
HOGAN DEVELOP
INSIGHT **M** **V** **P** **I**

Report for: John Doe
ID: UH565702
Date: January 28, 2016



HOGAN

INTRODUCTION

The Motives, Values, Preferences Inventory describes peoples' core values, goals, and interests. This information is crucial for understanding the kinds of jobs and work environments people find congenial and will help them make better career decisions. This report provides information in terms of 10 value dimensions; each dimension contains five subscales concerning Lifestyles, Beliefs, Occupational Preferences, Aversions, and Preferred Associates.

- People use their values to make decisions, but they rarely analyze their values and often make decisions for reasons they do not fully understand. Becoming aware of their values should improve their decision-making.
- People prefer to associate with others who share their values. Thus, understanding values allows people to manage their relationships more effectively.
- If people choose careers and work in organizations whose cultures are inconsistent with their values, they are usually unhappy and unable to perform effectively. Conversely, If they choose careers and work in organizations that are consistent with their values, they are usually more satisfied and perform more effectively.

SCALE DEFINITIONS

MVPI SCALE NAME	LOW SCORERS TEND TO	HIGH SCORERS TEND TO
Recognition	be indifferent to praise and feedback like to be left alone to work	appreciate feedback want to be noticed
Power	not care about being successful not want to make a difference	want to be successful want to make a difference
Hedonism	be serious and businesslike always be working	seek pleasure and fun want to enjoy work
Altruistic	believe in self-reliance think people should help themselves	want to help the less fortunate want to improve society
Affiliation	prefer to work alone enjoy their own company	need social interaction want to be included
Tradition	want to change the status quo value innovation and progress	respect hierarchy and authority value the lessons of the past
Security	take chances embrace risk	need structure and predictability avoid risk
Commerce	be unconcerned about money value self-development	want to make money value materialistic outcomes
Aesthetics	value substance over style care about functionality	be interested in creative self-expression be concerned about the look and feel of work products
Science	make quick decisions based on experience trust intuition over data	prefer rational, data-based decisions challenge authority

EXECUTIVE SUMMARY

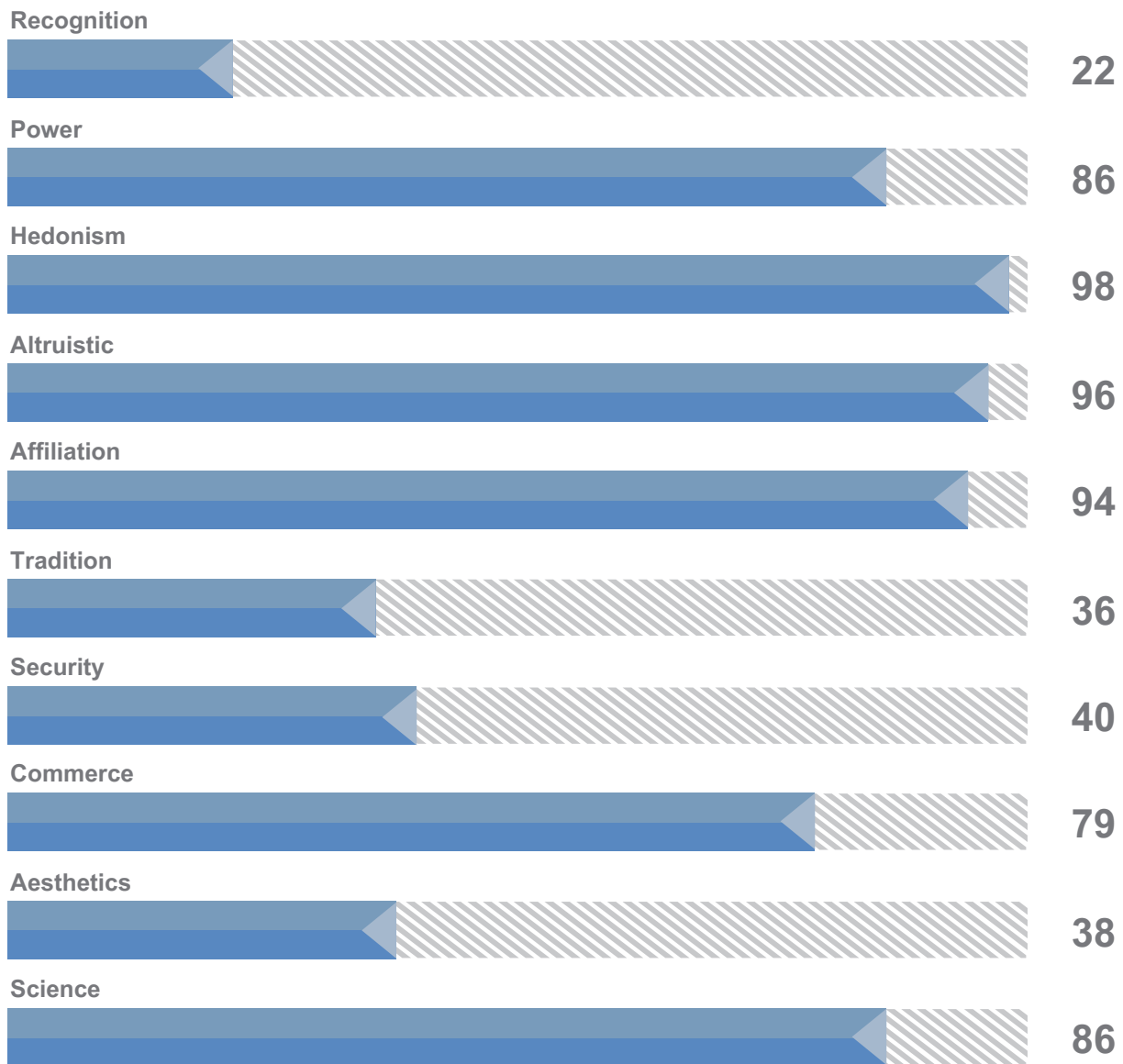
Mr. Doe's scores on the MVPI suggest that he:

