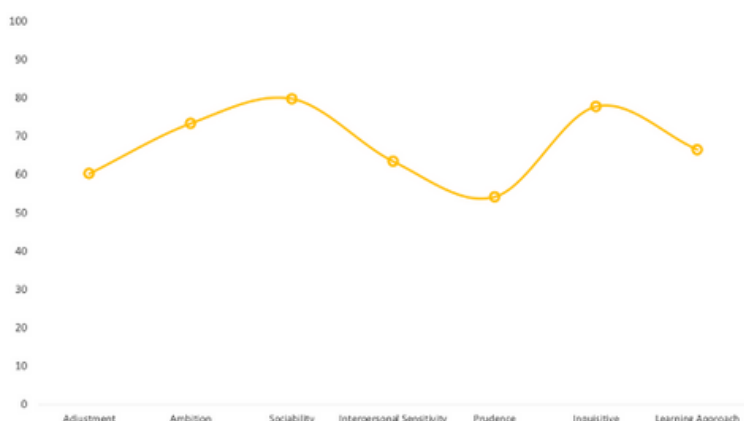
Appendix 1 presents all 3 Hogan instrument scale scores for the total applicant sample, for Techs vs Ops applicants and for Successful vs Unsuccessful applicants. Across all 9 of these graphs the most interesting – and most sizeable difference on aspects of personality was the values profiles of Successful vs Unsuccessful applicants – as described above.

Appendix I: Personality Scale Scores

HPI Scores

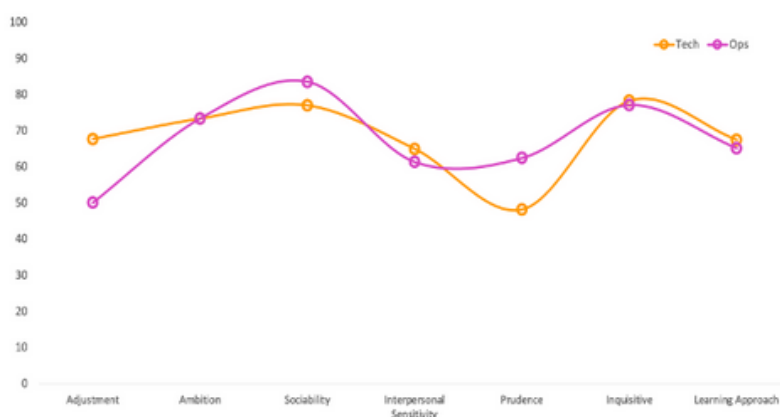
The Hogan Personality Inventory (HPI) assesses an individual's personality and reputation – how they come across to others on a day-to-day basis and what this means for their performance strengths and weaknesses and potential for success.

ALL CANDIDATES



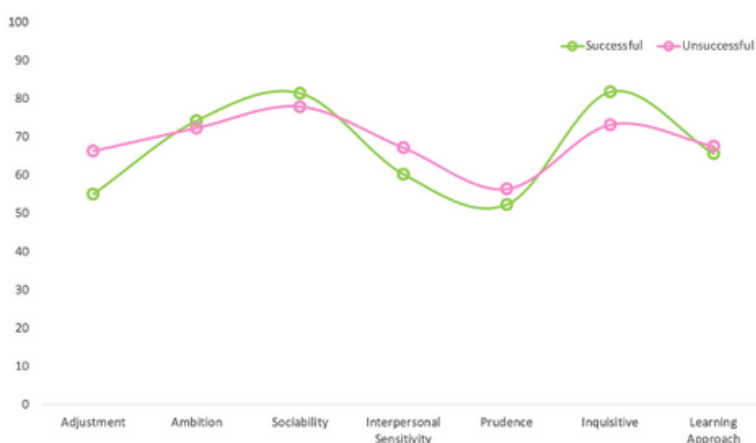
Compared to the global population norm group, this group of applicants tended to be more outgoing, sociable and gregarious, and more curious, analytical and questioning.

TECH VS OPS



Those candidates applying for Tech based roles tended to be more calm, stable and emotionally adjusted and more flexible and open minded than those applying for Ops roles.

