

- SELECT
- DEVELOP
- LEAD

HOGAN PERSONALITY INVENTORY

O V E R V I E W G U I D E



T H E S C I E N C E O F P E R S O N A L I T Y

INTRODUCTION

The Hogan Personality Inventory (HPI) is a measure of normal personality and is used to predict job performance. The HPI is an ideal tool to help you strengthen your employee selection, leadership development, succession planning, and talent management processes.

The HPI was the first inventory of normal personality based on the Five-Factor Model and developed specifically for the business community. The HPI is a high-quality psychometric evaluation of the personality characteristics necessary for success in careers, relationships, education, and life. Whether you are implementing an organizational assessment process or enhancing your executives' development, the HPI reports can help you identify the fundamental factors that distinguish personalities and determine career success.

used to predict job
performance

FEATURES & BENEFITS

Through an ongoing dedication to research and development, the HPI is the only personality inventory with all these essential features:

- Designed to predict occupational success
- Based on the Five-Factor Model
- Useful reports available for employee selection or development
- Developed exclusively on working adults
- Normed on more than 150,000 working adults worldwide
- Validated on more than 200 occupations covering all major industries
- No invasive or intrusive items
- Instantaneous scoring and reporting output
- No adverse impact
- Online administration by protected access
- Test items and reports available in multiple languages

validated on occupations
covering **all major**
industries

PRIMARY SCALES & INTERPRETATIONS

Adjustment: confidence, self-esteem, and composure under pressure

- High scorers - confident, resilient, and optimistic
- Low scorers - tense, irritable, and negative

Ambition: initiative, competitiveness, and desire for leadership roles

- High scorers - competitive and eager to advance
- Low scorers - unassertive and less interested in advancement

Sociability: extraversion, gregarious, and need for social interaction

- High scorers - outgoing, colorful, impulsive and dislike working alone
- Low scorers - reserved, quiet, prefer working alone

Interpersonal Sensitivity: tact, perceptiveness, and ability to maintain relationships

- High scorers - friendly, warm, and popular
- Low scorers - independent, frank, and direct

Prudence: self-discipline, responsibility, and conscientiousness

- High scorers - organized, dependable, and thorough
- Low scorers - impulsive, flexible, and creative

Inquisitive: imagination, curiosity, and creative potential

- High scorers - quick-witted, visionary, and pay less attention to details
- Low scorers - practical, focused, and able to concentrate for long periods

Learning Approach: achievement-oriented and up-to-date on business and technical matters

- High scorers - enjoy reading and studying
- Low scorers - less interested in formal education than in hands-on learning

OCCUPATIONAL SCALES

Service Orientation:

being attentive, pleasant, and courteous to customers

Stress Tolerance:

being able to handle stress, even-tempered, and calm under fire

Reliability:

honesty, integrity, and positive organizational citizenship

Clerical Potential:

follows directions, pays attention to detail, and communicates clearly

Sales Potential:

energy, social skills, and the ability to solve problems for customers

Managerial Potential:

leadership ability, planning, and decision-making skills

TECHNICAL FACTS

- 206 true and false items that have been carefully reviewed for invasive or intrusive content
- 15- to 20-minute completion time
- Simple and comprehensible items based on a 4th-grade reading level
- Research indicates no adverse impact by age, race, ethnicity or gender
- HPI scores are stable over time; test-retest reliabilities range from .69 to .87
- Norms are available by group in sizes ranging up to 45,000 cases
- Over a million job candidates have been tested with the HPI
- Used in over 400 validity studies
- Successfully predicts occupational success in all major job categories
- Based on socioanalytic theory and captures key behavioral tendencies relevant to getting along with and getting ahead of others
- Research archives date back to the mid 1970s

For more technical information, the HPI Technical Manual provides detailed and technical information around HPI construction, reliability, validity, interpretation, administration, and norms. For ordering information, visit www.hoganpress.com.

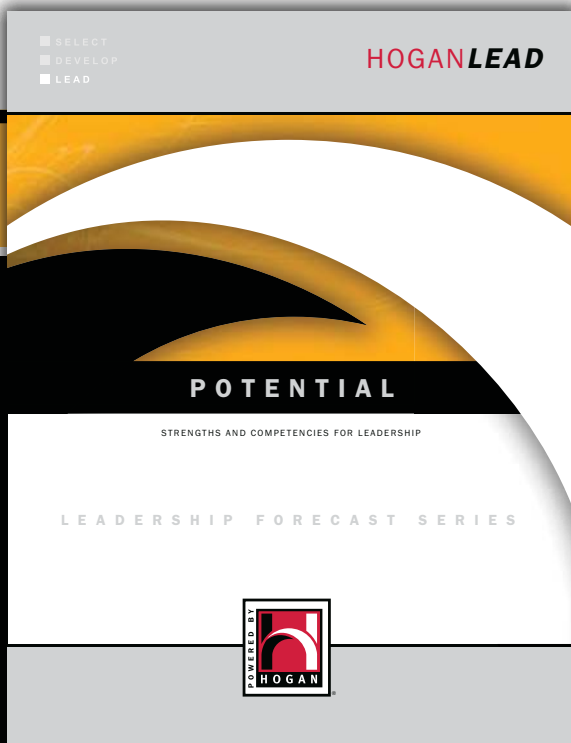
**Over a million job
candidates tested**

