

Credit Blame Type Assessment

Custom Report for:

Pat Sample



**PERFORMANCE
PROGRAMS INC.**

assessment, awareness, action

About Your Hogan/Performance Programs Credit and Blame Assessment

Credit and blame are at the heart of organizational psychology and career success. How you assign credit or blame to yourself and others is a critical factor in professional development, workplace relationships, dynamics within and between teams, organizational culture, and leadership performance. There is a high degree of subjectivity in how people assign credit and blame to themselves and others, and it's important to know how the way in which you assign credit and blame may be perceived by others. When it comes to the social dynamics of credit and blame, perceptions matter. Leaders have different styles of assigning credit and blame, and different styles can be perceived as more or less effective and motivational in different situations, roles, and organizations. Successful leaders are often highly self-aware, and socially sensitive, about the challenges and opportunities of credit and blame, and are able to effectively adapt their style in different circumstances in order to motivate others, to create cohesive and loyal teams, and to recognize and reward good performance while holding people accountable for results.

Reading Your Report

This report is intended to help you reflect on the way in which others perceive how you assign credit and blame. It details several leadership "styles" and provides percentile scores that indicate how likely it is that the people who work with you or for you will perceive that you fit those various styles. This report is intended to be a point of departure that encourages you to explore how you currently assign credit and blame, and how you might more productively assign credit and blame in the future. This report is not intended to be a substitute for open and candid feedback from your colleagues, peers, and supervisors, which is helpful to solicit on an ongoing basis at any stage of your career, not just for issues of credit and blame, but for all aspects of leadership. This report is not intended to provide any definitive "answers," but is instead intended to provide questions for you to ask yourself and others over time as you develop your leadership skills.

Further Reading

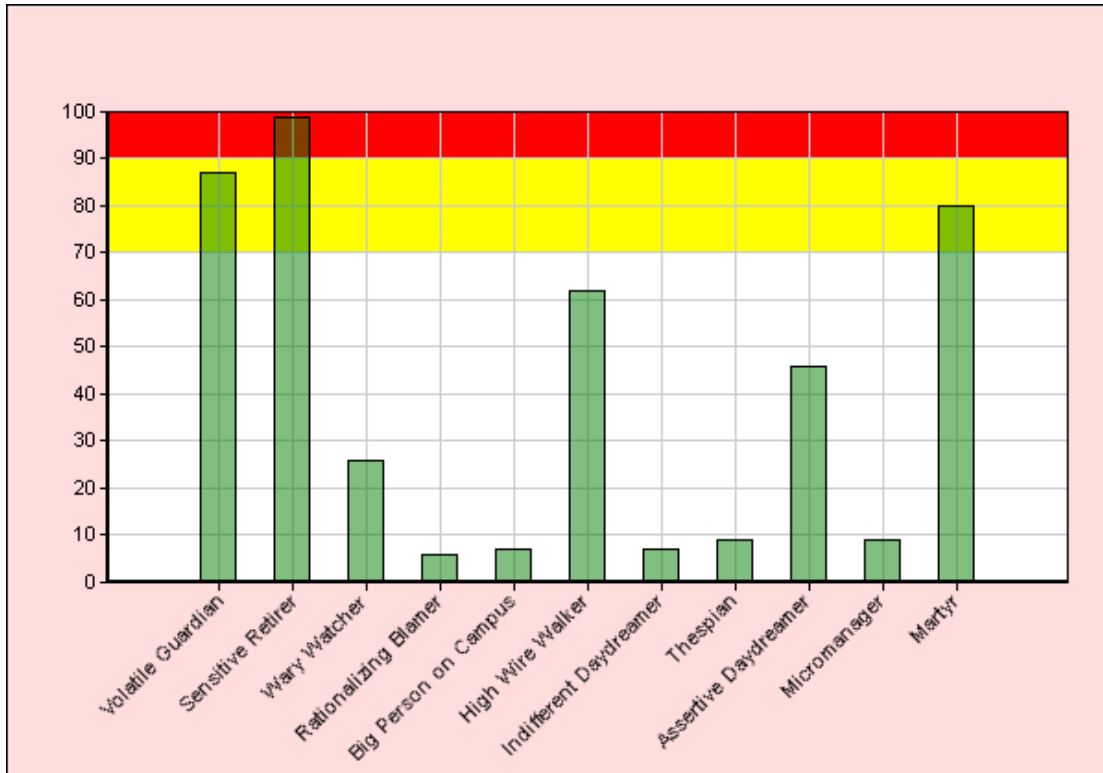
The Blame Game by Ben Dattner, Ph.D with Darren Dahl describes, in detail, leadership challenges and opportunities in the area of credit and blame, and includes specific suggestions for leaders at all levels for how to better understand and improve the dynamics of credit and blame.