- Does not need much feedback and is indifferent to being the center of attention.
- Wants to be productive, make a difference, and advance his career. He will be happiest in jobs where he has an opportunity to compete, succeed, and achieve.
- Is strongly motivated by fun, companionship, and good times. He will be happiest in environments that are casual, relaxed, and informal.
- Is concerned about helping the weak and less fortunate. He will be most comfortable working in service-oriented environments that pay attention to staff morale.
- Enjoys all forms of social interaction, including working as part of a team. He will be happiest in roles that require collaboration and teamwork.
- Values progress, change, and experimentation. He dislikes formal hierarchies and will fit well in flexible, informal organizations.
- Is comfortable with risk and uncertainty. He needs only a modest amount of structure and predictability and prefers ambiguity and flux to certainty and stability.
- Seems strongly interested in finance, economics, and issues concerning his compensation. He seems to evaluate himself in terms of material possessions.
- Does not have strong needs for creative self-expression. He seems more interested in functionality than fashion and design.
- Values rationality, logic, and data-based decisions. He is interested in finding the right answers to problems, even when they are unpopular.

PERCENTILE SCORES

The 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**



Norm: Global

SCALE: RECOGNITION

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DESCRIPTION

The Recognition scale reflects a desire for attention, approval, and praise.

SCORE INTERPRETATION

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

- Prefers not to be the center of attention
- Is not concerned about his work being publicly acknowledged
- Does not need much feedback or attention
- May not understand that some people thrive on feedback and social approval

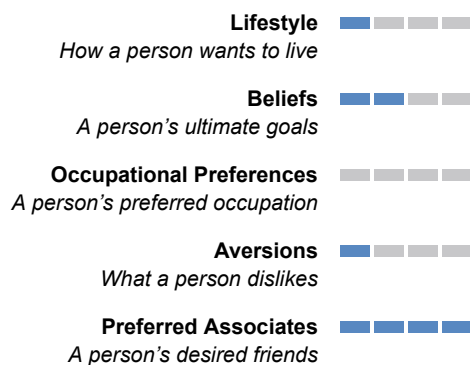
DISCUSSION POINTS

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

- Do you prefer to be the center of attention or work behind the scenes?
- How important is it for people to be praised for the work they do?
- Are you motivated by opportunities to work on high-profile projects?
- Describe your approach to showing appreciation to coworkers for their efforts or assistance.

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics. The minimum and maximum scores available vary by subscale as depicted below.



