



# HCG Full Range Leadership Assessment

Human Capital Growth, Inc.  
[www.humancapitalgrowth.com](http://www.humancapitalgrowth.com)  
[info@humancapitalgrowth.com](mailto:info@humancapitalgrowth.com)

To schedule an assessment call  
**+1 707-317-7644**

# INTRODUCING THE HCG FULL RANGE LEADERSHIP ASSESSMENT!

## ASSESSMENT OVERVIEW

The Human Capital Growth (HCG) Leadership Assessment suite assesses three aspects of leadership that a half-century of empirical research has found to be most predictive of leadership success:

- (1) Personality
- (2) Leadership style
- (3) Trust

Together, the three instruments provide insights into an individual's capability to lead during ordinary and challenging business situations. To ensure content validity, the scales were developed using the science that has best predicted both successful and dysfunctional leadership. The items were created by Ph.D. level organizational psychologists who have experience in constructing and using assessments in multinational settings.

Unique to Human Capital Growth's approach, is the use of the most advanced psychometrics called Rasch Measurement. These techniques enable the person to see their relative position compared to similar others. In addition, they can graphically review how much they have mastered in contrast to the areas they should develop. This combined set of information enables each individual to focus on the appropriate next level of developmental goals.

The instruments have been used to select candidates for C-level roles, and as part of development programs for high potentials and new leaders. As part of our commitment to continuous improvement, HCG is performing additional validity studies to verify the relationship between the HCG scores and scores from other similar tools, in addition to predicting job performance. Early findings show score consistency with the Hogan Personality Inventory, and third party ratings on all three aspects of leadership.

## PERSONALITY

“Most great men and women are not perfectly rounded in their personalities, but are instead people whose one driving enthusiasm is so great it makes their faults seem insignificant.”

-Charles A. Cerami

## ASSESSMENT OVERVIEW

HCG's Personality Inventory measures stable patterns of behavior at work. The instrument is based on the 'Big Five' theory of personality. Personality patterns tend to remain fairly stable across a person's lifespan, unless influenced by a major life event.

Over three decades of research has shown that measures based on the 'Big Five' tend to predict important aspects of work behaviors that are difficult to gauge through interviews.

While there is no single perfect personality profile, some are better suited to the demands of specific roles. Gaining insight about a person's dominant behavior patterns can be helpful for determining person-job fit. For development, HCG's Personality Inventory provides insights to help leaders leverage their strengths and develop effective coping strategies.

## PERSONALITY INVENTORY SCALES

- **Openness to experience** refers to tendencies to be creative, curious and imaginative.
- **Conscientiousness** refers to a strong tendency to follow rules, work hard, and be detail-oriented.
- **Extraversion** refers to how one interacts with others in a group setting and their comfort in initiating relationships.
- **Agreeableness** refers to a desire to get along with others and to be kind and gentle.
- **Ambition** refers to an orientation toward achieving success and getting ahead.
- **Adjustment** refers to how a person may handle work stressors.

## Attributes Predicted from Personality

- Visioning and innovation
- Dependability
- Effective relationships and social networks
- Effective teamwork
- Healthy competition
- Effective handling of stressful business situations

## LEADERSHIP STYLE

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.”

-Theodore Roosevelt

Experts define leadership as the act of garnering support from followers to work toward a common goal for the betterment of the individual and the organization.

Research on leader effectiveness has consistently found the transformational leadership style to be most predictive of subordinate satisfaction and leader effectiveness. Studies show that it also transcends cultures and leadership levels. The HCG leadership assessments measure the full range of leadership, where transformational leadership is at the highest end followed by transactional leadership and lastly, ineffective aspects of leadership (e.g. management-by exception and Laissez Faire leadership).

Leadership styles can be developed over time. Awareness of one’s own style from multiple perspectives (as assessed by self and co-workers) can be beneficial to begin the development process. The HCG leadership assessment engine has the flexibility to gather self-ratings and multi-source ratings. The development of effective leadership may be continued through additional structured interventions. A learning module combined with individualized coaching is likely to produce the best results.

