
HOGAN DEVELOP
INSIGHT



Report For: John Doe
ID: HB057659
Date: July 18, 2013



HOGAN

INTRODUCTION

The Hogan Personality Inventory is a measure of normal personality that contains seven primary scales and six occupational scales used to describe Mr. Doe's performance in the workplace, including how he manages stress, interacts with others, approaches work tasks, and solves problems. Although this report presents scores on a scale-by-scale basis, every scale contributes to Mr. Doe's performance. This report notes strengths as well as areas for improvement and provides discussion points for developmental feedback.

- When examining HPI scale scores, it is important to remember that high scores are not necessarily better, and low scores are not necessarily worse. Every scale score reflects distinct strengths and shortcomings.
- HPI scores should be interpreted in the context of the person's occupational role to determine whether these characteristics are strengths or areas for potential development.
- The HPI is based upon the well-accepted Five Factor Model of personality.

SCALE DEFINITIONS

HPI SCALE NAME	HIGH SCORERS TEND TO BE	LOW SCORERS TEND TO BE
Adjustment	calm steady under pressure resistant to feedback	open to feedback candid and honest moody and self-critical
Ambition	energetic competitive restless and forceful	good team players willing to let others lead complacent
Sociability	outgoing talkative attention-seeking	good at working alone quiet socially reactive
Interpersonal Sensitivity	friendly warm conflict averse	direct and frank willing to confront others cold and tough
Prudence	organized dependable inflexible	flexible open-minded impulsive
Inquisitive	imaginative quick-witted poor implementers	practical not easily bored uninventive
Learning Approach	interested in learning insightful intolerant of the less informed	hands-on learners focused on their interests technology averse

EXECUTIVE SUMMARY

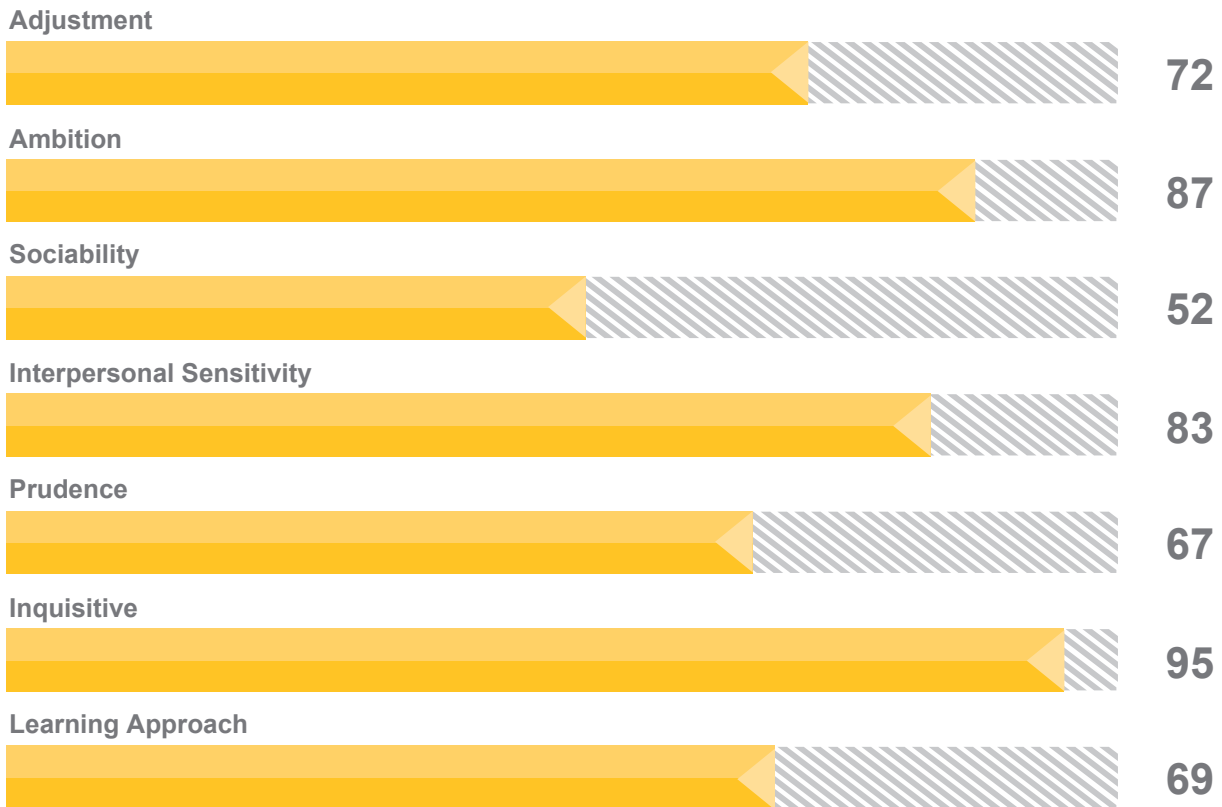
Based on Mr. Doe's responses to the HPI, on a day-to-day basis, he seems:

