PUBLIC KNOWLEDGE®

Individual and Team Personality Matters in the Workplace

Introduction

Public sector leaders face choices that define their agency's future. With pressure mounting and the stakes visible to all, leadership determines whether that moment drives **measurable impact**. Many government leaders understand the importance of leading change but do not feel confident in their ability to do it effectively, leading to organizational performance issues. This contributes to stalled initiatives, disengaged teams, and missed goals. **Leadership training helps close that gap** by helping leaders make choices that enable their teams to perform at their best. In government, those results directly affect mission success.

People shape how organizations perform and achieve their goals through the choices they make and the way they work with others. When organizations focus on people by **attracting, engaging, and developing talent**, encouraging a positive culture, and providing strong leadership, they will achieve success. Conversely, a lack of attention to people can hinder performance and cause high employee turnover.

People make change possible. Public Knowledge® uses the Hogan Assessment to give leaders and teams insight into how they think, act, and work together, providing the depth and detail needed to understand each other.

Problem Statement

Against the backdrop of the pandemic, the shift to remote work, the Great Resignation, increased demands for sustainability, digitization, and more, organizations are facing historic pressure to achieve their strategic objectives transparently and assertively. To remain competitive, many are putting greater emphasis on the development of existing and emerging leaders.

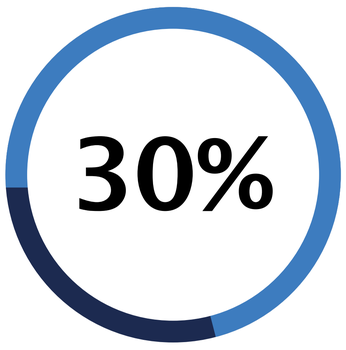
Research published by Harvard Business Review[1] shows that strong leadership is a significant driver of organizational performance. That kind of advantage does not happen by chance. It is built through sustained investment in leadership development.

13x

More likely to outperform peers Organizations with strong leadership

1 *Moldoveanu, M., & Narayandas, D. (2019, March 1). The Future of Leadership Development. Harvard Business Review. https://hbr.org/2019/03/the-future-of-leadership-development*

Despite this evidence, significant capability gaps remain. Research from the Center for Creative Leadership[2] shows that many public sector leaders do not feel fully prepared to face their most urgent challenges.



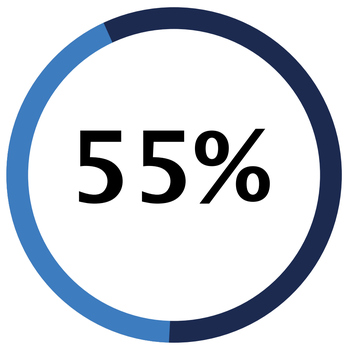
of public sector leaders feel well prepared Center for Creative Leadership

Gallup's data adds another layer of urgency. Formal leadership training has a measurable impact on both engagement and performance, with effects that remain consistent for more than a year.

+22%
Increase in engagement

+18%
Improvement in team performance Gallup

Leaders who are trained to communicate clearly, build trust, and manage change consistently drive better results. They create high-performing teams, make faster decisions, and achieve measurable impact.



of federal employees believe their leaders inspire motivation and commitment Office of Personnel Management[3]

Solution

Supporting employees in their **leadership growth** is essential. A core part of that growth is developing self-awareness, which is the ability to understand your own emotions, thoughts, values, and behaviors, and how they affect you and others.

This involves recognizing your **strengths and weaknesses** and seeing how others perceive you. In doing so, it guides your actions and supports personal growth and relationships.

The Hogan Assessments are a **key tool** PK uses to increase self-awareness of an individual's leadership and how it impacts others. The Hogan Assessments measure one's motivations and likely behavior. It captures the "bright side" of personality and individual strengths as well as potential derailers, or "dark side" of personality, as well as internal values and motivators. Because a leader's personality influences how they make decisions and respond to challenges, it shapes their behavior and affects how their team engages and performs.

2 *Ferguson, J., Ronayne, P., & Rybacki, M. (n.d.). White Paper Public Sector Leadership Challenges. Public Sector Leadership Challenges: Are They Different and Does It Matter? https://www.ccl.org/wp-content/uploads/2016/09/public-sector-leadership-challenges-center-for-creative-leadership.pdf*

3 *2023 Office of Personnel Management Federal Employee Viewpoint Survey Results. Government Wide Management Report 2023. (n.d.). https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-reports/governmentwide-management-report/2023/2023-governmentwide-management-report.pdf*

Hogan Diagram

Identity

Identity is the story we tell ourselves about ourselves — your identity is the person you think you are. While there might be some takeaways in how we perceive ourselves, we are usually wrong.

Reputation

Reputation, on the other hand, is what everyone else thinks of us, and it's based on our overt behaviors and social skills. Your reputation is the person other people think you are, and your success in the workplace is dependent on your reputation.

The Bright Side

The bright side of personality describes how we relate to others when we are at our best.

The Dark Side

The dark side of personality emerges in times of increased strain and can disrupt relationships, damage reputations, and derail people's chances of success.

The Inside

The inside of personality refers to the goals, values, drivers, and interests that determine what we desire and strive to attain.

Cognitive

Cognitive tests describe reasoning style. They help us understand a person's ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes.

The Hogan Team Report uses assessments of individual team members to provide a holistic, personality-based view of the team. It helps members understand how their personalities and motivators influence team effectiveness within the team's culture, environment, and goals. Personality is also important in a team setting as it drives organizational behavior, performance, and ultimately reputation.

Conclusion

Leadership shapes how agencies respond to change and deliver on their mission. Using Hogan Assessments, Public Knowledge® helps leaders gain insight into themselves and their teams, strengthening collaboration and focus. The result is organizations that perform with purpose and achieve measurable impact.

PUBLIC KNOWLEDGE®