

## **Are People Promoted to Their Least Competence?**

In certain industries talent competition can be especially severe and targeted. Danielle has a very strong technical background and has been regarded as a star performer by her former employers. Being recognized as high-potential, the company decided to consider her a candidate for promotion to the R&D department manager position. Professionally, she would be more than competent. Therefore, the question becomes: How would she feel about spending more time with people instead of work itself?

Since it was uncertain as to how ready she was for the transition, we used the Hogan Personality Assessment tools to test extract additional data. The result suggests that:

- She is chiefly motivated by having opportunities to learn new things.
- She is emotionally independent and doesn't rely on relationships; she would more comfortable working on something by herself rather than relying on a team.
- She is not motivated by leading others, but rather by matters that she can be control.
- She prefers predictability and is thus a bit risk averse when evaluating opportunities.

After a discussion with Danielle and her boss, it seems that Danielle is probably not the ideal person for the manager role, given the change in responsibilities. If we hadn't performed the assessment and the discussion that followed, Danielle probably would have felt very frustrated with her promotion instead of feeling a sense of achievement.