For more information about the book, please visit: <http://www.creditandblame.com>.

Next Steps

If you would like to get information about how to schedule a confidential telephone debrief of this report with an executive coach, please contact Performance Programs by email at surveys@performanceprograms.com.

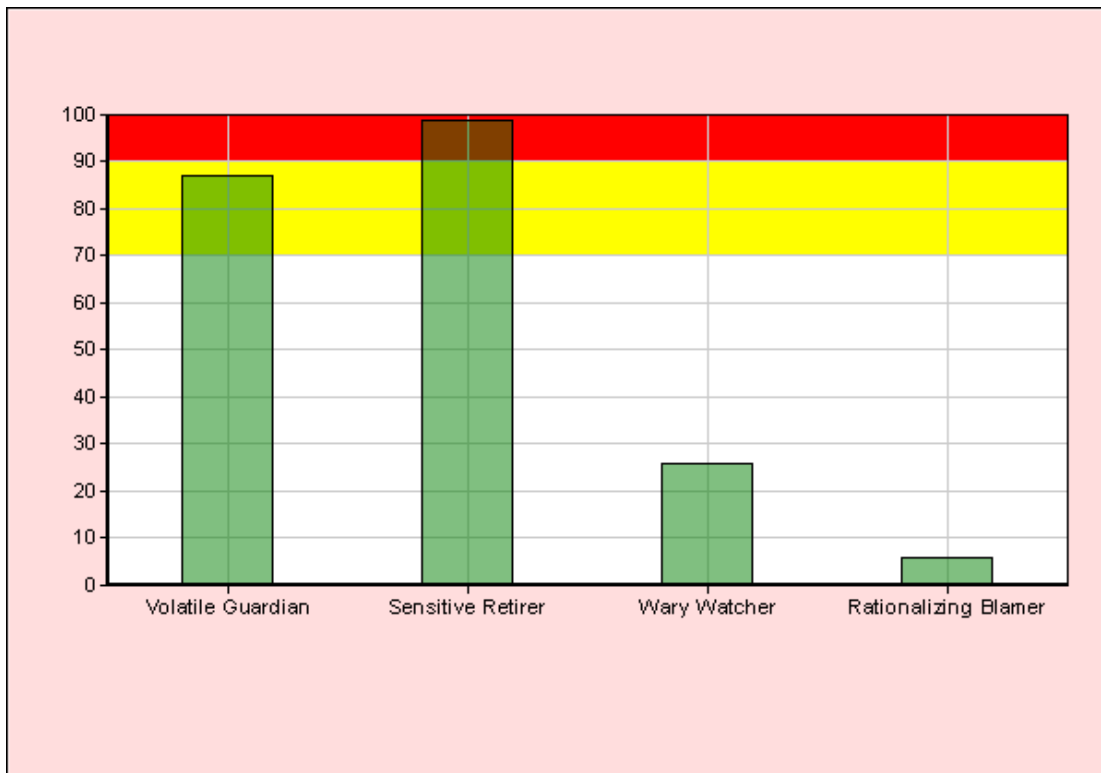
Summary



Note:

