

2024

Bibliography

Table of Contents

Hogan Personality Inventory.....	4
Hogan Development Survey	30
Motives, Values, Preferences Inventory	46
Hogan Business Reasoning Inventory	52
Job Evaluation Tool	54
Book Chapters/Miscellaneous.....	56
Selected Research-Based White Papers	70
Selected Conference Papers.....	80



HPI

Hogan Personality Inventory

Hogan Personality Inventory

- Abbas, E. W., Hadi, S., & Rajiani, I. (2018). The prospective innovator in public university by scrutinizing particular personality traits. *Polish Journal of Management Studies*, 18(1), 9–19.
<https://doi.org/10.17512/pjms.2018.18.1.01>
- Adams, J. D. (2015). *The relationship of managers' power motivations to personality pathology* [Unpublished doctoral dissertation]. Walden University.
- Akhtar, R. (2013). *A socioanalytic perspective on the personality-intelligence interface: Exploring the relationship between contextualised measures of personality, values & intelligence within a senior management sample* [Unpublished doctoral dissertation]. University College-London.
- Akhtar, R., Boustani, L., Tsivrikos, D., & Chamorro-Premuzic, T. (2015). The engageable personality: Personality and trait EI as predictors of work engagement. *Personality and Individual Differences*, 73, 44–49.
<https://doi.org/10.1016/j.paid.2014.08.040>
- Akhtar, R., Humphreys, C., & Furnham, A. (2015). Exploring the relationships among personality, values, and business intelligence. *Consulting Psychology Journal: Practice and Research*, 67(3), 258–276.
<https://doi.org/10.1037/cpb0000040>
- *Allen, J. (2000). *An investigation of the links between individual personality characteristics and manager/leader style* [Unpublished MSc dissertation]. City University.
- Altizer, C. C., Ferrell, B. T., & Natale, A. N. (2021). Mindfulness and personality: More natural for some than others and how it matters. *Consulting Psychology Journal: Practice and Research*, 73(1), 51–64.
<https://doi.org/10.1037/cpb0000189>
- Anderson, G. D. (2001). *Personality, motivation, and training performance of firefighter candidates* [Unpublished master's dissertation]. Florida International University.
- Anderson, N., & Ones, D. S. (2003). The construct validity of three entry level personality inventories used in the UK: Cautionary findings from a multiple-inventory investigation. *European Journal of Personality*, 17, S39–S66.
<https://doi.org/10.1002/per.484>
- Anderson, N., & Ones, D. S. (2008). Rejoinder to Goldberg, Lee and Ashton (2008): Explaining counterintuitive findings. *European Journal of Personality*, 22(2), 157–162. <https://doi.org/10.1002/per.669>

- Arneson, S., Millikin-Davies, M., & Hogan, J. (1993). Validation of personality and cognitive measures for insurance claims examiners. *Journal of Business and Psychology*, 7(4), 459–473. <https://doi.org/10.1007/BF01013759>
- Axford, S. N. (1998). Review of the Hogan Personality Inventory (Revised). In J. C. Impara & B. S. Plake (Eds.), *The thirteenth mental measurements yearbook* (13th ed.). Buros Center for Testing.
- *Bagshaw, D. (unknown). *An investigation of the factors influencing attitudes to buying online in a group of both internet users and non users* [Unpublished MSc dissertation]. University of Leicester.
- Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1–26. <https://doi.org/10.1111/j.1744-6570.1991.tb00688.x>
- Biersner, R. J., & Hogan, R. (1984). Personality correlates of adjustment in isolated work groups. *Journal of Research in Personality*, 18(4), 491–496. [https://doi.org/10.1016/0092-6566\(84\)90007-2](https://doi.org/10.1016/0092-6566(84)90007-2)
- Bing, M. N., Stewart, S. M., Davison, H. K., Green, P. D., McIntyre, M. D., & James, L. R. (2007). An integrative typology of personality assessment for aggression: Implications for predicting counterproductive workplace behavior. *Journal of Applied Psychology*, 92(3), 722–744. <https://doi.org/10.1037/0021-9010.92.3.722>
- Bishop. (1996). *The big five and personnel selection: Factors impacting responses and criterion validities* [Unpublished doctoral dissertation]. University of Akron.
- Blickle, G., Meurs, J. A., Wihler, A., Ewen, C., & Peiseler, A. K. (2014). Leader inquisitiveness, political skill, and follower attributions of leader charisma and effectiveness: Test of a moderated mediation model. *International Journal of Selection and Assessment*, 22(3), 272–285. <https://doi.org/10.1111/ijsa.12076>
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99–109. https://doi.org/10.1207/s15327043hup1002_3
- Boudreaux, M. J., Ferrell, B. T., Hundley, N. A., & Sherman, R. A. (2022). A personality-based measure of employability. *Journal of Personnel Psychology*, 21(1), 11–22. <https://doi.org/10.1027/1866-5888/a000283>

- Bowe, S. N., & Villwock, J. A. (2020). Does gender impact personality traits in female versus male otolaryngology residents and faculty? *The American Journal of Surgery*, 220(5), 1213–1218.
<https://doi.org/10.1016/j.amjsurg.2020.06.063>
- *Brinkmeyer, K. R. (1999). *Feedback on feedback: How noncognitive individual differences impact the recipient's view* [Unpublished doctoral dissertation]. University of Tulsa.
- Broekema, H. S. A. (2009). *Personality characteristics of project managers: Do project managers across levels of certification possess different personality characteristics?* [Unpublished master's thesis]. University of Groningen.
- Caligiuri, P. M. (2000a). The Big Five personality characteristics as predictors of expatriate's desire to terminate the assignment and supervisor-rated performance. *Personnel Psychology*, 53(1), 67–88.
<https://doi.org/10.1111/j.1744-6570.2000.tb00194.x>
- Caligiuri, P. M. (2000b). Selecting expatriates for personality characteristics: A moderating effect of personality on the relationship between host national contact and cross-cultural adjustment. *Management International Review*, 40, 61–80.
- Catano, V. M., O'Keefe, D. F., Francis, R. E., & Owens, S. M. (2018). Construct-based approach to developing a short, personality-based measure of integrity. *International Journal of Selection and Assessment*, 26(1), 75–92.
<https://doi.org/10.1111/ijsa.12197>
- Charles, K. (2008). "Similarity" in selection – A study into the relationship between assessor and candidate personality and the ratings given in personality centres [Unpublished manuscript].
- Church, A. H., Fleck, C. R., Foster, G., Levine, R., Lopez, F. J., & Rotolo, C. T. (2016). Does purpose matter? The stability of personality assessments in organization development and talent management applications over time. *The Journal of Applied Behavioral Science*, 52(4), 450–481.
<https://doi.org/10.1177/0021886316668748>
- Church, A. H., Rotolo, C. T., Marguilies, A., Del Giudice, M. J. D., Ginther, N. M., Levine, R., Novakoske, J., & Tuller, M. (2015). The Role of Personality in Organization Development: A Multi-Level Framework for Applying Personality to Individual, Team, and Organizational Change. *Journal of Organizational Change and Development*, 23, 91–166. <https://doi.org/10.1108/S0897-301620150000023003>

- Cooper, A. B., Blake, A. B., Pauletti, R. E., Cooper, P. J., Sherman, R. A., & Lee, D. I. (2020). Personality assessment through the situational and behavioral features of Instagram photos. *European Journal of Psychological Assessment*, 36(6), 959–972. <https://doi.org/10.1027/1015-5759/a000596>
- Costa Jr., P. T., & McCrae, R. R. (1995). Domains and facets: Hierarchical personality assessment using the Revised NEO Personality Inventory. *Journal of Personality Assessment*, 64(1), 21–50. https://doi.org/10.1207/s15327752jpa6401_2
- *Cox, L. (2001). *Personality and job performance: A review and investigation of the link between personality and job performance* [Unpublished MSc dissertation]. University College.
- Coyne, I., & Hinton, D. (2018). Hogan Personality Inventory (HPI). In C. Eyre (Ed.), *British Psychological Society Psychological Testing Centre test reviews*. British Psychological Society.
- Craik, K. H. (1998). Personality system concepts and their implications. *Psychological Inquiry*, 9(2), 145–168. https://doi.org/10.1207/s15327965pli0902_11
- Creed, P., & Shackleton, V. (2007). Hogan Personality Inventory (HPI). In *British Psychological Society Psychological Testing Centre test reviews*. British Psychological Society.
- Curry, S., Nichols, S., & Tamhane, R. (2007). *Selection system development in the manufacturing sector* [Unpublished technical report].
- Del Giudice, M. J. (2010). A Review of “Personality and the fate of organizations.” *Journal of Personality Assessment*, 92, 373–374. <https://doi.org/10.1080/00223891.2010.482031>
- Deslauriers, J. (2007). *Comparing web-based and paper and pencil personality testing: Psychometric properties of applicant and undergraduate samples*. [Unpublished manuscript].
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual Review of Psychology*, 41, 417–440. <https://doi.org/10.1146/annurev.ps.41.020190.002221>
- *Dougherty, K. (2000). *Determining the personality, motives and desirable demographic features of productive, long tenure agents at the National Rail Enquiries Service using the Hogan Personality Inventory and Motives, Values, Preferences Inventory* [Unpublished MSc dissertation]. City University.

- *Drakley, R., & Kellet, D. (1995). Criterion-related validity and personality questionnaires – a case study of a “Big Five” measure. *Selection & Development Review*, 11, 4–6.
- Driskell, J. E., Hogan, J., Salas, E., & Hoskin, B. (1994). Cognitive and personality predictors of training performance. *Military Psychology*, 6(1), 31–46. https://doi.org/10.1207/s15327876mp0601_2
- Driskell, J. E., Hogan, R. T., & Salas, E. (1987). Personality and team performance. In C. Hendrick (Ed.), *Group Processes and intergroup relations: Review of personality and social psychology* (pp. 91–112). Sage.
- Dul, J. (2015). Necessary condition analysis (NCA): Logic and methodology of “Necessary but not sufficient” causality. *Organizational Research Methods*, 19(1), 10–52. <https://doi.org/10.1177/1094428115584005>
- Dunkel, C. S., & Van der Linden, D. (2014). Evidence for the general factor of personality as social-effectiveness. *Personality and Individual Differences*, 64, 147–151. <https://doi.org/10.1016/j.paid.2014.02.030>
- Dzieweczynski, J. (2008). *Just be yourself: Antecedents and consequences of personality trait expression at work*. [Unpublished manuscript].
- Edwards, W. R., & Schleicher, D. J. (2004). On selecting psychology graduate students: Validity evidence for a test of tacit knowledge. *Journal of Educational Psychology*, 96(3), 592–602. <https://doi.org/10.1037/0022-0663.96.3.592>
- Ellingson, J. E., Smith, D. B., & Sackett, P. R. (2001). Investigating the influence of social desirability on personality factor structure. *Journal of Applied Psychology*, 86(1), 122–133. <https://doi.org/10.1037/0021-9010.86.1.122>
- Foster, J., Gaddis, B., & Hogan, J. (2012). Personality-based job analysis. In M. A. Wilson, W. Bennett Jr., S. G. Gibson, & G. M. Alliger (Eds.), *The handbook of work analysis: Methods, systems, applications and science of work measurement in organizations* (pp. 247–264). Taylor & Francis.
- Frei, R. L., & McDaniel, M. A. (1998). Validity of customer service measures in personnel selection: A review of criterion and construct evidence. *Human Performance*, 11(1), 1–27. https://doi.org/10.1207/s15327043hup1101_1
- Frey, M. R. (2008). *Personality, lifestyle, and transformational leadership from a humanistic perspective* [Unpublished doctoral dissertation]. Georgia State University.

- Froman, R. D., & Peloquin, S. M. (2001). Rethinking the use of the Hogan Empathy Scale: A critical psychometric analysis. *American Journal of Occupational Therapy*, 55(5), 566–572. <https://doi.org/10.5014/ajot.55.5.566>
- Furnham, A. (2017a). The dark side of conscientiousness. *Psychology*, 8, 1879–1893. <https://doi.org/10.4236/psych.2017.811122>
- Furnham, A. (2017b). Dark side correlates of job reliability and stress tolerance in two large samples. *Personality and Individual Differences*, 117, 255–259. <https://doi.org/10.1016/j.paid.2017.06.020>
- *Furnham, A. (2021). The bright and dark side of achievement motivation. *Current Psychology*, 40(3), 1271–1279. <https://doi.org/10.1007/s12144-018-0060-z>
- Furnham, A. (2021). Demographic, personality trait and personality disorder correlates of aesthetic motivation. *Imagination, Cognition and Personality*, 40(4), 333–350. <https://doi.org/10.1177/0276236620942917>
- Furnham, A., & Drakeley, R. (2000). Predicting occupational personality test scores. *The Journal of Psychology*, 134(1), 103–111. <https://doi.org/10.1080/00223980009600853>
- Furnham, A., Humphries, C., & Leung Zheng, E. (2016). Can successful sales people become successful managers? Differences in motives and derailers across two jobs. *Consulting Psychology Journal: Practice and Research*, 68(3), 252–268. <https://doi.org/10.1037/cpb0000060>
- Furnham, A., Hyde, G., & Trickey, G. (2013a). On-line questionnaire completion time and personality test scores. *Personality and Individual Differences*, 54(6), 716–720. <https://doi.org/10.1016/j.paid.2012.11.030>
- Furnham, A., Hyde, G., & Trickey, G. (2013b). The values of work success. *Personality and Individual Differences*, 55(5), 485–489. <https://doi.org/10.1016/j.paid.2013.04.016>
- Furnham, A., Hyde, G., & Trickey, G. (2015). Personality and value correlates of careless and erratic questionnaire responses. *Personality and Individual Differences*, 80, 64–67. <https://doi.org/10.1016/j.paid.2015.02.005>
- Furnham, A., & Sherman, R. A. (2021). Dark side personality and safety-related traits. *Personality and Individual Differences*, 171. <https://doi.org/10.1016/j.paid.2020.110510>

- Furnham, A., & Taylor, N. (2020). The relationship between emotional intelligence and occupational personality scales in senior management. *Personality and Individual Differences, 154*, 109647.
<https://doi.org/10.1016/j.paid.2019.109647>
- Furnham, A., & Treglown, L. (2021). Sex differences in personality scores on six scales: Many significant, but mostly small, differences. *Current Psychology, 30*, 109647.
<https://doi.org/10.1007/s12144-021-01675-x>
- *Furnham, A., & Treglown, L. (2021). Bright and dark-side traits associated with interests in commerce vs science: Different personality profiles of the scientist-practitioner. *Psychological Reports, 125*(3), 1667–1686.
<https://doi.org/10.1177/00332941211002134>
- Furnham, A., Trickey, G., & Hyde, G. (2012). Bright aspects to dark side traits: Dark side traits associated with work success. *Personality and Individual Differences, 52*(8), 908–913. <https://doi.org/10.1016/j.paid.2012.01.025>
- Furnham, A., Trickey, G., & Hyde, G. (2016). Sex and personality differences in job value preferences. *Psychology, 7*, 672–677.
<https://doi.org/10.4236/psych.2016.75069>
- Gaddis, B., & Ferrell, B. (2018). Investigating three approaches of using personality to predict competency-based performance. *Personnel Assessment and Decisions, 4*(1). <https://doi.org/10.25035/pad.2018.003>
- *Gardner, C. (2001). *Personality and performance: Exploring the relationship between the superordinate and subordinate levels of the Big Five personality traits with managerial competencies and employee absence* [Unpublished manuscript].
- Goffin, R. D., & Christiansen, N. D. (2003). Correcting personality tests for faking: A review of popular personality tests and an initial survey of researchers. *International Journal of Selection and Assessment, 11*(4), 340–344.
<https://doi.org/10.1111/j.0965-075X.2003.00256.x>
- Goldberg, L. R. (1992). The development of markers for the Big-Five factor structure. *Psychological Assessment, 4*(1), 26–42. <https://doi.org/10.1037/1040-3590.4.1.26>
- Goldberg, L. R. (1999a). A broad-bandwidth, public-domain, personality inventory measuring the lower-level facets of several five-factor models. In I. Mervielde, I. Deary, F. de Fruyt, & F. Ostendorf (Eds.), *Personality Psychology in Europe* (Vol. 7, pp. 7–28). Tilburg University Press.

- Goldberg, L. R. (1999b). The Curious Experiences Survey, a revised version of the Dissociative Experiences Scale: Factor structure, reliability, and relations to demographic and personality variables. *Psychological Assessment*, *11*(2), 134–145. <https://doi.org/10.1037/1040-3590.11.2.134>
- *Goldberg, L. R. (2005). *The Eugene-Springfield community sample* [Technical report]. Oregon Research Institute.
- Goldberg, L. R. (2008). *The Eugene-Springfield community sample: Information available from the research participants* [Technical report, Vol. 48, No. 1]. Oregon Research Institute.
- Goldberg, L. R., Johnson, J. A., Eber, H. W., Hogan, R., Ashton, M. C., Cloninger, C. R., & Gough, H. G. (2006). The international personality item pool and the future of public-domain personality measures. *Proceedings of the 2005 Meeting of the Association of Research in Personality*, *40*(1), 84–96. <https://doi.org/10.1016/j.irp.2005.08.007>
- Goldberg, L. R., Lee, K., & Ashton, M. C. (2008). Comment on Anderson and Ones (2008). *European Journal of Personality*, *22*(2), 151–156. <https://doi.org/10.1002/per.663>
- Goldberg, L. R., & Saucier, G. (2016). *The Eugene-Springfield community sample: Information available from the research participants*. [Technical report]. Oregon Research Institute.
- Gotlib, T. (2007). *Dishonest behavior: The impact of self-regulatory resource depletion and personality*. [Unpublished manuscript].
- Gottlieb, T., Furnham, A., & Klewe, J. B. (2021). Personality in the light of identity, reputation and role taking: A review of Socioanalytic theory. *Psychology*, *12*, 2020–2041. <https://doi.org/10.4236/psych.2021.1212123>
- Gottlieb, T., & Gøtzsche-Astrup, O. (2018). The predictive validity of charge nurse personality on objective and subjective performance of subordinates. *Journal of Nursing Management*, *27*. <https://doi.org/10.1111/jonm.12696>
- Gøtzsche-Astrup, O. (2018). The bright and dark sides of talent at work: A study of the personalities of talent-development-program participants. *Consulting Psychology Journal: Practice and Research*, *70*(2), 167–181. <https://doi.org/10.1037/cpb0000105>
- Gøtzsche-Astrup, O., Overgaard, B., & Lindekilde, L. (2022). Vulnerable and dominant: Bright and dark side personality traits and values of individuals in organized crime in Denmark. *Scandinavian Journal of Psychology*, *63*(5), 536–544. <https://doi-org.proxy.ulib.uits.iu.edu/10.1111/sjop.12831>

- *Greig, E. L. (1997). *Determining the personality, motives, and desirable demographic features of an ideal tele-user* [Unpublished MSc dissertation]. University of Wales.
- Grucza, R. A., & Goldberg, L. R. (2007). The comparative validity of 11 modern personality inventories: Predictions of behavioral acts, informant reports, and clinical indicators. *Journal of Personality Assessment*, 89(2), 167–187. <https://doi.org/10.1080/00223890701468568>
- Guthrie, J. P., Ash, R. A., & Stevens, C. D. (2003). Are women “better” than men? Personality differences and expatriate selection. *Journal of Managerial Psychology*, 18(3), 229–243. <https://doi.org/10.1108/02683940310465243>
- Haemmerlie, F. M., & Montgomery, R. L. (2012). Gender differences in the academic performance and retention of undergraduate engineering majors. *College Student Journal*, 46(1), 40–45.
- Hayes, T. L., Roehm, H. A., & Castellano, J. P. (1994). Personality correlates of success in total quality manufacturing. *Journal of Business and Psychology*, 8(4), 397–411. <https://doi.org/10.1007/BF02230956>
- *Henkelman, E., & Tornetta, P. (2022). Can orthopaedic residents beat a personality assessment? *Journal of Surgical Education*, 79(2), 531–534. <https://doi.org/10.1016/j.jsurg.2021.09.020>
- Hogan Assessment Systems. (2009a). *Hogan Advantage technical manual* [Technical manual]. Hogan Press.
- Hogan Assessment Systems. (2009b). *Safety technical manual: Validity of the Hogan Personality Inventory for predicting competency-based safety performance*. Hogan Press.
- Hogan, J. (1989). Personality correlates of physical fitness. *Journal of Personality and Social Psychology*, 56(2), 284–288. <https://doi.org/10.1037/0022-3514.56.2.284>
- Hogan, J., & Arneson, S. (1991). Physical and psychological assessments to reduce worker's compensation claims. In J. W. Jones, B. D. Steffy, & D. W. Bray (Eds.), *Applying psychology in business: The handbook for managers and human resource professionals* (pp. 787–800). Lexington Books.
- Hogan, J., Barrett, P., & Hogan, R. (2007). Personality measurement, faking, and employment selection. *Journal of Applied Psychology*, 92(5), 1270–1285. <https://doi.org/10.1037/0021-9010.92.5.1270>

- Hogan, J., & Brinkmeyer, K. (1997). Bridging the gap between overt and personality-based integrity tests. *Personnel Psychology*, 50, 587–599. <https://doi.org/10.1111/j.1744-6570.1997.tb00704.x>
- Hogan, J., Davies, S., & Hogan, R. (2007). Generalizing personality-based validity evidence. In S. M. McPhail (Ed.), *Alternative validation strategies: Developing new and leveraging existing validity evidence*. (pp. 181–229). John Wiley & Sons Inc.
- Hogan, J., & Foster, J. (2013). Multifaceted personality predictors of workplace safety performance: More than conscientiousness. *Human Performance*, 26(1), 20–43. <https://doi.org/10.1080/08959285.2012.736899>
- Hogan, J., & Hogan, R. (1989a). How to measure employee reliability. *Journal of Applied Psychology*, 74(2), 273–279. <https://doi.org/10.1037/0021-9010.74.2.273>
- Hogan, J., & Hogan, R. (1989b). Noncognitive predictors of performance during explosive ordnance disposal training. *Military Psychology*, 1(3), 117–133. https://doi.org/10.1207/s15327876mp0103_1
- Hogan, J., & Hogan, R. (1998). Theoretical frameworks for assessment. In R. Jeanneret & R. Silzer (Eds.), *Individual psychological assessment: Predicting behavior in organizational settings*. Jossey-Bass.
- Hogan, J., & Hogan, R. (2002). Leadership and sociopolitical intelligence. In R. E. Riggio, S. E. Murphy, & F. J. Pirozzolo (Eds.), *Multiple intelligences and leadership*. Lawrence Erlbaum Associates.
- Hogan, J., Hogan, R., & Busch, C. M. (1984). How to measure service orientation. *Journal of Applied Psychology*, 69(1), 167–173. <https://doi.org/10.1037/0021-9010.69.1.167>
- Hogan, J., Hogan, R., & Gregory, S. (1992). Validation of a sales representative selection inventory. *Journal of Business and Psychology*, 7(2), 161–171. <https://doi.org/10.1007/BF01013926>
- Hogan, J., Hogan, R., & Murtha, T. (1992). Validation of a personality measure of managerial performance. *Journal of Business and Psychology*, 7(2), 225–237. <https://doi.org/10.1007/BF01013931>
- Hogan, J., & Holland, B. (2003). Using theory to evaluate personality and job-performance relations: A socioanalytic perspective. *Journal of Applied Psychology*, 88(1), 100–112. <https://doi.org/10.1037/0021-9010.88.1.100>

