



4Cs Leadership Communication Insights

Powered by your Hogan personality assessment data

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Introduction

From the moment we are born, we embark on a journey that builds our capability to communicate with others. However, we rarely take the time to reflect on how our approach to communication can have an impact on others; either positively or negatively. Understanding your own communication style will help you understand how you need to adapt your behaviour and approach to different people and situations.

As a leader, the way you communicate will have a profound impact on how effective and successful you will be. Whether it's engaging your employees or influencing your customers, communication underpins the 'power' skills that can transform a good relationship to a great one, enable change, unlock the potential of the people around you and deliver results by influencing others.

This report is in three sections. The first describes the 4Cs of leadership communication, the second your results and your communication style and the third, a development planning template.

Section 1: The 4Cs of Leadership Communication

Our research spanned Aristotle's Art of Rhetoric, psychological models such as Myers-Briggs, DiSC and Hogan, to thought leadership on Neuro-Linguistic Programming, and from this, we have identified four dominant characteristics of effective Leadership Communication:



CONNECTION

Developing and maintaining enduring human relationships through communication



CREDIBILITY

Sharing expert views and latest insights in an open and straightforward style



CHARISMA

Getting things done by being able to communicate and inspire followers on a deep, emotional level



CLARITY

Discussing details, processes, ideas, operations and strategic concepts in a coherent manner



• CONNECTION

Connection is not an exchange of information, a new Linked In contact or a social media channel. In a human context, connection is a deep emotional bond between people when we have a feeling of being valued, understood and attached to others. People are wired from birth to have strong social connections and to have a sense of belonging. However, some of us have a greater need for affiliation than others and there will be those who will intrinsically question and resist the temptation to be part of the crowd.



• CREDIBILITY

Credibility is a vital element of effective leadership and the consistency of your approach to communication will send many signals to others about how credible you are. But what's at the heart of credibility? Two critical elements: perceived competence (people's faith in your knowledge, skills, and ability to do the job) and trustworthiness (their belief in your values and dependability). These elements may show up through the way you listen, how you demonstrate a high level of knowledge and your capacity to empathise with others.



• CLARITY

Clear communication exists when the message received and understood by your audience is the same as the message you intended to send. Being clear and concise displays your clarity of thought and mitigates the risk of ambiguity and misinformation occurring. When communicating with clarity, people will have more confidence in what you say because it shows that you know exactly what you are doing and what needs to be done.



• CHARISMA

Charismatic leaders are essentially very skilled communicators – verbally eloquent, but also able to communicate to followers on a deep, emotional level. They are able to articulate a compelling or captivating vision, and can arouse strong feelings in followers by speaking to the emotional needs of their audience. They are also highly skilled at adapting their communication approach to different situations. Many charismatic leaders are typically self-aware and will actively look to develop their communication capability.

Section 2: Your Insights

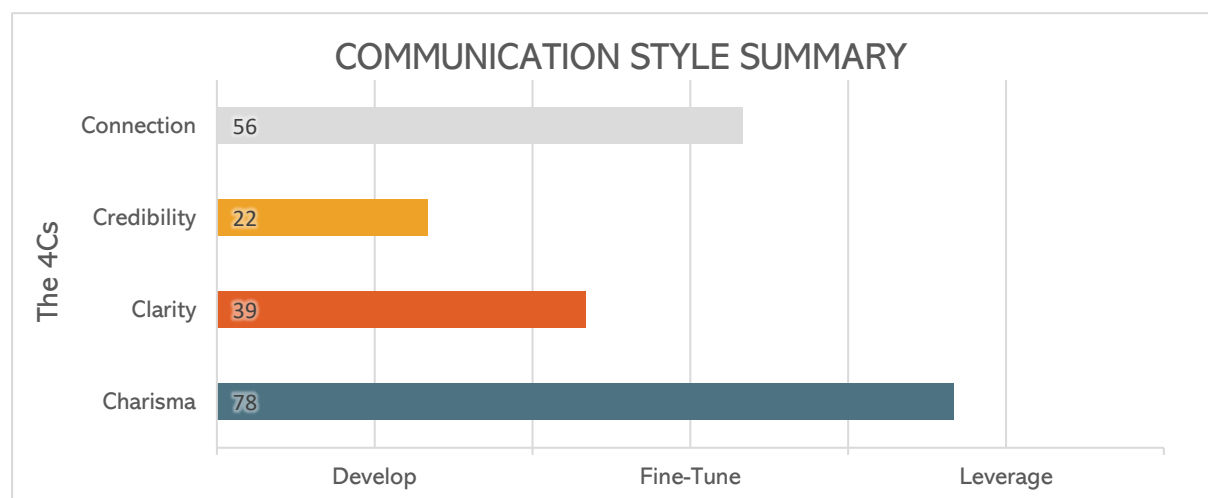
These four characteristics have been mapped to your Hogan personality assessment data; measures that are specifically developed to predict people's reputation amongst others. The results in this report indicate how natural the four characteristics are to you, compared to a norm group of global leaders and professionals.

