



Sample Corp Job Analytic Results

Associate and Associate Manager

Job Analysis

Gathered quantitative and qualitative evidence for the Associate role.

Job Analysis Steps

1

Reviewed Job Documentation

2

Identified Subject Matter Experts

3

Conducted Virtual Focus Groups

4

Administered Job Evaluation Tool (JET)

Job Analysis

Review Job Documentation

Hogan asked Sample Corp to share any relevant job documentation

- Job descriptions
- Competency models
- Organizational values

Hogan reviewed job documentation as a first step in the Job Analysis process

Job Analysis

Identify Subject Matter Experts (SMEs)

Hogan asked Sample Corp to identify Subject Matter Experts (SMEs) to participate in the job analysis portion of the research to meet the following recommendations:

- Identify at least 10 or more high performing individuals who are knowledgeable about what it takes to be successful in the job
- Include incumbents, but may also include promoted individuals who previously held the job or other job experts
- Consider a cross-section of geographic regions and functions and establish demographic representation (e.g., gender, age, ethnicity/home country)
- Consider including individuals who will be critical to gaining buy-in to the process

Final SME Samples:

- Associate (N = 13)
- Associate Managers (N = 11)

Job Analysis

Conduct Virtual Focus Groups

Hogan hosted 2 virtual focus groups with SMEs to identify critical characteristics and competencies for the job. Sample questions included:

- What are the essential work activities for individuals in this job?
- What are the key behaviors of successful individuals in this job?
- What characteristics do people that exhibit these key behaviors share in common?
- What qualities differentiate good vs. excellent performers?
- What types of behaviors tend to derail individuals in the job or are signs of poor performance?
- What characteristics do people who turnover from this role (fired, resign, etc.) share in common?
- What are some common motivators or values that individuals in this job hold?
- Describe the culture and environment of the Client.

Job Analysis

Focus Group Themes for Associate

What characteristics lead to success?

- “Adapting to situations if they do not go according to the way you think it should go”
- “Execute and meet the deliverables”
- “Care about what your client says”
- “Making sure things are always moving forward”

What characteristics lead people to fail?

- “Not being able to pace”
- “Trying to solve everything by yourself”
- “Checking in with their supervisor too much”
- “Asking questions about data before building relationships with clients”
- “Not asking for opportunities and stepping up”
- “[Not] Having a strong opinion and speaking up when you think something is not right”
- “Not being able to say no to thing”

What motivates people in this role?

- “Performance mindset”
- “Service mindset and inclusiveness”
- “Cooperative, trusting, and collaborative at times”
- “Conducts analysis and presentations”

Job Analysis

Associate Focus Groups Scale Support

Scale Highlights	Focus Group Quotes
Adjustment	“Adapting to situations if they do not go according to the way you think it should go”
Ambition	“Execute and meet the deliverables”
Interpersonal Sensitivity	“Care about what your client says”
Prudence	“Making sure things are always moving forward”
Excitable	“Not being able to pace”
Skeptical	“Trying to solve everything for yourself”
Cautious	“Checking in with supervisor too much”
Reserved	“Asking questions about data before building relationships with clients”
Leisurely	“Not asking for opportunities and stepping up”
Bold	“Having a strong opinion and speaking up when you think something is not right”
Diligent	“Not being able to say no to things”

Job Analysis

Associate Focus Groups Scale Support

Scale Highlights	Focus Group Quotes
Power	“Performance mindset”
Altruistic	“Service mindset and inclusiveness”
Affiliation	“Cooperative, trusting, and collaborative at times”
Science	“Conducts analysis and presentations”

Job Analysis

Focus Group Themes for Associate Manager

What characteristics lead to success?

- “Dealing with ambiguity”
- “Create actionable tasks for the client”
- “Has empathy for all individuals in the firm”
- “Quality checking”

What characteristics lead people to fail?

- “Not being able to deal with frustrations in a constructive way”
- “Not trusting the expertise of others”
- “Not being open or willing to take risks”
- “Lack of communication”
- “Not resolving conflict”
- “Not being able to pushback on leadership”
- “Not delegating”

What motivates people in this role?