SCALE: POWER

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DESCRIPTION

The Power scale reflects a desire for success, accomplishment, status, and control.

SCORE INTERPRETATION

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

- Has a strong need to make an impact, create a legacy, and advance in the organization
- Places a significant value on productivity and results
- May fit well in competitive organizations and roles
- May incorrectly assume that others are comparably driven and results-oriented

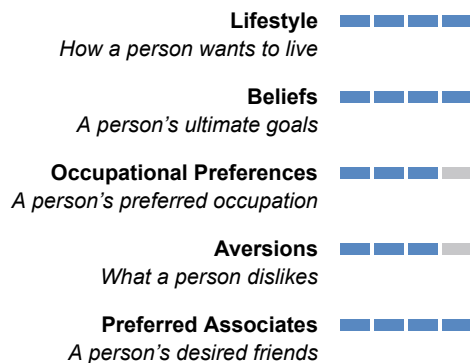
DISCUSSION POINTS

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

- What is more important, being an exemplary employee or obtaining results?
- How important is it for you to know and beat your competition?
- How often do you think about career advancement?
- How would you define career success for yourself?

SUBSCALE COMPOSITION

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SCALE: HEDONISM



DESCRIPTION

The Hedonism scale concerns an orientation toward fun, pleasure, and enjoyment.

SCORE INTERPRETATION

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

- Likes to have fun and enjoy himself, even at work
- Will be most comfortable working in casual, relaxed, and informal work environments
- Should actively pursue opportunities to have fun on the job
- May not understand people who do not know how to relax and have fun at work

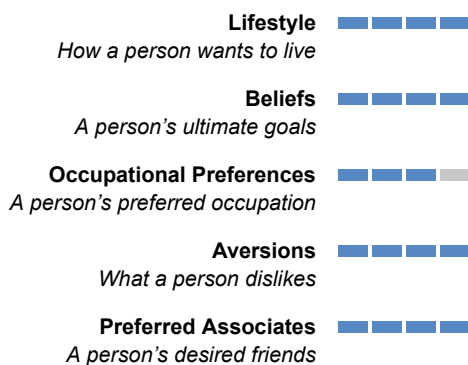
DISCUSSION POINTS

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

- Is it important for you to have fun at work?
- How do you balance work and play in your job?
- What is your opinion of company-sponsored recreational activities?
- How much pleasure and enjoyment should people expect to get from their daily jobs?

SUBSCALE COMPOSITION

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SCALE: ALTRUISTIC



DESCRIPTION

The Altruistic scale reflects a desire to help others and contribute to the improvement of society.

SCORE INTERPRETATION

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

- Values helping people who are struggling
- Believes people should be treated with respect
- May be most comfortable working in an organizational culture that emphasizes staff morale and customer service
- May have difficulty understanding people who are not interested in helping others

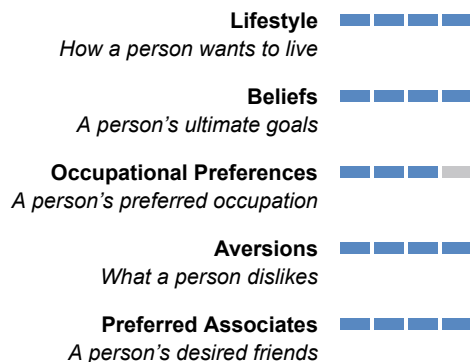
DISCUSSION POINTS

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

- In your opinion, how important is customer service to an organization?
- To what extent is it an organization's responsibility to take care of their employees' needs and problems?
- How well do you fit in roles that require strong customer service?
- How often do you participate in community service activities?

SUBSCALE COMPOSITION

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SCALE: AFFILIATION

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DESCRIPTION

The Affiliation scale reflects the need for and enjoyment of social interaction.

