

Leadership Development Report

For: Sam Poole
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About PPI's Leadership Development Report

Content in this report reflects responses to Hogan's Motives, Values, Preferences Inventory (MVPI), the Hogan Personality Inventory (HPI), and the Hogan Development Survey (HDS). The normative dataset used to drive this report's conclusions has >100,000 people and is used to identify common themes across individuals who answered the assessments similarly. However, each person is unique. Because of this, you might find a couple statements that may conflict or misalign. You are asked to focus on the primary themes emerging from this report as you leverage the results for self-development.



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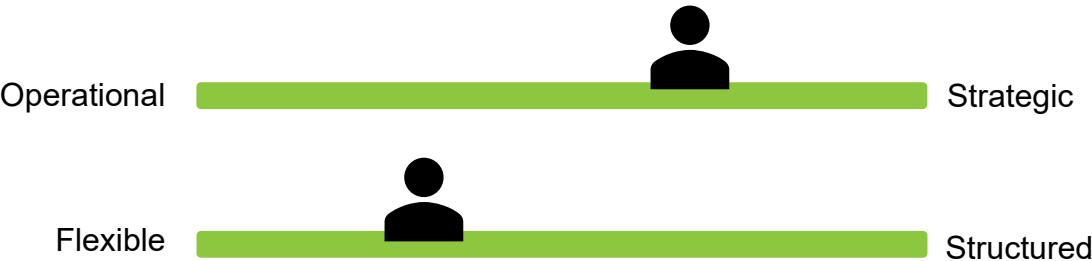
Executive Summary

Your general leadership approach is represented by the indicators below. Details of each dimension are provided on the following pages.

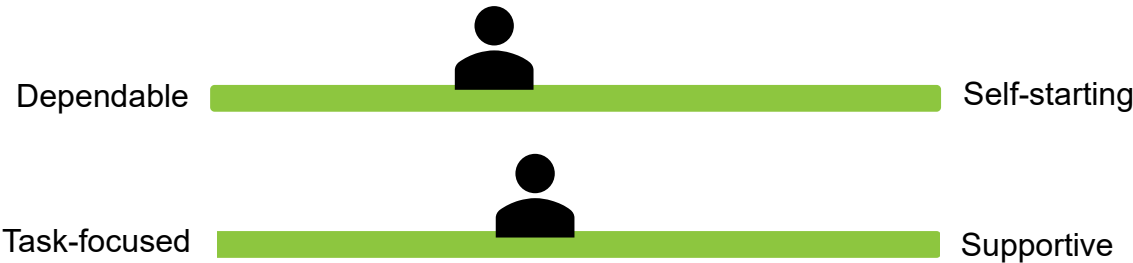
Self-Management



Approach to Work



Bringing Results



The following descriptions give a deeper understanding of your profile and its implications. Developmental suggestions, based on your likely reaction to feeling stressed, are offered at the end of this report. These suggestions should be considered in light of your particular context and long-term career goals.



Motivational Profile

Your Motivational Profile will help you understand where there is potential alignment or misalignment with what makes you feel “at home” in your organizational setting and what keeps you engaged with continuous development. Your results indicate you enjoy working in a context where:

- Quality of design and presentation are prioritized, but you might seem less engaged by tasks that do not need that type of attention to detail.
- Helping others is encouraged, but you may occasionally underestimate others' needs for self-sufficiency.
- Individuals are empowered to determine their own priorities, but may seem overly protective of your work/life balance.



Self-Management

You are likely to demonstrate more confident than humble behaviors. More specifically, you:

- Take initiative and have aspirations in mind as you push toward your objectives.
- Fortify your confidence with informed expertise, and this helps you convey intellectual certainty.
- Might not always be so quick to take on someone’s input, or assume enough ownership when things go wrong.

You have a heightened concern for outcomes, and can become more focused on issues and what could go wrong. More specifically, you:

- Tend to handle pressure well, though there may be some room to improve your reaction to unanticipated issues.
- Find it challenging to maintain your optimism or trust in others' intentions as pressure increases.
- Are not so shy about showing frustration or irritation, but that can sometimes be discouraging to others.