- Calm when others feel stressed or pressured, and as a result, others may think he is not sensitive to their issues. He is not likely to seek feedback and may resist coaching.
- Assertive, competitive, and task-oriented. He will seek opportunities to lead and take initiative and may be frustrated if they are not available.
- Approachable, talkative, and comfortable meeting strangers. He may dislike working alone.
- Warm, charming, and agreeable. He should be good at managing relationships, but will avoid confrontations, conflict, and providing negative feedback.
- Responsible, detail-oriented, and amenable to close supervision. He should be somewhat inflexible but otherwise a good organizational citizen.
- Curious, innovative, creative, tolerant, and open-minded. He may also seem impractical, impatient with details, and easily bored.
- Knowledgeable, up to date, and interested in learning. He should do well in structured learning or training environments and may find it hard to understand people who have no interest in formal learning.

PERCENTILE SCORES

The percentile scores indicate the proportion of the population who will score at or below Mr. Doe. For example, a score of 75 on a given scale indicates that Mr. Doe's score is higher than approximately 75% of the population.

- Scores of 0 to 25 are considered **low**
- Scores of 26 to 50 are considered **below average**
- Scores of 51 to 75 are considered **above average**
- Scores above 76 are considered **high**



This report is valid and interpretable.

Norm: General

SCALE: ADJUSTMENT

72

DESCRIPTION

The Adjustment scale predicts the ability to handle stress, manage emotions, and listen to feedback.

SCORE INTERPRETATION

Mr. Doe's score on the Adjustment scale suggests he tends to:

- Cope well with stressful environments and workloads
- Feel he has little to prove
- Rarely dwell on past mistakes
- Not pay much attention to negative feedback

DISCUSSION POINTS

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your approach to dealing with job stress.
- When and how is it appropriate to seek feedback on your job performance?
- How do the moods of your coworkers affect you?
- How do you typically respond to feedback that others give you?

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics.

Empathy

Absence of irritability



Not Anxious

Absence of anxiety



No Guilt

Absence of regret



Calmness

Lack of emotionality



Even-tempered

Not moody or irritable



No Complaints

Does not complain



Trusting

Not paranoid or suspicious



Good Attachment

Good relations with authority figures



SCALE: **AMBITION**



DESCRIPTION

The Ambition scale predicts leadership, drive, competitiveness, and initiative.

SCORE INTERPRETATION

Mr. Doe's score on the Ambition scale suggests he seems:

- Competitive, energetic, and eager to succeed
- To seek challenges and take initiative in groups
- To be interested in office politics and enjoy leadership roles
- To become restless in positions where there is no room for advancement

DISCUSSION POINTS

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- What role do you typically assume on projects where there is no established leader?
- When and how is it appropriate to engage in office politics to advance one's career?
- How competitive do you tend to be with your colleagues? Has this hurt or helped your career?
- How do you seek and pursue opportunities for career advancement?

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics.

Competitive

Being competitive, ambitious, and persistent



Self-confident

Confidence in oneself



Accomplishment

Satisfaction with one's performance



Leadership

Tendency to assume leadership roles



Identity

Satisfaction with one's life tasks



No Social Anxiety

Social self-confidence



SCALE: SOCIABILITY

52

DESCRIPTION

The Sociability scale predicts a person's interest in frequent and varied social interaction.

