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RESULTS-BASED OVERVIEW OF STRENGTHS, VALUES, AND CHALLENGES

Report for: Jane Doe

ID: HB290530

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INTRODUCTION

This report summarizes Mr./Ms. Doe's results from the Hogan Personality Inventory (HPI), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The report is organized in five parts: (1) Performance Strengths from the HPI results; (2) Values and Drivers from the MVPI results; (3) Performance Challenges from the HDS results; (4) Career Development tips from across the assessment results, and (5) a tabular summary of these results.

The HPI concerns Mr./Ms. Doe's overt strengths as they normally appear in an interview or an assessment center. These characteristics are the basis for the impression he/she makes on others, and they influence his/her typical style of social interaction and his/her reputation among his/her peers. The MVPI concerns his/her core values and goals, and the activities that give meaning to his/her life. These are key drivers—what he/she desires, strives to attain, and his/her sense of identity. His/Her values influence his/her preferences and determine with whom he/she affiliates and what he/she appreciates. The HDS concerns behavioral tendencies that could potentially undermine or inhibit Mr./Ms. Doe's performance. These tendencies emerge when he/she is tired, pressured, or feeling insecure, or when he/she lets down his/her guard. They may impede his/her effectiveness and erode the quality of his/her relationships with customers, colleagues, and friends.

These results provide a comprehensive, valid, and in-depth summary of Mr./Ms. Doe's strengths, values, and challenges. The report is designed to help understand his/her performance potential, and any barriers to achieving it. While reading this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how he/she thinks about himself/herself. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. Although the report may seem to contain contradictions, this is the result of the report combining two perspectives: (a) what you see in an interview (HPI); and (b) what you see after prolonged exposure (HDS).

This report can be used in three ways. The report provides: (1) a snapshot of Mr./Ms. Doe's interpersonal performance; (2) a way to evaluate the fit between his/her values and those of an organization; and (3) a primer for thinking about performance improvement. Interpret his/her results in terms of his/her own career aspirations and goals rather than in absolute terms. A frequently asked question concerns "Can behavior change?" The "yes" response entails knowing what should be changed, deciding to make a change, and then knowing how to change. The information provided in this report will be helpful in this regard.



PERFORMANCE STRENGTHS

Personal Impact

Mr./Ms. Doe seems confident and willing to take charge of a group or project when necessary, but is also comfortable letting others assume the lead role. He/She appears friendly, outgoing, and approachable, but is willing to listen and let others talk.

Interpersonal Skill

Mr./Ms. Doe is a pleasant and tolerant person but one who will take a stand when necessary. He/She is reasonably planful and careful about procedures, but also is able to be flexible enough to change directions when necessary.

Working and Learning Style

Mr./Ms. Doe is typically calm and able to handle pressure, but at the same time willing to admit faults and errors and listen to feedback. He/She is open minded and curious, but also takes a practical approach to problem solving. Mr./Ms. Doe should be interested in learning new material, but will see education as a tool rather than as an end in itself.



VALUES AND DRIVERS

Achievement Motivation

Mr./Ms. Doe likes to strike a balance between working hard and playing hard and, although he/she respects traditional business manners and practices, he/she is also willing to change with the times. Mr./Ms. Doe seems appropriately interested in advancing his/her career, but also pays attention to the demands of career, family, and social life. Mr./Ms. Doe doesn't need to dramatize his/her achievements, but he/she appreciates positive feedback and may even enjoy showing off a bit now and then.

Social Interests

Mr./Ms. Doe seems equally happy working by himself/herself or as part of a team. He/She enjoys meeting new people, but he/she also likes having time to himself/herself. He/She likes people, but he/she doesn't need constant interaction. Although Mr./Ms. Doe is concerned about advancing his/her own interests, he/she understands that someone needs to pay attention to the welfare of people who are less powerful or affluent. He/She doesn't mind helping others when they seem to need it. He/She seems to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. He/She is neither liberal nor conservative in management style; he/she seems to have a natural preference for moderation and compromise. Mr./Ms. Doe values the lessons of the past but is willing to experiment for the future.

Entrepreneurial Values

Mr./Ms. Doe seems to have a sensible attitude toward money; although he/she appreciates its value, he/she is not preoccupied by compensation issues. He/She judges himself/herself in part by income potential, but he/she also takes pride in family, friends, and leisure time activities. Mr./Ms. Doe prefers to minimize risk and uncertainty; he/she likes expectations to be spelled out and performance standards to be made explicit. He/She would rather be safe than sorry, which means that he/she will take few foolish chances, but he/she may also be reluctant to take the chances necessary to advance his/her career.

Decision Making Style

Mr./Ms. Doe seems to strike a balance between form and function in decision making. He/She wants equipment to look good but also to perform reliably and efficiently. He/She understands the trade off between elegant style and durable performance and uses it in making decisions. He/She seems willing to make decisions based on data and research as well as his/her own personal experience. Mr./Ms. Doe is comfortable with technology, but he/she is not interested in technological innovations for their own sake—he/she understands the uses of technology without being addicted to it.