- Scores 90 and above represent a high risk
- Scores of 70 to 89 represent a moderate risk
- Scores 69 and below represent a low risk

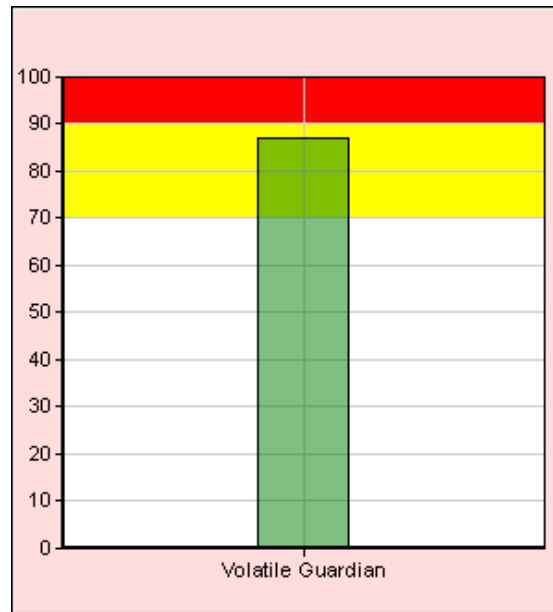
Extrapunitive- Blaming Others



There are four specific types of blame in the Extrapunitive category.
These represent tendencies to blame others.

Volatile Guardian

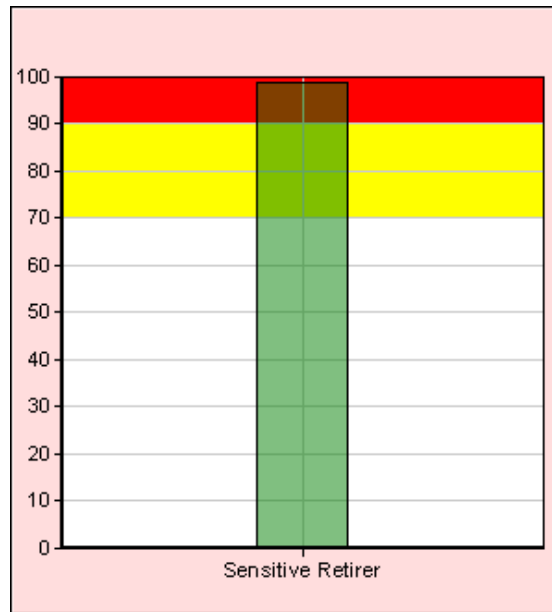
You are at Moderate Risk for this category.



- Have mercurial and moody management styles
- Are likely to make hasty decisions and to assign blame inappropriately
- Assign credit and blame based on mood, not facts
- Become defensive when given negative feedback
- Can quickly move from giving staff too much credit to excessively blaming them
- Lose temper or composure when blamed
- Take even well intentioned feedback as critical, hurtful, and unfair

Sensitive Retirer

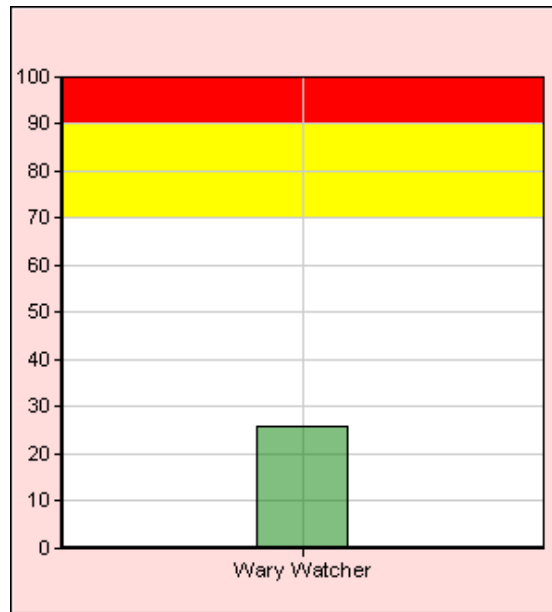
You are at High Risk for this category.