- “Vision of being a partner in the future”
- “Wanting to help and develop others”
- “Collaborating constantly”

Job Analysis

Associate Manager Focus Groups Scale Support

Scale Highlights	Focus Group Quotes
Adjustment	“Dealing with ambiguity”
Ambition	“Create actionable tasks for the client”
Interpersonal Sensitivity	“Has empathy for all individuals in the firm”
Prudence	“Quality checking”
Excitable	“Not being able to deal with frustrations in a constructive way”
Skeptical	“Not trusting the expertise of others”
Cautious	“Not being open or willing to take risks”
Reserved	“Lack of communication”
Leisurely	“Not resolving conflict”
Bold	“Not being able to pushback on leadership”
Diligent	“Not delegating”

Job Analysis

Engagement Manger Focus Groups Scale Support

Scale Highlights

Focus Group Quotes

Power

“Vision of being a partner in the future”

Altruistic

“Wanting to help and develop others”

Affiliation

“Collaborating constantly”

Job Analysis

Administer Job Evaluation Tool

Hogan invited SMEs to complete the Job Evaluation Tool (JET)

- Online, personality-based job analysis survey
- Statements rated by experienced professionals (SMEs)
- 15-20 minutes total
- 4 key sections aligned with Hogan's Assessments & Competency Model
 - Performance Improvement Characteristics (PIC)
 - Derailment Characteristics Questionnaire (DCQ)
 - Motivational Improvement Characteristics (MIC)
 - Competency Evaluation Tool (CET)

PIC

PERFORMANCE
IMPROVEMENT
CHARACTERISTICS

The PIC identifies personal characteristics required for success, and the degree to which those characteristics impact job performance