- Hogan, J., & Lesser, M. (1996). Selection of personnel for hazardous performance. In J. E. Driskell & E. Salas (Eds.), *Stress and human performance* (pp. 195–222). Lawrence Erlbaum Associates, Inc.
- Hogan, J., & Ones, D. S. (1997). Conscientiousness and integrity at work. In R. Hogan, J. Johnson, & S. Briggs (Eds.), *Handbook of personality psychology* (pp. 849–870). Academic Press. <https://doi.org/10.1016/B978-012134645-4/50033-0>
- Hogan, J., & Roberts, B. W. (1996). Issues and non-issues in the fidelity-bandwidth trade-off. *Journal of Organizational Behavior*, 17(6), 627–637. [https://doi.org/10.1002/\(SICI\)1099-1379\(199611\)17:6<627::AID-JOB2828>3.0.CO;2-F](https://doi.org/10.1002/(SICI)1099-1379(199611)17:6<627::AID-JOB2828>3.0.CO;2-F)
- Hogan, J., & Rybicki, S. (1998). *Performance Improvement Characteristics job analysis manual*. Hogan Assessment Systems.
- Hogan, J., Rybicki, S. L., Motowidlo, S. J., & Borman, W. C. (1998). Relations between contextual performance, personality, and occupational advancement. *Human Performance*, 11(2–3), 189–207. https://doi.org/10.1207/s15327043hup1102&3_5
- Hogan, R. (1982). *A socioanalytic theory of personality* (M. M. Page, Ed.; pp. 55–89). University of Nebraska Press.
- Hogan, R. (1992). Hogan Personality Inventory. *Psychological Test Bulletin*, 5, 130–136.
- Hogan, R. (1994). Trouble at the top: Causes and consequences of managerial incompetence. *Consulting Psychology Journal: Practice and Research*, 46(1), 9–15. <https://doi.org/10.1037/1061-4087.46.1.9>
- Hogan, R. (1996). A socioanalytic perspective on the five-factor model. In J. Wiggins (Ed.), *The five-factor model of personality: Theoretical perspectives* (pp. 163–179). The Guilford Press.
- Hogan, R. (1998). Reinventing personality. *Journal of Social and Clinical Psychology*, 17(1), 1–10. <https://doi.org/10.1521/jscp.1998.17.1.1>
- Hogan, R. (2004). Personality psychology for organizational researchers. In B. Schneider & D. B. Smith (Eds.), *Personality and organizations* (pp. 3–24). Psychology Press.
- Hogan, R. (2005). In defense of personality measurement: New wine for old whiners. *Human Performance*, 18(4), 331–341. https://doi.org/10.1207/s15327043hup1804_1

- Hogan, R., & Benson, M. J. (2009). Personality, leadership, and globalization: Linking personality to global organizational effectiveness. In W. H. Mobley, Y. Wang, & M. Li (Eds.), *Advances in global leadership* (Vol. 5, pp. 11–34). Emerald Group Publishing Limited. [https://doi.org/10.1108/S1535-1203\(2009\)0000005005](https://doi.org/10.1108/S1535-1203(2009)0000005005)
- Hogan, R., & Briggs, S. (1984). Noncognitive measures of social intelligence. *Personnel Selection & Training Bulletin*, 5, 184–190.
- Hogan, R., Chamorro-Premuzic, T., & Kaiser, R. B. (2013). Employability and career success: Bridging the gap between theory and reality. *Industrial and Organizational Psychology*, 6(1), 3–16. <https://doi.org/10.1111/iops.12001>
- Hogan, R., Curphy, G. J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. *American Psychologist*, 49(6), 493–504. <https://doi.org/10.1037/0003-066X.49.6.493>
- Hogan, R., & Foster, J. (2016). Rethinking personality. *International Journal of Personality Psychology*, 2(1), 37–43.
- Hogan, R., & Hogan, J. (1991). Personality and status. In D. G. Gilbert & J. J. Connolly (Eds.), *Personality, social skills, and psychopathology: An individual differences approach* (pp. 137–154). Plenum.
- Hogan, R., & Hogan, J. (1994). The mask of integrity. In T. R. Sarbin, R. M. Carney, & C. Eoyang (Eds.), *Citizen espionage: Studies in trust and betrayal* (pp. 93–105). Praeger.
- Hogan, R., & Hogan, J. (1995). *Hogan Personality Inventory manual (2nd ed.)*. Hogan Assessment Systems.
- Hogan, R., & Hogan, J. (2002). The Hogan Personality Inventory. In B. de Raad & M. Perugini (Eds.), *Big five assessment*. (pp. 329–351). Hogrefe & Huber Publishers.
- Hogan, R., & Hogan, J. (2007). *Hogan Personality Inventory manual (3rd ed.)*. Hogan Assessment Systems.
- Hogan, R., Hogan, J., & Roberts, B. W. (1996). Personality measurement and employment decisions: Questions and answers. *American Psychologist*, 51(5), 469–477. <https://doi.org/10.1037/0003-066X.51.5.469>
- *Hogan, R., Hogan, J., & Trickey, J. (1999). Goodbye mumbo jumbo: The transcendental beauty of a validity coefficient. *Selection Development Review*, 15, 3–9.

- Hogan, R., Hogan, J., & Warrenfeltz, R. (2007). *Hogan guide*. Hogan Assessment Systems.
- Hogan, R., & Kaiser, R. B. (2005). What we know about leadership. *Review of General Psychology*, 9(2), 169–180. <https://doi.org/10.1037/1089-2680.9.2.169>
- Hogan, R., & Kaiser, R. B. (2008). Learning a lesson in executive selection. *Leadership in Action*, 27, 22–24.
- Hogan, R., & Kaiser, R. B. (2010). Personality. In J. C. Scott & D. H. Reynolds (Eds.), *Handbook of workplace assessment*. Jossey-Bass.
- Hogan, R., & Shelton, D. (1998). A socioanalytic perspective on job performance. *Human Performance*, 11(2–3), 129–144. https://doi.org/10.1207/s15327043hup1102&3_2
- Hogan, R., & Warrenfeltz, R. (2003). Educating the modern manager. *Academy of Management Learning & Education*, 2(1), 74–84. <https://doi.org/10.5465/AMLE.2003.9324043>
- Horstmann, K. T., Rauthmann, J. F., Sherman, R. A., & Ziegler, M. (2021). Unveiling an exclusive link: Predicting behavior with personality, situation perception, and affect in a preregistered experience sampling study. *Journal of Personality and Social Psychology*, 120(5), 1317–1343. <https://doi.org/10.1037/pspp0000357>
- Hough, L. M. (1998). Effects of intentional distortion in personality measurement and evaluation of suggested palliatives. *Human Performance*, 11(2–3), 209–244. https://doi.org/10.1207/s15327043hup1102&3_6
- Hough, L. M., Oswald, F. L., & Ployhart, R. E. (2001). Determinants, detection and amelioration of adverse impact in personnel selection procedures: Issues, evidence and lessons learned. *International Journal of Selection and Assessment*, 9(1–2), 152–194. <https://doi.org/10.1111/1468-2389.00171>
- Hough, L. M., & Schneider, R. J. (1996). Personality traits, taxonomies, and applications in organizations. In K. R. Murphy (Ed.), *Individual differences and behavior in organizations* (pp. 31–88). Jossey-Bass.
- Huang, J. L., Ryan, A. M., Zabel, K. L., & Palmer, A. (2014). Personality and adaptive performance at work: A meta-analytic investigation. *Journal of Applied Psychology*, 99(1), 162–179. <https://doi.org/10.1037/a0034285>
- Huffcutt, A. I., Culbertson, S. S., & Goebel, A. P. (2015). The interactive influence of ambition and sociability on performance in a behavior description interview. *Personnel Assessment and Decisions*, 1(1), 30–36.

- Hurtz, G. M., & Donovan, J. J. (2000). Personality and job performance: The Big Five revisited. *Journal of Applied Psychology*, 85(6), 869–879.
<https://doi.org/10.1037/0021-9010.85.6.869>
- Hutchinson, A. M. (2011). *Reinforcement sensitivity theory, personality, and senior executive performance* [Unpublished doctoral dissertation, University of Auckland]. <https://researchspace.auckland.ac.nz/handle/2292/6732>
- Hutchison, A., Burch, G., & Boxall, P. (2013). Reinforcement sensitivity theory as a predictor of senior-executive performance. *Personality and Individual Differences*, 55(8), 931–935. <https://doi.org/10.1016/j.paid.2013.07.470>
- International Personality Item Pool. (2001). *A scientific collaboratory for the development of advanced measures of personality traits and other individual differences*. International Personality Item Pool. <http://ipip.ori.org/>
- Johnson, J. A. (1994). Clarification of Factor Five with the help of the AB5C Model. *European Journal of Personality*, 8(4), 311–334.
<https://doi.org/10.1002/per.2410080408>
- Johnson, J. A. (2000). Predicting observers' ratings of the Big Five from the CPI, HPI, and NEO-PI-R: A comparative validity study. *European Journal of Personality*, 14(1), 1–19. [https://doi.org/10.1002/\(SICI\)1099-0984\(200001/02\)14:1<1::AID-PER349>3.0.CO;2-E](https://doi.org/10.1002/(SICI)1099-0984(200001/02)14:1<1::AID-PER349>3.0.CO;2-E)
- Johnson, J. A., & Hogan, R. (2006). A socioanalytic view of faking. In *A closer examination of applicant faking behavior* (pp. 209–229). Information Age Publishing.
- Jones, A. B., Sherman, R. A., & Hogan, R. T. (2017). Where is ambition in factor models of personality? *Personality and Individual Differences*, 106, 26–31.
- Judge, T. A., Piccolo, R. F., & Kosalka, T. (2009). The bright and dark sides of leader traits: A review and theoretical extension of the leader trait paradigm. *The Leadership Quarterly*, 20(6), 855–875.
<https://doi.org/10.1016/j.leaqua.2009.09.004>
- Kaiser, R. B., & Chamorro-Premuzic, T. (2019). Integrating personality assessment with 360 feedback in leadership development and coaching. In A. H. Church, D. W. Bracken, J. W. Fleenor, & D. S. Rose (Eds.), *The handbook of strategic 360 feedback*. (pp. 193–212). Oxford University Press.
<https://doi.org/10.1093/oso/9780190879860.003.0012>
- Kaiser, R. B., & Hogan, J. (2011). Personality, leader behavior, and overdoing it. *Consulting Psychology Journal: Practice and Research*, 63, 219–242.
<https://doi.org/10.1037/a0026795>

- Kaiser, R. B., Hogan, R., & Craig, S. B. (2008). Leadership and the fate of organizations. *American Psychologist*, 63(2), 96–110.
<https://doi.org/10.1037/0003-066X.63.2.96>
- Kholin, M., Meurs, J., Blickle, G., Wihler, A., Ewen, C., & Momm, T. (2015). Refining the openness-performance relationship: Construct specificity, contextualization, social skill, and the combination of trait self- and other-ratings. *Journal of Personality Assessment*, 98.
<https://doi.org/10.1080/00223891.2015.1076430>
- Kisamore, J. L., Stone, T. H., & Jawahar, I. M. (2007). Academic integrity: The relationship between individual and situational factors on misconduct contemplations. *Journal of Business Ethics*, 75(4), 381–394.
<https://doi.org/10.1007/s10551-006-9260-9>
- Kroeck, K. G., & Brown, K. W. (2004). Work applications of the Big Five model of personality. In *Comprehensive handbook of psychological assessment, Vol. 4: Industrial and organizational assessment*. (pp. 109–129). John Wiley & Sons, Inc.
- Lall, R., Holmes, E. K., Brinkmeyer, K. R., Johnson, W. B., & Yatko, B. R. (1999). Personality characteristics of future military leaders. *Military Medicine*, 164(12), 906–910.
- Landay, K., Wood, D., Harms, P. D., Ferrell, B., & Nambisan, S. (2020). Relationships between personality facets and accident involvement among truck drivers. *Journal of Research in Personality*, 84, 1–10. <https://doi.org/10.1016/j.jrp.2019.103889>
- Leatherland, G. L. (2002). *An investigation of the construct validity of the Residual Achievement Score* [Unpublished doctoral dissertation, Alliant International University].
<https://www.proquest.com/openview/3716a50b90ed7dd4ddfb3559499e1a43/1?pq-origsite=gscholar&cbl=18750&diss=y>
- Leckband, M. M. (2005). *Development of a personality profile of a firefighter* [Unpublished doctoral dissertation]. Florida International University.
- *Lee, C. H. (2018). *Matching effects of personality traits in individual assessment: An investigation of the Similar-to-Me hypothesis* [Unpublished doctoral dissertation, Northern Illinois University].
<https://commons.lib.niu.edu/handle/10843/21059>

- Leister, K. D. (2000). *The relationship between sexual aggression and moral development in a sample of college males* [Unpublished doctoral dissertation, Texas A&M University].
<https://www.proquest.com/openview/d773b62494266325f39cdd70274e85a5/1?pq-origsite=gscholar&cbl=18750&diss=y>
- Leung, S. A. (1992). [Review of the Hogan Personnel Selection Series]. In J. J. Kramer & J. C. Conoley (Eds.), *The eleventh mental measurements yearbook*. Buros Institute of Mental Measurements.
- LoBello, S. G. (1998). [Review of the Hogan Personality Inventory (Revised)]. In J. C. Impara & B. S. Plake (Eds.), *The thirteenth mental measurements yearbook*. Buros Institute of Mental Measurements.
- Lock, J. D. (1996). *Developing an integrative model of leadership* [Unpublished doctoral dissertation]. The University of Tulsa.
- Lubelski, D., Healy, A. T., Friedman, A., Ferraris, D., Benzel, E. C., & Schlenk, R. (2016). Correlation of personality assessments with standard selection criteria for neurosurgical residency applicants. *Journal of Neurosurgery*, 125(4), 986–994. <https://doi.org/10.3171/2015.7.JNS15880>
- Luther, N. (2000). Integrity testing and job performance within high performance work teams: A short note. *Journal of Business and Psychology*, 15(1), 19–25. <https://doi.org/10.1023/A:1007762717488>
- Mabon, H. (1998). Utility aspects of personality and performance. *Human Performance*, 11(2–3), 289–304. https://doi.org/10.1207/s15327043hup1102&3_9
- Mansi, A. (2007). Executive coaching and psychometrics: A case study evaluating the use of the Hogan Personality Inventory (HPI) and the Hogan Development Survey (HDS) in senior management coaching. *The Coaching Psychologist*, 3(2), 53–58.
- Markey, P. M., & Markey, C. N. (2006). A spherical conceptualization of personality traits. *European Journal of Personality*, 20(3), 169–193. <https://doi.org/10.1002/per.582>
- *Marmar, C. R., Weiss, D. S., Metzler, T. J., & Delucchi, K. (1996). Characteristics of emergency services personnel related to peritraumatic dissociation during critical incident exposure. *The American Journal of Psychiatry*, 153, 94–102.
- Marshall, L. A., & Lindley, P. (Eds.). (2009). *Hogan Personality Inventory (HPI)*. British Psychological Society.

- Martin, J. H., Montgomery, R. L., & Saphian, D. (2006). Personality, achievement test scores, and high school percentile as predictors of academic performance across four years of coursework. *Journal of Research in Personality, 40*(4), 424–431. <https://doi.org/10.1016/j.jrp.2005.02.001>
- McDonald, D. G., Norton, J. P., & Hodgdon, J. A. (1990). Training success in U.S. Navy special forces. *Aviation, Space, and Environmental Medicine, 61*(6), 548–554.
- McKay, P. F., & McDaniel, M. A. (2006). A reexamination of black-white mean differences in work performance: More data, more moderators. *Journal of Applied Psychology, 91*(3), 538–554. <https://doi.org/10.1037/0021-9010.91.3.538>
- *Means, S. N. (2018). *Investigating personality traits of registered nurses: Implications for personnel evaluation* [Unpublished doctoral dissertation, Western Michigan University]. <https://scholarworks.wmich.edu/dissertations/3103/>
- Meyer, K. D. (2008). *Refinements to ASA research: Shifting the focus to focal traits* [Unpublished manuscript].
- Michels, L. J. (2016). *Prudence and persistence: Personality in student retention* [Unpublished doctoral dissertation]. Minnesota State University.
- Mirabile, H. (2008). *Personality profiles of police executives: An analysis based on the Hogan Personality Inventory and the Hogan Developmental Survey* [Unpublished doctoral dissertation]. Capella University.
- *Morar, P. (2002). *A correlational study identifying the sales personality of recruitment consultants using the Hogan Personality Inventory and investigating the relationship with sales performance*. [Unpublished manuscript].
- Mount, M. K., Barrick, M. R., Scullen, S. M., & Rounds, J. (2005). Higher-order dimensions of the big five personality traits and the big six vocational interest types. *Personnel Psychology, 58*(2), 447–478. <https://doi.org/10.1111/j.1744-6570.2005.00468.x>
- Mount, M. K., Barrick, M. R., & Strauss, J. P. (1994). Validity of observer ratings of the big five personality factors. *Journal of Applied Psychology, 79*(2), 272–280. <https://doi.org/10.1037/0021-9010.79.2.272>
- Muchinsky, P. M. (1993). Validation of personality constructs for the selection of insurance industry employees. *Journal of Business and Psychology, 7*(4), 475–482. <https://doi.org/10.1007/BF01013760>

- Murphy, K. R., & Lee, S. L. (1994). Personality variables related to integrity test scores: The role of conscientiousness. *Journal of Business and Psychology*, 8(4), 413–424. <https://doi.org/10.1007/BF02230957>
- Najar, M. J. (1999). *Personality and power: Interacting to enhance leadership effectiveness* [Unpublished doctoral dissertation]. The University of Tulsa.
- *Nash, N. (1999). *Improving criterion-related occupational integrity test validity using broad attitudinal criterion* [Unpublished MSc dissertation]. London Guildhall University.
- Nei, K. S., Foster, J. L., Ness, A. M., & Nei, D. S. (2018). Rule breakers and attention seekers: Personality predictors of integrity and accountability in leaders. *International Journal of Selection and Assessment*, 26(1), 17–26. <https://doi.org/10.1111/ijsa.12201>
- Nolan, Y., Johnson, J. A., & Pincus, A. L. (1994). Personality and drunk driving: Identification of DUI types using the Hogan Personality Inventory. *Psychological Assessment*, 6(1), 33–40. <https://doi.org/10.1037/1040-3590.6.1.33>
- Oh, I.-S., & Berry, C. M. (2009). The five-factor model of personality and managerial performance: Validity gains through the use of 360 degree performance ratings. *Journal of Applied Psychology*, 94(6), 1498–1513. <https://doi.org/10.1037/a0017221>
- *O'Hara, M. (1998). *Airline service agents* [Unpublished manuscript].
- Oluf, G.-A., & Furnham, A. (2015). The relationship between bright- and dark-side personality traits. *Personality and Individual Differences*, 87, 206–211. <https://doi.org/10.1016/j.paid.2015.08.002>
- Ones, D. S., & Anderson, N. (2002). Gender and ethnic group differences on personality scales in selection: Some British data. *Journal of Occupational and Organizational Psychology*, 75(3), 255–276. <https://doi.org/10.1348/096317902320369703>
- Ones, D. S., Dilchert, S., Viswesvaran, C., & Judge, T. A. (2007). In support of personality assessment in organizational settings. *Personnel Psychology*, 60(4), 995–1027. <https://doi.org/10.1111/j.1744-6570.2007.00099.x>
- Ones, D. S., & Viswesvaran, C. (2001). Personality at work: Criterion-focused occupational personality scales used in personnel selection. In B. W. Roberts & R. Hogan, *Personality psychology in the workplace*. (pp. 63–92). American Psychological Association. <https://doi.org/10.1037/10434-003>

- Ones, D. S., Viswesvaran, C., & Schmidt, F. L. (1993). Comprehensive meta-analysis of integrity test validities: Findings and implications for personnel selection and theories of job performance. *Journal of Applied Psychology*, 78(4), 679–703. <https://doi.org/10.1037/0021-9010.78.4.679>
- Pape, G. (2007). *The relationship between personality, leadership and organizational effectiveness in global delivery teams* [Unpublished manuscript].
- *Pariak, E. (2002). *Personality and sales performance: Investigating the criterion-related validity of the Hogan Personality Inventory* [Unpublished MSc dissertation]. London Guildhall University.
- Parr, A. D., Lanza, S. T., & Bernthal, P. (2016). Personality profiles of effective leadership performance in assessment centers. *Human Performance*, 29(2), 143–157. <https://doi.org/doi:10.1080/08959285.2016.1157596>
- Paulhus, D. L., & Harms, P. D. (2004). Measuring cognitive ability with the overclaiming technique. *Intelligence*, 32(3), 297–314. <https://doi.org/10.1016/j.intell.2004.02.001>
- Phillips, D., Egol, K. A., Maculatis, M. C., Roloff, K. S., Friedman, A. M., Levine, B., Garfin, S., Schwartz, A., Sterling, R., Kuivila, T., Paragioudakis, S. J., & Zuckerman, J. D. (2018). Personality factors associated with resident performance: Results from 12 accreditation council for graduate medical education accredited orthopaedic surgery programs. *Journal of Surgical Education*, 75(1), 122–131. <https://doi.org/10.1016/j.jsurg.2017.06.023>
- Polenz, K. E. (2015). *A comparative study of leadership personality traits and employee perceptions of organizational learning behaviors*. [Unpublished doctoral dissertation]. Capella University.
- Randall, R. M., Kwong, L., Kuivila, T., Levine, B., & Kogan, M. (2017). Building physicians with self-awareness. *Physician Leadership Journal*, 4(3), 40–44.
- Rashkovky, B. (2005). *Extending the job component validity (JCV) model to include personality predictors* [Unpublished doctoral dissertation, Alliant International University]. <https://www.globethesis.com/?t=1455390005993241>
- Reinke, K., & Chamorro-Premuzic, T. (2014). When email use gets out of control: Understanding the relationship between personality and email overload and their impact on burnout and work engagement. *Computers in Human Behavior*, 36, 502–509. <https://doi.org/10.1016/j.chb.2014.03.075>
- Reisert, E., & Conte, J. M. (2004). Relationships between conscientiousness sub-factors and constructive and destructive behavioral intentions. *Journal of Business and Psychology*, 19(1), 69–84. <https://doi.org/10.1023/B:JOBU.0000040273.78289.0d>

