

- SELECT
- DEVELOP
- LEAD

HOGAN *DEVELOP*

COMPASS

OCCUPATIONAL SIGNIFICANCE OF CORE VALUES

Report for: Sam Poole

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INTRODUCTION

Core Values

People's values define their identities—people's values reflect who they are at a deep and sometimes unconscious level. People are often unaware of their values and are often unable to spell them out completely. Nonetheless, they influence people's lives in important ways. Their values shape their philosophy of life, their choice of friends, and how they spend their spare time. People's values also influence their choice of jobs and careers. People like others who share their values and prefer to work in jobs that support their values.

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Uses of this Report

The Career Compass is based on the Motives, Values, Preferences Inventory (MVPI), a measure of the ten core values found in most cultures throughout history. The Career Compass provides feedback on three important topics. First, it clarifies a person's values, and that is an important part of any person's development. Second, it contains information regarding the fit between a person's values and various occupations and organizational cultures. No matter how talented people may be, if their values are not consistent with the demands of their occupation or current organizational culture, they won't be very happy or successful—and people often choose jobs and careers without considering the values issue. And third, the report describes the kind of people with whom a person will comfortably work and live—because people like others who share their values and dislike people who don't share them.

Reading this Report

This report is based on a person's scores on ten core values which are organized in four clusters. The next page defines the core values and how they cluster. The following pages provide some values clarification, and interpret the significance of a person's values profile for their career and relations with others. The last page contains a graph of the person's values profile.



DEFINING CORE VALUES

Cluster I: Status Interests

Recognition

Wanting to stand out and be noticed, and dreaming of fame and success.

Power

Wanting to be successful, to make an impact, and to create a legacy.

Hedonism

Wanting to have fun and enjoy the fruits of one's success.

Cluster II: Social Interests

Altruistic

Wanting to help the needy and powerless and improve society.

Affiliation

Wanting to be part of a group and seeking social stimulation.

Tradition

Believing in family values and endorsing socially approved behavior.

Cluster III: Financial Interests

Security

Wanting occupational and financial safety and avoiding risk.

Commerce

Wanting financial success and seeking business opportunities.

Cluster IV: Decision Making Style

Aesthetics

Wanting to be stylish and fashionable and being concerned about appearances.

Science

Wanting to solve problems and make decisions based on data.



INTERPRETING MR. POOLE'S VALUES PROFILE

I. VALUES CLARIFICATION

Status Interests

Although Mr. Poole appreciates positive comments and feedback on his performance, he is reluctant to engage in self-dramatization, and prefers instead to wait for others to notice his accomplishments. He prefers not to be the center of attention, doesn't like giving public presentations, and dislikes the scrutiny and criticism that often come from working on high profile projects. Mr. Poole is keenly interested in career advancement, evaluates himself in terms of what he has accomplished, hates wasting time, wants to make an impact on his organization and profession, and thinks strategically about how to make a difference. He doesn't mind competition, conflict, or disagreement, and is willing to challenge others, including superiors, when he thinks they are wrong. Moreover, Mr. Poole is a fun-loving person who likes to travel, socialize, entertain, be entertained, and enjoy the fruits of his labor. Others will see him as adventurous, spirited, experience-seeking, and convivial. He likes fast-paced change and new projects and doesn't like bureaucracy, restrictions, prohibitions, or boring tasks.

Social Interests

Mr. Poole enjoys advising, assisting, and encouraging others, likes teaching, and seems to be a natural coach and mentor. He also thinks it is important to pay attention to the morale of the "little people" by communicating with them regularly, listening to their issues, and encouraging and supporting their efforts. He is also open and willing to listen to criticism and feedback concerning his performance. Moreover, Mr. Poole enjoys meeting new people, likes to work as part of a team, and may not like to work by himself. He enjoys networking, building relationships, reaching out and communicating with others, and renewing old acquaintances, and probably belongs to one or more community organizations and political or professional societies--because he enjoys group associations. Finally, he seems to respect the need for change and diversity on the one hand, and stability and uniformity on the other. He is neither strongly flexible nor set in his ways; he seems to have a natural taste for moderate attitudes and understands that compromise is often necessary. He values the lessons of the past but is also willing to experiment for the future.