41 items

...aligned with the HPI

Rating Scale

Very Bad
For Job
Performance

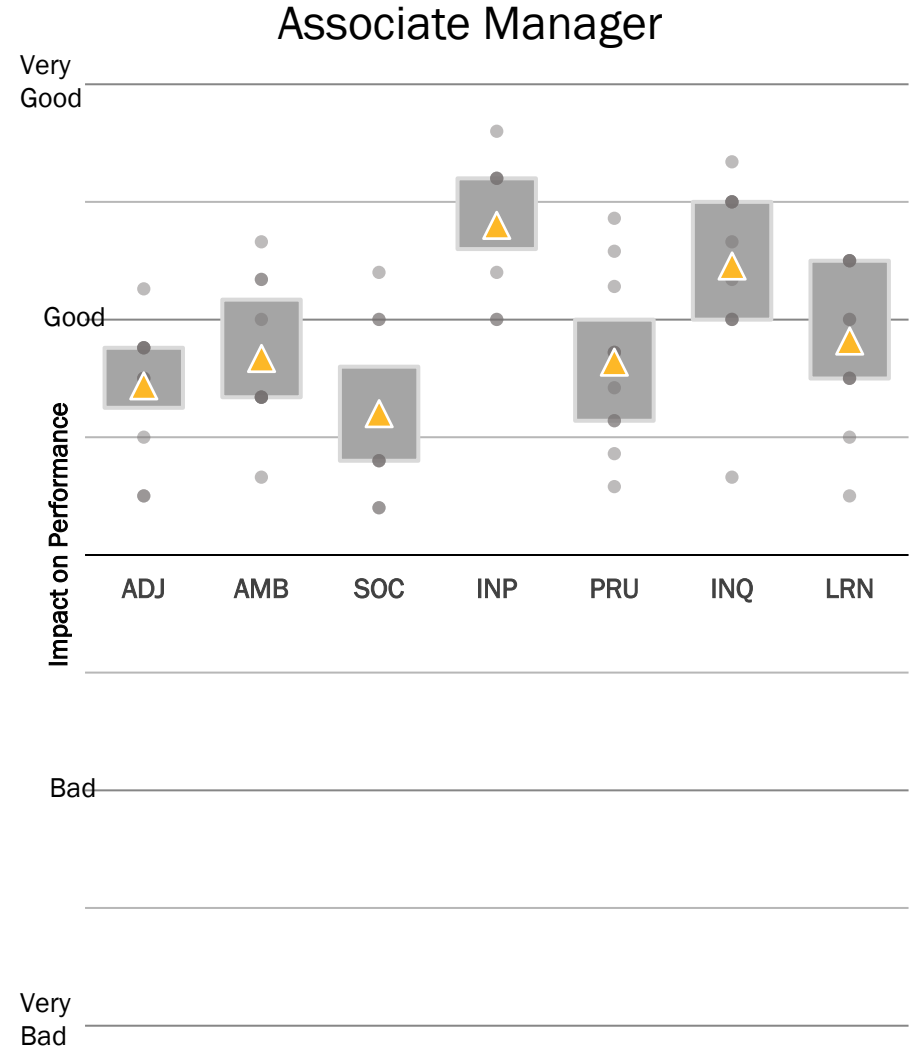
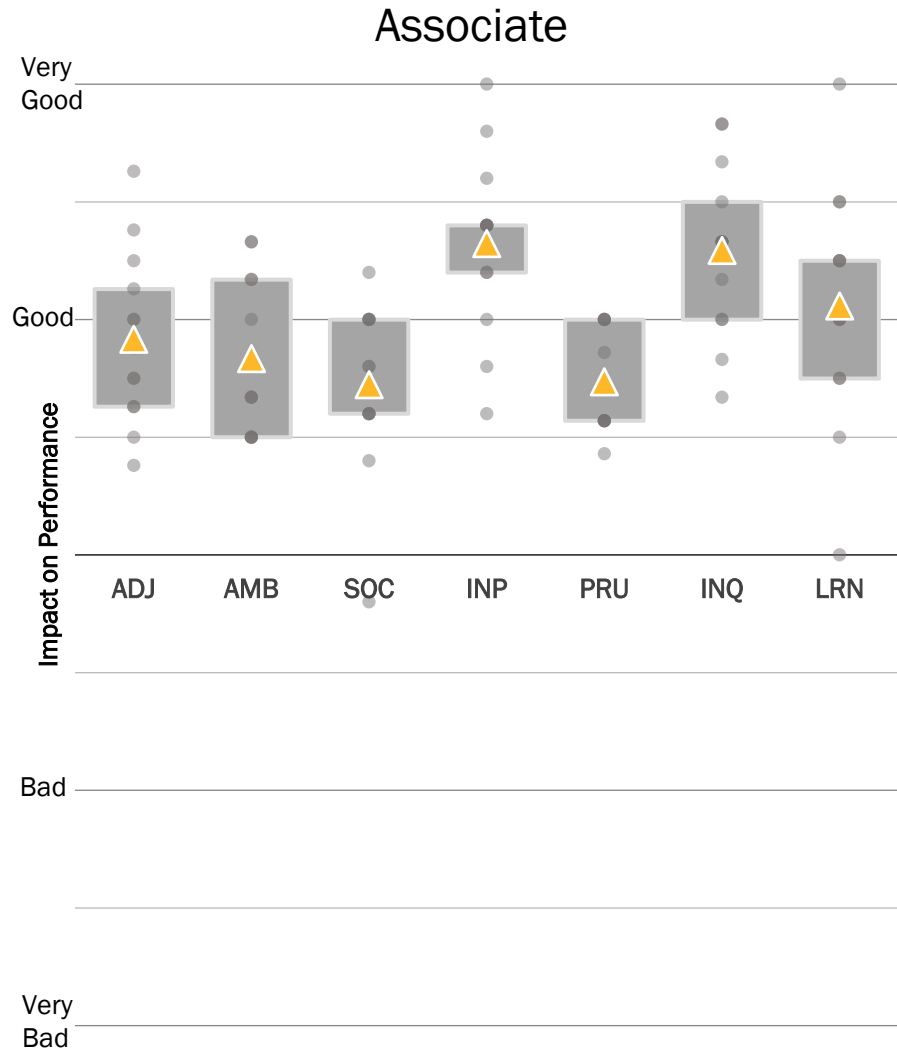
Bad
For Job
Performance

Neither Good
nor Bad
For Job
Performance

Good
For Job
Performance

Very Good
For Job
Performance

JET PIC Comparison



Note. Triangles = averages, gray boxes = interquartile ranges (IQR), dots = individual responses, ADJ = Adjustment, AMB = Ambition, SOC = Sociability, INP = Interpersonal Sensitivity, INQ = Inquisitive, LRN = Learning Approach.

Job Analysis

PIC – What improves performance for Associates and Associate Managers?



DCQ

DERAILMENT CHARACTERISTICS QUESTIONNAIRE

The DCQ identifies personal characteristics that can inhibit success, and assesses the degree to which those characteristics impact job performance.

