

## Non-Profit Executive Directors

**Challenge:** A national non-profit healthcare company asked Hogan to help improve its talent selection and development process for Executive Directors. These Executive Directors are responsible for overseeing the administration, programs, and strategic plan of the organization. Other key duties include fundraising, marketing, and community outreach.

**Solution:** Hogan employed a two-step approach for conducting a validity study for Executive Director selection. First, Hogan conducted a job analysis by reviewing the job description and collecting survey data using the Job Evaluation Tool (JET). This included a series of focus groups with subject matter experts highly familiar with the non-profit's leadership and strategic direction. Then, Hogan used validity generalization strategies (i.e., meta-analysis, transportability, synthetic/job component validity) to identify the Hogan Personality Inventory (HPI) scales most predictive of successful performance in the Executive Director role. The HPI is a measure of everyday, normal personality tendencies.

**Result:** Hogan developed a profile to predict Executive Director job performance by using a combination of empirical evidence and expert judgment. Hogan found that the HPI Adjustment, Ambition, Interpersonal Sensitivity, and Prudence scales were most predictive of Executive Director performance. Successful Executive Directors remain composed under stress and pressure, take initiative and are results-driven, encourage cooperation, and are hard workers and remain task focused.

Overall, by implementing personality assessments into their Executive Director selection process, new Executive Directors at the non-profit will have the right mix of personal characteristics needed for success in leading the company.