SUCCESSFUL VS UNSUCCESSFUL

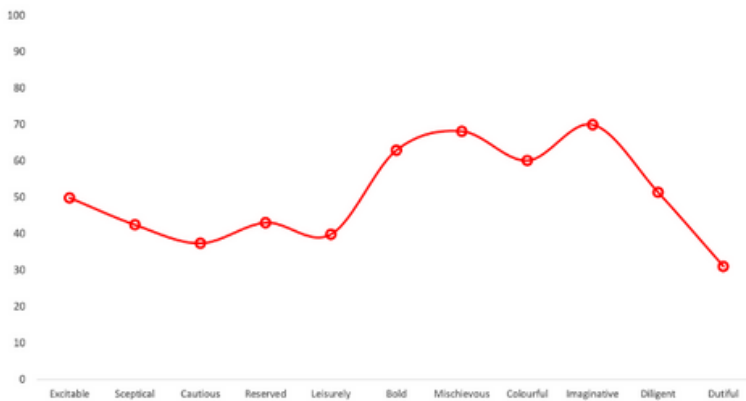


The differences between the Successful and Unsuccessful applicants on the bright side of personality measure scales were minimal.

HDS Scores

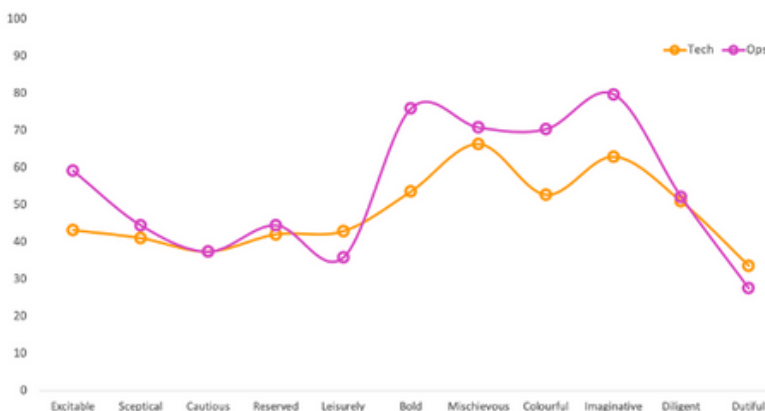
The Hogan Development Survey (HDS) assesses the individual's characteristics that may contribute to performance risk factors, that may become exaggerated under pressure and are difficult to detect in interviews.

ALL CANDIDATES



As a total group, these applicants tended to score higher on the 'Moving Against' scales of the HDS – Bold, Mischievous, Colourful and Imaginative – and lower on Dutiful, than the global population norm. This suggests a group who are more inclined to display aspects of social self-confidence, impulsivity, energy, competitiveness, have a talent for self-display, and are less anxious to please than the norm.

TECH VS OPS



There were 2 differences worth mentioning here between the Tech and the Ops role applicants:

Ops applicants score higher on average on Bold and Imaginative than Tech role applicants, suggesting they are more likely to seem confident and energetic but may also at times be over confident and too full of their own self importance. They also are likely to seem more creative, fun and imaginative but this may stray into more counterproductive styles of confusing others with vague ideas and over estimating their creativity or creative contribution.

SUCCESSFUL VS UNSUCCESSFUL



The biggest difference here is that the Successful applicants score higher on the HDS Colourful scale than do the Unsuccessful ones. This could be a factor of their relatively positive social presentation skills, their ease in social situations, and, perhaps, their comfort in presenting themselves at interview.

MVPI Scores

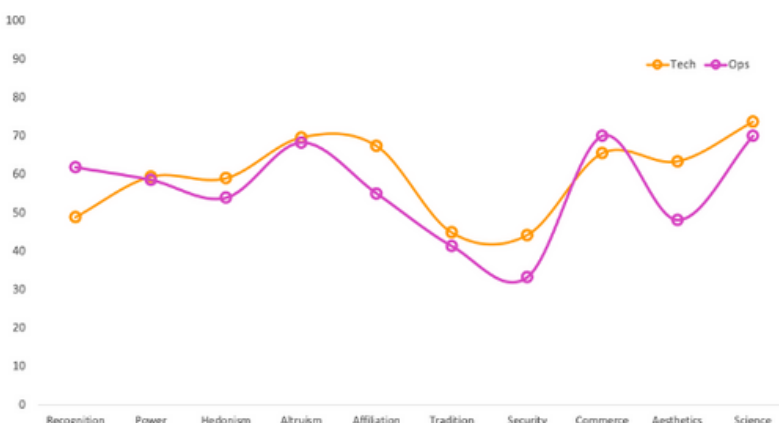
The Motives, Values Preferences Inventory (MVPI) – assesses the individual's values and motivators. By assessing key drivers, we can understand what motivates a candidate to succeed, and in what type of position, job, and environment they might be the most productive.