33 items

...aligned with the HDS

Rating Scale

Very Bad
For Job
Performance

Bad
For Job
Performance

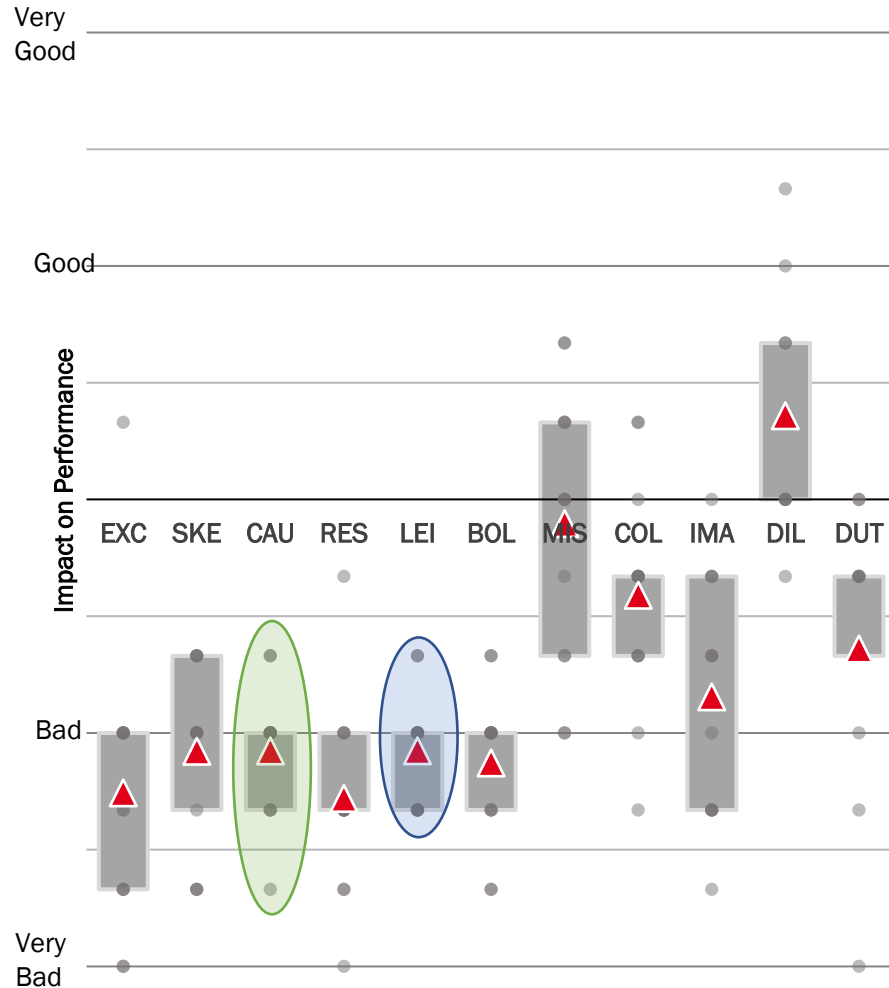
Neither Good
nor Bad
For Job
Performance