Financial Interests

Mr. Poole enjoys adventure, risk, innovation, and exploration. He tolerates ambiguity well, doesn't need a lot of direction in his work, doesn't mind unexpected changes in locations or assignments, and is willing to take chances and change jobs to advance his career. He likes new experiences, embraces experimentation, and is not afraid to ask for feedback regarding his performance. In addition, he is quite interested in compensation, investment opportunities, and other financial issues. He is alert for methods to increase profitability and improve the bottom line, and uses income as a way to keep score and evaluate himself. He doesn't make many mistakes with his money, and doesn't have a lot of sympathy for those who do. He enjoys making, saving, and investing money and watching his net worth grow.

**Decision Making Style**

Mr. Poole seems to strike a balance between form and function in decision making. He values taste and style but also admires reliable and efficient performance; that is, he understands the trade-off between elegant appearance and durable performance and uses the distinction when making decisions. Finally, he seems to enjoy solving problems, analyzing issues, and understanding what is going on in the world around him. He persists in pursuing problems and examining mistakes until an issue is resolved, and dislikes making decisions without examining the relevant facts — he prefers to make decisions based on data rather than intuition. Others may describe him as bright, critical, and intolerant of hypocrisy and muddled thinking—his challenging intellectual style may have consequences for his performance as a leader.



INTERPRETING MR. POOLE'S VALUES PROFILE

II. HELPFUL CAREER TIPS

Drivers

Mr. Poole will like jobs where there is a lot of variety, a need for travel, and opportunities to entertain and show others a good time and generally have fun. He will be less comfortable in jobs where the focus is strictly on business, and he will prefer to work with other people who are also fun-loving and convivial. These values define people who like to have fun at work, but they are particularly useful for work in sales, hospitality, and the entertainment industry. His major challenge will be in being tolerant of those who are less fun-loving. Another important feature of his ideal job is an opportunity to help, support, coach, or guide others who need information and lack the knowledge, experience, training, or power to help themselves. Conversely, he will not enjoy working in a job where the focus is exclusively on individual performance and accountability. These values are consistent with work in teaching, health care, and human resources. He is a charitable and caring person whose career would be enhanced if he were somewhat more self-centered. Moreover, he will be most happy in work that features interacting with a wide range of new people as well as maintaining contact with old friends, where team work, group decision making, and frequent communications are important. He will not enjoy working alone as an independent contributor. These values are especially important for work in sales, consulting, and customer service. Although he enjoys communicating and likes to talk, he should also pay attention to whether others understand him and what they, themselves, have to say.