When reading this report, try to keep an open mind and consider how effective your communication style is in the eyes of other people. Consider if there are certain characteristics that you rely on too much and others that you could try to develop. You may want to ask colleagues for feedback on your communication characteristics before completing the development plan at the back of this report.

Before you read your results, here are a few additional points to consider:

- Having a **low score** does not necessarily mean you have no skills in that area. It does suggest this could be a characteristic that requires development and may require your conscious effort on your part.
- Equally having a **high score** is not always a positive. It signals that you may over rely upon one or two particular communication characteristics (or habits) regardless of situational demands. These characteristics may turn into a weakness during certain situations.
- The **overall score** (below) is a mean score that brings together a number of different personality elements and is then calculated using a global norm group of data.
- There is no universal scale for effective leadership communication. There are many social variables such as organisational and national culture, language and demographics that can influence what is perceived as the right and wrong way to communicate.

Your 4Cs personality



CONNECTION



Developing and maintaining enduring human relationships through communication

Your result



When interacting with others...	This is a characteristic that you need to...	To ensure effective communication as a leader...
You seem tactful, warm and aware of people's emotive cues, which should help you to grow strong, trust-based connections with people.	Leverage	Be more willing to confront people or issues promptly, be more direct when giving feedback and be forgiving when other people are not as diplomatic and socially insightful as you are.
You seem trusting and forgiving in the way you communicate, which should help you to build and maintain relationships with your audience.	Leverage	Maintain your faith in other people, however do not be too naive; be willing to question and debate people's views and contributions as and when required.
You tend to be approachable in times of pressure, you seem attentive to people's emotional needs while also delivering tough messages when needed.	Fine-Tune	Maintain your balance between listening and talking, between being available and avoiding unnecessary socialising, all the while considering people's emotive needs.
You appreciate having a more personal relationships with some colleagues or clients rather than keeping it strictly business focused.	Fine-Tune	Help colleagues and stakeholders strike an effective balance between being independent and task-focused versus team-oriented and relationship-focused.
You have little patience with self-pity and you value self-reliance, which can surface through you downplaying people's personal struggles or seeming uncaring.	Develop	Be patient when people experience personal difficulties, consider providing more care, support or guidance, making sure you challenge and support people in equal amounts.
You seem independent in your communication, with no desire to please others or conform to group compromises.	Develop	Go beyond being independently minded; take feedback and people concerns seriously, be curious about people's opinions, create buy-in for

		your views and seek win-win situations.
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CREDIBILITY



Sharing expert views and latest insights in an open and straightforward style

Your result



When interacting with others...	This is a characteristic that you need to...	To ensure effective communication as a leader...
You seem reasonably well-informed and open to learn from the expertise and insights from other professionals, which should support your credibility.	Fine-Tune	Keep balancing between sharing your own knowledge and being actively on the lookout to grow your own expertise and insights, as a way to boost your credibility.
You sound collaborative and generally support the majority vote of the team, while you may not be fully transparent about your views.	Fine-Tune	Notice when you are not sharing your honest opinion and consider if you are avoiding a confrontation or being overly independent and driven by a personal agenda.
Your comments are likely to be based on your experience and intuition as well as available facts, figures and rationale.	Fine-Tune	Consider your stakeholders' preference for either a more intuitive, action focused conversation versus an interest to scrutinise facts and arguments.
Your social skills could help you to influence people, however you may damage your credibility by appearing insincere, impulsive and risk-taking.	Develop	To maintain your credibility with different audiences, be more consistent in your message, ensure you are open and honest while making sure you follow up on the commitments you make.
The context will influence what you consider to be socially (in)appropriate; other people may not agree with the shades of grey you perceive and question your principles.	Develop	Consider attending more to social conventions, respecting organisational hierarchies, honouring established traditions and taking a clearer stance on moral issues.