- Have a hands-off management style, to the point of indecisiveness
- Make decisions intended to minimize risk of being blamed
- Avoid the spotlight, declining invitations to receive public credit or recognition
- Fearful of giving too much credit to staff
- Withdraw even more than usual after being blamed
- Hypersensitive to being blamed, and too defensive or anxious to learn from feedback
- Expect that their efforts will lead to blame rather than credit

Wary Watcher

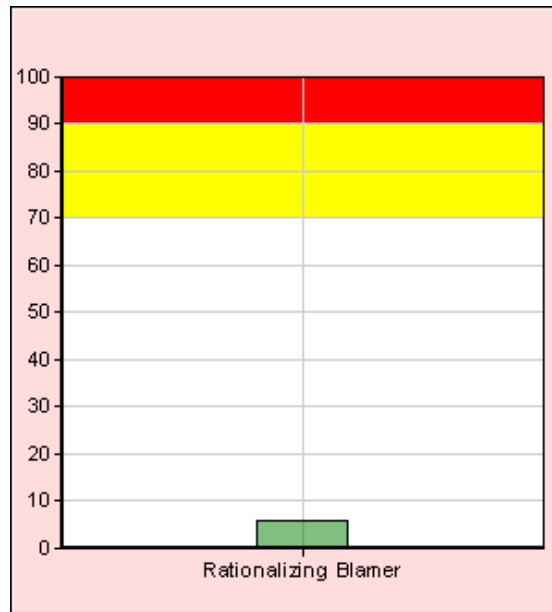
You are at Very Low Risk for this category.



- Have a “fight or flight” management style
- Make decisions to limit vulnerability to being blamed by others
- Project own weaknesses, faults, or mistakes to others
- Believe others will unfairly blame or discredit them
- Doubt the sincerity of the people who give them credit
- Perceive they are being criticized or blamed even when others are offering constructive advice

