

# Talent Development in Pharmaceutical Industry

MGP Client Case Sharing: Talent Development Solution base on Hogan Assessment



## About MGP



Committed to our clients' success, Mobley Group Pacific Ltd. (MGP) has used our years of industry experience and functional expertise to become one of the regions's most recognized management consulting firms.

## About Talent Development Solutions



- Executive Coaching
- Executive Integration
- Executive Team Effectiveness
- Middle Management Leadership Development
- High Potential Development
- Build Organizational Coaching Culture

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## Organizational Challenge

A large U.S.-based pharmaceutical company aimed to enhance its current process for identifying Middle Managers having a high potential for performing effectively within more senior leadership positions via use of valid assessment tools.

## Customized Solution

The Company conducted a criterion-referenced validation study using the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), Motives, Values, Preferences Inventory (MVPI), and the Hogan Business Reasoning Inventory (HBRI). These four assessments provide a strong foundation for measuring bright and dark side personality as well as organizational culture and strategic/tactical reasoning. 105 incumbents completed the four assessments while their supervisors provided performance ratings based on the incumbent samples' technical skills, advancement potential, and overall performance.

## Impact-driven Result

Highly-rated incumbents scored significantly higher on the HPI Adjustment and Ambition

scales, significantly lower on the HDS Excitable and Dutiful scales, significantly lower on the MVPI Aesthetics scale, and significantly higher on the HBRI, which measures both Tactical and Strategic Reasoning capabilities. The preceding scales formed the basis of the recommended candidate screening guidelines. Hogan used these screening guidelines to classify candidates into High and Low fit categories.

Persons satisfying the profile were almost three times as likely to be rated as above average as those not satisfying the profile. Additional analyses also showed that those fitting the profile were rated significantly higher for both technical skills and advancement potential performance.

In summary, use of the HPI, HDS, MVPI, and HBRI significantly improved the organization's ability to identify individuals likely to receive above-average job performance ratings and demonstrate strong advancement potential. These results clearly illustrate the value of using these assessments to identify job incumbents with leadership potential.

Talent Management | Executive Coaching | Organizational Effectiveness

# 医药行业高潜质中层管理人员的发展

威埃励企业管理咨询客户案例分享：基于霍根测评的人才甄选方案



## 关于 MGP



威埃励企业管理咨询(MGP) 一直致力于帮助我们的客户企业取得成功。基于数十年的行业实践经验与稳固的专业知识, MGP 已然成为亚太地区最优秀的管理咨询公司之一。MGP 整合应用心理学、行为学、跨文化和商业等视角, 通过针对企业高级管理者及其团队的人才测评与发展服务为企业提供专业且定制化的人才管理解决方案, 帮助企业挖掘发展潜质。

## 关于人才发展解决方案



- 高管辅导
- 高管整合
- 高管团队有效性
- 中层经理人领导力发展
- 高潜质人才发展
- 构建组织辅导文化

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## 组织挑战

一家总部在美国的大型制药企业希望通过使用高效的测评工具改进现有中层管理人员发展流程, 从而更有效地识别具备高潜质、在未来能够在更高的领导岗位上高效工作的中层管理人员。

## 定制化解决方案

该企业使用霍根性格调查问卷(HPI: Hogan Personality Inventory), 霍根发展调查表(HDS: Hogan Development Survey), 霍根动机、价值观及偏好问卷(MVPI: Motives, Values, Preferences Inventory)及霍根商业推理问卷(HBRI: Hogan Business Reasoning Inventory)进行了标准参照验证研究(Criterion-referenced Validation Study)。这四种测评工具为测量性格的积极面与消极面、组织文化以及战略与战术推理能力提供了坚实的基础。105 位在岗的中层管理人员完成了这四项测评, 其上级主管根据他们的技术技能、晋升潜力及整体表现也给出了相应的绩效评分。

## 以实际影响力为导向的项目成效

绩效评分高的在岗中层管理人员与其他在岗者相比, 在霍根性格调查问卷(HPI)测评结果的调适与抱负这两个维度的得分显著高, 在霍根发展调查表(HDS)的测评结果中激动与尽职两个维度的得分显著低, 在霍根动机、价值观及偏好问卷(MVPI)的测评结果中审美维度的得分显著低, 但在霍根商业推理问卷(HBRI)的测评中得分显著高。霍根商业推理问卷(HBRI) 衡量战术与战略推理能力。上述各个维度构成了高潜质人才识别及推荐指南。我们使用这一标准将候选人分为高匹配与低匹配类别。

符合这一系列特征人员比不符合的人员有近三倍的机会得到高于平均绩效的评分。其它相关分析也显示符合该特征的在岗人员在技术技能和晋升潜力方面所得的评分都更高。

总之, 使用霍根性格调查问卷(HPI)、霍根发展调查表(HDS)、霍根动机、价值观及偏好问卷(MVPI)及霍根商业推理问卷(HBRI)能够显著提高组织识别更可能达成优于平均绩效水平、并表现出更高的晋升潜力的在职员工。项目成果清晰地显示出这些测评工具在支持企业找出具有领导潜力的在职者过程中所具备的不可低估的价值。

人才管理 | 高管辅导 | 组织有效性