- Roberts, B. W., Chernyshenko, O. S., Stark, S., & Goldberg, L. R. (2005). The structure of conscientiousness: An empirical investigation based on seven major personality questionnaires. *Personnel Psychology*, 58(1), 103–139. <https://doi.org/10.1111/j.1744-6570.2005.00301.x>
- Rosse, J. G., Miller, H. E., & Barnes, L. K. (1991). Combining personality and cognitive ability predictors for hiring service-oriented employees. *Journal of Business and Psychology*, 5(4), 431–445. <https://doi.org/10.1007/BF01014493>
- *Rowan, S. (1999). *Entrepreneurs, intrapreneurs, and managers: Interchangeable roles in a changing environment? An investigative study using personality profiling* [Unpublished MSc dissertation]. City University.
- Ryan, A. M., Ployhart, R. E., & Friedel, L. A. (1998). Using personality testing to reduce adverse impact: A cautionary note. *Journal of Applied Psychology*, 83(2), 298–307. <https://doi.org/10.1037/0021-9010.83.2.298>
- Salgado, J. F. (2002). The big five personality dimensions and counterproductive behaviors. *International Journal of Selection and Assessment*, 10, 117–125. <https://doi.org/10.1111/1468-2389.00198>
- Salgado, J. F. (2003). Predicting job performance using FFM and non-FFM personality measures. *Journal of Occupational and Organizational Psychology*, 76(3), 323–346. <https://doi.org/10.1348/096317903769647201>
- Salgado, J. F., Moscoso, S., & Alonso, P. (2013). Subdimensional structure of the Hogan Personality Inventory. *International Journal of Selection and Assessment*, 21(3), 277–285. <https://doi.org/10.1111/ijasa.12037>
- Salgado, J. F., Moscoso, S., & Lado, M. (2003). Evidence of cross-cultural invariance of the Big Five personality dimensions in work settings. *European Journal of Personality*, 17, S67–S76. <https://doi.org/10.1002/per.482>
- Sanger, M. R., Ferrell, B. T., Nei, D. S., & Cruickshank, L. A. (2019). The agency paradox: What personality and multirater- assessment data tell us about leader success in Japan. *Consulting Psychology Journal: Practice and Research*, 71(4), 270–287. <https://doi.org/10.1037/cpb0000146>
- Sanger, M. R., Nei, D. S., Ferrell, B. T., & Yang, F. (2017). Agency, conscientiousness, and leadership emergence in Asia: How managers in countries with and without British influence differ from each other. *Consulting Psychology Journal: Practice and Research*, 69(4), 296–314. <https://doi.org/10.1037/cpb0000101>
- Schneider, B., & Bartram, D. (2017). Aggregate personality and organizational competitive advantage. *Journal of Occupational and Organizational Psychology*, 90(4), 461–480. <https://doi.org/10.1111/joop.12180>

- Schoen, J. L., Bowler, J. L., & Schilpzand, M. C. (2018). Conditional reasoning test for creative personality: Rationale, theoretical development, and validation. *Journal of Management*, 44(4), 1651–1677. <https://doi.org/10.1177/0149206315618012>
- Scrimshire, A. J., Stone, T. H., Kisamore, J. L., & Jawahar, I. M. (2017). Do birds of a feather cheat together? How personality and relationships affect student cheating. *Journal of Academic Ethics*, 15(1), 1–22. <https://doi.org/10.1007/s10805-016-9267-5>
- Serpell, B. G., Harrison, D., Lyons, M., & Cook, C. J. (2021). Dark traits as a potential feature of leadership in the high-performance sports coach. *International Journal of Sports Science & Coaching*, 16(2), 281–290. <https://doi.org/10.1177/1747954120964059>
- Shalhoop, J. H., & Sanger, M. R. (2012). Understanding leadership in China: Leadership profiles of state-owned enterprises, multinational corporations, and major economic trading partners. In W. H. Mobley, Y. Wang, & M. Li, *Advances in global leadership* (Vol. 7, pp. 321–348). Emerald Group Publishing Limited.
- *Shanks, D. (2000). *Can personality be used to identify other potential in the fire brigade?* [Unpublished MSc dissertation]. University of Aberdeen.
- Sharma, S., Elfenbein, H. A., Foster, J., & Bottom, W. P. (2018). Predicting negotiation performance from personality traits: A field study across multiple occupations. *Human Performance*, 31(3), 145–164. <https://doi.org/10.1080/08959285.2018.1481407>
- Sheppard, R., Han, K., Colarelli, S. M., Dai, G., & King, D. W. (2006). Differential item functioning by sex and race in the Hogan Personality Inventory. *Assessment*, 13(4), 442–453. <https://doi.org/10.1177/1073191106289031>
- Shultz, M. M., & Zedeck, S. (2011). Predicting lawyer effectiveness: Broadening the basis for law school admission decisions. *Law & Social Inquiry*, 36(3), 620–661. <https://doi.org/10.1111/j.1747-4469.2011.01245.x>
- Simonet, D. V., Tett, R. P., Foster, J., Angelback, A. I., & Bartlett, J. M. (2018). Dark-side personality trait interactions: Amplifying negative predictions of leadership performance. *Journal of Leadership & Organizational Studies*, 25(2), 233–250. <https://doi.org/10.1177/1548051817727703>
- Smith, D. B., & Ellingson, J. E. (2002). Substance versus style: A new look at social desirability in motivating contexts. *Journal of Applied Psychology*, 87(2), 211–219. <https://doi.org/10.1037/0021-9010.87.2.211>

- Smith, D. B., Hanges, P. J., & Dickson, M. W. (2001). Personnel selection and the five-factor model: Reexamining the effects of applicant's frame of reference. *Journal of Applied Psychology, 86*(2), 304–315. <https://doi.org/10.1037/0021-9010.86.2.304>
- Spisak, B. R., van der Laken, P. A., & Doornenbal, B. M. (2019). Finding the right fuel for the analytical engine: Expanding the leader trait paradigm through machine learning? *The Leadership Quarterly, 30*(4), 417–426. <https://doi.org/10.1016/j.leaqua.2019.05.005>
- Stanek, S., & Sabat, A. (2021). The application of IT tools in assessing employees' personality and motivation. *European Research Studies Journal, 24*, 689–707. <https://doi.org/10.35808/ersj/2068>
- *Starks, F. E. (2014). *The multigenerational workforce within two-year public community colleges: A study of generational factors affecting employee learning and interaction* [Doctoral Dissertation, Capella University]. <https://www.proquest.com/docview/1526011324>
- Steffensmeier, J. (2008). *Situational constraints and personality as antecedents of organizational citizenship behaviors*. (Vol. 69, p. 1996) [Unpublished manuscript]. ProQuest Information & Learning.
- Stevens, C. D., Guthrie, J. P., Ash, R. A., & Coate, C. J. (2002). Does personality predict preferred managerial style? Evidence from New Zealand and the United States. *Asia Pacific Journal of Human Resources, 40*(3), 322–344. <https://doi.org/10.1177/1038411102040003256>
- Stone, T. H., Kisamore, J. L., & Jawahar, I. M. (2008). Predicting students' perceptions of academic misconduct on the Hogan Personality Inventory reliability scale. *Psychological Reports, 102*(2), 495–508. <https://doi.org/10.2466/pr0.102.2.495-508>
- Sun, T., Zhang, B., Cao, M., & Drasgow, F. (2021). Faking detection improved: Adopting a likert item response process tree model. *Organizational Research Methods, 25*(3), 490–512. <https://doi.org/10.1177/10944281211002904>
- Sundberg, N. D. (1992). Review of the Hogan Personnel Selection Series. In J. J. Kramer & J. C. Conoley (Eds.), *The eleventh mental measurements yearbook*. (pp. xv, 1183). Buros Institute of Mental Measurements.
- Tett, R. P., Jackson, D. N., & Rothstein, M. (1991). Personality measures as predictors of job performance: A meta-analytic review. *Personnel Psychology, 44*, 703–742. <https://doi.org/10.1111/j.1744-6570.1991.tb00696.x>

- Tett, R. P., Steele, J. R., & Beaugard, R. S. (2003). Broad and narrow measures on both sides of the personality-job performance relationship. *Journal of Organizational Behavior*, 24, 335–356. <https://doi.org/10.1002/job.191>
- Thorsteinson, T. J., & Ryan, A. M. (1997). The effect of selection ratio on perceptions of the fairness of a selection test battery. *International Journal of Selection and Assessment*, 5(3), 159–168. <https://doi.org/10.1111/1468-2389.00056>
- Trapnell, P. D., & Wiggins, J. S. (1990). Extension of the interpersonal adjective scales to include the big five dimensions of personality. *Journal of Personality and Social Psychology*, 59, 781–790. <https://doi.org/10.1037/0022-3514.59.4.781>
- *Tyler, G. (1998). *Personality, general well-being, and post-traumatic stress disorder in the ambulance service – A validation study of the Hogan Personality Inventory and the Hogan Development Survey* [Unpublished MSc dissertation]. University of Nottingham.
- Van Vugt, M., Hogan, R., & Kaiser, R. B. (2008). Leadership, followership, and evolution: Some lessons from the past. *American Psychologist*, 63(3), 182–196. <https://doi.org/10.1037/0003-066X.63.3.182>
- Vergauwe, J., Wille, B., Hofmans, J., Kaiser, R. B., & De Fruyt, F. (2017). The double-edged sword of leader charisma: Understanding the curvilinear relationship between charismatic personality and leader effectiveness. *Journal of Personality and Social Psychology*, 114, 110–130. <https://doi.org/10.1037/pspp0000147>
- Vinchor, A. J., Schippmann, J. S., Switzer, F. S., & Roth, P. L. (1998). A meta-analytic review of predictors of job performance for salespeople. *Journal of Applied Psychology*, 83(4), 586–597. <https://doi.org/10.1037/0021-9010.83.4.586>
- von Stumm, S., & Ackerman, P. L. (2013). Investment and intellect: A review and meta-analysis. *Psychological Bulletin*, 139, 841–869. <https://doi.org/10.1037/a0030746>
- Walmsley, P. T., Sackett, P. R., & Nichols, S. B. (2019). A large sample investigation of the presence of nonlinear personality-job performance relationships. *International Journal of Selection and Assessment*, 26(2–4), 145–163. <https://doi.org/10.1111/ijsa.12223>
- Wanek, J. E., Sackett, P. R., & Ones, D. S. (2003). Towards an understanding of integrity test similarities and differences: An item-level analysis of seven tests. *Personnel Psychology*, 56, 873–894. <https://doi.org/10.1111/j.1744-6570.2003.tb00243.x>

- Weiss, D. S., Marmar, C. R., Metzler, T. J., & Ronfeldt, H. M. (1995). Predicting symptomatic distress in emergency services personnel. *Journal of Consulting and Clinical Psychology*, 63, 361–368. <https://doi.org/10.1037/0022-006X.63.3.361>
- Whittle, M. (2007). *Assessing the predictive and concurrent validity of the McQuaig, HPI and TEIQue inventories in relation to sales performance* [Unpublished manuscript].
- Widiger, T. A., & Trull, T. J. (1997). Assessment of the five-factor model of personality. *Journal of Personality Assessment*, 68(2), 228–250. https://doi.org/10.1207/s15327752jpa6802_2
- Williams, R. W. (1998). *Using personality traits to predict the criterion space*. [Unpublished doctoral dissertation]. The Union Institution.
- Winsborough, D. L., & Sambath, V. (2013). Not like us: An investigation into the personalities of New Zealand CEOs. *Consulting Psychology Journal: Practice and Research*, 65, 87–107. <https://doi.org/10.1037/a0033128>
- Winterberg, C., Tapia, M., & Brummel, M. (2022). Using workplace personality to guide improvement of law enforcement selection. *Personnel Assessment and Decisions*, 8(2). <https://doi.org/10.25035/pad.2022.02.002>
- Woo, S. E., Chernyshenko, O. S., Longley, A., Zhang, Z.-X., Chiu, C. Y., & Stark, S. E. (2014). Openness to experience: Its lower level structure, measurement, and cross-cultural equivalence. *Journal of Personality Assessment*, 96, 29–45. <https://doi.org/10.1080/00223891.2013.806328>
- Woo, S. E., Chernyshenko, O. S., Stark, S. E., & Conz, G. (2014). Validity of six openness facets in predicting work behaviors: A meta-analysis. *Journal of Personality Assessment*, 96, 76–86. <https://doi.org/10.1080/00223891.2013.806329>
- Wood, D., Harms, P. D., Sherman, R. A., Boudreaux, M., Lowman, G. H., & Hogan, R. (2023). Development of the Hogan Personality Content Single-Items Inventory. *Assessment*. <https://doi.org/10.1177/10731911231207796>
- Woods, S. (2009). *The structures and validities of five work-related personality inventories*. [Unpublished manuscript].
- Woods, S. A., & Anderson, N. R. (2016). Toward a periodic table of personality: Mapping personality scales between the five-factor model and the circumplex model. *Journal of Applied Psychology*, 101, 582–604. <https://doi.org/10.1037/apl0000062>

- Woods, S. A., & Hardy, C. (2012). The higher-order factor structures of five personality inventories. *Personality and Individual Differences*, 52(4), 552–558.
<https://doi.org/10.1016/j.paid.2011.11.001>
- Yankov, G. P. (2018). A profile-based approach for investigating the values-personality relationship. *Personality and Individual Differences*, 131, 111–116. <https://doi.org/10.1016/j.paid.2018.04.031>
- *Yankov, G. P. (2019). *Faking on personality tests: The relationship between intelligence and personality*. [Unpublished doctoral dissertation]. Bowling Green State University.
- Yankov, G. P., Davenport, N., & Sherman, R. A. (2019). Locating mental toughness in factor models of personality. *Personality and Individual Differences*, 151. <https://doi.org/10.1016/j.paid.2019.109532>
- Yap, Z. (2008). *A concurrent validation study of integrity measures for predicting counterproductive work behaviour and job performance* [Unpublished manuscript].

The logo consists of a red rounded rectangle with the letters 'HDS' in white, bold, sans-serif font centered inside it.

HDS

Hogan Development Survey

Hogan Development Survey

- Akhtar, R. (2013). *A socioanalytic perspective on the personality-intelligence interface: Exploring the relationship between contextualised measures of personality, values & intelligence within a senior management sample* [Unpublished doctoral dissertation]. University College-London.
- Akhtar, R., Humphreys, C., & Furnham, A. (2015). Exploring the relationships among personality, values, and business intelligence. *Consulting Psychology Journal: Practice and Research*, 67(3), 258–276.
<https://doi.org/10.1037/cpb0000040>
- Akhtar, R., Winsborough, D., Ort, U., Johnson, A., & Chamorro-Premuzic, T. (2018). Detecting the dark side of personality using social media status updates. *Personality and Individual Differences*, 132, 90–97.
<https://doi.org/10.1016/j.paid.2018.05.026>
- Altizer, C. C., Ferrell, B. T., & Natale, A. N. (2021). Mindfulness and personality: More natural for some than others and how it matters. *Consulting Psychology Journal: Practice and Research*, 73(1), 51–64.
<https://doi.org/10.1037/cpb0000189>
- Anderson, G. D. (2001). *Personality, motivation, and training performance of firefighter candidates* [Unpublished master's dissertation]. Florida International University.
- Axford, S. N., Hayes, T. L., & Jonson, J. L. (2014). Review of the Hogan Development Survey (Revised). In J. F. Carlson & K. F. Geisinger (Eds.), *The nineteenth mental measurements yearbook* (19th ed.). Buros Center for Testing.
- Baltas, D. (2008). *Investigation of the relationship between an employee's perceived level of stress and the differences in their behaviour under pressure, and how this affects employee's job satisfaction* [Unpublished manuscript].
- Bedford, C. L. (2011). *The role of learning agility in workplace performance and career advancement* [Doctoral Dissertation, University of Minnesota].
<https://hdl.handle.net/11299/109995>
- Benson, M. J., & Campbell, J. P. (2007). To be, or not to be, linear: An expanded representation of personality and its relationship to leadership performance. *International Journal of Selection and Assessment*, 15, 232–249.
<https://doi.org/10.1111/j.1468-2389.2007.00384.x>
- Bogle, D. (2009). *Individual differences and stress: Perception and expression*. [Unpublished manuscript].

- Bowe, S. N., & Villwock, J. A. (2020). Does gender impact personality traits in female versus male otolaryngology residents and faculty? *The American Journal of Surgery*, 220(5), 1213–1218.
<https://doi.org/10.1016/j.amjsurg.2020.06.063>
- *Brinkmeyer, K. R. (1999). *Feedback on feedback: How noncognitive individual differences impact the recipient's view* [Unpublished doctoral dissertation]. University of Tulsa.
- Broekema, H. S. A. (2009). *Personality characteristics of project managers: Do project managers across levels of certification possess different personality characteristics?* [Unpublished master's thesis]. University of Groningen.
- Burch, G. J., & Foo, G. (2010). Schizotypal and dependent personality characteristics and managerial performance. *Australian Psychologist*, 45(4), 290–298.
<https://doi.org/10.1080/00050061003664803>
- Burke, R. J. (2006). Why leaders fail: Exploring the darkside. *International Journal of Manpower*, 27(1), 91–100. <https://doi.org/10.1108/01437720610652862>
- Carson, M. A., Shanock, L. R., Heggstad, E. D., Andrew, A. M., Pugh, S. D., & Walter, M. (2012). The relationship between dysfunctional interpersonal tendencies, derailment potential behavior, and turnover. *Journal of Business and Psychology*, 27(3), 291–304. <https://doi.org/10.1007/s10869-011-9239-0>
- Chamorro-Premuzic, T., & Hogan, R. (2015). The Psychology of negative feedback: Personality, coachability and career success. *Talent Quarterly*, 5, 13–17.
- Church, A. H., Fleck, C. R., Foster, G., Levine, R., Lopez, F. J., & Rotolo, C. T. (2016). Does purpose matter? The stability of personality assessments in organization development and talent management applications over time. *The Journal of Applied Behavioral Science*, 52(4), 450–481.
<https://doi.org/10.1177/0021886316668748>
- Coleman, B. (2021). *The dark side of organizations: A study of psychopaths, narcissists, Machiavellians, and job performance* [Unpublished MSc dissertation]. University of Reading.
- Coleman, B., & Dulewicz, V. (2022). Development of dark triad scales for machiavellianism, psychopathy and narcissism from the Hogan Development Survey. *Proceedings of the 18th European Conference on Management Leadership and Governance*, 18, 97–105.
- Cooper, A. B., Blake, A. B., Pauletti, R. E., Cooper, P. J., Sherman, R. A., & Lee, D. I. (2020). Personality assessment through the situational and behavioral features of Instagram photos. *European Journal of Psychological Assessment*, 36(6), 959–972. <https://doi.org/10.1027/1015-5759/a000596>

- Dahl, D. (2011). Typecasting blame. In B. Dattner, *The blame game: How the hidden rules of credit and blame determine our success or failure* (pp. 75–108). Free Press.
- Dattner, B., & Hogan, R. (2011, April). Managing yourself: Can you handle failure? *Harvard Business Review*. <https://hbr.org/2011/04/managing-yourself-can-you-handle-failure>
- De Fruyt, F., Wille, B., & Furnham, A. (2013). Assessing aberrant personality in managerial coaching: Measurement issues and prevalence rates across employment sectors. *European Journal of Personality*, 27(6), 555–564. <https://doi.org/10.1002/per.1911>
- Douglas, H. (2009). *Integrating adaptive and pathological traits: The role of the dark triad* [Unpublished manuscript].
- Douglas, H., Bore, M., & Munro, D. (2012). Distinguishing the dark triad: Evidence from the five-factor model and the Hogan Development Survey. *Psychology*, 3, 237–242. <https://doi.org/10.4236/psych.2012.33033>
- Fatfouta, R. (2019). Facets of narcissism and leadership: A tale of Dr. Jekyll and Mr. Hyde? *Human Resource Management Review*, 29(4), 100669. <https://doi.org/10.1016/j.hrmr.2018.10.002>
- Fico, J. M., Brady, R., & Hogan, R. (2008). Identifying potential derailing behaviours. In J. Passmore (Ed.), *Psychometrics in Coaching: Using psychological and psychometric tools for development* (2nd ed., pp. 171–188). Kogan Page.
- Foo, G. (2008). *Dysfunctional dispositions at work: Schizotypal and dependent personalities as positive predictors of work-related performance* [Unpublished manuscript].
- Foster, J. L., & Gaddis, B. H. (2014). Personality derailers: Where do we go from here? *Industrial and Organizational Psychology*, 7(1), 148–151. <https://doi.org/10.1111/iops.12124>
- Fox, G., & Huebner, E. S. (2001). [Review of the Hogan Development Survey (Revised)]. In B. S. Blake & J. C. Impara (Eds.), *The fourteenth mental measurements yearbook* (14th ed.). Buros Institute of Mental Measurements.
- Furnham, A. (2006). Personality disorders and intelligence. *Journal of Individual Differences*, 27, 42–46. <https://doi.org/10.1027/1614-0001.27.1.42>
- Furnham, A. (2008). Psychometric correlates of FIRO-B scores: Locating the FIRO-B scores in personality factor space. *International Journal of Selection and Assessment*, 16, 30–45. <https://doi.org/10.1111/j.1468-2389.2008.00407.x>

- Furnham, A. (2014). A bright side, facet analysis of histrionic personality disorder: The relationship between the HDS colourful factor and the NEO-PI-R facets in a large adult sample. *The Journal of Social Psychology*, 154(6), 527–536. <https://doi.org/10.1080/00224545.2014.953026>
- Furnham, A. (2015). The bright and dark side correlates of creativity: Demographic, ability, personality traits and personality disorders associated with divergent thinking. *Creativity Research Journal*, 27, 39–46. <https://doi.org/10.1080/10400419.2015.992676>
- Furnham, A. (2017a). The dark side of conscientiousness. *Psychology*, 8, 1879–1893. <https://doi.org/10.4236/psych.2017.811122>
- Furnham, A. (2017b). Dark side correlates of job reliability and stress tolerance in two large samples. *Personality and Individual Differences*, 117, 255–259. <https://doi.org/10.1016/j.paid.2017.06.020>
- Furnham, A. (2019). *Secondary use of a data set: Bright- and dark-side personality and work outcomes*. <https://doi.org/10.4135/9781526495082>
- Furnham, A. (2020). Chopping and changing: Demographic, bright and dark side trait correlates of job changes. *Psychology*, 11, 204–216. <https://doi.org/10.4236/psych.2020.111014>
- *Furnham, A. (2021). The bright and dark side of achievement motivation. *Current Psychology*, 40(3), 1271–1279. <https://doi.org/10.1007/s12144-018-0060-z>
- Furnham, A. (2021). Demographic, personality trait and personality disorder correlates of aesthetic motivation. *Imagination, Cognition and Personality*, 40(4), 333–350. <https://doi.org/10.1177/0276236620942917>
- Furnham, A., & Crump, J. (2005). Personality traits, types, and disorders: An examination of the relationship between three self-report measures. *European Journal of Personality*, 19(3), 167–184. <https://doi.org/10.1002/per.543>
- Furnham, A., & Crump, J. (2014a). A Big Five facet analysis of sub-clinical narcissism: Understanding boldness in terms of well-known personality traits. *Personality and Mental Health*, 8(3), 209–217. <https://doi.org/10.1002/pmh.1262>
- Furnham, A., & Crump, J. (2014b). A bright side, facet analysis of Schizotypal Personality Disorder: The relationship between the HDS Imaginative Factor, the NEO-PI-R personality trait facets in a large adult sample. *Thinking Skills and Creativity*, 11, 42–47. <https://doi.org/10.1016/j.tsc.2013.10.001>