SCORE INTERPRETATION

Mr. Doe's score on the Sociability scale suggests he seems:

- Outgoing and willing to contribute to social situations
- Talkative and approachable
- To enjoy being the center of attention
- Comfortable working with the public and interacting with strangers

DISCUSSION POINTS

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How important is it for every team member to contribute in a meeting?
- How do you balance talking with listening to engage in effective communication?
- Do you tend to work better on group or individual projects? Why?
- How do you establish and maintain a network of relationships?

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics.

Likes Parties

Enjoys social gatherings



Likes Crowds

Finds large crowds exciting



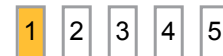
Experience Seeking

Preference for variety and challenge



Exhibitionistic

Seeks attention



Entertaining

Being charming and amusing



SCALE: INTERPERSONAL SENSITIVITY

83

DESCRIPTION

The Interpersonal Sensitivity scale predicts charm, warmth, tact, and social skill.

SCORE INTERPRETATION

Mr. Doe's score on the Interpersonal Sensitivity scale suggests he seems:

- Likeable, charming, and skilled at building relationships
- Sensitive to others' feelings
- To avoid confrontations or conflict
- Well suited for jobs requiring customer service and developing of long-term relationships

DISCUSSION POINTS

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your approach to confronting others' negative performance issues.
- How do you tend to balance the feelings of coworkers with the needs of the business?
- How important do you feel it is for coworkers to like each other?
- What is your approach to developing relationships with internal or external customers?

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics.

Easy to Live With

Tolerant and easygoing nature



Sensitive

Perceptive and understanding



Caring

Tends to be kind and considerate



Likes People

Enjoys being around others



No Hostility

Generally accepting



SCALE: PRUDENCE

67

DESCRIPTION

The Prudence scale predicts self-control, conscientiousness, and work ethic.

SCORE INTERPRETATION

Mr. Doe's score on the Prudence scale suggests he seems:

- Organized, hardworking, and planful
- Reliable, dependable, and conscientious
- To work well with established rules and processes
- Inflexible and perhaps resistant to change

DISCUSSION POINTS

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How structured and planful are you with your work? How does this affect your ability to adapt on the fly but also complete objectives on time?
- What is your general orientation to rules and regulations?
- How do you react to quickly changing work conditions?
- How likely are you to work long hours to complete a project?

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics.

Moralistic

Adhering strictly to conventional values



Mastery

Being hardworking



Virtuous

Being principled



Not Autonomous

Concern about others' opinions of oneself



Not Spontaneous

Preference for predictability



Impulse Control

Lack of impulsivity



Avoids Trouble

Professed probity



SCALE: INQUISITIVE



DESCRIPTION

The Inquisitive scale predicts curiosity, creativity, and openness to experience and ideas.

SCORE INTERPRETATION

Mr. Doe's score on the Inquisitive scale suggests he seems:

- Imaginative, curious, and open-minded
- Willing to challenge policy and propose alternative solutions
- Interested in the big-picture and strategic issues
- Fond of ideas that others may find unrealistic

DISCUSSION POINTS

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you strike a balance between innovation and pragmatism?
- How do you respond to routine, yet essential, tasks and responsibilities?
- Describe your approach to linking daily work to strategic goals.
- How do you respond to individuals who are resistant to change and innovation?

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics.

Science Ability
Interest in science



Curiosity
Curious about the world



Thrill Seeking
Enjoyment of adventure and excitement



Intellectual Games
Interested in riddles and puzzles



Generates Ideas
Ideational fluency



Culture
Wide variety of interests



SCALE: LEARNING APPROACH

69

DESCRIPTION

The Learning Approach scale predicts a person's learning style and/or preferred method for acquiring new knowledge.

SCORE INTERPRETATION

Mr. Doe's score on the Learning Approach scale suggest he seems:

- Interested in learning, training, and staying up to date with new developments in his field
- Bright and well informed
- To do well in formal training or education settings
- Surprised when others are not well informed or interested in learning

DISCUSSION POINTS

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you ensure your knowledge and skills remain up to date?
- How do you evaluate the potential usefulness of training opportunities?
- Describe your preferred approach to learning new skills.
- What is more important to you: developing existing skills or learning new skills? Why?