Good
For Job
Performance

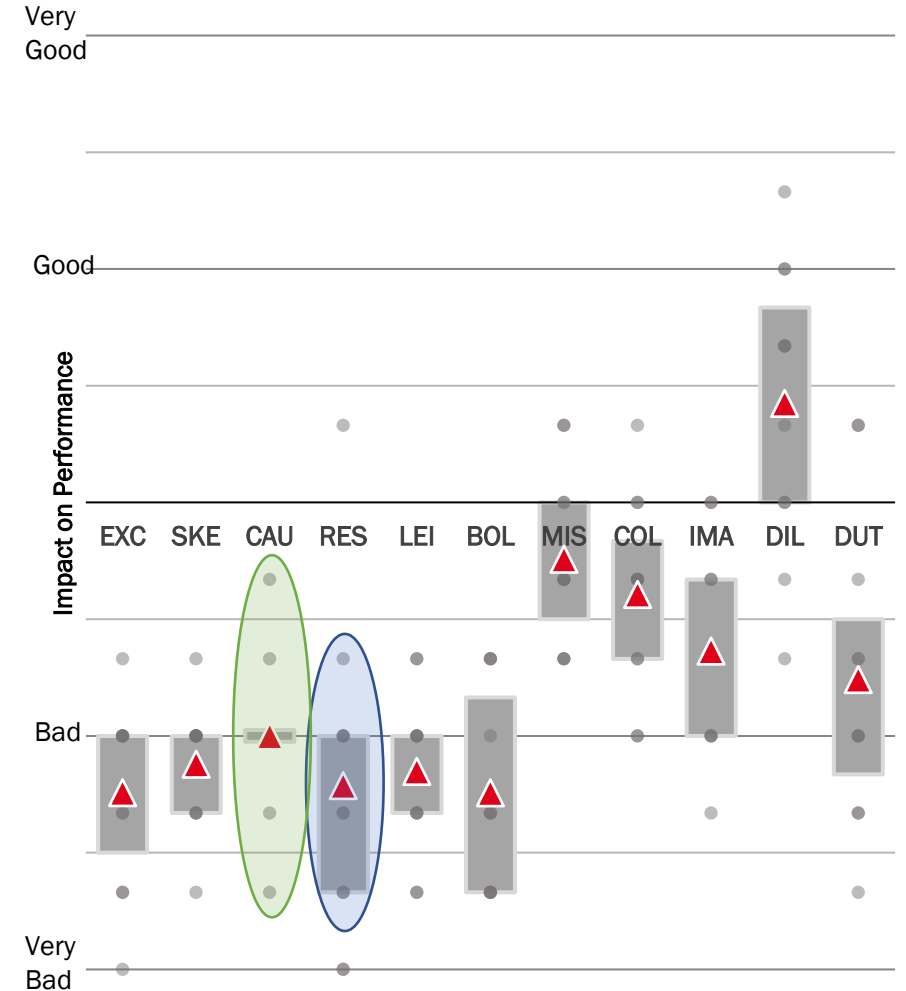
Very Good
For Job
Performance

JET DCQ Comparison

Associate



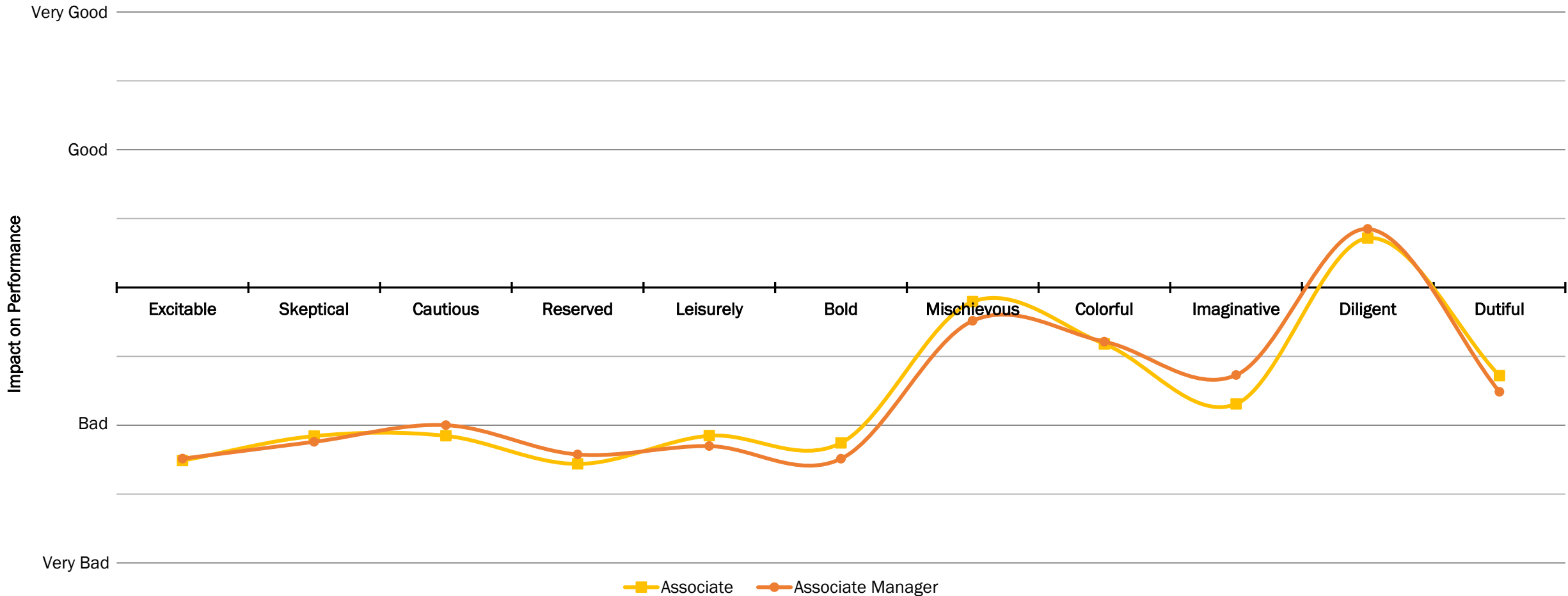
Associate Manager



Note. Triangles = averages, gray boxes = interquartile ranges (IQR), dots = individual responses, EXC = Excitable, SKE = Skeptical, CAU = Cautious, RES = Reserved, LEI = Leisurely, BOL = Bold, MIS = Mischievous, COL = Colorful, IMA = Imaginative, DIL = Diligent, DUT = Dutiful.

Job Analysis

DCQ – What derails performance for Associates and Associate Managers?