ALL CANDIDATES



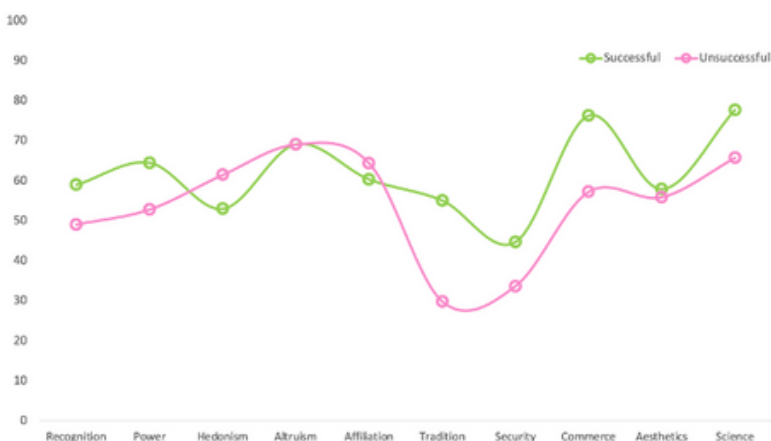
As a total group, these applicants tend to value Altruism – having caring and idealistic social attitudes, Commerce – being business focused and interested in the bottom line, and Science – valuing logic, evidence based, rational approaches to decision making – more than the global population norm.

TECH VS OPS



The biggest difference here is that the Tech role applicants value Aesthetics more than then Ops role applicants – suggesting they enjoy working in environments characterised by experimentation, exploration and originality.

SUCCESSFUL VS UNSUCCESSFUL



There are some really interesting and sizeable differences here between Successful and Unsuccessful applicants: Successful applicants score higher on Tradition and Commerce than the Unsuccessful ones. This suggests the Successful applicants are more business focused, and value working in an environment that is focused on the bottom line while also valuing having an ethical principled approach to work and life.

Appendix 2: Company's Skill Framework for Enterprise Leaders

EMPOWER - Inspiring Others to Never Settle for Ordinary

STRATEGIC MINDSET:

Proactively envisioning future possibilities and translating insights into bold strategies that drive innovation, competitive advantage, and lasting impact.

- Leverages the organisation's key differentiators to develop a viable long-term strategy.
- Explores future scenarios and possibilities to help the organization respond to change and shape the future.
- Revisits and updates business strategies in response to evolving market dynamics and organisational needs.
- Develops and integrates organisational strategies to achieve and sustain competitive advantage.

DRIVE VISION & PURPOSE:

Articulating an inspiring vision that connects strategy with purpose, igniting passion and commitment in others to take decisive action and achieve positive outcomes.

- Articulates a compelling vision of the positive impact the organisation can make.
- Ensures clarity around the organisation's vision, mission, and values.
- Sustains organisation-wide energy and optimism toward the future.
- Conveys commitment to the organisation's purpose and vision despite resistance or hardships.

ENGAGE - Unlocking the Full Potential of Others to Thrive and Succeed Together

DEVELOPS TALENT:

Investing in the growth of individuals by nurturing their strengths, guiding their development, and aligning personal aspirations with organisational success.

- Creates a culture that emphasises ongoing learning and development and reinforces its value to the organisation.
- Coaches and mentors key talent.
- Sponsors organisation-wide initiatives to ensure leadership excellence and ready talent.
- Champions organisational efforts that support the development of all employees

COURAGE:

Demonstrating the bravery to address tough issues head-on, voicing critical perspectives with honesty and respect, and championing what's right even when it's not easy.

- Confronts actions that are inconsistent with the organisation's core values.
- Fosters a culture that supports people who take well-reasoned risks, regardless of the outcome.
- Takes stands on behalf of the organisation in the face of adversity.
- Leads the organisation through high-stakes situations, crises, or conditions of uncertainty.

IMPLEMENT - Delivering Results with Integrity by Doing What's Right, Not Just What's Easy

MANAGES AMBIGUITY:

Thriving in complex and unclear situations by staying focused, adaptable, and resourceful—charting a path forward when others hesitate.

- Embraces change; able to make decisions and act without complete information or a clear road map.
- Conveys stability and provides direction in evolving or uncertain times.
- Finds opportunities inherent in the unknown and guides the organization to capitalize on them.
- Effectively manages the stress that accompanies transitions and change, and ensures that the organization helps others adapt productively

DECISION QUALITY:

Balancing speed and rigor to make well-informed decisions that drive progress, mitigate risks, and sustain momentum for the organisation.

- Creates an environment that promotes cross-functional analysis and decision making.
- Holds leaders accountable to push decision making down to the most appropriate level.
- Requires that organisation-level decisions be based on data and sound reasoning.
- Willingly makes tough decisions and difficult trade-offs on behalf of the organisation.