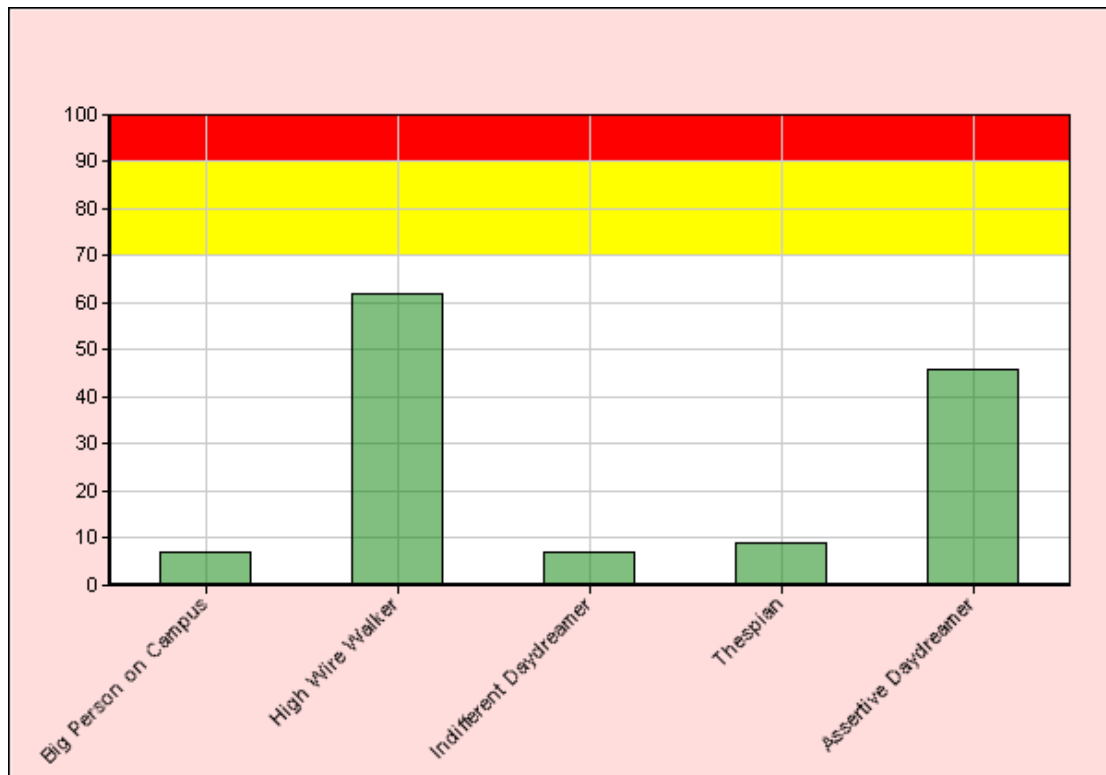
Rationalizing Blamer

You are at Very Low Risk for this category.



- Work at their own pace and according to their own preferences, ignoring others' needs and requests
- Refuse to take responsibility for mistakes, usually blaming whomever assigned the challenging task to them
- Are constantly alert for signs of not being sufficiently appreciated
- Believe that they always get a raw deal in terms of being under-credited and over-blamed
- Appear envious of others who get more credit

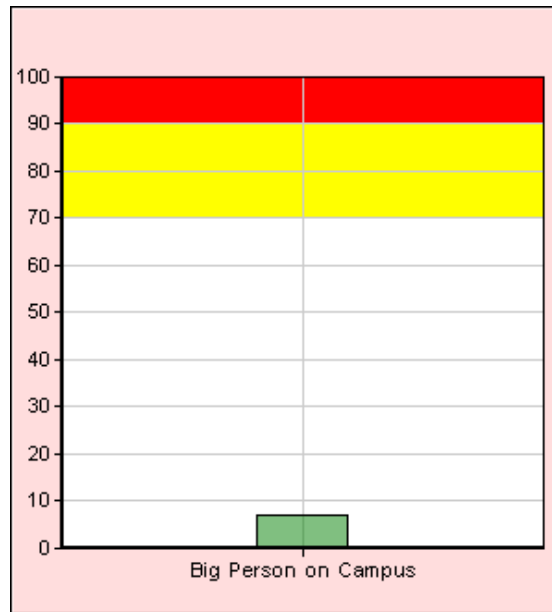
Impunitive- Denying Blame



There are five specific types of blame in the Impunitive category.
These represent tendencies to deny blame.

Big Person on Campus

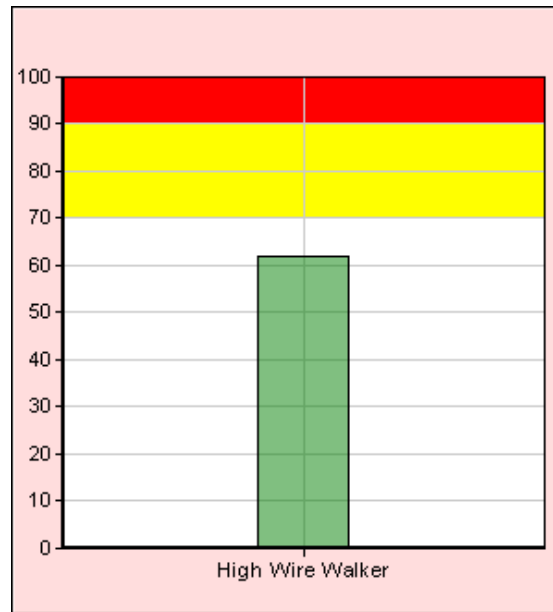
You are at Very Low Risk for this category.