Approach to Work

You tend to take a more visionary than tactical outlook when thinking about the future of your work and the organization. More specifically, you:

- Are open to finding new ways of solving problems and apt to take a big-picture perspective.
- Have lots of ideas about what could be done, but might find it challenging to influence others with a focused objective or linear message.
- May get caught up in implementation or take on too much tactical responsibility as you look to ensure results.

You like to have flexibility and variety in your day to day, but that may get in the way of detail orientation, consistent delivery, or systemizing work. More specifically, you:

- Demonstrate an average level of conscientiousness as you build plans and think through next steps.
- Try to keep things friendly and upbeat when having to align others around a plan.
- May not adhere so strictly to process when it gets in the way of intended results. Could be more thoughtful about and clearer with informing others of changes to the plan or approach.



Bringing Results

You are willing to put yourself "out there" to a certain extent, but can be selective with taking charge of a team strategy or goal. More specifically, you:

- Are comfortable taking charge of an agenda and leading from the front to drive progress.
- Are willing to take calculated risks to grow the business, but prefer to assess the variables first.
- Could be more active with using communication to strengthen alignment amongst key stakeholders and ensure timely feedback.
- Seem dedicated and service-oriented but hesitant to set direction. You may find it challenging to act decisively if support from key stakeholders (e.g., superiors) is unclear.

You try to strike balance between building connection and presenting professionally. More specifically, you:

- Often convey feelings in a professional tone when working with team members.
- Take a moment to consider how collaboration fits in with your agenda, but show genuine commitment as you contribute.
- Might not always leverage enough sensitivity in communication with team members. Can seem a bit agenda-focused, or task oriented, at first.
- Can seem reluctant to get too close to others or actively maintain work relationships beyond your immediate team.



Developing Your Leadership Competence Further

As you continue your career, you are likely to experience new, challenging situations with increased responsibility and complexity. The following recommendations outline strategies for managing tendencies that could potentially get in the way of you optimizing your impact when operating under stress or pressure:

- **Give others the benefit of the doubt.** Think about examples where you may have been too presumptive about others' motives. Consider what tends to limit your trust in others or their capabilities. Monitor your future reactions and take the time to explore their intentions and motivations before you make an assumption.
- **Build a habit of planning out your decision-making criteria.** As a team or project progresses, you may have a desire to make decisions without fully aligning them. In those moments, challenge yourself to map out the options that you and the team could take as well as the advantages and disadvantages of each. For critical decisions, it would be valuable to include your team in that decision-making as well.
- **Review and refine your influencing strategy.** Practice socializing your ideas amongst peers with a particular focus on the underlying rationale. When you are facing a challenging situation, reach out to one or more of your peers in the broader organization and ask for input. Not only will this process assist you in articulating your plan, but it will help you further refine your ideas and expose you to new approaches. Try asking specifically about others' thoughts on how to frame your messaging for a particular stakeholder group.

Next Steps

To ensure you get the most out of the insights from this report and your own self-reflection, it is important to take a few next steps:

Contextualize : Now that you've reviewed and reflected on your results, take some time to think about the insights you have gained and how they relate to your current goals and future aspirations.

What aspects of your work have you enjoyed most? What do you typically find most challenging or frustrating? What kinds of experiences and roles would you like to develop toward?

What key insights did you gain from this report? Which strengths and opportunities for development stood out? Which of these are most important for your current role? For your future aspirations?

Discuss: Meet with your manager and/or mentor. If you're comfortable doing so, share this report with them ahead of time so they can prepare. Discuss the following together:

Which strengths and opportunities does your manager/mentor see? What would they add or reframe from their perspective?

Which themes are most engaging and important for you to develop further? How might your manager prioritize these?

Update your development objectives: Based on your discussion, update 1-3 clear development objectives to support your development. Consider:

What specific action can you take to work toward your development objectives? How will you measure progress?

To what extent do your development objectives reflect the 70:20:10 model of development (developing through 70% on-the-job learning, 20% coaching, 10% formal training)?

Take action: To achieve your developmental objectives, use a continuous improvement mindset to stretch yourself. Consider exploring additional resources to support you:

How can others support you in the areas you'd like to work further on? What reading, shadowing or action-learning opportunities are available to you?

Consider getting additional feedback, either by asking trusted colleagues or using a 360 Assessment.