REPORTS & APPLICATIONS

Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

The results of the Hogan Personality Inventory are obtained through a variety of report formats that range in terms of scope and complexity. The reports provide detailed HPI graphs and also provide the following information:

- Identifies how the candidate is likely to act in various circumstances
- Notes strengths and shortcomings
- Makes suggestions about how to manage the individual's career
- Pinpoints characteristics relevant for success in most work environments
- Identifies suitability for the position
- Notes interview style
- Provides a graphic report of the candidate's assessment results
- Summarizes the recommendation for job fit and potential hiring
- Classifies candidates as high fit, moderate fit, or low fit



ADMINISTRATION

The HPI is self-administered and may be taken individually or in a group setting, using either online computer administration or paper-and-pencil.

Hogan's state-of-the-art online assessment platform supports the administration of the inventories in multiple languages 24/7. Customers can log on to the Hogan site, access the HPI, complete the inventory online, and receive a report within seconds after completion. The process is fast, user friendly, and convenient.

ORDERING INFORMATION

We offer a wide range of report options that are available as both off-the-shelf and customizable reports. For more information on the Hogan Personality Inventory or to purchase reports based on the HPI, contact us at info@hoganassessments.com or 800-756-0632.

**a powerful,
comprehensive
assessment process**

- SELECT
- DEVELOP
- LEAD

HOGAN DEVELOPMENT SURVEY

O V E R V I E W G U I D E



THE SCIENCE OF PERSONALITY

INTRODUCTION

The Hogan Development Survey (HDS) identifies personality-based performance risks and derailers of interpersonal behavior. These behaviors are most often seen during times of stress and may impede work relationships, hinder productivity, or limit overall career potential. These derailers—deeply ingrained in personality—affect an individual's leadership style and actions. If these behavior patterns are recognized, however, they can be compensated by development and coaching.

Under normal circumstances, the escalated scores on the HDS scales may actually be strengths. However, when an individual is tired, pressured, bored, or otherwise distracted, these risk factors may impede effectiveness and erode the quality of relationships with customers and colleagues.

The HDS concerns characteristics not covered by the Five-Factor Model. The HDS is a high-quality psychometric evaluation of the personality characteristics that can derail success in careers, relationships, education, and life.

Whether you are implementing an organizational assessment processes or enhancing your executives' development, the HDS reports can help you identify the fundamental factors that distinguish personalities and determine career success.

**performance
risks and derailers
of interpersonal behavior**

FEATURES & BENEFITS

The Hogan Development Survey provides valuable feedback for strategic self-awareness, which is the key to avoiding the negative consequences associated with these tendencies. The HDS is the only business-related inventory that measures these dysfunctional behavioral patterns.

- Designed to predict barriers to a successful career
- Identifies problematic aspects of behavior that are hard to detect during an interview
- Concerns characteristics not covered by the Five-Factor Model
- User-friendly reports available for employee selection or development
- Identifies career derailing tendencies so they can be addressed and coached
- Developed exclusively on working adults
- Normed on over 45,000 working managers
- Validated in over 50 *Fortune* 500 organizations
- No invasive or intrusive items
- Is not a medical exam – not clinically oriented
- No adverse impact
- Online administration by protected access
- Test items and reports available in multiple languages
- Instantaneous scoring and reporting output

**valuable feedback for
strategic
self-awareness**

PRIMARY SCALES & INTERPRETATIONS

The HDS assesses eleven behavioral tendencies that impede success. The scales are interpreted in terms of risk—higher scores indicate greater potential for problems on the job. If these behaviors are recognized, however, a person can be coached to compensate for them.