- Lead with the main purpose of receiving personal credit or glory
- Become disproportionately angry or hurt when blamed or not credited
- Strategically ingratiate with superiors in order to secure credit and avoid blame
- Are likely to always take credit for success and deny any blame for failure
- Deny or distort information in the present, and/or "rewrite history"
- Believe they deserve credit for just being who they are regardless of actual contributions or achievement
- Constantly talk about their achievements or talents
- Are unlikely to share any credit with others
- Are unlikely to pay attention to others' situational challenges when assigning blame
- Assign credit and blame to others based on bias, identification and favoritism rather than on merit
- Believe some people deserve only credit, while others deserve only blame

High Wire Walker

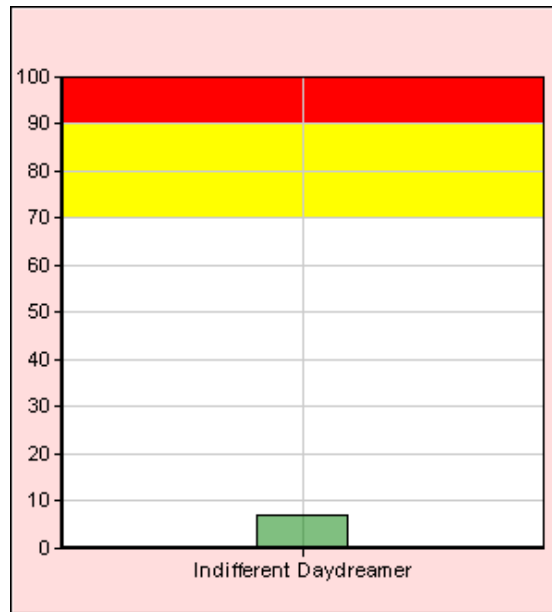
You are at Low Risk for this category.



- Cut corners and bend rules in order to achieve their goals
- Seek credit by doing whatever is necessary to get it
- Are envious of the credit that others receive
- Claim credit that is actually due to others
- Cut many corners to receive what they feel is their due
- Want to be credited for taking bold risks and demonstrating courage
- Are skilled at avoiding blame or responsibility

Indifferent Daydreamer

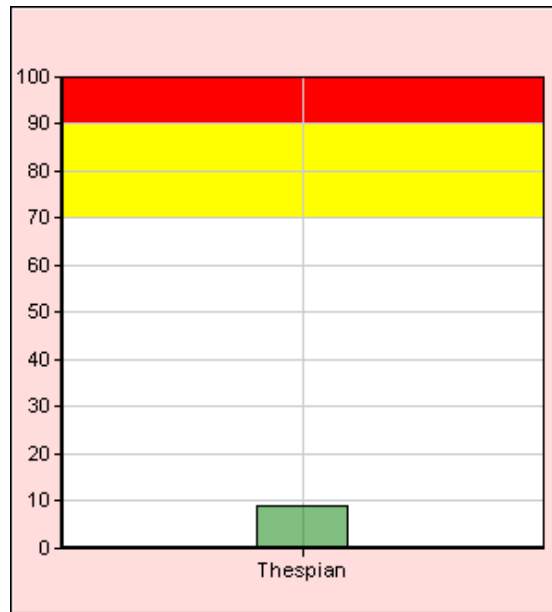
You are at Very Low Risk for this category.



- Take a purely task-based and technical approach to leadership, ignoring “people” issues
- Ignore potentially helpful feedback
- Appear indifferent to whether or not they receive credit from others
- Do not seem to care if their teams receive credit or blame
- Do not congratulate other people for their accomplishments

Thespian

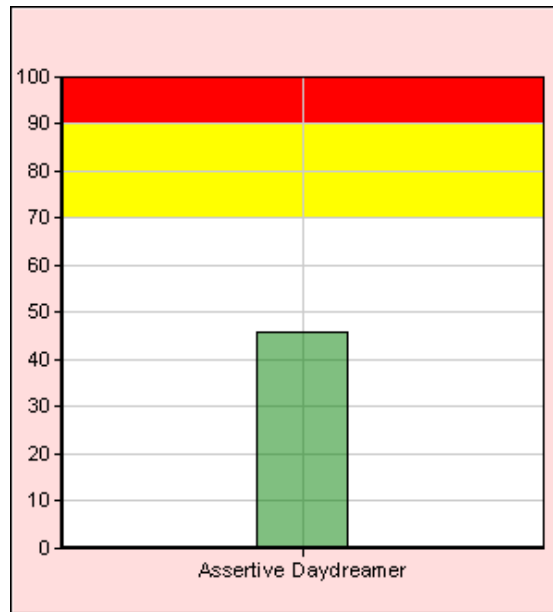
You are at Very Low Risk for this category.