- Furnham, A., & Crump, J. (2014c). The dark side of the MBTI: Psychological type and interpersonal derailers. *Psychology*, 05, 166–171.
<https://doi.org/10.4236/psych.2014.52026>
- Furnham, A., & Crump, J. (2015). A Big Five facet analysis of a paranoid personality disorder: The validity of the HDS Sceptical Scale of subclinical paranoia. *Journal of Individual Differences*, 36, 199–204.
<https://doi.org/10.1027/1614-0001/a000174>
- Furnham, A., & Crump, J. (2016). A Big Five facet analysis of a psychopath: The validity of the HDS mischievous scale of sub-clinical psychopathy. *Scandinavian Journal of Psychology*, 57(2), 117–121.
<https://doi.org/10.1111/sjop.12260>
- Furnham, A., & Crump, J. (2017). Personality correlates of passive-aggressiveness: A NEO-PI-R domain and facet analysis of the HDS Leisurely scale. *Journal of Mental Health*, 26, 1–6. <https://doi.org/10.3109/09638237.2016.1167853>
- Furnham, A., Crump, J., Batey, M., & Chamorro-Premuzic, T. (2009). Personality and ability predictors of the “consequences” test of divergent thinking in a large non-student sample. *Personality and Individual Differences*, 46(4), 536–540.
<https://doi.org/10.1016/j.paid.2008.12.007>
- Furnham, A., Crump, J., & Chamorro-Premuzic, T. (2007). Managerial level, personality and intelligence. *Journal of Managerial Psychology*, 22, 805–818.
<https://doi.org/10.1108/02683940710837732>
- Furnham, A., Crump, J., & Ritchie, W. (2013). What it takes: Ability, demographic, bright and dark side trait correlates of years to promotion. *Personality and Individual Differences*, 55(8), 952–956.
<https://doi.org/10.1016/j.paid.2013.07.469>
- Furnham, A., Humphries, C., & Leung Zheng, E. (2016). Can successful sales people become successful managers? Differences in motives and derailers across two jobs. *Consulting Psychology Journal: Practice and Research*, 68(3), 252–268. <https://doi.org/10.1037/cpb0000060>
- Furnham, A., Hyde, G., & Trickey, G. (2013a). On-line questionnaire completion time and personality test scores. *Personality and Individual Differences*, 54(6), 716–720. <https://doi.org/10.1016/j.paid.2012.11.030>
- Furnham, A., Hyde, G., & Trickey, G. (2013b). Do your dark side traits fit? Dysfunctional personalities in different work sectors. *Applied Psychology*, 63(4), 589–606. <https://doi.org/10.1111/apps.12002>

- Furnham, A., Hyde, G., & Trickey, G. (2014). The dark side of career preference: Dark side traits, motives, and values. *Journal of Applied Social Psychology, 44*, 106–114. <https://doi.org/10.1111/jasp.12205>
- Furnham, A., Hyde, G., & Trickey, G. (2015). Personality and value correlates of careless and erratic questionnaire responses. *Personality and Individual Differences, 80*, 64–67. <https://doi.org/10.1016/j.paid.2015.02.005>
- Furnham, A., & Pendleton, D. (2016). Dark side traits at work: Bright and dark side traits and job value preferences. *Psychology, 7*, 721–732. <https://doi.org/10.4236/psych.2016.75075>
- Furnham, A., & Rosen, A. (2016). The dark side of emotional intelligence. *Psychology, 7*, 326–334. <https://doi.org/10.4236/psych.2016.73035>
- Furnham, A., & Sherman, R. A. (2021). Dark side personality and safety-related traits. *Personality and Individual Differences, 171*. <https://doi.org/10.1016/j.paid.2020.110510>
- Furnham, A., & Treglown, L. (2021). Sex differences in personality scores on six scales: Many significant, but mostly small, differences. *Current Psychology*. <https://doi.org/10.1007/s12144-021-01675-x>
- *Furnham, A., & Treglown, L. (2021). Bright and dark-side traits associated with interests in commerce vs science: Different personality profiles of the scientist-practitioner. *Psychological Reports, 125*(3), 1667–1686. <https://doi.org/10.1177/00332941211002134>
- Furnham, A., Treglown, L., Hyde, G., & Trickey, G. (2016). The bright and dark side of altruism: Demographic, personality traits, and disorders associated with altruism. *Journal of Business Ethics, 134*(3), 359–368. <https://doi.org/10.1007/s10551-014-2435-x>
- Furnham, A., & Trickey, G. (2011). Sex differences in the dark side traits. *Personality and Individual Differences, 50*, 517–522. <https://doi.org/10.1016/j.paid.2010.11.021>
- Furnham, A., Trickey, G., & Hyde, G. (2012). Bright aspects to dark side traits: Dark side traits associated with work success. *Personality and Individual Differences, 52*(8), 908–913. <https://doi.org/10.1016/j.paid.2012.01.025>
- Gaddis, B. H., & Foster, J. L. (2015). Meta-analysis of dark side personality characteristics and critical work behaviors among leaders across the globe: Findings and implications for leadership development and executive coaching. *Applied Psychology, 64*(1), 25–54. <https://doi.org/10.1111/apps.12017>

- Goldberg, L. R. (2008). *The Eugene-Springfield community sample: Information available from the research participants* [Technical report, Vol. 48, No. 1]. Oregon Research Institute.
- Gopsill, L. (2008). *Out of the darkside and into the bright? Exploring the relationship between darkside personality traits and work performance* [Unpublished manuscript].
- Gottlieb, T., Furnham, A., & Klewe, J. B. (2021). Personality in the light of identity, reputation and role taking: A review of Socioanalytic theory. *Psychology, 12*, 2020–2041. <https://doi.org/10.4236/psych.2021.1212123>
- Gøtzsche-Astrup, O. (2018). The bright and dark sides of talent at work: A study of the personalities of talent-development-program participants. *Consulting Psychology Journal: Practice and Research, 70*(2), 167–181. <https://doi.org/10.1037/cpb0000105>
- Gøtzsche-Astrup, O., Jakobsen, J., & Furnham, A. (2016). The higher you climb: Dark side personality and job level. *Scandinavian Journal of Psychology, 57*(6), 535–541. <https://doi.org/10.1111/sjop.12305>
- Grijalva, E., Harms, P. D., Newman, D. A., Gaddis, B. H., & Fraley, R. C. (2015). Narcissism and leadership: A meta-analytic review of linear and nonlinear relationships. *Personnel Psychology, 68*, 1–47. <https://doi.org/10.1111/peps.12072>
- Guo, Y., Qi, C., Huang, C., & Guo, X. (2012). Evil characteristics: A due of implication for integral personality. *Advances in Psychology, 2*, 72–77. <https://doi.org/10.12677/ap.2012.22012>
- Harms, P. D., Spain, S. M., & Hannah, S. T. (2011). Leader development and the dark side of personality. *The Leadership Quarterly, 22*(3), 495–509. <https://doi.org/10.1016/j.leaqua.2011.04.007>
- Harms, P., Spain, S., Hannah, S., & Foster, J. (2011). *You underestimate the power of the dark side: Subclinical traits, the Big Five, and job performance*. [Unpublished manuscript].
- Harms, P. D., White, J. V., & Fezzey, T. N. (2023). Dark clouds on the horizon: Dark personality traits and the frontiers of the entrepreneurial economy. *Journal of Business Research, 171*. <https://doi.org/10.1016/j.jbusres.2023.114364>
- Harrison, S., Grover, S., & Furnham, A. (2018). The perception of sub-clinical personality disorders by employers, employees and co-workers. *Psychiatry Research, 270*, 1082–1091. <https://doi.org/10.1016/j.psychres.2018.05.036>

- *Henkelman, E., & Tornetta, P. (2022). Can orthopaedic residents beat a personality assessment? *Journal of Surgical Education*, 79(2), 531–534.
<https://doi.org/10.1016/j.jsurg.2021.09.020>
- Hereford, M. (2011). *Enough is enough: The curvilinear relationship between personality and leadership* [Unpublished doctoral dissertation].
- Higgs, M. (2009). The good, the bad and the ugly: Leadership and narcissism. *Journal of Change Management*, 9(2), 165–178.
<https://doi.org/10.1080/14697010902879111>
- Hirschfeld, R. R., & Van Scotter, J. (2019). Vocational behavior from the dark side. *Journal of Vocational Behavior*, 110, 303–316.
<https://doi.org/10.1016/j.jvb.2018.10.019>
- Hodgkinson, G., & Robertson, S. (2007). Hogan Development Survey (UK Edition; HDS). In P. A. Lindley (Ed.), *British Psychological Society Psychological Testing Centre test reviews*. British Psychological Society.
- Hogan, J., Davies, S., & Hogan, R. (2007). Generalizing personality-based validity evidence. In S. M. McPhail (Ed.), *Alternative validation strategies: Developing new and leveraging existing validity evidence*. (pp. 181–229). John Wiley & Sons Inc.
- Hogan, J., & Hogan, R. (2002). Leadership and sociopolitical intelligence. In R. E. Riggio, S. E. Murphy, & F. J. Pirozzolo (Eds.), *Multiple intelligences and leadership*. Lawrence Erlbaum Associates.
- Hogan, J., Hogan, R., & Kaiser, R. B. (2011). Managerial Derailment. In S. Zedeck (Ed.), *American Psychological Association handbook of industrial and organizational psychology* (Vol. 3). American Psychological Association.
- Hogan, R. (2004). Personality psychology for organizational researchers. In B. Schneider & D. B. Smith (Eds.), *Personality and organizations* (pp. 3–24). Psychology Press.
- *Hogan, R. (2007). *Personality and the fate of organizations*. (pp. ix, 167). Lawrence Erlbaum Associates Publishers.
- Hogan, R. (2009). Personality and the dark side. In S. Allen (Ed.), *The CALE Handbook of Leadership* (pp. 50–60). Centre for Applied Leadership Excellence.
- Hogan, R., & Benson, M. J. (2009). Personality, leadership, and globalization: Linking personality to global organizational effectiveness. In W. H. Mobley, Y. Wang, & M. Li (Eds.), *Advances in global leadership* (Vol. 5, pp. 11–34). Emerald Group Publishing Limited. [https://doi.org/10.1108/S1535-1203\(2009\)0000005005](https://doi.org/10.1108/S1535-1203(2009)0000005005)

- Hogan, R., & Hogan, J. (1997). *Hogan Development Survey manual*. Hogan Assessment Systems.
- Hogan, R., & Hogan, J. (2001). Assessing leadership: A view from the dark side. *International Journal of Selection and Assessment*, 9, 40–51. <https://doi.org/10.1111/1468-2389.00162>
- Hogan, R., & Hogan, J. (2009). *Hogan Development Survey manual (2nd ed)*. Hogan Assessment Systems.
- Hogan, R., Hogan, J., & Barrett, P. (2008). Good judgment: The intersection of intelligence and personality. In O. Chebykin, G. Bedny, & W. Karwowski (Eds.), *Ergonomics and psychology: Developments in theory and practice* (pp. 357–375). CRC Press.
- Hogan, R., & Kaiser, R. B. (2005). What we know about leadership. *Review of General Psychology*, 9(2), 169–180. <https://doi.org/10.1037/1089-2680.9.2.169>
- Hogan, R., Kaiser, R. B., Sherman, R. A., & Harms, P. D. (2021). Twenty years on the dark side: Six lessons about bad leadership. *Consulting Psychology Journal: Practice and Research*, 73, 199–213. <https://doi.org/10.1037/cpb0000205>
- Hogan, R., Raskin, R., & Fazzini, D. (1990). The dark side of charisma. In K. E. Clark & M. B. Clark (Eds.), *Measures of leadership* (pp. 343–354). Leadership Library of America.
- Hogan, R. T., & Roberts, B. W. (2001). Introduction: Personality and industrial and organizational psychology. In B. W. Roberts & R. T. Hogan (Eds.), *Personality psychology in the workplace*. (pp. 3–16). American Psychological Association. <https://doi.org/10.1037/10434-013>
- Hughes, D., & Naumenko, A. (2019). Hogan Development Survey (UK Edition; HDS). In C. Eyre (Ed.), *British Psychological Society Psychological Testing Centre test reviews*. British Psychological Society.
- Huisinga, S. (2014). *The effects of the 'dark side' of leader personality on team performance: The moderating role of leader mood* [Unpublished MSc dissertation]. University of Groningen.
- Joffe, M., Grover, S., King, J., & Furnham, A. (2023). Doctors in distress: the personality profile of derailing doctors. *International Journal of Social Psychiatry*, 69(1), 182-189. <https://doi.org/10.1177/00207640221075585>
- Jones, D. P. (2011). Making the million-dollar decision. In D. P. Jones (Ed.), *Million-dollar hire: Build your bottom line, one employee at a time* (pp. 193–217). Jossey-Bass.

- Judge, T. A., Piccolo, R. F., & Kosalka, T. (2009). The bright and dark sides of leader traits: A review and theoretical extension of the leader trait paradigm. *The Leadership Quarterly*, 20(6), 855–875.
<https://doi.org/10.1016/j.leaqua.2009.09.004>
- Kaiser, R., & Hogan, R. (2007). The dark side of discretion: Leader personality and organizational decline. In R. Hooijberg, J. G. Hunt, J. Antonakis, & K. B. Boal (Eds.), *Being there even when you are not: Leading through strategy, structures, and systems (monographs in leadership and management)* (Vol. 4, pp. 177–197). Elsevier Science.
- Kaiser, R., LeBreton, J., & Hogan, J. (2015). The dark side of personality and extreme leader behavior. *Applied Psychology*, 64(1), 55–92.
<https://doi.org/10.1111/apps.12024>
- Khoo, H. S., & Burch, G. St. J. (2008). The ‘dark side’ of leadership personality and transformational leadership: An exploratory study. *Personality and Individual Differences*, 44(1), 86–97. <https://doi.org/10.1016/j.paid.2007.07.018>
- Knights, J. A., & Kennedy, B. J. (2006). Medical school selection: Screening for dysfunctional tendencies. *Medical Education*, 40(11), 1058–1064.
<https://doi.org/10.1111/j.1365-2929.2006.02609.x>
- Knights, J., & Kennedy, B. (2007). Medical school selection: Impact of dysfunctional tendencies on academic performance. *Medical Education*, 41, 362–368.
<https://doi.org/10.1111/j.1365-2929.2007.02707.x>
- Koortzen, P., & Oosthuizen, R. M. (2019). Integrity and derailment of senior leaders in the Southern African context. *SA Journal of Industrial Psychology*, 45, 1–14.
<https://doi.org/10.4102/sajip.v45i0.1677>
- Kovach, C. R., Simpson, M. R., Reitmaier, A. B., Johnson, A., & Kelber, S. T. (2010). Do personality traits predict work outcomes of certified nursing assistants? *Research in Gerontological Nursing*, 3, 253–261.
<https://doi.org/10.3928/19404921-20100330-03>
- Landay, K., Harms, P. D., & Credé, M. (2019). Shall we serve the dark lords? A meta-analytic review of psychopathy and leadership. *Journal of Applied Psychology*, 104(1), 183–196. <https://doi.org/10.1037/apl0000357>
- Leary, T. G. (2011). The relationship among dysfunctional leadership dispositions, employee engagement, burnout, and job satisfaction. *Dissertation Abstracts International: Section B: The Sciences and Engineering*, 72(4-B).
- Leary, T. G., Green, R., Denson, K., Schoenfeld, G., Henley, T., & Langford, H. (2013). The relationship among dysfunctional leadership dispositions, employee

- engagement, job satisfaction, and burnout. *The Psychologist-Manager Journal*, 16, 112–130. <https://doi.org/10.1037/h0094961>
- Leckband, M. M. (2005). *Development of a personality profile of a firefighter* [Unpublished doctoral dissertation]. Florida International University.
- Lubelski, D., Healy, A. T., Friedman, A., Ferraris, D., Benzel, E. C., & Schlenk, R. (2016). Correlation of personality assessments with standard selection criteria for neurosurgical residency applicants. *Journal of Neurosurgery*, 125(4), 986–994. <https://doi.org/10.3171/2015.7.JNS15880>
- Lusk, D. N. (2016). *The dark side of personality: A look at the moderating effect of managing emotions* [Unpublished doctoral dissertation]. The Chicago School of Professional Psychology.
- Mansi, A. (2000). *Personality under pressure: A study of watch commander management styles in the London fire and emergency planning authority* [Unpublished MSc dissertation]. City University.
- Mansi, A. (2007). Executive coaching and psychometrics: A case study evaluating the use of the Hogan Personality Inventory (HPI) and the Hogan Development Survey (HDS) in senior management coaching. *The Coaching Psychologist*, 3(2), 53–58.
- Mansi, A. (2009). Coaching the narcissist: How difficult can it be? Challenges for coaching psychologists. *The Coaching Psychologist*, 5, 22–25.
- Mills, S. (2009). Leadership derailment and emotional intelligence: Relationships between two measures. *Assessment and Development Matters*, 1(4), 12–15.
- Moye, N., & Allen, M. (2007). Leveraging coaching to build a learning mindset in early career stage leaders. *International Journal of Coaching in Organizations*, 5, 36–45.
- Murakami, A. (2008). *An exploratory study of the effects of response distortion and the “Dark Side” personality* [Unpublished manuscript].
- Nei, K. S., Foster, J. L., Ness, A. M., & Nei, D. S. (2018). Rule breakers and attention seekers: Personality predictors of integrity and accountability in leaders. *International Journal of Selection and Assessment*, 26(1), 17–26. <https://doi.org/10.1111/ijsa.12201>
- Nelson, E., & Hogan, R. (2009). Coaching on the dark side. *International Coaching Psychology Review*, 4, 9–21.

- Oluf, G.-A., & Furnham, A. (2015). The relationship between bright- and dark-side personality traits. *Personality and Individual Differences*, 87, 206–211. <https://doi.org/10.1016/j.paid.2015.08.002>
- Padilla, A., Hogan, R., & Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly*, 18(3), 176–194. <https://doi.org/10.1016/j.leaqua.2007.03.001>
- Palaiou, K., Sykes, J., Welford, C., & Furnham, A. (2016). Work personality (wave), intelligence and the dark side at work. *Psychology*, 7, 1531–1544. <https://doi.org/10.4236/psych.2016.713149>
- Palaiou, K., Zarola, A., & Furnham, A. (2016). The dark side of personality predicts positive and negative work attitudes. *Personality and Individual Differences*, 88, 12–16. <https://doi.org/10.1016/j.paid.2015.08.029>
- Paulhus, D., Westlake, B., Calvez, S., & Harms, P. (2013). Self-presentation style in job interviews: The role of personality and culture. *Journal of Applied Social Psychology*, 43, 2042–2059. <https://doi.org/10.1111/jasp.12157>
- Randall, R. M., Kwong, L., Kuivila, T., Levine, B., & Kogan, M. (2017). Building physicians with self-awareness. *Physician Leadership Journal*, 4(3), 40–44.
- Rolland, J.-P., & De Fruyt, F. (2003). The validity of FFM personality dimensions and maladaptive traits to predict negative affects at work: A six month prospective study in a military sample. *European Journal of Personality*, 17. <https://doi.org/10.1002/per.485>
- Ross, R. (2012). Managing perfectionism in the workplace. *Employment Relations Today*, 39(3), 1–6. <https://doi.org/10.1002/ert.21370>
- Sadler, A. (2016). *Women, leadership traits & enabling environments: A mixed methods study* [Unpublished doctoral dissertation]. Bellevue University.
- Sass, W. (2016). *The role of learner autonomy in avoiding leader derailment* [Unpublished doctoral dissertation]. Regent University.
- Schermer, J. A., & Furnham, A. (2020). The differentiation of personality by intelligence hypothesis in a sample of British managers. *Personality and Individual Differences*, 167, 110258. <https://doi.org/10.1016/j.paid.2020.110258>
- Serpell, B. G., Harrison, D., Lyons, M., & Cook, C. J. (2021). Dark traits as a potential feature of leadership in the high-performance sports coach. *International Journal of Sports Science & Coaching*, 16(2), 281–290. <https://doi.org/10.1177/1747954120964059>

- Shalhoop, J. H., & Sanger, M. R. (2012). Understanding leadership in China: Leadership profiles of state-owned enterprises, multinational corporations, and major economic trading partners. In W. H. Mobley, Y. Wang, & M. Li, *Advances in global leadership* (Vol. 7, pp. 321–348). Emerald Group Publishing Limited.
- Simmering, L. (2009). *Examination and construct validity confirmation of two personality based adjective checklist measures* [Unpublished manuscript].
- Simonet, D. V., Tett, R. P., Foster, J., Angelback, A. I., & Bartlett, J. M. (2018). Dark-side personality trait interactions: Amplifying negative predictions of leadership performance. *Journal of Leadership & Organizational Studies*, 25(2), 233–250. <https://doi.org/10.1177/1548051817727703>
- Smith, M., Hill, A., Wallace, C., Recendes, T., & Judge, T. (2017). Upsides to dark and downsides to bright personality: A multidomain review and future research agenda. *Journal of Management*, 44, 014920631773351. <https://doi.org/10.1177/0149206317733511>
- Smoak, V. J. (2015). *Cultural context's influence on the relationships between leadership personality and subordinate perceptions* [Unpublished doctoral dissertation]. Louisiana Tech University.
- Spain, S. M., Harms, P., & LeBreton, J. M. (2014). The dark side of personality at work. *Journal of Organizational Behavior*, 35, S41–S60. <https://doi.org/10.1002/job.1894>
- Stanek, S., & Sabat, A. (2021). The application of IT tools in assessing employees' personality and motivation. *European Research Studies Journal*, 24, 689–707. <https://doi.org/10.35808/ersj/2068>
- Torregiante, K. M. (2005). *Destructive personality traits and leadership performance: A pattern-oriented approach* [Unpublished master's thesis, North Carolina State University]. <http://www.lib.ncsu.edu/resolver/1840.16/1756>
- Treglown, L., Palaiou, K., Zarola, A., & Furnham, A. (2016). The dark side of resilience and burnout: A moderation-mediation model. *PLOS ONE*, 11(6), e0156279. <https://doi.org/10.1371/journal.pone.0156279>
- Treglown, L., Zivkov, K., Zarola, A., & Furnham, A. (2018). Intention to quit and the role of dark personality and perceived organizational support: A moderation and mediation model. *PLOS ONE*, 13(3), e0195155. <https://doi.org/10.1371/journal.pone.0195155>
- *Tyler, G. (1998). *Personality, general well-being, and post-traumatic stress disorder in the ambulance service – A validation study of the Hogan Personality*

- Inventory and the Hogan Development Survey* [Unpublished MSc dissertation]. University of Nottingham.
- Vergauwe, J., Wille, B., Hofmans, J., Kaiser, R. B., & De Fruyt, F. (2017). The double-edged sword of leader charisma: Understanding the curvilinear relationship between charismatic personality and leader effectiveness. *Journal of Personality and Social Psychology*, *114*, 110–130. <https://doi.org/10.1037/pspp0000147>
- *Warrenfeltz, R., & Kellet, T. (2016). *Coaching the dark side of personality: High impact strategies to build a winning leadership reputation*. Hogan Press.
- Wiens, T. K., & Walker, L. J. (2019). Examining the relationship between bright and dark personality traits in two management samples. *Personality and Individual Differences*, *141*, 92–100. <https://doi.org/10.1016/j.paid.2018.12.025>
- Winsborough, D. L., & Sambath, V. (2013). Not like us: An investigation into the personalities of New Zealand CEOs. *Consulting Psychology Journal: Practice and Research*, *65*, 87–107. <https://doi.org/10.1037/a0033128>
- Winterberg, C., Tapia, M., & Brummel, M. (2022). Using workplace personality to guide improvement of law enforcement selection. *Personnel Assessment and Decisions*, *8*(2). <https://doi.org/10.25035/pad.2022.02.002>
- Woo, S. E., Chae, M., Jebb, A. T., & Kim, Y. (2016). A closer look at the personality-turnover relationship: Criterion expansion, dark traits, and time. *Journal of Management*, *42*, 357–385. <https://doi.org/10.1177/0149206315622985>
- Wood, D., Harms, P. D., Sherman, R. A., Boudreaux, M., Lowman, G. H., & Hogan, R. (2023). Development of the Hogan Personality Content Single-Items Inventory. *Assessment*. <https://doi.org/10.1177/10731911231207796>
- Wu, J., & Lebreton, J. M. (2011). Reconsidering the dispositional basis of counterproductive work behavior: The role of aberrant personality. *Personnel Psychology*, *64*, 593–626. <https://doi.org/10.1111/j.1744-6570.2011.01220.x>
- *Yankov, G. P. (2019). *Faking on personality tests: The relationship between intelligence and personality*. [Unpublished doctoral dissertation]. Bowling Green State University.
- Yankov, G. P., Davenport, N., & Sherman, R. A. (2019). Locating mental toughness in factor models of personality. *Personality and Individual Differences*, *151*. <https://doi.org/10.1016/j.paid.2019.109532>
- Zibarras, L., Port, R., & Woods, S. (2008). Innovation and the ‘dark side’ of personality: Dysfunctional traits and their relation to self-reported innovative

characteristics. *The Journal of Creative Behavior*, 42.
<https://doi.org/10.1002/j.2162-6057.2008.tb01295.x>

The logo consists of the letters 'MVPI' in white, bold, sans-serif font, centered within a blue rounded rectangle. The background of the entire page is a light gray grid of white lines that are slightly tilted.