MIC

MOTIVATIONAL IMPROVEMENT CHARACTERISTICS

The MIC assesses the preferences and values that can impact job performance. This helps define values considered important to the job, the company, and its culture.

44 items

...aligned with the MVPI

Rating Scale

Very Bad
For Job
Performance

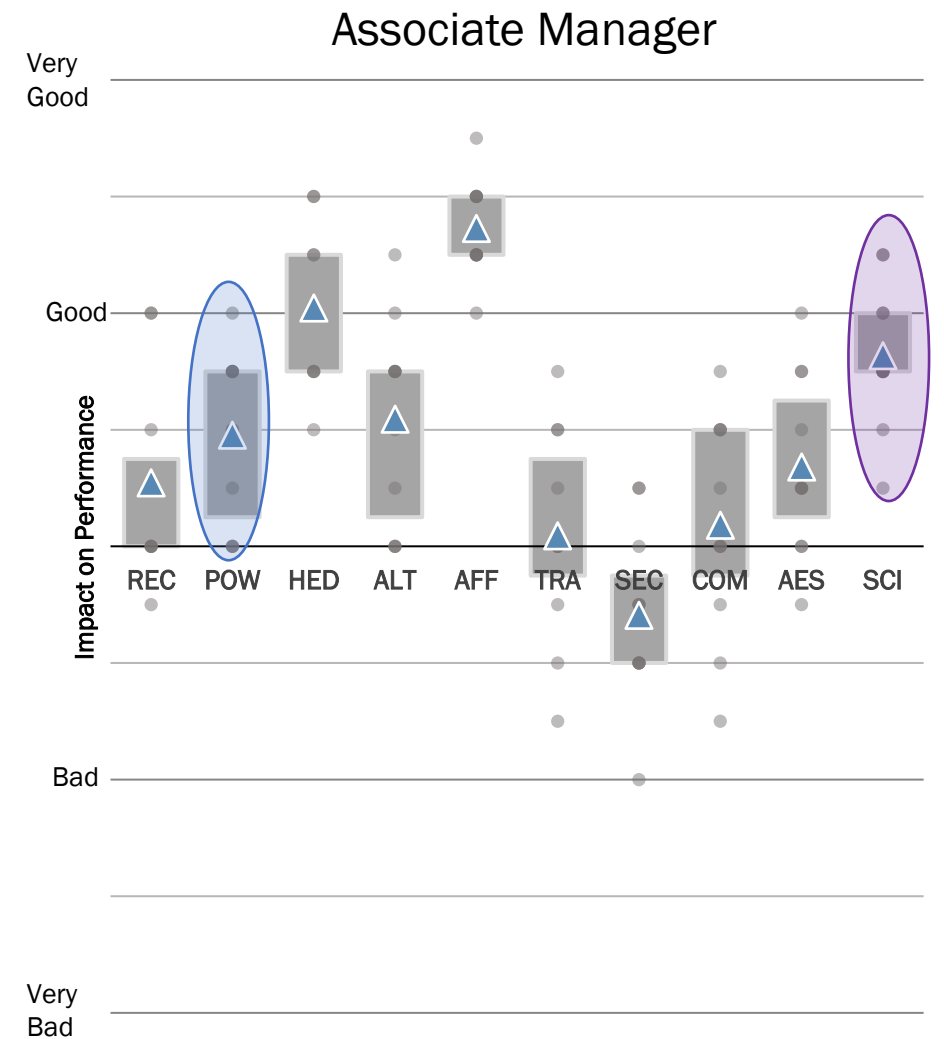
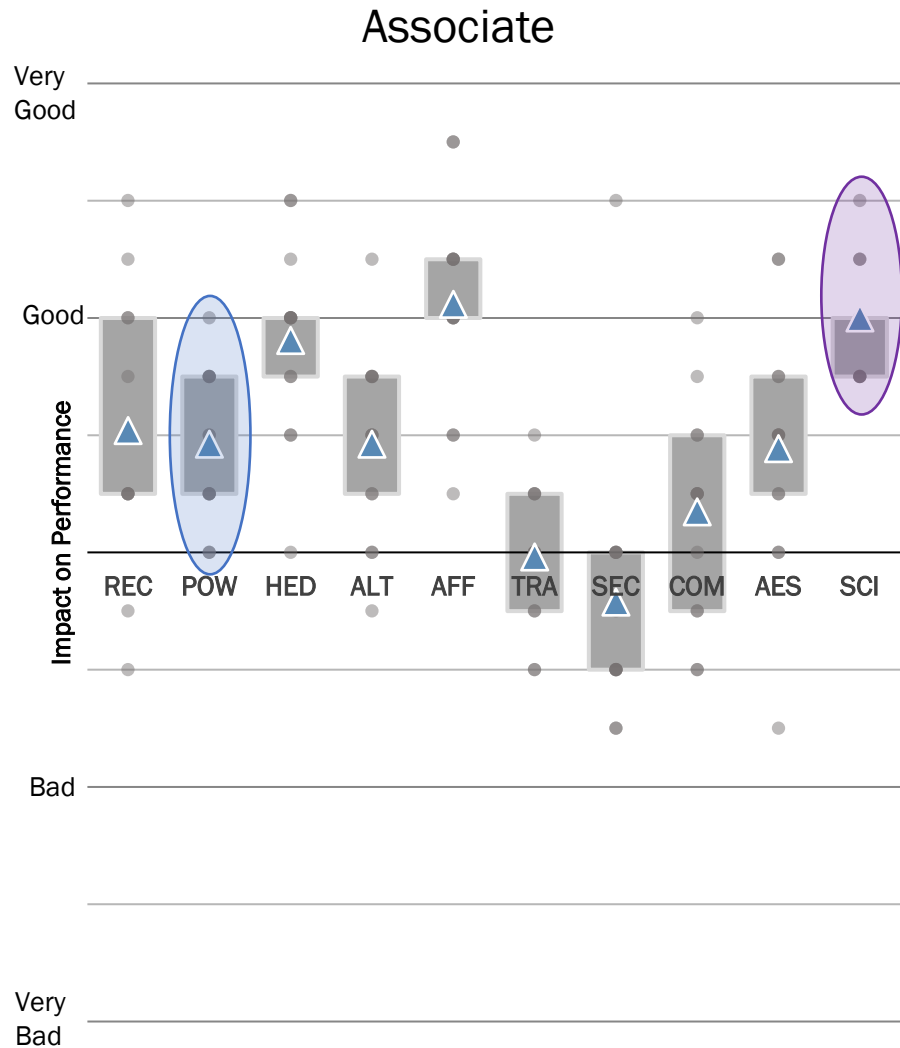
Bad
For Job
Performance