- **Excitable** - moody, easily annoyed, hard to please, and emotionally volatile
- **Skeptical** - distrustful, cynical, sensitive to criticism, and focused on the negative
- **Cautious** - unassertive, resistant to change, risk-averse, and slow to make decisions
- **Reserved** - aloof, indifferent to the feelings of others, and uncommunicative
- **Leisurely** - overtly cooperative, but privately irritable, stubborn, and uncooperative
- **Bold** - overly self-confident, arrogant, with inflated feelings of self-worth
- **Mischievous** - charming, risk-taking, limit-testing and excitement-seeking
- **Colorful** - dramatic, attention-seeking, interruptive, and poor listening skills
- **Imaginative** - creative, but thinking and acting in unusual or eccentric ways
- **Diligent** - meticulous, precise, hard to please, and tends to micromanage
- **Dutiful** - eager to please and reluctant to act independently or against popular opinion

DILIGENT
The Diligent Scale concerns being overworked, overcommitted, and hard to please.

• **Delegating downward:** When you feel a problem is urgent, you may try to solve it yourself, rather than delegating the problem downward, even when it is appropriate to do so.

“Just let me get the dam thing done.”

Every leader has personality characteristics that threaten his or her success. The Hogan Development Survey is the only business-related assessment that measures performance risks that impede work relationships, hinder productivity and limit overall career potential. The HDS provides valuable feedback for strategic self-awareness, which is the key to overcoming these tendencies and achieving success in the workplace. At Hogan, we have the tools to help your employees work together.

THE SCIENCE OF PERSONALITY

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BOLD
The Bold Scale concerns having inflated views of one's competency and worth.

• **Drive for Results:** Although you have high expectations for yourself, your coworkers may regard you as domineering and overly aggressive.

you have a problem with that?”

Every leader has personality characteristics that threaten his or her success. The Hogan Development Survey is the only business-related assessment that measures performance risks that impede work relationships, hinder productivity and limit overall career potential. The HDS provides valuable feedback for strategic self-awareness, which is the key to overcoming these tendencies and achieving success in the workplace. At Hogan, we have the tools to help your employees work well with others.

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TECHNICAL FACTS

- 168 true and false items that have been carefully reviewed for invasive or intrusive content
- 15- to 20-minute completion time
- Simple and comprehensible items based on a 5th-grade reading level
- Research indicates no adverse impact by age, race, ethnicity or gender
- HDS scores are stable over time; test-retest reliabilities range from .64 to .75 (mean = .70)
- Normed on over 100,000 employed adults from a variety of industries
- Over 300,000 individuals have completed the HDS
- Validated in over 50 organizations across a wide range of occupational categories
- Validation research links HDS scores with ratings of managerial competencies
- Personality-based inventory designed to measure potential leadership derailers

For more technical information, the HDS Technical Manual provides detailed and technical information around HDS construction, reliability, validity, interpretation, administration, and norms. For ordering information, visit hoganpress.com.

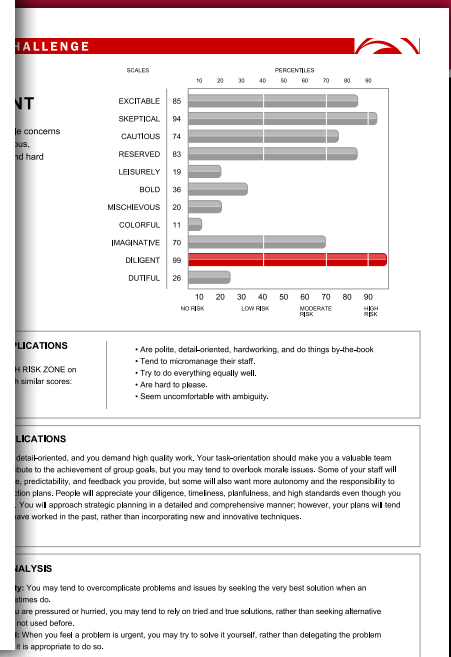
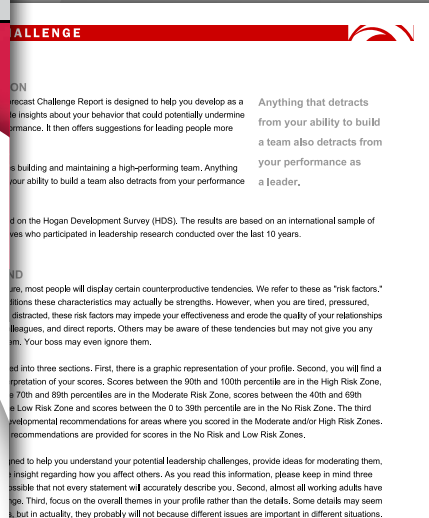
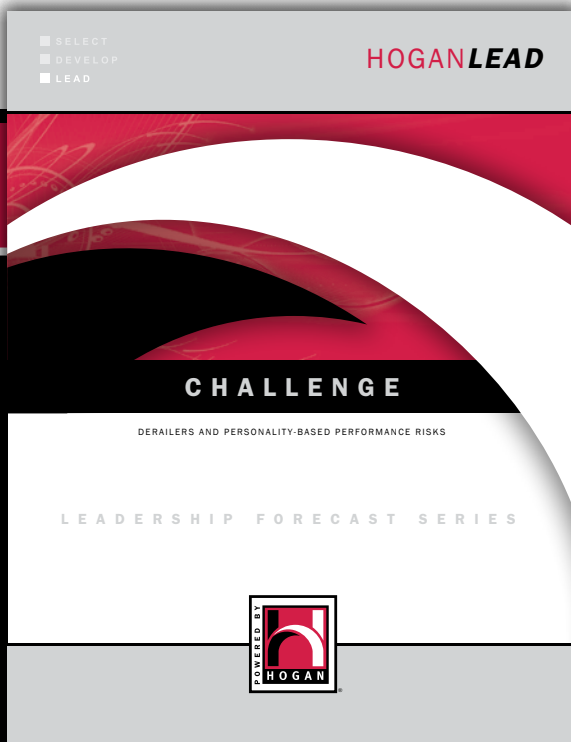
**validated across
a wide range of
occupational categories**