MVPI

Motives, Values, Preferences Inventory

Motives, Values, Preferences Inventory

- Akhtar, R. (2013). *A socioanalytic perspective on the personality-intelligence interface: Exploring the relationship between contextualised measures of personality, values & intelligence within a senior management sample* [Unpublished doctoral dissertation]. University College-London.
- Akhtar, R., Humphreys, C., & Furnham, A. (2015). Exploring the relationships among personality, values, and business intelligence. *Consulting Psychology Journal: Practice and Research*, 67(3), 258–276.
<https://doi.org/10.1037/cpb0000040>
- Anderson, G. D. (2001). *Personality, motivation, and training performance of firefighter candidates* [Unpublished master's dissertation]. Florida International University.
- Baron, H., & Russell, E. (2021). Hogan's Motives, Values, Preferences Inventory (MVPI). In C. Eyre (Ed.), *British Psychological Society Psychological Testing Centre test reviews*. British Psychological Society.
- Bowe, S. N., & Villwock, J. A. (2020). Does gender impact personality traits in female versus male otolaryngology residents and faculty? *The American Journal of Surgery*, 220(5), 1213–1218.
<https://doi.org/10.1016/j.amjsurg.2020.06.063>
- *Brinkmeyer, K. R. (1999). *Feedback on feedback: How noncognitive individual differences impact the recipient's view* [Unpublished doctoral dissertation]. University of Tulsa.
- Chamorro-Premuzic, T., Rinaldi, C., Akhtara, R., & Ahmetoglu, G. (2013). Understanding the Motivations of Female Entrepreneurs. *Journal of Entrepreneurship & Organization Management*, 3(1), 1–6.
<https://doi.org/10.4172/2169-026X.1000111>
- Church, A. H., Fleck, C. R., Foster, G., Levine, R., Lopez, F. J., & Rotolo, C. T. (2016). Does purpose matter? The stability of personality assessments in organization development and talent management applications over time. *The Journal of Applied Behavioral Science*, 52(4), 450–481.
<https://doi.org/10.1177/0021886316668748>
- Creelman, D., & Kaiser, R. (2009). In Focus/acquiring talent—The value of hiring for team fit. *Leadership in Action*, 29, 23–24. <https://doi.org/10.1002/lia.1301>
- Davies, S., Broekema, H., Nordling, M., & Furnham, A. (2017). Do women want to lead? Gender differences in motivation and values. *Psychology*, 8, 27–43.
<https://doi.org/10.4236/psych.2017.81003>

- *Dougherty, K. (2000). *Determining the personality, motives and desirable demographic features of productive, long tenure agents at the National Rail Enquiries Service using the Hogan Personality Inventory and Motives, Values, Preferences Inventory* [Unpublished MSc dissertation]. City University.
- Feltham, R., & Loan-Clarke, J. (2007). Hogan's Motives, Values, Preferences Inventory (MVPI). In P. A. Lindley (Ed.), *British Psychological Society Psychological Testing Centre test reviews*. British Psychological Society.
- Fernández, J. E., & Hogan, R. T. (2002). Values-based leadership. *Journal for Quality and Participation*, 25(4), 25–27.
- Fernandez, J. E., & Hogan, R. T. (2003). The character of organizations: The dictum, “know thyself” applies to organizations as well as to people. (Organizational Dynamics). *Journal of Business Strategy*, 24(1), 38–40. Gale Academic OneFile.
- *Furnham, A. (2021). The bright and dark side of achievement motivation. *Current Psychology*, 40(3), 1271–1279. <https://doi.org/10.1007/s12144-018-0060-z>
- Furnham, A. (2021). Demographic, personality trait and personality disorder correlates of aesthetic motivation. *Imagination, Cognition and Personality*, 40(4), 333–350. <https://doi.org/10.1177/0276236620942917>
- Furnham, A. (2022). Motivational profiles and safety-related traits. *International Journal of Occupational Safety and Ergonomics*, 28(2), 1198–1203. <https://doi.org/10.1080/10803548.2021.1876394>
- Furnham, A., Humphries, C., & Leung Zheng, E. (2016). Can successful sales people become successful managers? Differences in motives and derailers across two jobs. *Consulting Psychology Journal: Practice and Research*, 68(3), 252–268. <https://doi.org/10.1037/cpb0000060>
- Furnham, A., Hyde, G., & Trickey, G. (2013). The values of work success. *Personality and Individual Differences*, 55(5), 485–489. <https://doi.org/10.1016/j.paid.2013.04.016>
- Furnham, A., Hyde, G., & Trickey, G. (2015). Personality and value correlates of careless and erratic questionnaire responses. *Personality and Individual Differences*, 80, 64–67. <https://doi.org/10.1016/j.paid.2015.02.005>
- Furnham, A., & Pendleton, D. (2016). Dark side traits at work: Bright and dark side traits and job value preferences. *Psychology*, 7, 721–732. <https://doi.org/10.4236/psych.2016.75075>

- Furnham, A., & Treglown, L. (2021). Sex differences in personality scores on six scales: Many significant, but mostly small, differences. *Current Psychology*. <https://doi.org/10.1007/s12144-021-01675-x>
- *Furnham, A., & Treglown, L. (2021). Bright and dark-side traits associated with interests in commerce vs science: Different personality profiles of the scientist-practitioner. *Psychological Reports*, 125(3), 1667–1686. <https://doi.org/10.1177/00332941211002134>
- Furnham, A., Trickey, G., & Hyde, G. (2016). Sex and personality differences in job value preferences. *Psychology*, 7, 672–677. <https://doi.org/10.4236/psych.2016.75069>
- Giberson, T. R., Resick, C. J., & Dickson, M. W. (2005). Embedding leader characteristics: An examination of homogeneity of personality and values in organizations. *Journal of Applied Psychology*, 90, 1002–1010. <https://doi.org/10.1037/0021-9010.90.5.1002>
- Goldberg, L. R. (2008). *The Eugene-Springfield community sample: Information available from the research participants* [Technical report, Vol. 48, No. 1]. Oregon Research Institute.
- Gottlieb, T., Furnham, A., & Klewe, J. B. (2021). Personality in the light of identity, reputation and role taking: A review of Socioanalytic theory. *Psychology*, 12, 2020–2041. <https://doi.org/10.4236/psych.2021.1212123>
- Gregory, W. S. (1992). *Construct validity of personal motives* [Unpublished manuscript].
- *Henkelman, E., & Tornetta, P. (2022). Can orthopaedic residents beat a personality assessment? *Journal of Surgical Education*, 79(2), 531–534. <https://doi.org/10.1016/j.jsurg.2021.09.020>
- Hogan, J., & Hogan, R. (1996). *Motives, Values, Preferences Inventory manual*. Hogan Assessment Systems.
- Hogan, J., & Hogan, R. (2010). *Motives, Values, Preferences Inventory manual: 2010 administrative and norming updates*. Hogan Press.
- Hogan, R., & Bond, M. H. (2009). 33. Culture and personality. In P. J. Corr & G. Matthews (Eds.), *The Cambridge Handbook of Personality Psychology* (pp. 577–588). Cambridge University Press.
- Hoogstra, E. J. (2007). *The motives and values of not-for-profit social service board members in Western Michigan: An investigation using the Motivations, Values, Preferences Inventory (MVPI)* [Unpublished doctoral dissertation]. Capella University.

- Leckband, M. M. (2005). *Development of a personality profile of a firefighter* [Unpublished doctoral dissertation]. Florida International University.
- Lubelski, D., Healy, A. T., Friedman, A., Ferraris, D., Benzel, E. C., & Schlenk, R. (2016). Correlation of personality assessments with standard selection criteria for neurosurgical residency applicants. *Journal of Neurosurgery*, 125(4), 986–994. <https://doi.org/10.3171/2015.7.JNS15880>
- Maxwell, L. D. (2010). *A quantitative descriptive study of occupational values of physicians and hospital administrators* [Unpublished doctoral dissertation]. University of Phoenix.
- *Middleton, K. (2020). *Values, interactions, and affect: Exploring the relationship between value congruence and affective changes following employee interactions* [Unpublished doctoral dissertation]. Kingston University.
- Nei, K. S., Foster, J. L., Ness, A. M., & Nei, D. S. (2018). Rule breakers and attention seekers: Personality predictors of integrity and accountability in leaders. *International Journal of Selection and Assessment*, 26(1), 17–26. <https://doi.org/10.1111/ijasa.12201>
- Ng, V., Woo, S. E., Tay, L., & Foster, J. (2016). Examining variability in values attributed to culture: Using personality as a relative benchmark. *Journal of Cross-Cultural Psychology*, 47(7), 981–996. <https://doi.org/10.1177/0022022116651333>
- Randall, R. M., Kwong, L., Kuivila, T., Levine, B., & Kogan, M. (2017). Building physicians with self-awareness. *Physician Leadership Journal*, 4(3), 40–44.
- Richards, C. R. (2008). *Beyond real estate licensing: Case study analysis of behavioral assessment relationship applied to human performance; Predictive sales performance based on Hogan Assessment Systems*. Trafford Publishing.
- Roberts, B., & Zedeck, S. (2001). [Review of the Motives, Values, Preferences Inventory]. In B. S. Blake & J. C. Impara (Eds.), *The fourteenth mental measurements yearbook* (14th ed.). Buros Institute of Mental Measurements.
- Shalhoop, J. H., & Sanger, M. R. (2012). Understanding leadership in China: Leadership profiles of state-owned enterprises, multinational corporations, and major economic trading partners. In W. H. Mobley, Y. Wang, & M. Li, *Advances in global leadership* (Vol. 7, pp. 321–348). Emerald Group Publishing Limited.
- Sherman, R. A. (2018). Personal values and support for Donald Trump during the 2016 U.S. presidential primary. *Personality and Individual Differences*, 128, 33–38. <https://doi.org/10.1016/j.paid.2018.02.020>

- Shin, H.-C. (2006). *Main and interaction effects of personality and P-O fit in personnel selection*. [Unpublished doctoral dissertation]. The University of Tulsa.
- Stanek, S., & Sabat, A. (2021). The application of IT tools in assessing employees' personality and motivation. *European Research Studies Journal*, 24, 689–707. <https://doi.org/10.35808/ersj/2068>
- Teclé, L., & Kisamore, J. L. (2020). Naïve narcissists or affable altruists? A comparison of millennial and genX values. *Journal of Business Diversity*, 20(3), 44–50. <https://doi.org/10.33423/jbd.v20i3.3086>
- Teclé, L. S. (2020). *Examining the role of value congruence between individual values and organizational values in predicting employee performance* [Unpublished doctoral dissertation]. The University of Tulsa.
- Thomas, J. L., Dickson, M. W., & Bliese, P. D. (2001). Values predicting leader performance in the U.S. Army Reserve Officer Training Corps Assessment Center: Evidence for a personality-mediated model. *The Leadership Quarterly*, 12, 181–196. [https://doi.org/10.1016/S1048-9843\(01\)00071-6](https://doi.org/10.1016/S1048-9843(01)00071-6)
- Van Der Merwe, P. J. (2019). *The relationship between employee values and reward preferences in a market research company in South Africa*. [Unpublished master's thesis]. Stellenbosch University.
- Vandegriff, S. R. (2012). *A values comparison of incoming Liberty University freshmen* [Unpublished doctoral dissertation]. Liberty University.
- Warwick, J., & Nettelbeck, T. (2004). Emotional intelligence is...? *Personality and Individual Differences*, 37(5), 1091–1100. <https://doi.org/10.1016/j.paid.2003.12.003>
- Winsborough, D. L., & Sambath, V. (2013). Not like us: An investigation into the personalities of New Zealand CEOs. *Consulting Psychology Journal: Practice and Research*, 65, 87–107. <https://doi.org/10.1037/a0033128>
- Winterberg, C., Tapia, M., & Brummel, M. (2022). Using workplace personality to guide improvement of law enforcement selection. *Personnel Assessment and Decisions*, 8(2). <https://doi.org/10.25035/pad.2022.02.002>
- Yankov, G. P. (2018). A profile-based approach for investigating the values-personality relationship. *Personality and Individual Differences*, 131, 111–116. <https://doi.org/10.1016/j.paid.2018.04.031>
- *Yankov, G. P. (2019). *Faking on personality tests: The relationship between intelligence and personality*. [Unpublished doctoral dissertation]. Bowling Green State University.

The logo consists of a green rounded rectangle with the letters 'HBRI' in white, bold, sans-serif font centered inside it.

HBRI

Hogan Business Reasoning Inventory

Hogan Business Reasoning Inventory

- Abell, G., Bowen, K., Drayer, H., Hance, J., Li, N., & Navarre, C. (2012). *An exploration of timing effects: Comparing timing effects for the Hogan Business Reasoning Inventory (HBRI)*. Missouri State University.
- Akhtar, R. (2013). *A socioanalytic perspective on the personality-intelligence interface: Exploring the relationship between contextualised measures of personality, values & intelligence within a senior management sample* [Unpublished doctoral dissertation]. University College-London.
- Akhtar, R., Humphreys, C., & Furnham, A. (2015). Exploring the relationships among personality, values, and business intelligence. *Consulting Psychology Journal: Practice and Research*, 67(3), 258–276.
<https://doi.org/10.1037/cpb0000040>
- Anderson, G. D. (2001). *Personality, motivation, and training performance of firefighter candidates* [Unpublished master's dissertation]. Florida International University.
- Hogan, R., Barrett, P., & Hogan, J. (2007). *Hogan Business Reasoning Inventory manual* [Technical manual]. Hogan Assessment Systems.
- Hutchinson, A. M. (2011). *Reinforcement sensitivity theory, personality, and senior executive performance* [Unpublished doctoral dissertation, University of Auckland]. <https://researchspace.auckland.ac.nz/handle/2292/6732>
- *Yankov, G. P. (2019). *Faking on personality tests: The relationship between intelligence and personality*. [Unpublished doctoral dissertation]. Bowling Green State University.



Job Evaluation Tool

Job Evaluation Tool

Foster, J., Gaddis, B., & Hogan, J. (2012). Personality-based job analysis. In M. A. Wilson, W. Bennett, Jr., S. G. Gibson, & G. M. Alliger (Eds.), *The handbook of work analysis: Methods, systems, applications and science of work measurement in organizations* (pp. 247–264). New York, NY: Routledge/Taylor & Francis Group.

Hogan, J., & Rybicki, S. (1998). *Performance improvement characteristics job analysis manual*. Tulsa, OK: Hogan Assessment Systems.



Book Chapters & Miscellaneous

Book Chapters/Miscellaneous

- Bachrach, D. G., Kim, K. Y., Patel, P. C., & Harms, P. D. (2023). Birds of a feather?: Firm sales growth and narcissism in the upper echelons at the CEO-TMT interface. *The Leadership Quarterly*, 34(2), 101621.
<https://doi.org/10.1016/j.leaqua.2022.101621>
- Batey, M., & Furnham, A. (2023). The people make the place: Advancing a model for personality traits in workplace creativity. In *Handbook of Organizational Creativity* (pp. 161-178). Academic Press. <https://doi.org/10.1016/B978-0-323-91840-4.00014-1>
- *Blake, A. B., Lee, D. I., De la Rosa, R., & Sherman, R. A. (2020). Wearable cameras, machine vision, and big data analytics: Insights into people and the places they go. In S. E. Woo, L. Tay, & R. Proctor (Eds.), *Big data in psychological research: New horizons and challenges* (pp. 125–143). American Psychological Association. <https://doi.org/10.1037/0000193-007>
- Borgholthaus, C. J., White, J. V., & Harms, P. D. (2023). CEO dark personality: A critical review, bibliometric analysis, and research agenda. *Personality and Individual Differences*, 201. <https://doi.org/10.1016/j.paid.2022.111951>
- Boudreaux, M. J., Lengel, G. J., Oltmanns, T. F., & Ozer, D. J. (2021). Assessment of self-related problems in functioning: Intrapersonal Problems Rating Scales. *Psychological Assessment*, 33, 526–540.
<https://doi.org/10.1037/pas0001007>
- *Boudreaux, M. J., & Sherman, R. A. (2022). Chapter 22—The Hogan Development Survey. In P. K. Jonason (Ed.), *Shining Light on the Dark Side of Personality: Measurement Properties* (pp. 231–246). Hogrefe Publishing.
- Carlson, S. E., Smith, T. W., Parkhurst, K. A., Tinajero, R., Grove, J. L., Goans, C., Hirai, M., & Ruiz, J. M. (2022a). Moving toward, moving against, and moving away: An interpersonal approach to construct validation of the Horney–Coolidge Type Inventory. *Journal of Personality Assessment*, 104(5), 650–659.
<https://doi.org/10.1080/00223891.2021.1991358>
- Carlson, S. E., Smith, T. W., Parkhurst, K. A., Tinajero, R., Grove, J. L., Goans, C., Hirai, M., & Ruiz, J. M. (2022b). Moving toward, moving against, and moving away: An interpersonal approach to construct validation of the Horney–Coolidge Type Inventory. *Journal of Personality Assessment*, 104(5), 650–659.
<https://doi.org/10.1080/00223891.2021.1991358>

- Chamorro-Premuzic, T., Winsborough, D., Sherman, R. A., & Hogan, R. (2016). New Talent Signals: Shiny New Objects or a Brave New World? *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 9(3), 621–640. Cambridge Core. <https://doi.org/10.1017/iop.2016.6>
- Connelly, B. S., & McAbee, S. T. (2023). Reputations at work: Origins and outcomes of shared person perceptions. *Annual Review of Organizational Psychology and Organizational Behavior*, 11(5.1-5.28). <https://doi.org/10.1146/annurev-orgpsych-110721-022320>
- Cooper, A. B., Sherman, R. A., Rauthmann, J. F., Serfass, D. G., & Brown, N. A. (2018). Feeling good and authentic: Experienced authenticity in daily life is predicted by positive feelings and situation characteristics, not trait-state consistency. *Journal of Research in Personality*, 77, 57–69. <https://doi.org/10.1016/j.jrp.2018.09.005>
- Cuppello, S., Treglown, L., & Furnham, A. (2023). Personality and management level: Traits that get you to the top. *Personality and Individual Differences*, 206, 112108. <https://doi.org/10.1016/j.paid.2023.112108>
- Dabdoub, A., Snyder, L. A., Finken, A., & Lin, L. (2023). The importance of personal and contextual background factors on declaration of STEM majors: A focus on Native American undergraduates. *Science Education*, 107(2), 459-509. <https://doi.org/10.1002/sce.21777>
- Delgado, M. M., & Sulloway, F. J. (2017). Attributes of conscientiousness throughout the animal kingdom: An empirical and evolutionary overview. *Psychological Bulletin*, 143(8), 823–867. <https://doi.org/10.1037/bul0000107>
- DeYoung, C. G. (2017). In defense of (some) trait theories: Commentary on Hogan and Foster. *International Journal of Personality Psychology*, 3(1), 13–16.
- Ewen, C., Wihler, A., Frieder, R. E., Blickle, G., Hogan, R., & Ferris, G. R. (2014). Leader advancement motive, political skill, leader behavior, and effectiveness: A moderated mediation extension of socioanalytic theory. *Human Performance*, 27(5), 373–392. <https://doi.org/10.1080/08959285.2014.956174>
- Fakir, S., & Laher, S. (2015). Perceptions of the utility of personality assessment for personnel selection in the South African context: An exploratory study. *Journal of Psychology in Africa*, 25(5), 482–485. <https://doi.org/10.1080/14330237.2015.1101285>

- Fernandez, J. E., & Hogan, R. T. (2003). The character of organizations: The dictum, “know thyself” applies to organizations as well as to people. (Organizational Dynamics). *Journal of Business Strategy*, 24(1), 38–40. Gale Academic OneFile.
- *Foster, J. L. (2013). *Statistics: A pocket guide for I/O psychologists* (1st ed.). Hogan Assessment Systems.
- *Foster, J., & Nichols, S. B. (2015). The Mediating Effects of Behavior. In S. Clarke, T. M. Probst, F. Guldenmund, & J. Passmore (Eds.), *The Wiley Blackwell handbook of the psychology of occupational safety and workplace health* (pp. 38–60). Wiley-Blackwell. <https://doi.org/10.1002/9781118979013.ch3>
- Funder, D. C. (2017). Global traits are not vacuous: A comment on Hogan and Foster. *International Journal of Personality Psychology*, 3(1), 8.
- Furnham, A. (2023). Personality facets and intelligence: Compensation and investment. *Psychology*, 14(10), 1651-1669. <http://dx.doi.org/10.4236/psych.2023.1410096>
- Furnham, A., & Cheng, H. (2015). Early indicators of adult trait agreeableness. *Personality and Individual Differences*, 73, 67–71. <https://doi.org/10.1016/j.paid.2014.09.025>
- Furnham, A., & Cuppello, S. (2023). Maladaptive (dark-side) and adaptive (bright-side) personality traits and defense styles. *Acta Psychologica*, 239, 104002. <https://doi.org/10.1016/j.actpsy.2023.104002>
- Furnham, A., & Horne, G. (2023). Sex in the dark: Sex differences on three measures of dark side personality. *Acta Psychologica*, 234, 103876. <https://doi.org/10.1016/j.actpsy.2023.103876>
- Furnham, A., Robinson, C., & Haakonsen, J. M. F. (2023). Hire ambitious people: Bright-and dark-side personality and work engagement. *Journal of Individual Differences*, 44(1), 47–56. <https://doi.org/10.1027/1614-0001/a000380>
- Furnham, A., & Sherman, R. A. (2023). Beliefs about personal change. *Acta Psychologica*, 232. <https://doi.org/10.1016/j.actpsy.2022.103821>
- Gaddis, B. H., Foster, J. L., & Lemming, M. R. (2015). A comparative review of current practices in personality assessment norming. *International Journal of Selection and Assessment*, 23(1), 14–26. <https://doi.org/10.1111/ijsa.12091>
- Galang, A. R. (2017). Not seeing the forest for the traits: A comment on Hogan and Foster (2016). *International Journal of Personality Psychology*, 3(1), 17–19.