CLARITY



Discussing details, processes, ideas, operations, strategic concepts in a coherent manner

Your result



When interacting with others...	This is a characteristic that you need to...	To ensure effective communication as a leader...
You sound practically minded and clear, which helps to keep things simple and actionable.	Leverage	Allow for conceptual ideas to be explored and seemingly unrelated points to be discussed, to avoid cutting creative or strategic discussions short.
You prefer no-nonsense discussions of problems and solutions, with a focus on tangible and functional ideas.	Leverage	Allow for discussion of creative ideas to support innovation and ensure the style that is used to present work output is likely to appeal to your audiences.
You seem open to new unconventional ideas and are likely to contribute to creative problem solving sessions, while also discussing how realistic ideas are.	Fine-Tune	Keep engaging with creative ideas while ensuring you communicate your own ideas in a clear and coherent style, making it easy for the audience to relate to them.
You are quick to speak your mind and comfortably move from one top to the next, however you may say things impulsively and get bored with detailed discussions quickly.	Develop	Follow the agreed agenda more closely, try sharing your views in a more structured style, focus on one topic at the time and avoid saying things on impulse which you may come to regret.
You are comfortable with uncertainties and ambiguities, which makes you willing to take initiatives or decisions before fully clarifying risks involved and processes needed.	Develop	Avoid unnecessary ambiguity, consider the risks as perceived by others and be willing to spend more time discussing processes for managing those risks.
You cover topics in a broad and general fashion while being quick to move on, with the risk of not clarifying important details or process steps.	Develop	Clarify for yourself what the key timelines, process steps and details are that your audiences will likely want to hear about, so you can pre-

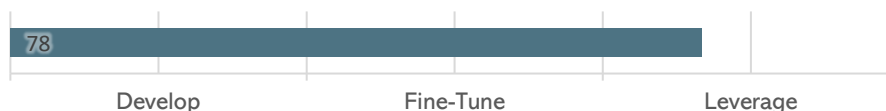
		empt questions about these by quickly establishing clarity.
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CHARISMA



Getting things done by communicating and inspiring followers at a deep, emotional level

Your result



When interacting with others...	This is a characteristic that you need to...	To ensure effective communication as a leader...
Your social confidence, energy and engaging style may attract people, while being easily distracted and appearing superficial may undermine your charisma.	Leverage	Balance the time you spend listening and talking, respond to others rather than sharing your own opinions, stay on topic and avoid interrupting people.
Your competitive and assertive style helps to persuade people, however you may not truly listen to others, appear intimidating or seem overly political.	Leverage	Consider striking a more collaborative and patient tone, allow others to lead or steer conversations, ensure you create buy-in with others rather than mere compliance.
You are socially skilled, expressive and quick-witted style may support your charisma, however you undermine yourself by failing to listen, appearing self-centred and unfocused.	Leverage	Demonstrate self-restraint during conversations; stay focused rather than jumping from one topic to the next, ask more questions, listen carefully and allow others to shine in the spotlight.
You avoid becoming overly pessimistic or optimistic, you convey an appropriate sense of urgency and seem open to feedback and suggestions.	Fine-Tune	Stay open to people's views and feedback, considering which topics or audiences could benefit from you being more optimistic, in order to reassure and engage people.
You express your views with confidence while remaining open to the opinions and feedback from others, which should help you to influence people and gain respect.	Fine-Tune	Continue balancing between being assertive and outspoken while acknowledging other's expertise and feedback, be assertive as situations require you to while remaining humble.
Your enjoyment of visibility and public attention could contribute to your charisma, while your tendency	Fine-Tune	Make sure you seek the spotlight often enough to inspire and influence people, while using your

<p>to share credits signals it is not just about you.</p>		<p>public profile to create attention for the ideas and people that you believe in.</p>
<p>You are keen to influence your audience, you enjoy leading conversations and driving decisions, while also being comfortable following others.</p>	<p>Fine-Tune</p>	<p>Continue to lead interactions as and when required and try to persuade people, without becoming too controlling or unnecessarily competitive with others.</p>
<p>Your composure in times of pressure may seem reassuring, however a lack of emotionality in your tone may keep you from fully connecting with people.</p>	<p>Develop</p>	<p>Empathise more with people's hopes and fears, be more explicit about what inspires or concerns you, as the passion people sense with you may help to enthuse them as well.</p>

Section 3: Your Personal Plan

Self-awareness is the starting point of any professional development. Use the following questions to reflect on the insights from your Hogan Assessment scores for your 4Cs leadership communications style. Consider what aspects of your leadership communication you want to amplify and the areas that diminish your communications effectiveness.

What aspects of my leadership communication makes me effective?

What aspects of my leadership communications undermines my effectiveness?

What needs to change to improve my reputation?

Further reflections

Disclaimer and copyright

These insights describe an individual's communication characteristics. The scoring and commentary is based on our mapping of the communication styles to scales of the Hogan Assessment questionnaires and the participant's answers to these questionnaires. For the avoidance of doubt, this approach and report is not an approved Hogan Assessment solution nor has any association with Hogan Assessment Systems.

The subjective nature of assessments based on questionnaires should be taken into account when interpreting the results. Flametree Communication and Essentie Talent Consulting can therefore not accept responsibility for the accuracy of the results and descriptions.