CHALLENGES

Reactions to Others

Mr./Ms. Doe seems to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, he/she may seem somewhat irritable, critical, and willing to give up on people or projects. He/She seems to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see him/her as mistrustful, uncooperative, or argumentative. Mr./Ms. Doe is a careful person who rarely makes silly mistakes. At the same time, however, he/she may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. He/She seems sympathetic and responsive, which some people might misinterpret as a lack of toughness. He/She seems coachable and responsive, which could be a problem if he/she needs more feedback than others want to provide.

Personal Performance Expectations

Others may see Mr./Ms. Doe as mannerly, polite, and unassertive. He/She seems reserved, socially appropriate and understated. Mr./Ms. Doe expects others will find him/her engaging, and they often do. Over time, however, others may also see him/her as impulsive, disorganized, and not always delivering on promised work products. Whatever his/her talent may be for public speaking, he/she doesn't necessarily think others will find his/her performances entertaining.

Reactions to Authority

Mr./Ms. Doe seems somewhat tolerant and flexible, but may be inconsistent in his/her standards for evaluating others' work, being sometimes too strict and other times too lenient. He/She seems attentive and cooperative, he/she likes consensus and dislikes controversy. On the other hand, he/she may seem reluctant to take a stand or make independent decisions and perhaps too eager to please his/her boss.



CAREER DEVELOPMENT

When Strengths Become Weaknesses; Feedback for Mr./Ms. Doe

Mr./Ms. Doe should solicit feedback about his/her performance from coworkers and pay attention to the negative feedback--not just dismiss it. Make sure he/she understands the importance of contributing appropriately to team efforts. Find ways to help Mr./Ms. Doe step up to challenges, take initiative, and show enthusiasm. At the same time, he/she should stay focused on important organizational tasks and be results-oriented. Help him/her find opportunities to assume leadership roles while continuing to support coworkers through both words and actions. He/She should be reminded to talk regularly with his/her coworkers, to ask them questions, and seek their advice. The goal is to get Mr./Ms. Doe to achieve a balance between the social and technical aspects of work. Mr./Ms. Doe should anticipate others' expectations during interactions and respect their needs. He/She should be positive and remember that he/she can gain others' trust by being rewarding and honest in interactions with them. Remind him/her to be patient when others make mistakes--typically, others do not make errors on purpose. He/She should stay open to change and be flexible in uncertain situations. When making decisions, he/she should remember that he/she may never have all relevant information, but should still decide promptly. Work with him/her to prioritize work, keeping in mind that not every task requires equal effort or attention. There's a big picture for every organization--it is the strategy and vision for the business. Make sure Mr./Ms. Doe understands it, is able to talk about it, and can determine how his/her activities contribute to this larger picture. Work with him/her to develop a plan for self-improvement and implement a system to check progress periodically. Find ways to help him/her stay current in the field and be alert for opportunities to learn new skills and develop competencies.

Dealing with Derailment Tendencies

- First, Mr./Ms. Doe probably uses displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Second, he/she should practice active listening and be careful not to interrupt. When others have finished speaking, paraphrasing what they have said can be used as a way of showing active listening. This will enhance credibility and show respect for the opinion of others.
- Third, Mr./Ms. Doe should not confuse activity with productivity, and should try hard not to waste people's time with unnecessary meetings.
- Fourth, remember his/her strengths--at his/her best, he/she is an interesting and entertaining person who can do several things at once, and who can galvanize others to action with ideas and the ability to sell them.



SUMMARY OF PERSONALITY ASSESSMENT SCALES

SCALE	%	SCALE INTERPRETATION
Hogan Personality Inventory		
Adjustment	44	Concerns composure, optimism, and stable moods.
Ambition	47	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	59	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	39	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	50	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	46	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	36	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Aesthetics	46	Interest in the look, feel, sound, and design of products and artistic work.
Affiliation	48	Need for frequent and varied social contact.
Altruistic	50	Desire to serve others, to improve society, and to help the less fortunate.
Commerce	36	Interest in earning money, realizing profits, and finding business opportunities.
Hedonism	45	Desire for fun, excitement, variety, and pleasure.
Power	44	Desire for challenge, competition, achievement, and success.
Recognition	62	Desire to be known, seen, visible, and famous.
Science	45	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Security	66	Need for structure, order, and predictability.
Tradition	50	Concerns for morality, family values, and devotion to duty.
Hogan Development Survey		
Excitable	69	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Skeptical	72	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	80	Concerns being overly worried about being criticized.
Reserved	24	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	15	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	61	Concerns having inflated views of one's competency and worth.
Mischievous	50	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	87	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	25	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	59	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	72	Concerns being eager to please and reluctant to act independently.