- *García-Izquierdo, A., Díaz Vilela, L., & Moscoso, S. (2015). Work analysis for personnel selection. In I. Nikolaou & J. K. Oostrom (Eds.), *Employee recruitment, selection, and assessment: Contemporary issues for theory and practice* (pp. 9–26). Psychology Press.
- Gottlieb, T., & Gøtzsche-Astrup, O. (2020). Personality and work-related outcomes through the prism of socioanalytic theory: A review of meta-analyses. *Nordic Psychology*, 72(4), 346–362.
<https://doi.org/10.1080/19012276.2020.1756902>
- Harms, P. D., Bai, Y., Han, G., & Cheng, S. (2023). Narcissism and tradition: how competing needs result in more conflict, greater exhaustion, and lower performance. *International Journal of Conflict Management*, 34(2), 273-298.
<https://doi.org/10.1108/IJCM-05-2022-0091>
- Harms, P. D., Foster, J. L., & Brummel, B. J. (2023). Ideal solutions don't necessarily inform reality. *Industrial and Organizational Psychology*, 16(3), 313-316.
<https://doi.org/10.1017/iop.2023.39>
- *Harms, P. D., & Sherman, R. A. (2021). Chapter 2—What falls outside of the Big Five? Darkness, derailers, and beyond. In D. Wood, S. J. Read, P. D. Harms, & A. Slaughter (Eds.), *Measuring and modeling persons and situations* (pp. 33–68). Academic Press. <https://doi.org/10.1016/B978-0-12-819200-9.00016-8>
- *Hayes, T. L., & Hogan, R. (2021). The soft skills veterans bring to the workforce. In N. D. Ainspan & K. N. Saboe (Eds.), *Military veteran employment: A guide for the data-driven leader*. (pp. 117–133). Oxford University Press.
<https://doi.org/10.1093/oso/9780190642983.003.0007>
- *Hayes, T. L., Hogan, R., & Emler, N. (2016). The psychology of character, reputation, and gossip. In I. Fileva (Ed.), *Questions of character* (pp. 268–282). Oxford University Press.
<https://doi.org/10.1093/acprof:oso/9780199357703.003.0016>
- Hecht, M., Horstmann, K. T., Arnold, M., Sherman, R. A., & Voelkle, M. C. (2023). Modeling dynamic personality theories in a continuous-time framework: An illustration. *Journal of Personality*, 91(3), 718-735.
<https://doi.org/10.1111/jopy.12769>
- Hogan, J. (1978). Personological dynamics of leadership. *Journal of Research in Personality*, 12(4), 390–395. [https://doi.org/10.1016/0092-6566\(78\)90065-X](https://doi.org/10.1016/0092-6566(78)90065-X)
- Hogan, J. (1985). Tests for success in diver training. *Journal of Applied Psychology*, 70(1), 219–224. <https://doi.org/10.1037/0021-9010.70.1.219>

- Hogan, J. (1991a). Physical abilities. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed., Vol. 2, pp. 753–831). Consulting Psychologists Press.
- Hogan, J. (1991b). Structure of physical performance in occupational tasks. *Journal of Applied Psychology*, 76(4), 495–507. <https://doi.org/10.1037/0021-9010.76.4.495>
- Hogan, J. (Ed.). (1998). *Personality and job performance: A special double issue of human performance* (1st ed.). Psychology Press.
- Hogan, J., Arneson, S., & Petersons, A. V. (1992). Validation of physical ability tests for high pressure cleaning occupations. *Journal of Business and Psychology*, 7(2), 119–135. <https://doi.org/10.1007/BF01013923>
- Hogan, J., & Bernacki, E. J. (1981). Developing job-related preplacement medical examinations. *Journal of Occupational and Environmental Medicine*, 23(7), 469–476. <https://doi.org/10.1097/00043764-198107000-00013>
- Hogan, J., & Brinkmeyer, K. (1997). Bridging the gap between overt and personality-based integrity tests. *Personnel Psychology*, 50, 587–599. <https://doi.org/10.1111/j.1744-6570.1997.tb00704.x>
- Hogan, J., Broach, D., & Salas, E. (1990). Development of a task information taxonomy for human performance systems. *Military Psychology*, 2(1), 1–19. https://doi.org/10.1207/s15327876mp0201_1
- Hogan, J., Davies, S., & Hogan, R. (2007). Generalizing personality-based validity evidence. In S. M. McPhail (Ed.), *Alternative validation strategies: Developing new and leveraging existing validity evidence*. (pp. 181–229). John Wiley & Sons Inc.
- Hogan, J., & Fleishman, E. A. (1979). An index of the physical effort required in human task performance. *Journal of Applied Psychology*, 64(2), 197–204. <https://doi.org/10.1037/0021-9010.64.2.197>
- Hogan, J., & Hogan, R. (1998). Theoretical frameworks for assessment. In R. Jeanneret & R. Silzer (Eds.), *Individual psychological assessment: Predicting behavior in organizational settings*. Jossey-Bass.
- Hogan, J., Ogden, G. D., Gebhardt, D. L., & Fleishman, E. A. (1980). Reliability and validity of methods for evaluating perceived physical effort. *Journal of Applied Psychology*, 65(6), 672–679. <https://doi.org/10.1037/0021-9010.65.6.672>

- Hogan, J., & Ones, D. S. (1997). Conscientiousness and integrity at work. In R. Hogan, J. Johnson, & S. Briggs (Eds.), *Handbook of personality psychology* (pp. 849–870). Academic Press. <https://doi.org/10.1016/B978-012134645-4/50033-0>
- Hogan, J., & Quigley, A. (1994). Effects of preparing for physical ability tests. *Public Personnel Management*, 23(1), 85–104. <https://doi.org/10.1177/009102609402300107>
- Hogan, J., & Quigley, A. M. (1986). Physical standards for employment and the courts. *American Psychologist*, 41(11), 1193–1217. <https://doi.org/10.1037/0003-066X.41.11.1193>
- Hogan, J., & Zenke, L. L. (1986). Dollar-value utility of alternative procedures for selecting school principals. *Educational and Psychological Measurement*, 46(4), 935–945. <https://doi.org/10.1177/001316448604600413>
- Hogan, R. (1987). Personality psychology: Back to basics. In J. Aronoff, Al. I. Rabin, & R. A. Zucker (Eds.), *The emergence of personality* (pp. 79–104). Springer.
- Hogan, R. (1988). Positivism is history [Review of the book *Metatheory in Social Science: Pluralisms and Subjectives*, by D.W. Fiske & R. A. Schweder]. *Contemporary Psychology*, 33(1), 9–10.
- Hogan, R. (1995). Much ado about something [Review of the book *Can Personality Change?* By T. F. Heatherton & J. L. Weinberger]. *Contemporary Psychology*, 40(2), 120–121.
- Hogan, R. (1996). The emerging synthesis in personality psychology [Review of the book *The Antisocial Personalities*, by D. T. Lykken]. *Contemporary Psychology*, 41(12), 1180–1181.
- Hogan, R. (1997). The great game continues [Review of the book *Assessing Individual Differences in Human Behavior: New Concepts, Methods, and Findings*, by D. Lubinski & R. V. Dawis]. *Contemporary Psychology*, 42(4), 340–341.
- Hogan, R. (2005). Comments. *Human Performance*, 18(4), 405–407. https://doi.org/10.1207/s15327043hup1804_6
- Hogan, R. (2006). Who wants to be a psychologist? *Journal of Personality Assessment*, 86(2), 119–130. https://doi.org/10.1207/s15327752jpa8602_01
- Hogan, R. (2009). Much ado about nothing: The person–situation debate. *Journal of Research in Personality*, 43(2), 249. <https://doi.org/10.1016/j.jrp.2009.01.022>

- Hogan, R. (2014). Reactions to the thermodynamics of leadership. *Consulting Psychology Journal: Practice and Research*, 66(4), 293–295.
<https://doi.org/10.1037/cpb0000024>
- Hogan, R. (2016). The accident-prone personality. *People + Strategy*, 39(1), 20–23.
- Hogan, R. (2020). How to build Hogan Assessment Systems. *Consulting Psychology Journal: Practice and Research*, 72, 50–57.
<https://doi.org/10.1037/cpb0000148>
- Hogan, R., & Benson, M. J. (2009). Personality theory and positive psychology: Strategic self-awareness. In R. B. Kaiser (Ed.), *The perils of accentuating the positive* (pp. 115–134). Hogan Press.
- Hogan, R., & Blake, R. J. (1996). Vocational interests: Matching self-concept with the work environment. In K. R. Murphy (Ed.), *Individual differences and behaviors in organizations* (pp. 89–144). Jossey-Bass.
- Hogan, R., & Blake, R. J. (1999). John Holland's vocational typology and personality theory. *Journal of Vocational Behavior*, 55(1), 41–56.
<https://doi.org/10.1006/jvbe.1999.1696>
- Hogan, R., & Blickle, G. (2018). Socioanalytic theory: Basic concepts, supporting evidence and practical implications. In V. Zeigler-Hill & T. K. Shackelford (Eds.), *The SAGE handbook of personality and individual differences: The science of personality and individual differences*. (pp. 110–129). Sage Reference. <https://doi.org/10.4135/9781526451163.n5>
- Hogan, R., & Chamorro-Premuzic, T. (2015). Personality and career success. In M. Mikulincer, P. R. Shaver, M. L. Cooper, & R. J. Larsen (Eds.), *APA handbook of personality and social psychology, Volume 4: Personality processes and individual differences*. (pp. 619–638). American Psychological Association.
<https://doi.org/10.1037/14343-028>
- Hogan, R., Curphy, G., Kaiser, R. B., & Chamorro-Premuzic, T. (2017). Leadership in organizations. In N. Anderson, D. S. Ones, H. K. Sinangil, & C. Viswesvaran (Eds.), *The handbook of industrial, work and organization psychology: Vol 2. Organizational psychology* (1st ed., Vol. 2, pp. 285–304). Sage.
- Hogan, R., & Emler, N. P. (1978). The biases in contemporary social psychology. *Social Research*, 45(3), 478–534. <https://www.jstor.org/stable/40970345>.
- Hogan, R., & Fernández, J. E. (2002). Syndromes of mismanagement. *Journal for Quality and Participation*, 25(3), 28–31.
- Hogan, R., & Foster, J. L. (2017). Two further problems with Trait Theory. *International Journal of Personality Psychology*, 3(1), 23–25.

- Hogan, R., Hall, R., & Blank, E. (1972). An extension of the similarity-attraction hypothesis to the study of vocational behavior. *Journal of Counseling Psychology*, 19(3), 238–240. <https://doi.org/10.1037/h0032707>
- Hogan, R., & Hogan, J. (1982). Subjective correlates of stress and human performance. In E. A. Alluisi & E. A. Fleishman (Eds.), *Human performance and productivity: Stress and performance effectiveness* (Vol. 3, pp. 141–163). Psychology Press.
- Hogan, R., Hogan, J., & Barrett, P. (2008). Good judgment: The intersection of intelligence and personality. In O. Chebykin, G. Bedny, & W. Karwowski (Eds.), *Ergonomics and psychology: Developments in theory and practice* (pp. 357–375). CRC Press.
- Hogan, R., Hogan, J., Briggs, S., & Jones, W. (1983). Sense, nonsense, and the use of personality measures. *Journal of Research in Personality*, 17(4), 451–456. [https://doi.org/10.1016/0092-6566\(83\)90072-7](https://doi.org/10.1016/0092-6566(83)90072-7)
- Hogan, R., & Kaiser, R. (2008). Quality control: Why leaders need to understand personality. *Leadership in Action*, 28(5), 3–7. <https://doi.org/10.1002/lia.1260>
- Hogan, R., & Morrison, J. (1996). Managing creativity. In A. Montouri (Ed.), *Unusual Associates: A Festschrift for Frank Barron*. Hampton Press. <https://digitalcommons.ciis.edu/facultypublications/20>
- Hogan, R., & Nicholson, R. A. (1988). The meaning of personality test scores. *American Psychologist*, 43(8), 621–626. <https://doi.org/10.1037/0003-066X.43.8.621>
- Hogan, R., & Roberts, B. W. (2000). A socioanalytic perspective on person–environment interaction. In W. B. Walsh, K. H. Craik, & R. H. Price (Eds.), *Person–environment psychology: New directions and perspectives*, 2nd ed. (2nd ed., pp. 1–23). Lawrence Erlbaum Associates Publishers.
- Hogan, R., & Sherman, R. A. (2019a). New(ish) directions for vocational interests research. In C. D. Nye & J. Rounds (Eds.), *Vocational interests in the workplace: Rethinking behavior at work* (1st ed.). Routledge. <https://doi.org/10.4324/9781315678924-10>
- Hogan, R., & Sherman, R. A. (2019b). The functionality of self-narratives. *Evolutionary Studies in Imaginative Culture*, 3(1), 49–52. <https://doi.org/10.26613/esic.3.1.118>
- Hogan, R., & Sherman, R. A. (2020). Personality theory and the nature of human nature. *Personality and Individual Differences*, 152, 1–5. <https://doi.org/10.1016/j.paid.2019.109561>

- Hogan, R., & Sherman, R. A. (2022). Dark leadership and the fate of organizations. In D. Lusk & T. L. Hayes (Eds.), *Overcoming bad leadership in organizations* (pp. 17–28). Oxford University Press.
- Holtzman, N., Tackman, A., Carey, A., Brucks, M., Küfner, A., Deters, F., Back, M., Pennebaker, J., Sherman, R., & Mehl, M. (2019). Linguistic Markers of Grandiose Narcissism: A LIWC Analysis of 15 Samples. *Journal of Language and Social Psychology*, 38(5–6), 773–786.
<https://doi.org/10.1177/0261927X19871084>
- Howell, A. (2017). Engagement starts at the top: The role of a leader’s personality on employee engagement. *Strategic HR Review*, 16(3), 144–146.
<https://doi.org/10.1108/SHR-03-2017-0017>
- Hughes, M., Griffith, J., Byrne, C., Nei, D., Harkrider, L., Zeni, T., Shipman, A., Connelly, S., Mumford, M., & O’Hair, D. (2015). Examining Online Communication: A Method for the Quantitative Analysis of Qualitative Data. In M. L. Baran & J. E. Jones (Eds.), *Advances in knowledge acquisition, transfer, and management: Mixed methods research for improved scientific study*. IGI Global.
- Jeronimus, B., & Riese, H. (2017). Comment on Hogan and Foster: The future is here. *International Journal of Personality Psychology*, 3(1), 20–22.
- Jones, D. P. (2011). Making the million-dollar decision. In D. P. Jones (Ed.), *Million-dollar hire: Build your bottom line, one employee at a time* (pp. 193–217). Jossey-Bass.
- Judge, T. A., & Hogan, R. (2015). Fitness, adaptation, and survival: The role of socioanthropic characteristics, personality, and intelligence in work behavior. In S. M. Colarelli & R. D. Arvey (Eds.), *The biological foundations of organizational behavior* (pp. 91–118). University of Chicago Press.
<https://doi.org/10.7208/chicago/9780226127293.001.0001>
- Kaiser, R. B. (2022). Leadership and dark-side derailers: The risks and rewards of extreme personalities. In D. Lusk & T. L. Hayes (Eds.), *Overcoming bad leadership in organizations* (pp. 399–422). Oxford University Press.
- Kaiser, R. B., & Hogan, R. (2010). How to (and how not to) assess the integrity of managers. *Consulting Psychology Journal: Practice and Research*, 62, 216–234. <https://doi.org/10.1037/a0022265>
- Kaiser, R., & Hogan, R. (2007). The dark side of discretion: Leader personality and organizational decline. In R. Hooijberg, J. G. Hunt, J. Antonakis, & K. B. Boal (Eds.), *Being there even when you are not: Leading through strategy, structures, and systems (monographs in leadership and management)* (Vol. 4, pp. 177–197). Elsevier Science.

- Kim, J. Y., Newman, D. A., Harms, P. D., & Wood, D. (2023). Perceived weirdness: A multitrait-multisource study of self and other normality evaluations. *Personality Science*, 4, 1-23. <https://doi.org/10.5964/ps.7399>
- Kluemper, D., Mclarty, B., & Bing, M. (2014). Acquaintance ratings of the Big Five personality traits: Incremental validity beyond and interactive effects with self-reports in the prediction of workplace deviance. *The Journal of Applied Psychology*, 100(1), 237–248. <https://doi.org/10.1037/a0037810>
- Koehler, V. B., Boudreaux, M. J., & Tokumaru, R. S. (2023). Psychometric properties of the Brazilian Portuguese version of the Circumplex Scales of Interpersonal Problems (CSIP). *Psychological Test Adaptation and Development*. <https://doi.org/10.1027/2698-1866/a000050>
- Kurtines, W., Hogan, R., & Weiss, D. (1975). Personality dynamics of heroin use. *Journal of Abnormal Psychology*, 84, 87–89. <https://doi.org/10.1037/h0076258>
- Kusch, R., Hogan, R., Sherman, R., & Czernik, A. (2019). Our view on new leadership: How to grow humility in charismatic leaders. *Relevant Management Beratung*, 1–27.
- Lacerenza, C. N., Reyes, D. L., Marlow, S. L., Joseph, D. L., & Salas, E. (2017). Leadership training design, delivery, and implementation: A meta-analysis. *Journal of Applied Psychology*, 102(12), 1686–1718. <https://doi.org/10.1037/apl0000241>
- Loehlin, J. C., & Goldberg, L. R. (2014a). Do personality traits conform to lists or hierarchies? *Personality and Individual Differences*, 70, 51–56. <https://doi.org/10.1016/j.paid.2014.06.018>
- Loehlin, J. C., & Goldberg, L. R. (2014b). How much is personality structure affected if one or more highest-level factors are first removed? A sequential factors approach. *Personality and Individual Differences*, 70, 176–182. <https://doi.org/10.1016/j.paid.2014.06.047>
- Macan, T., Lemming, M. R., & Foster, J. L. (2013). Utility analysis: Do estimates and format matter? *Personnel Review*, 42(1), 105–126. <https://doi.org/10.1108/00483481311285255>
- Marbut, A. R., & Harms, P. D. (2023). Fiends and fools: a narrative review and neo-socioanalytic perspective on personality and insider threats. *Journal of Business and Psychology*, 1-18. <https://doi.org/10.1007/s10869-023-09885-9>

- Mathieu, C., Neumann, C., Babiak, P., & Hare, R. (2014). Corporate psychopathy and the full-range leadership model. *Assessment*, 22(3), 267–278.
<https://doi.org/10.1177/1073191114545490>
- *Mikulincer, M., Shaver, P. R., Cooper, M. L., & Larsen, R. J. (2015). *APA handbook of personality and social psychology, Volume 4: Personality processes and individual differences*. (pp. xxviii, 727). American Psychological Association.
<https://doi.org/10.1037/14343-000>
- Naragon-Gainey, K., & Watson, D. (2014). Consensually defined facets of personality as prospective predictors of change in depression symptoms. *Assessment*, 21(4), 387–403. <https://doi.org/10.1177/1073191114528030>
- Ones, D., Kaiser, R., Chamorro-Premuzic, T., & Svensson, C. (2017). *Has industrial-organizational psychology lost its way?* <https://www.siop.org/Research-Publications/Items-of-Interest/ArtMID/19366/ArticleID/1550/Has-Industrial-Organizational-Psychology-Lost-Its-Way>
- Owens, B., Walker, A., & Waldman, D. (2015). Leader narcissism and follower outcomes: The counterbalancing effect of leader humility. *The Journal of Applied Psychology*, 100(4), 1203–1213.
<https://doi.org/10.1037/a0038698>
- Rauthmann, J. F., Horstmann, K., & Sherman, R. (2018). Do self-reported traits and aggregated states capture the same thing? A nomological perspective on trait-state homomorphy. *Social Psychological and Personality Science*, 10(5).
<https://doi.org/10.1177/1948550618774772>
- Rauthmann, J. F., & Sherman, R. A. (2023). Patterned person-situation fit in daily life: Examining magnitudes, stabilities, and correlates of trait-situation and state-situation fit. *European Journal of Personality*, 37(5), 501-523.
<https://doi.org/10.1177/08902070221104636>
- *Rauthmann, J. F., Sherman, R. A., & Funder, D. C. (Eds.). (2020). *The Oxford handbook of psychological situations*. Oxford University Press.
<https://doi.org/10.1093/oxfordhb/9780190263348.001.0001>
- Sackett, P. R., Lievens, F., Van Iddekinge, C. H., & Kuncel, N. R. (2017). Individual differences and their measurement: A review of 100 years of research. *Journal of Applied Psychology*, 102(3), 254–273.
<https://doi.org/10.1037/apl0000151>
- Sharma, S., Bottom, W. P., & Elfenbein, H. A. (2013). On the role of personality, cognitive ability, and emotional intelligence in predicting negotiation outcomes: A meta-analysis. *Organizational Psychology Review*, 3(4), 293–336. <https://doi.org/10.1177/2041386613505857>

