Leadership Development Report

PREPARED FOR

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SAMPLE REPORT

November 10, 2026

Self-Management | **Approach to Work** | **Bringing Results**

PERFORMANCE PROGRAMS INC.
assessment, awareness, action

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About This Report

About PPI's Leadership Development Report

Content 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.

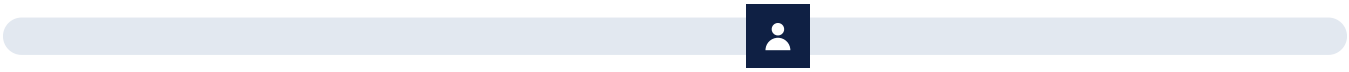
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Executive Summary

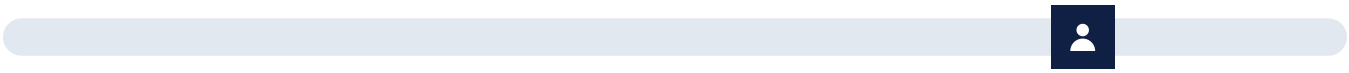
Your general leadership approach is represented by the indicators below. Details of each dimension are provided on the following pages.

Self-Management

Modest — Aspiring

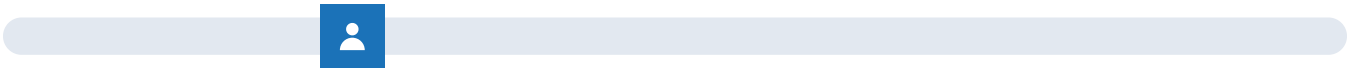


Responsive — Resilient

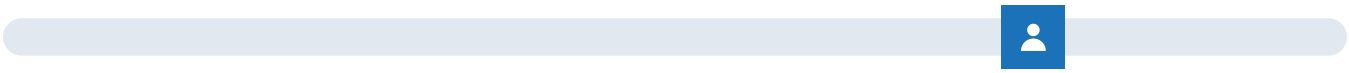


Approach to Work

Operational — Strategic



Flexible — Structured

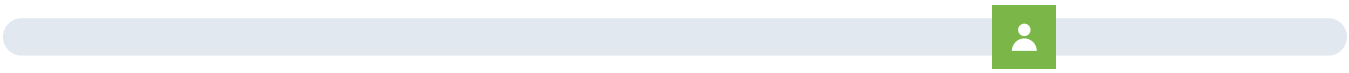


Bringing Results

Dependable — Self-starting



Task-focused — Supportive



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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:

- Helping others is encouraged, but you may also underestimate others' needs for self-sufficiency.
- There are clear, consistent cultural values, but you can also seem resistant to evolving those expectations as things change.
- Collaboration and teamwork are promoted, but you may feel less engaged in projects that require independent execution.

Self-Management

You present with humility in certain situations and with confidence in others. 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 elevate your or your team's accomplishments enough to increase visibility or expand credibility.

You are unlikely to agonize too long over performance interruptions and will ultimately flex in the face of unexpected issues, bad news, or increases in pressure. More specifically, you:

- Handle high-pressure situations well and adjust effectively as you face off with unforeseen issues.
- Refrain from overreacting in time of difficulty and unlikely to let frustration get in the way of commitment.
- Keep your concerns rational and stay trusting of others' intentions as you push through an issue.

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Approach to Work

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

- Focus on the practicality of an idea or strategy when considering AM75, preferring to stick with the "tried and true."
- Tend to stay focused on strategic targets despite possible distractions or new opportunities.
- May get caught up in implementation or take on too much tactical responsibility as you look to ensure results.

You likely come across as planful, organized, and generally adherent to structure and process. More specifically, you:

- Demonstrate an average level of conscientiousness as you build plans and think through next steps.
- Are seen as thoughtful and principled in aligning your actions with plans.
- Communicate process obstacles without overstating the impact of the problem or dramatizing the context.

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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.
- Reach out to make connections, communicate plans, and align resources, but only to a certain extent.
- Seem unlikely to let concern for outcomes get in the way of swift decision making, driving change or taking risk.
- 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 approach working with others in ways that help build connections, encourage a sense of togetherness and foster mutual support. More specifically, you:

- Show a level of professionalism that helps foster feelings of inclusion and stability as you work through team issues.
- Are often able to find the right balance between being task-focused and understanding of team members' feelings.
- Express genuine willingness and commitment to work on colleagues' initiatives.
- Consider how your team members might be affected by your decisions.

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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:

- **Continue finding ways to get comfortable expressing disagreement.** You aim to please but may not always feel able to disagree or debate with key stakeholders on high-stakes projects. To address this, first identify the types of conversations with those stakeholders that make you feel unable to push back or challenge the status quo. Try planning ahead for what you'll say, preparing with a trusted colleague, or preparing rationale and data ahead of time that support your perspective. Prepare yourself for the fact that you may need to reframe your point multiple times or be willing to press your point more forcefully when it comes to issues that are critical to a project or that will affect the overall well-being and workload of a team.

- **Be more intentional about putting strategies in place to empower others.** Constantly challenge yourself on how you could move faster (e.g., moving forward with a decision) so you have a better chance of catching yourself when you are spending too much time double-checking or perfecting lower priority items. Make sure you are actively, clearly and consistently communicating the top priorities when leading a project so that others are empowered to make decisions and tradeoffs. When giving feedback, challenge yourself to give only feedback on what is necessary or related to the bigger picture.

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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 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?

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?

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

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

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 (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.

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