



You Don't Have To Be Darth Vader To Have A Dark Side!

Are your personality strengths getting in the way of you getting on? Are you a good performer who feels capable of greater things but just can't seem to get to that next level? Do you sometimes wish that you could behave differently in the workplace or manage relationships better? There is a fine line between strengths and weaknesses when we are talking about personality. Our individual personalities provide us with certain strengths e.g. the extent to which we are friendly and outgoing, the extent to which we are conscientious, the extent to which we are keen to learn and develop. These strengths help us to achieve success in our roles and to get on with others in our teams and organisations.

Under certain circumstances, however, our strengths can become risks and cause problems in our home and work lives e.g. when we overuse them, or when we are bored or under pressure. When this happens, our usual behaviours change and our dark side takes over. Dark side behaviours include e.g. hostility, mistrust, inappropriate competitiveness, manipulating, eagerness to please etc. These 'Dark Side' behaviours can erode good relationships and have an adverse impact on your career. The more extreme 'Dark Side' behaviours could even derail your career.

HOW DO YOU IDENTIFY YOUR PERSONALITY STRENGTHS AND DARK SIDE BEHAVIOURS?

There is a suite of psychometric tools designed by Robert Hogan, which are based on 30+ years of research and socioanalytic theory. They differ from the other well-known personality instruments e.g. OPQ, Wave, because when people complete the Hogan questionnaires, their personality strengths/risks are reported back, based on reputation i.e. they enable people to see their personality characteristics as they will appear to colleagues and other people that you come into contact with, in the workplace. The Hogan

tools also identify your 'Dark Side', i.e. how your strengths will manifest themselves when you are under pressure/bored etc.

The three main Hogan tools are: The 'Hogan Personality Inventory' (HPI), The 'Hogan Development Survey' (HDS) and the 'Motivation, Values, Preferences Inventory (MVPI). The 'HPI' informs you about your bright side, i.e. your personality characteristics when you are at your best. Perhaps more interestingly, the 'HDS' identifies your personality strengths that can become risks or potential derailers for you. The final tool the 'MVPI' describes your personality from the inside i.e. what your main goals and drivers are and the interests that determine what you strive to achieve. This tool also helps you to understand the types of: positions, jobs and environments where you are most likely to thrive and be at your most productive.

The Hogan tools enable you to recognise: what your personality strengths are, how to maximise them and how to make sure that your Dark Side doesn't get in the way of you getting on in your chosen career.

WHAT CAN YOU DO NEXT?

Once you have identified your strengths and potential derailers, coaching can help you to produce a powerful personal development plan to facilitate your personal growth. With coaching support, you can then go on to achieve your career aspirations whether they are about getting to that next rung on the ladder or about becoming the next Bill Gates/Sheryl Sandburg

WANT TO KNOW MORE?

If you would like to know more about how coaching with Hogan help you get where you want to be, call me on: **0161 344 5492/07771 870 547** or email me:

sharon@cognoscenti.uk.com.

Sharon is the Director of 'Cognoscenti business psychologists Ltd' She is a chartered occupational psychologist and a chartered scientist. She delivers executive coaching on behalf of the 'Chartered Institute of People and Development' (CIPD) and is an executive coach for the 'Manchester Alliance Business School' global leadership programmes. www.cognoscenti.uk.com.