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics.

Education

Being a good student



Math Ability

Being good with numbers



Good Memory

Remembers things easily



Reading

Keeps up to date



OCCUPATIONAL SCALES

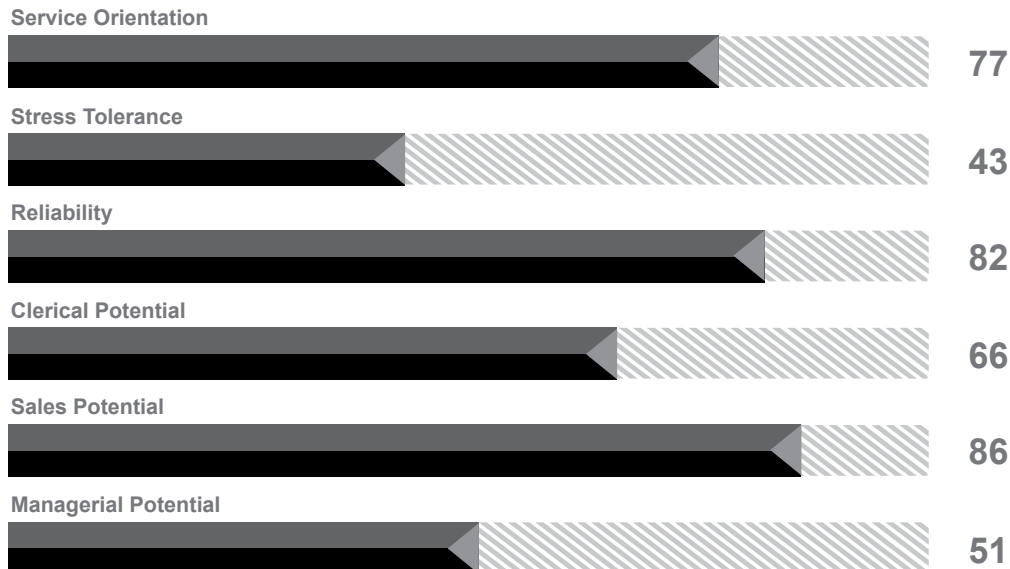
The HPI occupational scales predict a person's competency to perform in six general occupational roles. The scales are based on research comparing high and low performers in each of the job categories. The scales assess qualities that distinguished the high-rated performers from the low-rated performers. *Note: This information is designed for use in employee selection and hiring. It is not recommended for use in employee development.*

The HPI occupational scales include:

- Service Orientation** Concerns potential for performance in jobs requiring customer service
- Stress Tolerance** Concerns being able to deal with stress and pressure at work
- Reliability** Concerns being a good organizational citizen
- Clerical Potential** Concerns potential for performance in administrative and clerical jobs
- Sales Potential** Concerns potential for performance in sales jobs
- Managerial Potential** Concerns potential for performance in managerial jobs

The scores indicate the proportion of the population who will score at or below Mr. Doe.

- Scores of 0 to 25 are considered **low**
- Scores of 26 to 50 are considered **below average**
- Scores of 51 to 75 are considered **above average**
- Scores above 76 are considered **high**



SCALE: SERVICE ORIENTATION



DESCRIPTION

The Service Orientation scale identifies people who treat customers and colleagues in a courteous and helpful manner. High scorers seem kind, considerate, and tactful. Low scorers seem abrupt, tense, irritable, and preoccupied.

SCORE INTERPRETATION

Mr. Doe's score on the Service Orientation scale suggests he is a strong fit for customer service roles, in which he should perform well.

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's Service Orientation score.

Virtuous

Being principled



Empathy

Absence of irritability



Sensitive

Perceptive and understanding



SCALE: STRESS TOLERANCE



DESCRIPTION

The Stress Tolerance scale identifies people who easily handle stress, pressure, and heavy workloads. High scorers seem calm, resilient, and even-tempered. They are not bothered by disruptions or unexpected reversals and rarely turn crises into personal dramas. Low scorers seem moody, self-critical, and easily upset.

SCORE INTERPRETATION

Mr. Doe's score on the Stress Tolerance scale suggests he is below average in terms of his potential to perform well in stressful roles.

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's Stress Tolerance score.