- Are focused on getting attention and creating buzz about themselves
- Resent anyone who does not pay attention to or credit their successes
- Refuse to acknowledge that they have made errors or mistakes
- Quickly become demotivated and bored by tasks if public credit for achievements is not forthcoming
- Want to be noticed and credited by everyone they come into contact with
- If given the choice, would choose blame and attention over not being noticed
- Can become quite dramatic when blamed
- Become uncomfortable when others receive credit and recognition
- Can quickly cycle between over-crediting people to over-blaming them
- Share credit only as a means of winning others over
- Expect others to see them as charming, and to not blame them for anything they do or don't do

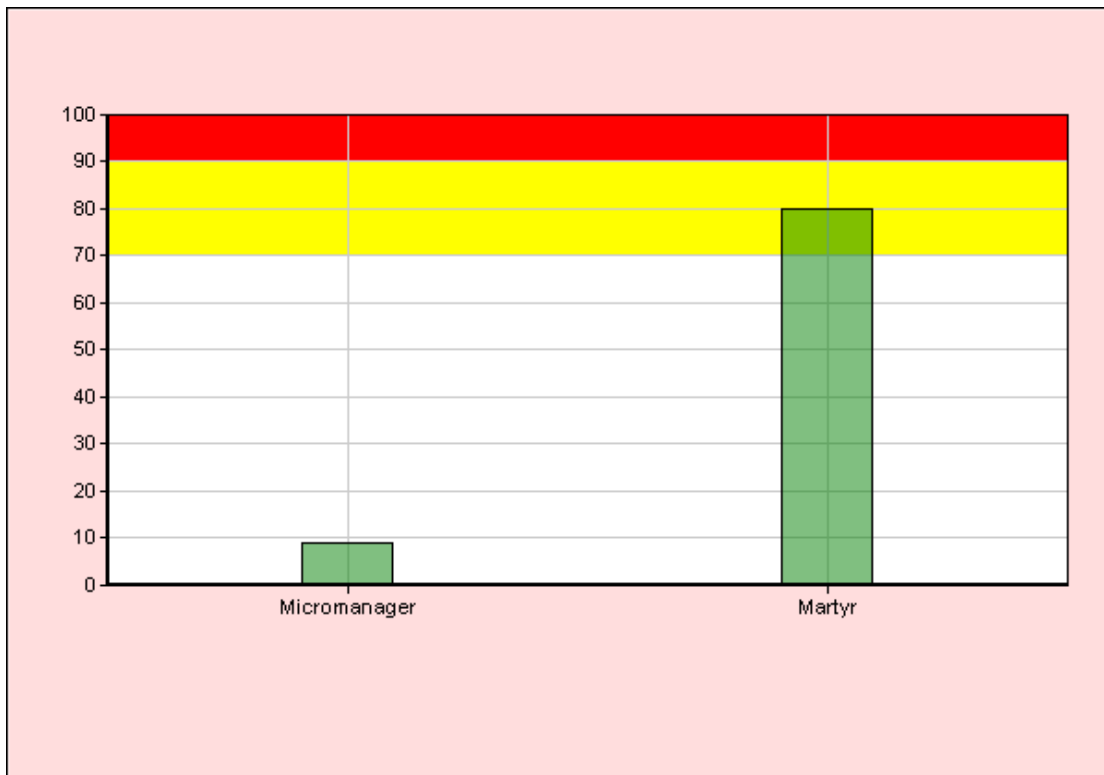
Assertive Daydreamer

You are at Low Risk for this category.