- Shchebetenko, S. (2017). Thinking about personality: Comment on Hogan and Foster (2016). *International Journal of Personality Psychology*, 3, 9–12.
- Sherman, R., & Hogan, R. (2018). Intrapersonal versus interpersonal theories of personality: Academic versus applied research. [Peer commentary on “Interpersonal Dynamics in Personality and Personality Disorders,” by C. J. Hopwood]. *European Journal of Personality*, 32, 584–585.
- Sherman, R. A., & Hogan, R. (2023). “Personality Assessment: Past, Present, and Future.” In *Talent Assessment: Embracing Innovation and Mitigating Risk in the Digital Age*, edited by Douglas H. Reynolds, John Scott, and Tracy Kantrowitz, 84-96. Oxford University Press.
- Sherman, R., & Pashler, H. (2019). Powerful moderator variables in behavioral science? Don’t bet on them (Version 3). *PsyArXiv*.
<https://doi.org/10.31234/osf.io/c65wm>
- *Silverman, G. B. (2021). *Follower characteristics and preference for styles of leadership behavior* [Unpublished master’s thesis, Middle Tennessee State University]. <https://jewlscholar.mtsu.edu/handle/mtsu/6470>
- Stone, T. H., Foster, J., Webster, B. D., Harrison, J., & Jawahar, I. M. (2016). Gender differences in supervisors’ multidimensional performance ratings: Large sample evidence. *Human Performance*, 29(5), 428–446.
<https://doi.org/10.1080/08959285.2016.1224884>
- *Stone, T. H., & Jawahar, I. M. (2015). Chapter 26: Career implications of job performance: Persistence of OCB and CWB behaviors across domains. In A. De Vos & B. I. J. M. van der Heijden (Eds.), *Handbook of research on sustainable careers* (pp. 398–414). Edward Elgar Publishing.
<https://doi.org/10.4337/9781782547037.00031>
- Tapia, M., Nei, K. S., Fuhrmeister, K., & Lemming, M. R. (2019). Stress tolerance considerations for sales personnel. In P. L. Perrewé & P. D. Harms (Eds.), *Examining the role of well-being in the marketing discipline (research in occupational stress and well being)* (Vol. 17, pp. 137–160). Emerald Publishing Limited. <https://doi.org/10.1108/S1479-355520190000017007>
- Treglown, L., & Furnham, A. (2023). Age, sex, education, emotional intelligence, cognitive intelligence, and management level: A study from Great Britain. *Journal of General Management*, 48(3), 320-329.
<https://doi.org/10.1177/03063070221107128>
- Twenge, J. M., Campbell, W. K., & Sherman, R. A. (2019). Declines in vocabulary among American adults within levels of educational attainment, 1974–2016. *Intelligence*, 76, 101377. <https://doi.org/10.1016/j.intell.2019.101377>

- Van Vugt, M., Hogan, R., & Kaiser, R. B. (2008). Leadership, followership, and evolution: Some lessons from the past. *American Psychologist*, 63(3), 182–196. <https://doi.org/10.1037/0003-066X.63.3.182>
- Winsborough, D., & Chamorro-Premuzic, T. (2016). Talent identification in the digital world: New talent signals and the future of HR assessment. *People + Strategy*, 39(2), 28–31.
- Winsborough, D., Kaiser, R., & Hogan, R. (2009). An evolutionary view: What followers want from their leaders. *Leadership in Action*, 29(3), 8–11. <https://doi.org/10.1002/lia.1291>
- Winterberg, C. A., Tapia, M. A., Nei, K. S., & Brummel, B. J. (2019). A clarification of ADA jurisprudence for personality-based selection. *Industrial and Organizational Psychology*, 12(2), 172–176. Cambridge Core. <https://doi.org/10.1017/iop.2019.34>



Research-Based White Papers

Selected Research-Based White Papers

- Barrett, P., & Rolland, J. P. (2009). *The meta-analytic correlation between the Big-Five personality constructs of emotional stability and conscientiousness*. Hogan Assessment Systems.
- Berry, P., Nealon, S., & Pluess, K. (2009). *A research paper analyzing the differences between entrepreneurial CEOs, executives and middle managers, using Hogan profiling and a comparison of high and low scoring managers using 360 feedback ratings*. Peter Berry Consultancy.
- Campbell, M., & Smith, R. (2011). *High-potential talent*. Hogan Assessment Systems.
- Caplinger, J., & Gaddis, B. (2012). *Optimizing feedback: Linking multirater data and Hogan profiles*. Peter Berry Consultancy.
- Caplinger, J., Klat-Smith, F., & Pluess, K. (2012). *PBC graduate research: A global survey of graduate recruiting practices; Personality characteristics of Australian graduates*. Peter Berry Consultancy.
- *Connolly, K. (2006). *Do situations create leaders or do leaders create situations?* [Review of Personality and the fate of organizations by Robert Hogan].
- Fallow, S., & Kantrowitz, T. (2011). *2011 global assessment trends report*. SHL Previsor.
- Foster, J., & Daly, R. (2012). *The upside of narcissism in the workplace*. Hogan Assessment Systems.
- Foster, J., & Edge, J. (2014). *The bright side personality and values of entrepreneurs*. Hogan Assessment Systems.
- Foster, J., Richard, L., Rohrer, L., & Sirkin, M. (2010). *Understanding lawyers: Why we do the things we do*. Hogan Assessment Systems.
- Foster, J., & Vert, A. (2012). *Analysis of adverse impact for the Hogan Personality Inventory, Hogan Development Survey, and Motives, Values, Preferences Inventory*. Hogan Assessment Systems.
- Gaddis, B., & Foster, J. (2012). *Base rates of derailment characteristics in America: Comparisons and implications for leadership development*. Hogan Assessment Systems.
- Hogan Assessment Systems. (2006). *Analysis of adverse impact for the Hogan Personality Inventory*. Author.
- Hogan Assessment Systems. (2008a). *Australian leadership*. Author.

- Hogan Assessment Systems. (2008b). *Bad management and its consequences*. Author.
- Hogan Assessment Systems. (2008c). *Customer satisfaction*. Author.
- Hogan Assessment Systems. (2008d). *Emotional intelligence and the HPI*. Author.
- *Hogan Assessment Systems. (2008a). *Notable quotes*. Author.
- Hogan Assessment Systems. (2008e). *Personality and management performance across the hierarchy*. Author.
- Hogan Assessment Systems. (2008f). *Personality assessment in World War II*. Author.
- *Hogan Assessment Systems. (2008b). *Predicting success in international assignments using personality assessment*. Author.
- Hogan Assessment Systems. (2008g). *Ricci v. Destefano – A tempest in a teapot*. Author.
- Hogan Assessment Systems. (2008h). *Why is personality testing important to recruitment?* Author.
- Hogan Assessment Systems. (2010a). *Five best practices: Improving safety in healthcare organizations*. Author.
- Hogan Assessment Systems. (2010b). *How to improve the safety climate in your organization*. Author.
- Hogan Assessment Systems. (2010c). *Rethinking employee safety training: How individual personality plays a role*. Author.
- Hogan Assessment Systems. (2011a). *Averting disaster*. Author.
- Hogan Assessment Systems. (2011b). *Five best practices: Improving safety in transportation and manufacturing*. Author.
- Hogan Assessment Systems. (2011c). *Off the rails: Avoiding the high cost of failed leadership*. Author.
- Hogan Assessment Systems. (2011d). *Personality-based model of safety performance and outcomes*. Author.
- Hogan Assessment Systems. (2011e). *The culture clash: The importance of values to leadership and business performance*. Author.

- Hogan Assessment Systems. (2011f). *The power of unconscious biases: The impact of values on team dynamics and corporate culture*. Author.
- Hogan Assessment Systems. (2011g). *The value of values: Using values assessment to create a more engaged, more productive workforce*. Author.
- Hogan Assessment Systems. (2012a). *Awareness coaching*. Author.
- Hogan Assessment Systems. (2012b). *Engagement*. Author.
- Hogan Assessment Systems. (2012c). *From potential to performance: Using personality assessment to identify, develop, and retain future leaders*. Author.
- Hogan Assessment Systems. (2012d). *How your greatest strength can become your greatest weakness*. Author.
- Hogan Assessment Systems. (2012e). *Primal Leadership: An evolutionary view of what followers want*. Author.
- Hogan Assessment Systems. (2012f). *Sticks & stones: Gossip, reputation, and how whispered words kill careers*. Author.
- Hogan Assessment Systems. (2012g). *The email black hole*. Author.
- Hogan Assessment Systems. (2012h). *The office playbook: High-performance strategies for business teams*. Author.
- Hogan Assessment Systems. (2013a). *Are you employable? Interpersonal skill in the modern job market*. Author.
- Hogan Assessment Systems. (2013b). *First, do no harm: Three steps to improving patient safety*. Author.
- Hogan Assessment Systems. (2013c). *Leadership: You're doing it wrong*. Author.
- Hogan Assessment Systems. (2013d). *The development of the Hogan Competency Model and competency-based predictive algorithms*. Author.
- Hogan Assessment Systems. (2013e). *Way outside the box: Creativity is a hot commodity in the corporate world*. Author.
- Hogan Assessment Systems. (2014). *Generational and cultural effects on personality using the Hogan Personality Inventory and Hogan Development Survey*. Author.
- Hogan Assessment Systems. (2015a). *5 ways to manage creativity and drive innovation*. Author.

- Hogan Assessment Systems. (2015b). *Predicting safety and judgment-related performance for operations and maintenance employees*. Author.
- Hogan Assessment Systems. (2015c). *The Configure user manual*. Author.
- Hogan Assessment Systems. (2015d). *The Engaging Leader practitioners guide*. Author.
- Hogan Assessment Systems. (2015e). *The Hogan Judgment assessment technical manual*. Author.
- Hogan Assessment Systems. (2016a). *The development of the Hogan competency model & competency-based predictive algorithms*. Author.
- Hogan Assessment Systems. (2016b). *The engaging leader: The development of the Hogan Competency Model*. Author.
- Hogan Assessment Systems. (2017a). *A quick and dirty guide to validity & reliability*. Author.
- Hogan Assessment Systems. (2017b). *Adverse impact analyses: Recommendations for tracking and calculating AI*. Author.
- Hogan Assessment Systems. (2017c). *Adverse impact in employment*. Author.
- Hogan Assessment Systems. (2017d). *Better together: Financial benefits of adding the HDS & MVPI*. Author.
- Hogan Assessment Systems. (2017e). *Business outcome highlights: 2015-2016*. Author.
- Hogan Assessment Systems. (2017f). *High potential talent report technical manual*. Author.
- Hogan Assessment Systems. (2017g). *High potential: The Hogan way*. Author.
- Hogan Assessment Systems. (2017h). *Hogan Business Reasoning Inventory (HBRI): Documentation of normative data*. Author.
- Hogan Assessment Systems. (2017i). *Hogan in police departments: A work-specific personality battery*. Author.
- Hogan Assessment Systems. (2017j). *How to select an assessment: Using the right personality assessment for employee selection and development can improve business outcomes by reducing turnover, improving job performance, and enhancing employee engagement*. Author.

- *Hogan Assessment Systems. (2017). *Leader focus technical manual*. Author.
- Hogan Assessment Systems. (2017k). *Personality and values of Indian entrepreneurs*. Author.
- Hogan Assessment Systems. (2017l). *Personality at play*. Author.
- Hogan Assessment Systems. (2017m). *The engaging leader: How managers create a culture of engagement that drives performance*. Author.
- Hogan Assessment Systems. (2018a). *Advantage business outcome highlights*. Author.
- Hogan Assessment Systems. (2018b). *Banking and financial services industry summary*. Author.
- Hogan Assessment Systems. (2018c). *Business support services industry summary*. Author.
- Hogan Assessment Systems. (2018d). *Construction industry summary*. Author.
- Hogan Assessment Systems. (2018e). *Education industry summary*. Author.
- Hogan Assessment Systems. (2018f). *Energy, utilities, and telecommunications industry summary*. Author.
- Hogan Assessment Systems. (2018g). *Food & Beverage industry summary*. Author.
- Hogan Assessment Systems. (2018h). *Government industry summary*. Author.
- Hogan Assessment Systems. (2018i). *Healthcare industry summary*. Author.
- Hogan Assessment Systems. (2018j). *Industrial metals and mining industry summary*. Author.
- Hogan Assessment Systems. (2018k). *Information technology industry summary*. Author.
- Hogan Assessment Systems. (2018l). *Law enforcement industry summary*. Author.
- Hogan Assessment Systems. (2018m). *Leisure & hospitality industry summary*. Author.
- Hogan Assessment Systems. (2018n). *Manufacturing industry summary*. Author.
- Hogan Assessment Systems. (2018o). *Pharmaceuticals industry summary*. Author.
- Hogan Assessment Systems. (2018p). *Safety business outcome highlights*. Author.

- Hogan Assessment Systems. (2018q). *Sales industry summary*. Author.
- Hogan Assessment Systems. (2018r). *Transportation industry summary*. Author.
- Hogan Assessment Systems. (2018s). *Turnover business outcome highlights*. Author.
- Hogan, J. C., & Kaiser, R. (2012). *Personality, leader behavior & overdoing it*. Hogan Assessment Systems.
- Hogan, R. (2008a). *Bad managers: Part II*. Hogan Assessment Systems.
- Hogan, R. (2008b). *Capitalist cooperation*. Hogan Assessment Systems.
- Hogan, R. (2008c). *Change management, strategic agility, and resiliency*. Hogan Assessment Systems.
- Hogan, R. (2008d). *Character and personality*. Hogan Assessment Systems.
- Hogan, R. (2008e). *Confused hiring practices*. Hogan Assessment Systems.
- Hogan, R. (2008f). *Evolutionary theory and applied psychology*. Hogan Assessment Systems.
- Hogan, R. (2008g). *Gossip and reputation*. Hogan Assessment Systems.
- Hogan, R. (2008h). *How faking impacts personality assessment results*. Hogan Assessment Systems.
- Hogan, R. (2008i). *Intelligence and good judgement*. Hogan Assessment Systems.
- Hogan, R. (2008j). *Modern multivariate personality assessment*. Hogan Assessment Systems.
- Hogan, R. (2008k). *Modern organizational theory*. Hogan Assessment Systems.
- Hogan, R. (2008l). *Organizational development*. Hogan Assessment Systems.
- Hogan, R. (2008m). *Organizational effectiveness*. Hogan Assessment Systems.
- Hogan, R. (2008n). *Stars or Rats*. Hogan Assessment Systems.
- Hogan, R. (2008o). *Tactical and strategic reasoning*. Hogan Assessment Systems.
- Hogan, R. (2008p). *The clinical tradition in personality assessment*. Hogan Assessment Systems.
- Hogan, R. (2008q). *The pragmatics of leadership*. Hogan Assessment Systems.

- Hogan, R. (2008r). *The secret life of organizations*. Hogan Assessment Systems.
- Hogan, R. (2008s). *The war for talent*. Hogan Assessment Systems.
- Hogan, R. (2008t). *Values and the fate of nations*. Hogan Assessment Systems.
- Hogan, R. (2008u). *Why personality matters*. Hogan Assessment Systems.
- Hogan, R. (2009a). *Abstracting leadership*. Hogan Assessment Systems.
- Hogan, R. (2009b). *Achievement and anxiety*. Hogan Assessment Systems.
- Hogan, R. (2012). *The ambiguities of effectiveness*. Hogan Assessment Systems.
- Hogan, R., & Bond, M. (2008). *Culture and personality*. Hogan Assessment Systems.
- Hogan, R., & Tett, R. (2013). *Leadership assessment*. Hogan Assessment Systems & The University of Tulsa.
- Hogan, R., & Warrenfeltz, R. (2011). *Educating the modern manager*. Hogan Assessment Systems.
- Hogan Research Division. (2008). *Kaizen psychometrics*. Hogan Assessment Systems.
- Hogan Research Division. (2009). *Predicting job performance over time: The increasing validity of personality assessment*. Hogan Assessment Systems.
- Hogan Research Division. (2010). *A comparison of methods for conducting generalization of validity studies*. Hogan Assessment Systems.
- *Hogan Research Division. (2010). *Hogan competency solutions: Profiles and algorithms*. Hogan Assessment Systems.
- *Hogan Research Division. (2012). *Adverse impact*. Hogan Assessment Systems.
- Hogan Research Division. (2012a). *Analysis of adverse impact for the HPI, HDS, and the MVPI: Documentation of psychometric and research evidence*. Hogan Assessment Systems.
- Hogan Research Division. (2012b). *Five steps to a better high potential program*. Hogan Assessment Systems.
- Hogan Research Division. (2014). *Three research approaches to aligning Hogan scales with competencies*. Hogan Assessment Systems.
- Hogan Research Division. (2015). *Business outcome highlights*. Hogan Assessment Systems.

- Hogan Research Division. (2016a). *Assessing cultural values: Using the MVPI and MIC*. Hogan Assessment Systems.
- Hogan Research Division. (2016b). *Configure: Validity evidence for job family templates*. Hogan Assessment Systems.
- Hogan Research Division. (2016c). *Judgment differences across job levels: Shifting mindsets and responsibilities*. Hogan Assessment Systems.
- Hogan Research Division. (2016d). *The Hogan archive*. Hogan Assessment Systems.
- Hogan Research Division. (2021a). *Applicant selection: Screening in vs. Screening out*. Hogan Assessment Systems.
- Hogan Research Division. (2021b). *Differential prediction and the Hogan Assessments*. Hogan Assessment Systems.
- Hogan Research Division. (2021c). *Diversity climate competencies*. Hogan Assessment Systems.
- Hogan Research Division. (2021d). *Generational and cultural effects on personality using the Hogan Personality Inventory and Hogan Development Survey*. Hogan Assessment Systems.
- Hogan Research Division. (2021e). *Interpreting candidate assessment suite reports*. Hogan Assessment Systems.
- Hogan Research Division. (2021f). *Joint cognitive ability-personality pass rate simulations with race/ethnicity categories*. Hogan Assessment Systems.
- Hogan Research Division. (2021g). *NLP model development*. Hogan Assessment Systems.
- Hogan Research Division. (2021h). *Remote work competencies*. Hogan Assessment Systems.
- Hyde, G. (2010). *Hogan Development Survey & OPQ32i*. Psychological Consultancy.
- *Jones, D. (2006). *Recruiting and hiring drive the bottom line... Measuring rates of return*. Hiredesk.
- Kaiser, R., Devries, K., & Hogan, R. (2006). *The dark side of discretion*. Hogan Assessment Systems.
- Lemming, M. R., & Nei, K. (2020). *The validity of the Hogan Personality Inventory and the Hogan Development Survey for developing job family and synthetic validity evidence*. Hogan Press.

- Mills, S. (2010). *Hogan Development Survey & BarOn EQ-I*. Psychological Consultancy.
- Neubaer, R., & Hogan, R. (2008). *The quality of organizational decision making*. Hogan Assessment Systems.
- *Palmer, A., & Daly, R. (2012). *Engagement*. Hogan Assessment Systems.
- Peter Berry Consultancy. (2012). *Optimizing feedback: Linking multirater data and Hogan profiles*. Author.
- Ross, R., Foster, J., & Nichols, S. (2012). *Just let it go: Managing perfectionism in the workplace*. Hogan Assessment Systems.
- Warrenfeltz, R., & Seldman, M. (2012). *What's in a low HDS score?* Hogan Assessment Systems.
- Winsborough, D. (2012). *Good managers*. Hogan Assessment Systems.
- Winsborough, D. (2013). *CEOs aren't like us*. Hogan Assessment Systems.
- Winsborough, D., & Hogan, R. (2012). *Bad managers*. Hogan Assessment Systems.



Conference Papers

Selected Conference Papers

- Agnew, B., & Lusk, D. (2018, April). *The darkside of being a high potential*. In M. Vazquez (Chair), *Challenges, traits, and best practices in navigating high potential programs*. [Symposium]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Anderson, M. (2007, April). *Values and preferences: Antecedents, mechanisms, and outcomes*. [Paper presentation]. 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Anderson, M., Foster, J., Van Landuyt, C., & Tett, R. (2006, April). *Meta-analytic investigation of personality and Holland's RIASEC model*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- *Anderson, M., & Little, I. (2007, April). *Employees' values and performance in the context of Vroom's Expectancy Theory*. [Paper presentation]. 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Anderson, M., & Tett, R. (2006, April). *Who prefers to work with whom? Trait activation in classroom teams*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Banbough, R., & Warrenfeltz, R. (2004, April). *The application of sociomapping to executive team development*. [Paper presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Barnett, G. (2004, April). *Evaluating alternatives to the GLM in applied personality assessment*. [Paper presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Barnett, G., Kello, J., Osicki, M., Gibby, R., Edwards, R., & Cober, A. (2005, April). *Navigating the path from graduate school to early career success*. [Roundtable]. 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Berry, P. (2021, April). *Latest trends in 360 assessments*. [Panel]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Blacksmith, N., & Yang, R. (2015, April). *Nonlinear relationships of narrow personality and narrow leadership criterion constructs*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

- Bolen, H., Fuhrmeister, K., & Nei, K. (2015, April). *Practical recommendations for enhancing leadership coaching*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Bolen, H., Litano, M., & Major, D. (2015, April). *The role of supervisor relationship quality in managing work-family outcomes*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Bolen, H., Nei, K., & Fuhrmeister, K. (2014, May). *Evaluation of leadership development coaching: The impact of personality*. [Poster presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Bolen, H., Nichols, S., Simonet, D., & Fuhrmeister, K. (2014, May). *Predicting emotionally competent behavior: Developing a model and predictor sales*. [Poster presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Bomer, J. (2006, April). *A juggling act: Devising personnel selection systems*. [Panel]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Borich, J., & Murphy, S. (2004, April). *Do borders really matter? Issues in multinational selection*. [Paper presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Boudreaux, M. J., Ferrell, B. T., Hundley, N. A., & Sherman, R. A. (2021, April). *Development and validation of a personality-based measure of general employability*. [Poster presentation]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Bourdeau, N. R., & Lock, J. D. (2005, April). *Evaluating applicant faking via "Bright" and "Dark-Side" measures of personality*. [Paper presentation]. 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Brinkmeyer, K., & Hogan, J. (1993, April). *Using personality to predict small differences in jobs and their performance*. [Paper presentation]. 39th meeting of the Southwestern Psychological Association, Corpus Christi, TX.
- Brown, P., & Guentern, K. H. (2023). *Ethical Considerations In Workplace Assessments: An Interactive Discussion [Alternative Session]*. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA, United States.