Neither Good
nor Bad
For Job
Performance

Good
For Job
Performance

Very Good
For Job
Performance

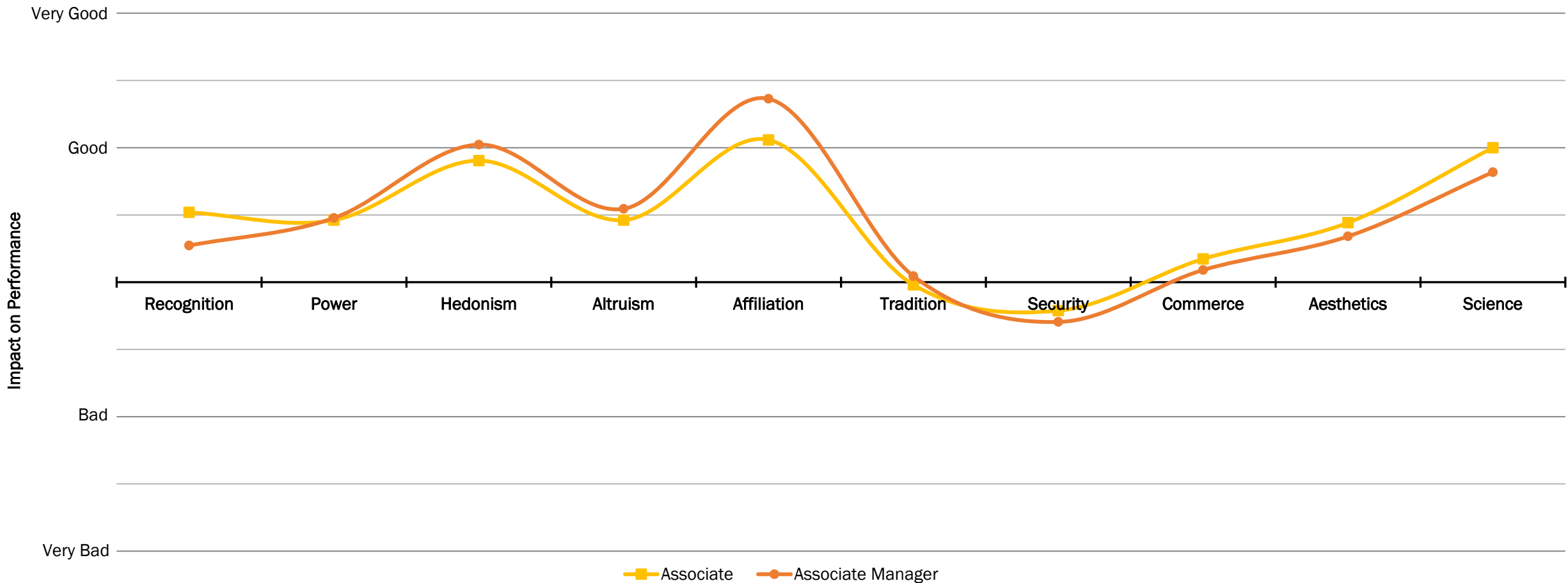
JET MIC Comparison



Note. Triangles = averages, gray boxes = interquartile ranges (IQR), dots = individual responses, REC = Recognition, POW = Power, HED = Hedonism, ALT = Altruism, AFF = Affiliation, TRA = Tradition, SEC = Security, COM = Commerce, AES = Aesthetics, SCI = Science.

Job Analysis

MIC – What describes the Associate and Associate Manager work groups?



CET

COMPETENCY EVALUATION TOOL

TOOL

The CET is a comprehensive list of performance capabilities from the Hogan Competency Model (HCM) that distinguish effective from ineffective personnel, and identifies competencies associated with successful job performance.

62 items

...aligned with the HCM

Rating Scale

Not Important
For Job
Performance

Slightly Important
For Job
Performance

Important
For Job
Performance

Very Important
For Job
Performance

Extremely Important
For Job
Performance

Job Analysis

CET – What are the top competencies for Associate?

	Competency	Definition	<i>M</i>	<i>SD</i>
1	Solving Problems	Identifies solutions given available information.	3.92	0.28
2	Positive Attitude	Displays a positive disposition towards work.	3.69	0.48
3	Taking Initiative	Takes action without needing direction from others.	3.69	0.48
4	Dependability	Performs work in a reliable, consistent, and timely manner.	3.69	0.48
5	Quality Focus	Strives to meet quality standards and produce quality work products.	3.69	0.48
6	Communication	Communicates effectively with others.	3.62	0.51
7	Handling Stress	Manages pressure without getting upset, moody, or anxious.	3.62	0.51
8	Accountability	Accepts responsibility for one's actions regardless of outcomes.	3.62	0.51
9	Dealing with Ambiguity	Comfortably handles unclear or unpredictable situations.	3.62	0.51
10	Professionalism	Acts in accordance with job-related values, principles, and standards.	3.54	0.52
11	Driving for Results	Accomplishes goals, completes tasks, and achieves results.	3.54	0.52
12	Relationship Building	Develops collaborative relationships to facilitate current and future objectives.	3.54	0.52

Job Analysis

CET – What are the top competencies for Associate Manager?

	Competency	Definition	<i>M</i>	<i>SD</i>
1	Relationship Building	Develops collaborative relationships to facilitate current and future objectives.	3.82	0.41
2	Communication	Communicates effectively with others.	3.73	0.47
3	Developing People	Provides support, coaching, training, and career direction to others.	3.73	0.47
4	Anticipating Problems	Forecasts and detects errors, gaps, and potential flaws.	3.73	0.47
5	Leveraging People Skills	Gets along well with others, is tactful, and behaves appropriately in social situations.	3.64	0.67
6	Dealing with Ambiguity	Comfortably handles unclear or unpredictable situations.	3.55	0.52
7	Leading Others	Demonstrates general leadership ability and effectiveness.	3.55	0.52
8	Teamwork	Collaborates with others to achieve goals.	3.55	0.52
9	Solving Problems	Identifies solutions given available information.	3.55	0.52
10	Self Management	Demonstrates appropriate motivation, attitude, and self-control.	3.45	0.52
11	Taking Initiative	Takes action without needing direction from others.	3.45	0.52
12	Driving for Results	Accomplishes goals, completes tasks, and achieves results.	3.45	0.69

Job Analysis

CET – What are the top competencies for Associates & Associate Managers?

Unique to Associate	Unique to Associate Manager	Critical for Both
Accountability	Anticipating Problems	Communication
Dependability	Developing People	Dealing with Ambiguity
Handling Stress	Leading Others	Driving for Results
Positive Attitude	Leveraging People Skills	Relationship Building
Professionalism	Self Management	Solving Problems
Quality Focus	Teamwork	Taking Initiative



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