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Hogan Assessment Systems

# THE HOGAN GUIDE

Interpretation and Use of  
Hogan Inventories



**HOGAN**  
ASSESSMENT SYSTEMS

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# THE HOGAN GUIDE

Interpretation and Use of Hogan Inventories

**Industry-leading test publisher**, Hogan Assessment Systems, compiled comprehensive interpretative information on three personality assessments – Hogan Personality Inventory; Hogan Development Survey; and Motives, Values, Preferences Inventory.

Based on decades of research and application, **The Hogan Guide** is the perfect resource for understanding and interpreting Hogan inventories.

**Chapter highlights include:**

- Origins of each inventory
- Fundamentals of scale-by-scale interpretation
- Advanced look at configural interpretation within and across inventories, conflict interpretation, Hogan Performance Model, and competency interpretation
- Fundamentals of delivering feedback
- Building a development plan and coaching

No matter how fanciful or contrived a person's identity may be, it is the core and bedrock of each person's psychological being and the primary means by which each person guides and interprets his/her life.

The accumulated knowledge that went into **The Hogan Guide** spans four decades and includes countless assessments, discussions with colleagues, and feedback sessions with our customers.

**The Hogan Guide** is a 334-page resource book that provides an in-depth look into Hogan's comprehensive suite of personality assessments, which help companies select employees, develop leaders, and identify talent.

The **Hogan Personality Inventory (HPI)** is the industry standard for measures of normal personality. It identifies the "bright side" of personality – what we see when people are at their best.

The **Hogan Development Survey (HDS)** assesses behavior that impedes work relationships, hinders productivity, or limits overall career potential. The HDS identifies the "dark side" of personality – what we see when people are stressed.

The **Motives, Values, Preferences Inventory (MVPI)** is an essential tool to identify synergy and conflict among team members, and to specify organization/person fit. It reveals the "inside" of personality – revealing a person's core values, goals, and interests.

**The Hogan Guide** delivers a complete analysis of the Hogan inventories. **The Hogan Guide** reflects the fundamentals necessary for accurate and insightful interpretations and provides a quick way to look up specific scale interpretations or descriptive information regarding an inventory.



EMPLOYEE SELECTION  
CAREER DEVELOPMENT  
TALENT MANAGEMENT

## Customer Reviews

“**The Hogan Guide** is a “must have” for all those aiming to get the maximum value from their use of Hogan Assessment Systems’ (HAS) tools. This guide provides assistance for in-depth interpretation and application of the assessments — the section on dealing with seemingly conflicting scales is particularly useful. As we have come to expect with products from HAS, the emphasis is on predicting real world outcomes and this manual helps practitioners do just that. I strongly recommend this book to all those serious about improving performance in their organisations.”

— *Bev Marshall*  
Managing Director, Winsborough Limited  
New Zealand

“We build our careers on our abilities to increase our clients’ understanding of themselves and their performance on the job. The depth and breadth of knowledge contained in **The Hogan Guide** in performance prediction, coaching and human understanding are unparalleled in test interpretation manuals. **The Hogan Guide** will make immediate and substantial impacts on the consulting psychologist’s effectiveness and career.”

— *James M. Fico, Ph.D.*  
Consulting Psychologist  
AlphaCourage Leadership Development

“**The Hogan Guide** captures much of the thinking and consulting we get through direct interactions with the Hogan staff. It’s a fantastic, one-stop resource that our team can draw from in a variety of assessment and coaching contexts. **The Hogan Guide** is a much-appreciated tool — for those of us who have been using the inventories for years and for those newly certified. Personally, I’m almost as excited about **The Hogan Guide** as I was about Harry Potter #7.”

— *Kristie Wright, Ph.D.*  
Director, Executive Assessment  
Cisco Systems, Inc.

“The more I use the Hogan assessments, the more I appreciate the complexities and the power of the information. This book goes a long way towards satisfying my desire to learn more about them.”

— *Glenn L. DeBiasi, Ph.D., SPHR*  
Vice President, Human Resources  
Alex Lee, Inc.

## About the Authors

### **ROBERT HOGAN, Ph.D.**

Robert Hogan, president of Hogan Assessment Systems, is an authority on personality assessment, leadership, and organizational effectiveness. He was a psychology professor for more than 30 years at The University of Tulsa and at Johns Hopkins University. Hogan is the author of more than 300 journal articles, chapters and books, including “Personality and the Fate of Organizations,” published in 2006. Hogan received his Ph.D. from the University of California, Berkeley, specializing in personality assessment. He is a fellow of the American Psychological Association and the Society for Industrial/Organizational Psychology.

### **JOYCE HOGAN, Ph.D.**

Joyce Hogan, vice president of Hogan Assessment Systems, is responsible for the development of assessment products and directs research projects to validate customized employment testing programs. Hogan served for 22 years on the faculty at Johns Hopkins University and at The University of Tulsa. She received her Ph.D. from the University of Maryland. Hogan is an international authority on personnel selection, and serves as consultant and expert witness regarding employment discrimination for the U.S. Department of Justice.

### **RODNEY WARRENFELTZ, Ph.D.**

Rodney Warrenfeltz, managing partner of Hogan Assessment Systems, has more than 20 years of experience in executive assessment and development, including working as executive vice president and national practice leader for coaching and consulting services at Manchester, Inc., and working as vice president at Development Dimensions International (DDI) where he established a consulting business for the assessment and development of executives. Warrenfeltz, who earned a Ph.D. degree in industrial/organizational psychology from Colorado State University, is the author of more than 100 publications and technical reports.

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