- Burkhart, A., & Sherman, R. (2021, April). *An investigation of dark side characteristics in female leaders*. In A. Burkhart (Chair), *Toward building a better understanding of female leaders*. [Symposium]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Chamorro-Premuzic, T. (2011, April). *EQ-nomics: Emotional intelligence in the human capital era*. [Presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Dabdoub, A., Stegemoller, S., Lemming, M. (2023). *When Values Align: The Attraction-Selection-Attrition Model Using Machine Learning* [Poster]. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA, United States.
- Davies, S. A., & Wadlington, P. L. (2006, April). *Factor & parameter invariance of a five factor personality test across proctored/unproctored computerized administration*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Davies, S., Hogan, J., Foster, J., & Elizondo, F. (2005, April). *Recombinant personality measures for predicting leadership competence*. [Paper presentation]. 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Davies, S., Little, I., & Ross, R. (2006, April). *Ensuring the measurement equivalence and appropriate use of personality assessments across cultures*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Davies, S., Norris, D., Turner, J., & Wadlington, P. (2005, April). *Cheating, guessing, faking and self-presentation in assessment responses*. [Paper presentation]. 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Ferrell, B. (2018, April). *Distinguishing dark-side personality from personality disorders*. In S. Highhouse & H. Min (Chair), *Measurement issues and impacts of dark personality*. [Symposium]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Ferrell, B., Foster, J., & Gaddis, B. (2017, April). *Using archival data to create synthetic validity tables*. In B. Ferrell (Chair), *The use and utility of big data in IO psychology*. [Symposium]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

- Ferrell, B., & Gaddis, B. (2016, April). *How well does the dark triad capture dark side personality?* [Paper presentation]. 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Ferrell, B., & Gaddis, B. (2017, April). *Examining the relationship between dark-side personality characteristics, health, and workplace stress. In S. A. Hezlett (Chair), Maladaptation: Building the nomological net of derailing traits and behaviors.* [Symposium]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ferrell, B., Nei, K. S., & Nichols, S. B. (2019, April). *Building a competency taxonomy: A personality-based cluster analytic approach.* [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Ferrell, B., & Nichols, S. (2018, April). *Dark-side personality and leaders' ability to leverage workplace diversity.* [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Fleming, B., & Holland, B. (2002, April). *How dark side personality factors impact performance ratings: A meta-analysis.* [Poster presentation]. 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Fleming, W. D. (2004, April). *Predicting leadership effectiveness: Contributions of critical thinking, personality, and derailers.* [Paper presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Foster, J. (2016, April). *Exploring the psychometric properties of personality derailment scales.* [Paper presentation]. 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Foster, J., & Chen, T. (2007, April). *Personality correlates with injuries and accidents in unstructured job settings.* [Paper presentation]. 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Foster, J., & Gaddis, B. (2010, April). *Moderating effects of tenure on the predictive validity of personality.* [Poster presentation]. 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Foster, J., & Gaddis, B. (2015, August). *The incremental validity of dark side personality over Five-Factor Model scales.* [Presentation] 75th Annual Conference for the Academy of Management, Vancouver, BC.

- Foster, J., & Gaddis, B. (2016a, April). *Defining derailers: Examining narcissism to shed light on the dark side*. [Paper presentation]. 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Foster, J., & Gaddis, B. (2016b, April). *What is a derail? An examination of narcissism*. [Presentation]. 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Foster, J., & Hogan, J. (2006, May). *Profile analyses of personality-leadership performance relations*. In M. Ingerick & L. M. Hough (Co-Chair), *Refining the personality-leadership relationship*. [Symposium]. 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Foster, J., Johnson, C., & Gaddis, B. (2008, April). *The predictive validity of personality: New methods produce new results*. [Poster presentation]. 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Foster, J., & Klinger, B. (2011, April). *Personality correlates with business outcomes in developing countries*. [Poster presentation]. 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Foster, J., & Macan, T. (2006, May). *The use of interactions between personality variables to predict performance*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Foster, J., & Meyer, K. D. (2012, April). *Generational and cultural effects on values using the MVPI*. In K. D. Meyer (Chair), *Do values really differ by generation? A multi-assessment review*. [Symposium]. 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Foster, J., Nei, K., & Lemming, M. (2018, April). *Investigating the importance of ambition in personality assessment*. [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Foster, J., & Nichols, S. (2017, April). *The seven factors of the Hogan Personality Inventory*. In C. L. Z. DuBois (Chair), *Conceptual foundations of personality assessment in organizations: "Useful" to "optimal"*. [Symposium]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Foster, J., Nichols, S. B., & Sharma, S. (2009, April). *The pro's and con's of perfectionism in the workplace*. [Paper presentation]. 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

- Foster, J., Pederson, K., Saavedra, J., & Ross, R. (2009, April). *Identifying and developing high potential employees: Lessons from the field*. [Presentation]. 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- *Foster, J., & Pickering, D. (2013, August). *Personality factors versus facets for predicting managerial performance*. In T.A. O'Neill & P. Steel (Co-Chairs), *Broad factors versus narrow facets: Prediction at optimal resolution*. [Symposium]. 73rd Annual Meeting of the Academy of Management, Orlando, FL.
- Foster, J., Simonet, D., & Yang, R. (2015, April). *The factor structure of personality derailers across cultures*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Foster, J., & Streich, M. (2006, May). *Alternatives for assessing validity when cut scores are used for selection*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Fuhrmeister, K. (2021, April). *Best practices for using personality benchmarks*. [Panel]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Fuhrmeister, K., Nei, K., Teclé, L., & Fonseca, R. (2018, April). *Critical job family competencies: Sales versus customer support*. [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Gaddis, B. (2013, April). *International perspectives on combining personality and multirater feedback data*. [Paper presentation]. 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- *Gaddis, B. (2015, March). *Common challenges in developing & updating test content*. [Breakout Session]. 16th annual Association of Test Publishers' (ATP) Innovations in Testing Conference, Palm Springs, CA.
- Gaddis, B. (2015, April). *The impact of narcissism on leadership: Or... That's enough with the selfies*. [Presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Gaddis, B. (2016, April). *High-Potential Programs: Pitfalls, precautions, and pearls of wisdom*. [Panel]. 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Gaddis, B., & Ferrell, B. (2017, February). *Evolving responses to managing faking in standard and express personality assessments*. [Paper presentation]. Association of Test Publishers annual conference, Scottsdale, AZ.

- Gaddis, B., & Foster, J. (2009, April). *Multisource performance appraisal and personality: A view from the dark side*. In S. Hardesty (Chair), *Personality and 360-degree feedback: Integration and real-world implications*. [Symposium]. 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Gaddis, B., & Foster, J. (2010, April). *Moderating effects of tenure on the predictive validity of personality*. [Paper presentation]. 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Gaddis, B., & Foster, J. (2014, May). *A critical review of Mechanical TURK as a research tool*. [Presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Gaddis, B., & Hayes, H. (2017, April). *Validation of an off-the-shelf competency solution for nine job families*. [Poster presentation]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Gaddis, B., & Meyer, K. (2009, April). *Ideals versus reality: Analysis of current practices in assessment norming*. [Poster presentation]. 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Gaddis, B., & Nichols, S. (2015, April). *Using scientific research and best practices to drive competency-based solutions*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Gaddis, B., & Yang, R. (2014, May). *Examining score drift in personality assessment scales across the globe*. [Presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Harmata, R., & Sherman, R. A. (2021, April). *One bad apple ruins the bunch: A critical examination of "dark" personality and job performance among police officers*. In R. Harmata & R. Sherman (Co-Chairs), *Good cop/bad cop: A deep dive into police officer personality*. [Symposium]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Hayes, H., Ferrell, B., Huck, J., & Gaddis, B. (2017, April). *Development of an empirically-based short form personality assessment*. [Poster presentation]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Hays, J., & Ross, R. (2018, April). *Where I-O meets IT: Securing talent data in the age of breaches, hacks, and leaks*. [Panel]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

- Hogan Assessment Systems. (2001a, April). *A model for combining personality assessment and structured interviewing to select and retain employees*. [Paper presentation]. 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Hogan Assessment Systems. (2001b, April). *HAS Monograph Series: A model for combining personality assessment and structured interviewing to select and retain employees*. [Presentation]. 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Hogan Assessment Systems. (2007, April). *Global employee selection and assessment: A tale of 6 countries*. [Presentation]. 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Hogan Assessment Systems. (2015, April). *Assessment in the digital age: Pre-hire Assessment testing on mobile devices*. [Presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- *Hogan, J., & Harris, G. (1991, April). *Personality correlates of subordinates' ratings of managerial effectiveness*. [Paper presentation]. 37th Annual Convention of the Southwest Psychological Association, New Orleans, LA.
- *Hogan, J., & Hogan, R. (1994, October). *Fidelity and bandwidth: Personality assessment and job performance*. [Paper presentation]. Annual Meeting of the Society for Multivariate Experimental Psychology, Princeton, NJ.
- Hogan, J., & Holland, B. (2002, April). *Evaluating personality-based job requirements*. [Paper presentation]. 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- *Hogan, J., & Stark, D. (1992, June). *Using personality measures to select firefighters*. [Paper presentation]. 16th Annual Meeting of the International Personnel Management Association Assessment Council, Baltimore, MD.
- Hogan, R. (2013, April). *How to define destructive leadership*. [Paper presentation]. 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Hogan, R., Black, J., Fernandez, C., Chamorro-Premuzic, T., & Ones, D. (2014, May). *From leader's personality to employee engagement*. [Symposium]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Hogan, R., & Chamorro-Premuzic, T. (2015, April). *Beyond the hype: The dark side of employee engagement*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

- Holland, B., Hogan, J., & Van Landuyt, C. (2002, April). *How to measure sociopolitical IQ*. [Paper presentation]. 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Hundley, N. A., Nei, K., Lemming, M., & Lloyd, J. (2021, Spring). *RoBERTa the intern: An application of transfer learning for coding focus group notes for personality relevance*. In K. Nei (Chair), *Demonstrating natural language processing applications for improving job analysis*. [Symposium]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Johnson, A. (2010, April). *Assessment trends from a test publisher perspective*. [Presentation]. 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Kabins, A., McCook, K., Gaddis, B., & Yang, R. (2014, May). *Personality's Flynn Effect: Recent upward trends in personality scores*. [Symposium]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Killian, J., Schott, D., Fortson, H., Quigley, A., & Jacobs, R. (2007, April). *Fear factor: Personality assessment in public sector personnel selection*. [Panel]. 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Kisamore, J. L., Stone, T. H., & Jawahar, I. M. (2007, April). *Academic integrity and the HPI Employee Reliability Scale*. [Panel]. 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- *Kusch, R. (2013, June). *Evidence-based assessments: Relationships between personality and leadership as a prerequisite for performance evaluation and selection*. [Paper presentation]. Symposium for the Selection and Evaluation of Executives in Business, Munich, Germany.
- Laxson, E. (2019, April). *A longitudinal examination of how learning agility impacts future career success*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Lemming, M., Arnold, B., & Herrera, V. (2018, April). *Using personality to predict team-relevant competencies*. [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lemming, M., & Foster, J. (2010, April). *A comparison of methods for conducting generalization of validity studies*. [Poster presentation]. 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

- Lemming, M., & Foster, J. (2011, April). *Using personality and culture fit to identify high potential*. [Poster presentation]. 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lemming, M., & Good, S. (2021, April). *Providing personality "insight" to competency differentiation: A synthetic approach*. [Poster presentation]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Lemming, M., & Hahn, B. (2019a, April). *Using bright and dark side personality to predict the managerial hierarchy*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Lemming, M., & Hahn, B. (2019b, April). *Using personality to predict truck driver performance*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Lemming, M., Hatfield, K., & Ross, R. (2011, April). *Using personality and culture fit assessments in the GMAC pilot*. In R. Ross (Chair), *Utility of non-cognitive assessments for developing MBA students*. [Symposium]. 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lemming, M., Hockensmith, B., & Herrera, V. (2018, April). *Dark side personality differences in the managerial hierarchy*. [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lemming, M., & Hogan, B. (2017, April). *Beyond cognitive ability: Using personality to predict study retention*. [Poster presentation]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Lemming, M., Johnson, C., & Foster, J. (2008, April). *Personality correlates with safety supervisor ratings in multiple job settings*. [Poster presentation]. 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Lemming, M., Johnson, C., & Foster, J. (2009, April). *Do personality differences exist in the managerial hierarchy?* [Poster presentation]. 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Lemming, M., & Ness, A. (2017, April). *Job analytic comparisons of critical competencies across industries*. [Poster presentation]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

- Lemming, M., & Walker, J. (2021, April). *The path to linking c-suite personality/behavior to firm-level metrics*. [Session]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Leonard, J., & Lock, J. D. (2004, April). *Preemployment personality assessment: Making use of data from multiple validation strategies*. [Poster presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Lock, J. D., & Boudreau, N. (2004, April). *Same job different values: Comparing similar jobs across organizations*. [Poster presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lusk, D., Fuhrmeister, K., & Yang, R. (2017, April). *Investigating the relationship between leader personality and rating behavior*. In K. Fuhrmeister (Chair), *Factors to consider in 360-degree feedback ratings*. [Symposium]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Mansi, A. (2007, September). *Executive coaching and psychometrics: A case study evaluating the use of the Hogan Personality Inventory (HPI) and the Hogan Development Survey (HDS) in senior management coaching*. [Paper presentation]. 1st International Coaching Psychology Conference, London, England.
- Martin, M. (Chair), Goodman, J. Hall, D., Phase, A., Ruch, B., Winterberg, C. (2023). *Invited: I/Os for Social Good: Using Research and Evidence for Police Reform [Alternative Session]*. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA, United States.
- Meyer, K. D., & Foster, J. L. (2007, April). *Exploring the utility of three approaches to validating a job analysis tool*. In M. Anderson (Chair), *Worker-oriented job analysis tools: Development and validation*. [Symposium]. 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Meyer, K. D., Foster, J. L., & Anderson, M. G. (2006, April). *Assessing the predictive validity of the Performance Improvement Characteristics job analysis tool*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Meyer, K. D., & Nichols, S. B. (2010, April). *Translations and cultural adaptations: Challenges, experiences, and lessons learned*. [Paper presentation]. 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.

- Mol, M. J., Brummel, B. J., & Foster, J. (2018, April). *Examining range restriction in a measure of personality drivers*. [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- *Montgomery, R. L., & Haemmerlie, F. (2002, April). *Predicting college success with the Hogan Personality Inventory*. [Poster presentation]. 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Muller, L., Hustoft, Z., Burchette, R., Lemming, M., & Nei, K. (2023). *Overlap and Differences Between Psychological Safety and DEI Competencies for Leaders [Poster]*. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA, United States.
- Murphy, S., & Davies, S. (2006, April). *Meta-analysis of a personality profile for predicting sales success*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Najar, M. J., Holland, B. D., & Van Landuyt, C. R. (2004, April). *Individual differences in leadership derailment*. [Paper presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Nei, D. (2015, April). *Synthetic validity: Further evidence of its accuracy and application*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Nei, K., Burkhart, A., Stiksmas, M., Lomeli, L., Teets, L., & Arsenault, M. (2021, April). *Diversity and inclusion in action: Approaches to IGNITE inclusive workplaces*. [Presentation]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Nei, K., Foster, J., & Nei, D. (2018, April). *Rule breakers and attention seekers: Personality predictors of ethical behavior in leaders*. In A. M. Ness & C. Coultas (Chair), *Identifying and developing ethical leaders: Challenges and solutions*. [Symposium]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Nei, K., Fuhrmeister, K., Fonseca, R., & Teclé, L. (2016, April). *Job analytic comparisons of managerial and leadership competencies*. [Poster presentation]. 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

- Nei, K., Lusk, D., & Metheny, R. (2017, April). *Predicting physician executive performance*. In B. Gaddis (Chair), *Using personality assessment to predict valued outcomes in healthcare*. [Symposium]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Nei, K., & Nei, D. (2015, April). *Individual differences and the creative process: Implications for talent identification*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Nei, K., Nei, D., Mumford, M., & Ferrell, B. (2014, May). *Training to detect fit through employment interviews*. [Poster presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Nei, K., & Pickering, D. (2015, April). *Job analytic comparisons of managerial leadership competencies across industries*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Nei, K., & Simonet, D. (2014, May). *The emergence of abusive supervisors: What makes them mean?* [Presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Nei, K., Tapia, M., Lemming, M., & Fuhrmeister, K. (2019, April). *Nonlinear relationships between personality and sales performance*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Nichols, S., Johnson, A., Lemming, M., & Foster, J. (2011, April). *Development, validation, and utility of personality-based safety scales*. Paper presented in A. Palmer (Chair), *The latest and greatest in workplace safety research*. [Symposium]. 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Nie, W. (2023). *Using BERT to Equate Organization Competency Model to Vendor Competency Model*. Presented in *Frontiers with AI in IO: Diverse Uses of Natural Language Processing [Symposium]*. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA, United States.
- Palmer, A., Nichols, S., & Robertson, L. (2011, April). *Identifying critical competencies within job families: A data-driven approach*. [Poster presentation]. 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

- Palmer, A., Robertson, L., Nelson, C., & Pickering, D. (2012, April). *Predicting entry-level performance using facet-level personality-based employability scales*. [Poster presentation]. 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Pickering, D. (2015, April). *The healthcare challenge: Implementing talent initiatives in a data-driven industry*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Pickering, D., & Foster, J. (2014, May). *Examining the relationship between employee reliability and job performance for managers*. [Presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Pickering, D., & Gaddis, B. (2013, April). *Job analytic comparisons of competency requirements in global managerial jobs*. [Poster presentation]. 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- Pickering, D., & Nichols, S. (2014, May). *Examining differences in personality across geographic regions*. [Presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- *Pyburn, K., & Weiner, J. (2008, April). *Adding, deleting, or altering selection instruments: Required, permitted, or prohibited?* [Presentation]. 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Rhodes, D. (2018, April). *Employee retribution: When work-family boundaries go awry*. [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Rhodes, D., & Foster, J. (2019, April). *The impact of extreme responding on sliding scales*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Rhodes, D., & Yankov, G. (2019, April). *Avoiding personalized charismatics: The incremental value of humility over the FFM*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Robertson, L., & Palmer, A. (2011, April). *Personality as a predictor of workplace safety outcomes*. [Poster presentation]. 26th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

- Ross, R. (2013, April). *High potential view of the dark side of leadership*. [Paper presentation]. 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.
- *Rybicki, S., & Hogan, J. (1996, August). *Personal characteristics necessary to do the work*. [Paper presentation]. 104th Annual Convention of the American Psychological Association, Toronto, Canada.
- Sahm, J. (2015, April). *Beyond stereotypes: Personality differences between female and male leaders*. [Presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Sanger, M., & Nei, D. (2015, April). *Evaluating good decision making starts with making good decisions*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Sanger, M., & Yang, R. (2015, April). *Boundaries redrawn: Debunking cultural clusters with local assessment data*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Sherman, R. A., & Ferrell, B. (2017, April). *Locating grit within the Hogan Assessment instruments*. In B. Ferrell (Chair), *Identifying Grit in existing personality and other individual differences taxonomies*. [Symposium]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Shin, H., & Holland, B. (2004, April). *P-O fit as a moderator of personality-job performance relations*. [Paper presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Simonet, D., DeSanto, S., Nei, K., Ferrell, B., Cruz, A., Tarantino, D., & Williams, N. (2019, April). *Darkness around the globe: Cross-cultural differences in moving against, away, and towards*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Simonet, D. V., Kobezak, H., Nicoletti, T. J., Hundley, N. A., & Ferrell, B. (2018, April). *Genes and ants: Meta-heuristic algorithms for scale length optimization*. [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Smittick, A. (2015, April). *How to IGNITE your career*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

- Smittick, A., & Miner, K. (2014, May). *An investigation of work-family conflict in African-American women*. [Paper presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Stone, T., Foster, J., Webster, B., Jawahar, J., & Harrison, J. A. (2013, November). *Are gender differences in performance disappearing? Large sample evidence*. [Paper presentation]. Southern Management Association's Conference, New Orleans, LA.
- Stone, T., Jawahar, J., & Kisamore, J. L. (2008, April). *Predicting academic misconduct intentions and behavior using the theory of planned behavior and personality*. [Paper presentation]. AMILE.
- Tapia, M., & Gaddis, B. (2017, April). *Differences in judgment and decision-making across job levels*. [Poster presentation]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Tapia, M., Lemming, M., Nei, K., & Fuhrmeister, K. (2019, April). *Using personality to predict stress tolerance in sales personnel*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Tapia, M., & Milane, C. (2016, April). *Know your tenant! Personality as a predictor of tenant behavior*. [Poster presentation]. 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Tapia, M., Mol, M., & Nei, K. (2017, April). *Improving prediction through personality and criterion ABC alignment*. [Poster presentation]. 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Tapia, M., & Winterberg, C. (2018, April). *A personality-based job analysis of politicians: The public's perspective*. [Poster presentation]. 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Teclé, L., Brummel, B., Foster, J., & Shoss, M. (2016, April). *Examining the replicability of trait-trait interactions in local validation studies*. [Paper presentation]. 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Van Landuyt, C., & Holland, B. (2004, April). *The accuracy of alternative validation strategies in single settings*. [Paper presentation]. 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Vanbroekhoven-Sahm, J. (2015, April). *Toward a new narrative for the leadership gender agenda*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

- Vassar, A., & Palmer, A. (2012, April). *The personality of patient care: Increasing leadership impact in healthcare*. [Presentation]. 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Wadlington, P., Davies, S., & Phillips, G. (2006, April). *Distributional projection: Solution to small sample size*. [Paper presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Walton, D. L., & Houston, J. M. (1997, April). *Assessing criminal personality dimensions using the five-factor model*. [Paper presentation]. 43rd Annual Meeting of the Southeastern Psychological Association, Atlanta, GA.
- Warren, C., McClure, J., Shoemaker, M. (2023). *Humor and Hogan: Examining Humor Style with the Hogan Personality Inventory [Poster]*. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA, United States.
- Warren, C., & Nagy, M. (2019, April). *The effects of leader-follower relationship and humor style on job satisfaction*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Warren, C., Nei, K., & Fuhrmeister, K. (2019, April). *Job analytic comparisons of sales, sales managers, and leaders competencies*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- *Warrenfeltz, R., & Davies, S. (2006, April). *Assessing leadership talent: Past trends and current practices*. [Presentation]. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Watts, L., Brown, P., Sahatjian, Z., & Blackman, G. (2023). *Ethical Decision-Making: An Interactive Session Using Realistic Scenarios [Alternative Session]*. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA, United States.
- Winterberg, C. A. (2021, April). *A public-recommended profile of successful police*. In R. Harmata & R. Sherman (Co-Chairs), *Good cop/bad cop: A deep dive into police officer personality*. [Symposium]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Winterberg, C., & Nei, K. (2019, April). *Robust importance and personality predictors of ethical behavior across the workforce*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.

- Winterberg, C., Nei, K., Walker, J., & Burkhart, A. (2021, April). *Improving D&I: Personality predicts inclusive behaviors*. [Poster presentation]. 36th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Winterberg, C., Tapia, M., Hockensmith, K., & Winterberg, H. (2019, April). *Content analysis of adverse impact litigation in selection and promotion: 2010 – 2018*. [Poster presentation]. 34th Annual Conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.
- Wyman, O. (2008, April). *Executive and CEO succession: Real world challenges*. [Presentation]. 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Yang, R., & Fuhrmeister, K. (2015, April). *Finding value in 360-feedback rater disagreements*. [Paper presentation]. 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Yang, R., & Simonet, D. (2014, May). *Emotional intelligence competencies and leadership status in real-world organizations*. [Poster presentation]. 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.