Not Anxious

Absence of anxiety



No Guilt

Absence of regret



Accomplishment

Satisfaction with one's performance



No Complaints

Does not complain



Calmness

Lack of emotionality



SCALE: RELIABILITY



DESCRIPTION

The Reliability scale identifies people who willingly follow rules and respect corporate values in the workplace. High scorers are good organizational citizens who will seem dependable, responsible, and self-disciplined. Low scorers will tend to be less compliant and rule observant.

SCORE INTERPRETATION

Mr. Doe's score on the Reliability scale suggests he should be an excellent corporate citizen.

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's Reliability score.

Good Attachment

Good relations with authority figures



Impulse Control

Lack of impulsivity



Avoids Trouble

Professed probity



No Hostility

Generally accepting



SCALE: CLERICAL POTENTIAL



DESCRIPTION

The Clerical Potential scale identifies people with talent for clerical work and administrative responsibilities. High scorers seem mature, hardworking, socially skilled, and willing to take charge. Low scorers seem tense, indecisive, and anxious.

SCORE INTERPRETATION

Mr. Doe's score on the Clerical Potential scale suggests he has above average potential to perform well in clerical or administrative roles.

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's Clerical Potential score.

Not Anxious
Absence of anxiety



No Complaints
Does not complain



Avoids Trouble
Professed probity



Leadership
Tendency to assume leadership roles



Caring
Tends to be kind and considerate



SCALE: SALES POTENTIAL

86

DESCRIPTION

The Sales Potential scale identifies people with talent for sales. High scorers seem to enjoy being the center of attention and are described as self-confident, sociable, and quick-witted. They also seem talkative, outgoing, and assertive. Lower scorers tend to be shy, quiet, and reserved.

SCORE INTERPRETATION

Mr. Doe's score on the Sales Potential scale suggests he should perform well in sales roles.

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's Sales Potential score.

<p>Self-confident <i>Confidence in oneself</i></p> <p>1 2 3</p>	<p>No Social Anxiety <i>Social self-confidence</i></p> <p>1 2 3 4 5 6</p>
<p>Likes Parties <i>Enjoys social gatherings</i></p> <p>1 2 3 4 5</p>	<p>Likes Crowds <i>Finds large crowds exciting</i></p> <p>1 2 3 4</p>
<p>Experience Seeking <i>Preference for variety and challenge</i></p> <p>1 2 3 4 5 6</p>	<p>Exhibitionistic <i>Seeks attention</i></p> <p>1 2 3 4 5</p>
<p>Entertaining <i>Being charming and amusing</i></p> <p>1 2 3 4</p>	<p>Easy To Live With <i>Tolerant and easygoing nature</i></p> <p>1 2 3 4 5</p>
<p>Likes People <i>Enjoys being around others</i></p> <p>1 2 3 4 5 6</p>	<p>Impulsivity <i>Acting on impulse</i></p> <p>1 2 3 4 5</p>
<p>Thrill Seeking <i>Enjoyment of adventure and excitement</i></p> <p>1 2 3 4 5</p>	<p>Generates Ideas <i>Ideational fluency</i></p> <p>1 2 3 4 5</p>
<p>Self-focus <i>Being introspective</i></p> <p>1 2 3 4</p>	<p>No Impression Management <i>Lack of concern about social feedback</i></p> <p>1 2 3 4</p>

SCALE: MANAGERIAL POTENTIAL

51

DESCRIPTION

The Managerial Potential scale identifies people with talent for building and maintaining effective teams. High scorers are described as ambitious, competitive, hardworking, and wanting to be in charge. They are seen as trustworthy, planful, and efficient. Low scorers seem passive, reactive, or lazy.

SCORE INTERPRETATION

Mr. Doe's score on the Managerial Potential scale suggests he has above average potential to perform well in managerial roles.

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's Managerial Potential score.

Education

Being a good student



Accomplishment

Satisfaction with one's performance



No Complaints

Does not complain



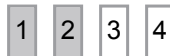
Identity

Satisfaction with one's life tasks



Mastery

Being hardworking



Avoids Trouble

Professed probity



Leadership

Tendency to assume leadership roles



Competitive

Being competitive, ambitious, and persistent