REPORTS & APPLICATIONS

Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

The results of the Hogan Development Survey are obtained through a variety of report formats that range in terms of scope and complexity. The reports provide detailed HDS graphs and also provide the following information:

- Identifies how the candidate is likely to act in various circumstances
- Notes strengths and shortcomings
- Makes suggestions about how to manage the individual's career
- Pinpoints characteristics and tendencies that might lead to career derailment
- Identifies tendencies that impede work relationships and hinder productivity
- Provides a graphic report of the candidate's assessment results
- Identifies factors relevant to one's own strategic self-awareness



ADMINISTRATION

The HDS is self-administered and may be taken individually or in a group setting, using either online computer administration or paper-and-pencil.

Hogan's state-of-the-art online assessment platform supports the administration of the inventories in multiple languages, 24/7. Customers can log on to the Hogan site, access the HDS, complete the inventory online, and receive a report within seconds after completion. The process is fast, user friendly, and convenient.

ORDERING INFORMATION

For more information on the Hogan Development Survey or to purchase reports based on the HDS, contact us at info@hoganassessments.com or 800-756-0632.

state-of-the-art online
assessment platform

- SELECT
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- LEAD

MOTIVES, VALUES, PREFERENCES INVENTORY

O V E R V I E W G U I D E



THE SCIENCE OF PERSONALITY

INTRODUCTION

The Motives, Values, Preferences Inventory (MVPI) is a personality inventory that reveals a person's core values, goals and interests. Results indicated which type of position, job and environment will be most motivating for the employee and when he/she will feel the most satisfied.

Organizations can use this information to ensure that a new hire's values are consistent with those of the organization. The MVPI can also help diagnose areas of compatibility and conflict among team members. Core values are part of a person's identity. Consequently, they are a person's key drivers - they are what a person desires and strives to attain.

**reveals a person's
core values, goals and
interests**

FEATURES & BENEFITS

The MVPI is an excellent tool to determine how well a person will fit with a job and with a team, department, or organization. The inventory offers many unique features:

- Provides a comprehensive, business-based taxonomy of values
- Evaluates the fit between a person's values and an organization's culture
- Predicts both occupational success and job satisfaction
- User-friendly reports available for employee election or development
- Describes the work environments created by leaders
- Developed exclusively on working adults
- Validated in over 100 organizations
- No invasive or intrusive items
- No adverse impact
- Online administration by protected access
- Test items and reports available in multiple languages
- Based on motivational constructs from 85 years of research
- Instantaneous scoring and reporting output

**an excellent tool
to determine employee fit**

PRIMARY SCALES & INTERPRETATIONS

The MVPI identifies a person's core values. Values concern what people want rather than how they typically behave.

- **Recognition** – responsive to attention, approval, and praise
- **Power** – desire for success, accomplishment, status, and control
- **Hedonism** – orientation for fun, pleasure, and enjoyment
- **Altruistic** – desire to help others and contribute to society
- **Affiliation** – desire for and enjoyment of social interaction
- **Tradition** – dedication, strong personal beliefs, and obligation
- **Security** – need for predictability, structure, and order
- **Commerce** – interest in money, profits, investment, and business opportunities
- **Aesthetics** – need for self-expression, concern over look, feel, and design of work products
- **Science** – quest for knowledge, research, technology, and data

what people **Want**
rather than how they
typically behave

TECHNICAL FACTS

- 200 items keyed agree, uncertain, or disagree that have been carefully reviewed for invasive or intrusive content
- 15- to 20-minute completion time
- Simple and comprehensible items based on a 5th-grade reading level
- Research indicates no adverse impact by age, race, ethnicity or gender
- MVPI scores stable over time; test-retest reliabilities range from .64 to .88 (mean = .79)
- Normed on over 10,000 employed adults from a variety of industries
- Over 250,000 individuals have completed the MVPI
- Used in more than 100 validation studies
- Validation research links MVPI scores with job performance and turnover