- Manage in an odd or eccentric manner
- Provide difficult-to-understand rationales for why they made mistakes
- Credit or blame others based on superstition or magical thinking rather than the facts on hand
- Appear anxious about the abstract possibility of being blamed in the future, but are indifferent when actually blamed by other people

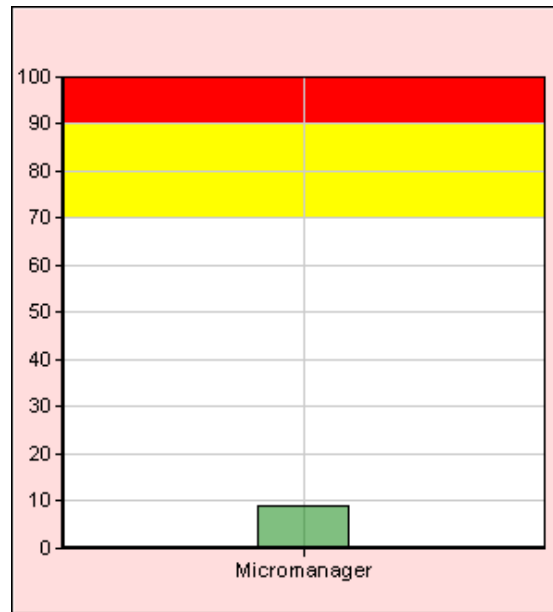
Intropunitive – Blaming Oneself



There are two specific types of blame in the Intropunitive category.
These represent tendencies to blame oneself.

Micromanager

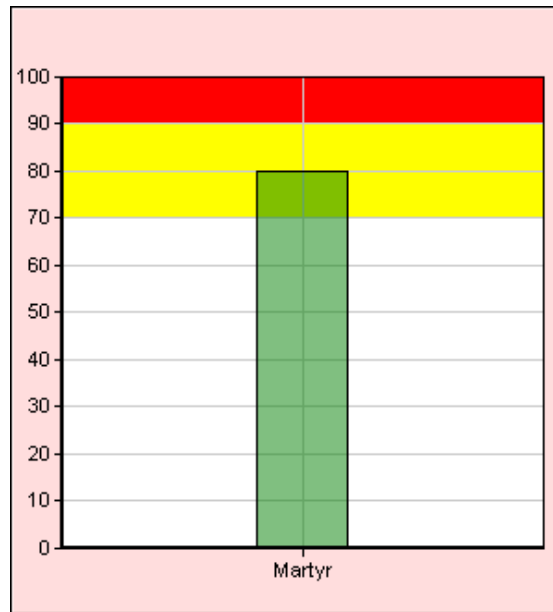
You are at Very Low Risk for this category.



- Tend to be perfectionists and more focused on tactical execution than the big picture
- Blame themselves harshly when they make errors
- Scrutinize others' work for small errors and are quick to blame them
- Downplay accomplishments, and accept or give credit only when "perfection" has been achieved
- Are so concerned about being criticized that they won't try new approaches and suffer from "analysis paralysis"
- Assign credit and blame in a black and white, "all or nothing" manner
- Blame people not just for "what" they achieve or don't achieve, but also for "how" they perform their work
- Disproportionately blame their subordinates after receiving even the slightest blame from their superiors

Martyr

You are at Moderate Risk for this category.



- Are more focused on pleasing their superiors than supporting their subordinates
- “Bask in reflected glory” when their superiors are credited for accomplishment
- Require a lot of credit and reassurance from their superiors that they are doing a good job
- Become unduly upset if not credited by a superior
- Are quick to credit others, but are uncomfortable accepting any credit themselves
- Take more blame than they deserve in order to preserve working relationships
- Readily take blame for others’ mistakes, pleasantly surprising those who have made the mistakes
- Blame themselves in a harsh, self-critical manner that serves to deflect others’ criticisms