### Outcomes of Effective Leadership

- Subordinate satisfaction
- Individual motivation
- Empowerment
- Confidence in vision
- Overcoming resistance to change
- Promotion of new ideas
- Effective functional leadership

## LEADERSHIP STYLE SCALES

### Transformational Leadership:

- **Idealized Influence** refers to the leader's charisma. It is a leader's ability to create a following that is marked by followers transcending self-interest to work toward the greater good.
- **Inspirational Motivation** refers to a leader's ability to inspire and motivate followers to pursue goals that they would otherwise consider unreachable.
- **Intellectual Stimulation** refers to leaders that get their people to think beyond the status quo. They question subordinate assumptions and help them consider innovative alternatives.
- **Individualized Consideration** refers to a leader's ability to provide personalized emotional support and development opportunities that result in the employee's growth and wellbeing.

### Transactional Leadership:

- **Transactional Leadership** involves giving economic and emotional benefits in exchange for achieving desired work outcomes. It is a reasonably effective strategy for motivating followers but to a lesser degree than transformational leadership.
- **Management by Exception-Active** involves leaders proactively preventing problems or defects; and also attending to errors or deviations from standards.

### Ineffective Leadership

- Passive leaders tend to be uninvolved in their employees work until a problem occurs. Laissez-faire leaders are even more laid back, in that they remain uninvolved entirely, even during a crisis.

## TRUST

Trust refers to the willingness to take risks with other people based on positive expectation of their intentions or actions.

In the current economic environment a leader's ability to build trust inside and outside the organization has become crucial to their success. Research shows that a leader who is seen as trustworthy is likely to have greater influence and support. Also, followers are more likely and willing to take risks when led by a trustworthy leader.

The HCG assessment of trust is a behavioral assessment as opposed to a character assessment. The scales are based on meta-analytic findings of factors that promote trust. It also leverages the science of ethical influence which has well researched strategies that can be taught to improve one's ability to build trust through influence.

To some extent trust behaviors can be developed over time. First, it is helpful to begin by helping leaders gain an understanding of their own trust related behaviors. Second, these insights can be followed up with instructions about behaviors that others are likely to see as trustworthy.

### Outcomes of Trustworthy Leadership

- Open communication
- Reduced turnover
- Increased discretionary behaviors
- Increased risk taking
- Increased organizational performance and stability

## TRUST INVENTORY SCALES

**Skill:** This refers to a leader's knowledge and understanding of the factors that build trust. The assessment measures the extent to which a leader demonstrates behaviors related to the six principles of ethical influence:

- Demonstrating expertise
- Engaging in reciprocity with subordinates, peers and managers
- Being regarded as trustworthy by others
- Being consistent in thought and action
- Being liked and liking others

**Benevolence:** The items in this section assess the nature of interaction between the leader and the subordinates. Leaders who show interest and care, and invest in the development of others are likely to be seen as more trustworthy.

**Integrity:** The item in this section assesses the leader's propensity to speak the truth even when it is uncomfortable. Leaders who are perceived as fair and honest are likely to be seen as having high integrity.

To schedule an assessment call

+1 707-317-7644

### About Human Capital Growth

Human Capital Growth (HCG) is a talent management firm that helps organizations achieve better outcomes using science, data, and metrics. HCG offers services in talent management consulting, predictive analytics, and talent management education. It has bases in the US and India, and operates globally through its partnership with the Global Alliance for Performance Improvement (GAPIconult.com). Clients include Fortune 500 organizations, small and medium-size organizations and not-for-profit institutions.

US Office: 1091 Crystal Springs Drive Vacaville CA 95688 :: India Office: 49 Buena Monte, 37/3 Pashan Panchavati, Pune 411008, Maharashtra, India

[www.humancapitalgrowth.com](http://www.humancapitalgrowth.com) :: [info@humancapitalgrowth.com](mailto:info@humancapitalgrowth.com) :: +1 707 317 7644 (US)