Careers

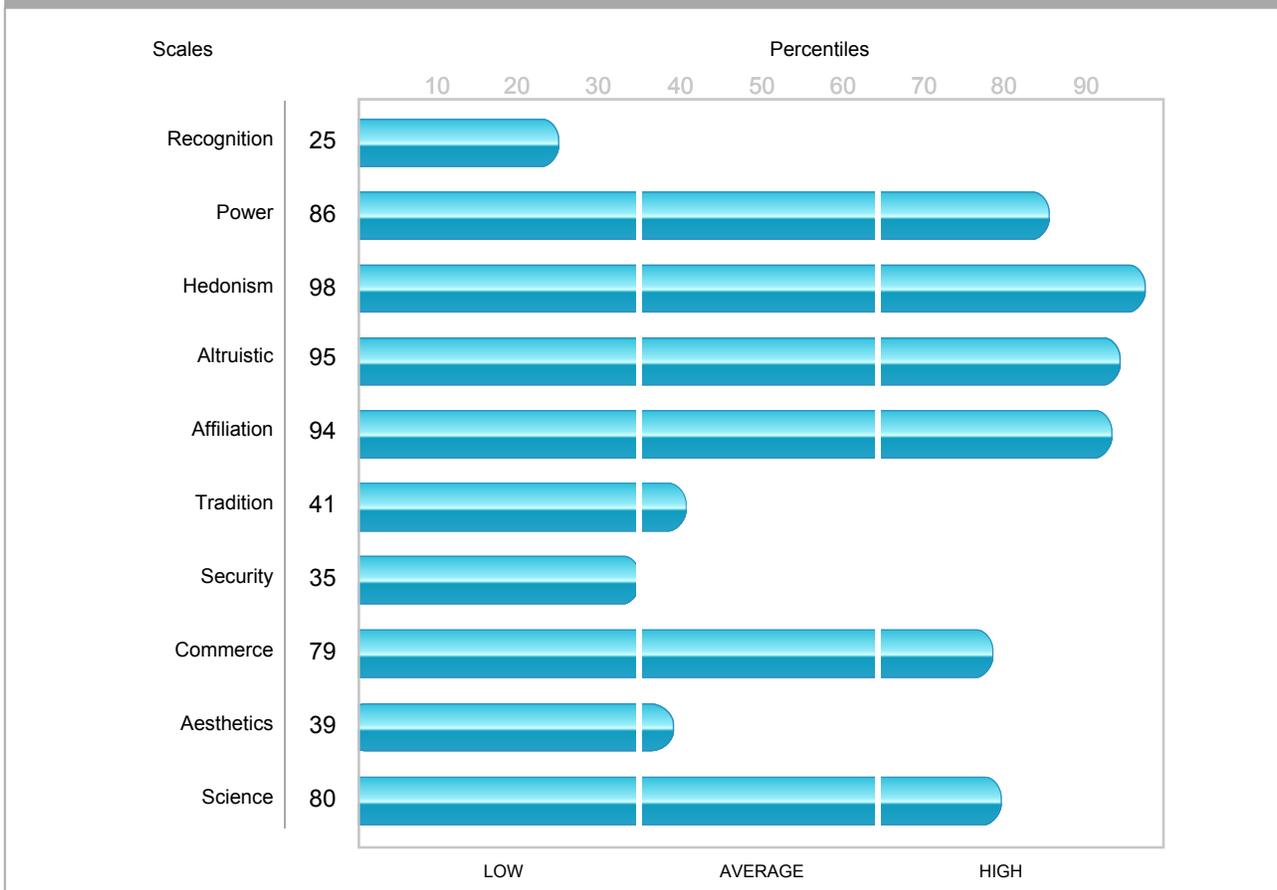
The assessment results for Mr. Poole suggest that he will be most satisfied with a career where there are opportunities to travel, experience variety, have fun, and entertain others, which include sales, hospitality, travel, and the performing arts. He will also enjoy being able to assist and encourage others, which includes work in teaching, social work, coaching, and health care.

Preferred Working Environment

Assessment results for Mr. Poole suggest that he will be more attracted to certain working environments than others. Specifically, he will be most satisfied working in organizations where he can set his own priorities, where people know how to have fun, and which emphasize a balance between work and play. He will prefer to work with people who are informal, relaxed, and playful, and who like to travel and entertain. He will be uncomfortable working in organizations that are formal, bureaucratic, and inflexible.



GRAPHIC REPORT (MOTIVES, VALUES, PREFERENCES INVENTORY)



High scorers are above the 65th percentile. Average scores are between the 35th and 65th percentile. Low scorers are below the 35th percentile.

- Recognition** | A desire to be known, seen, visible, and famous.
- Power** | A desire for success, challenge, competition, and achievement.
- Hedonism** | A desire for fun, excitement, variety, and pleasure.
- Altruistic** | A desire to serve others, improve society, and help the less fortunate.
- Affiliation** | A desire for frequent and varied social contact.
- Tradition** | A concern about ethics, family values, and devotion to duty.
- Security** | A desire for structure, order, and predictability in life.
- Commerce** | A desire for increased income, profits, and business opportunities.
- Aesthetics** | A concern about style, appearance, and fashion.
- Science** | A desire to use data to make decisions and solve problems.