Each scale is composed of five themes:

Lifestyles – concern the manner in which a person would like to live

Beliefs – involve “shoulds,” ideals, and ultimate life goals

Occupational preferences – include the work an individual would like to do and what constitutes a good job

Aversions – reflect attitudes and behavior that are disliked or distressing

Preferred associates – concern the kind of persons desired as coworkers and friends

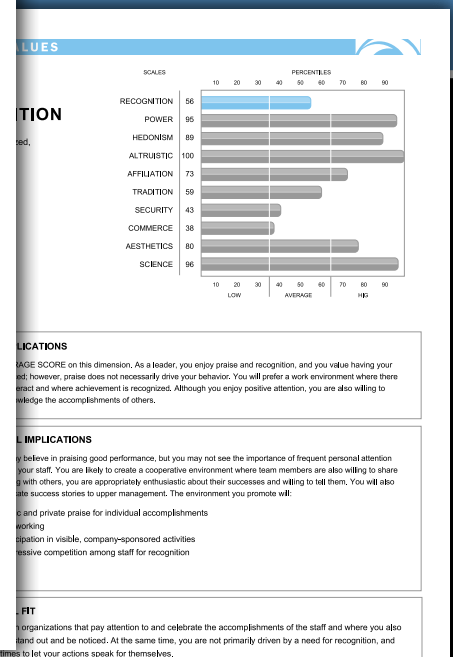
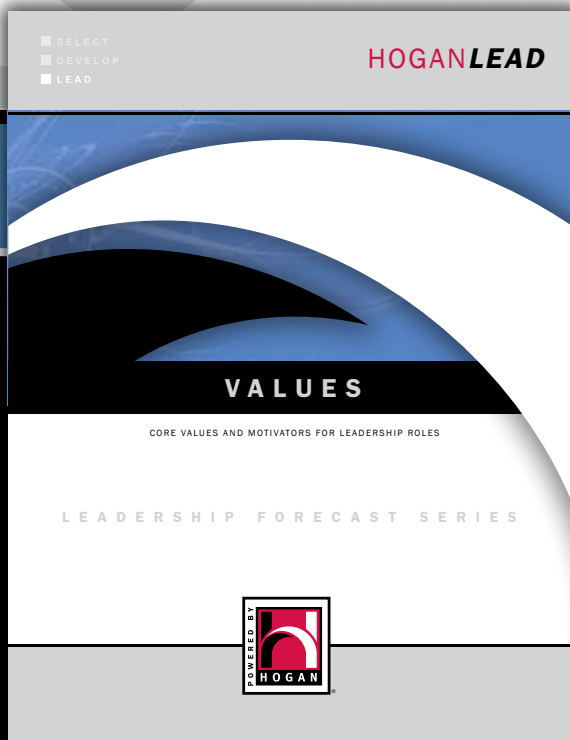
research links MVPI scores
with job performance &
turnover

REPORTS & APPLICATIONS

Corporate culture is defined by leadership within an organization and determines what is valued, not valued, and what is actively encouraged and discouraged.

The results of the MVPI are obtained through a variety of report formats that range in terms of scope and complexity. The reports provide detailed MVPI graphs and also provide the following information:

- Evaluates the fit between a person's identity and organizational culture
- Pinpoints values that enhance or impede a person's performance as a leader
- Identifies leadership and organizational implications
- Notes a person's desires and plans
- Explains a person's long-term themes and tendencies in life
- Helps individuals formulate strategies for their careers by clarifying areas of interest to pursue



ADMINISTRATION

The MVPI is self-administered and may be taken individually or in a group setting, using either online computer administration or paper-and-pencil.

Hogan's state-of-the-art online assessment platform supports the administration of the inventories in multiple languages, 24/7. Customers can log on to the Hogan site, access the MVPI, complete the inventory online, and receive a report within seconds after completion. The process is fast, user friendly, and convenient.

ORDERING INFORMATION

For more information on the Motives, Values, Preferences Inventory or to purchase reports based on the MVPI, contact us at info@hoganassessments.com or 800-756-0632.

**the process is fast,
user-friendly &
convenient**