SCORE INTERPRETATION

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

- Enjoys working and interacting with others
- Likes team projects and prefers not to work by himself
- May prefer work environments that encourage meetings, communication, feedback, and cooperation
- May have difficulty understanding people who prefer to work independently

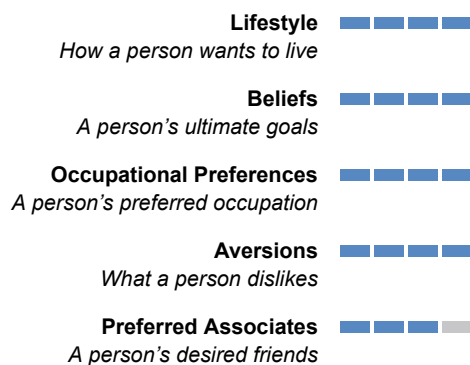
DISCUSSION POINTS

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

- Do you find meetings to be beneficial or a distraction?
- Do you prefer to work alone or as part of a team?
- What is your opinion of team-building activities?
- How important is networking to your success?

SUBSCALE COMPOSITION

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SCALE: TRADITION



DESCRIPTION

The Tradition scale reflects a need for ritual, rules, and ceremony and respect for history and established customs.

SCORE INTERPRETATION

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

- Enjoys diversity in people and cultures
- Believes it is important to tolerate alternative viewpoints
- May be uncomfortable with strict, formal hierarchies
- Values innovation and social progress

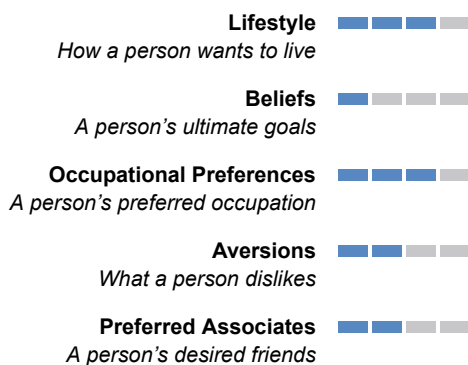
DISCUSSION POINTS

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

- Do you feel there is always a right and wrong way to act in every situation?
- How comfortable are you in dealing with moral ambiguity?
- Do you see more value in initiating change or upholding tradition?
- Do you like to work within a formal hierarchy?

SUBSCALE COMPOSITION

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SCALE: SECURITY



DESCRIPTION

The Security scale reflects a need for stability, safety, and risk minimization.

SCORE INTERPRETATION

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

- Is comfortable with risk
- Does not need a lot of predictability in life
- May prefer working in organizations that are not afraid of risk
- May be impatient with people who always play it safe

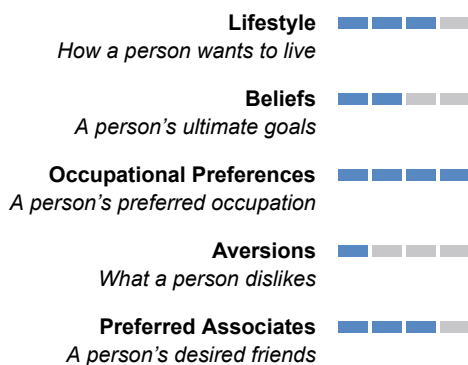
DISCUSSION POINTS

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

- How important is it for you to have predictability in your life?
- How risky should organizations be in their strategic decisions?
- How do you balance risk with reward?
- How do you typically respond to coworkers who take unnecessary risks?

SUBSCALE COMPOSITION

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SCALE: COMMERCE

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DESCRIPTION

The Commerce scale reflects an interest in earning money, making, investments, and finding business opportunities.

SCORE INTERPRETATION

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

- Is highly motivated by money and financial gain
- Is concerned about the financial implications of all business decisions
- May fit well in roles and organizations that evaluate performance in terms of revenue and profitability
- May have difficulty understanding people who are careless with their money

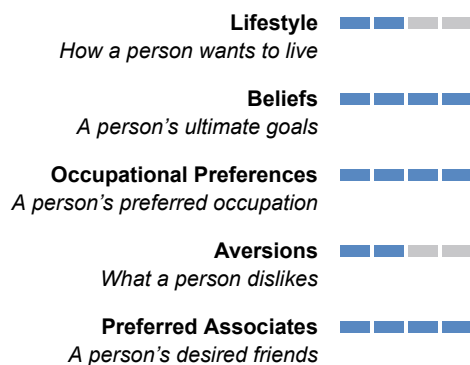
DISCUSSION POINTS

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

- In business, is anything more important than the bottom line?
- How often do you think about money and investments?
- How do you feel about people who live beyond their means?
- How often do you consider the financial implications of your work decisions?

SUBSCALE COMPOSITION

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SCALE: AESTHETICS

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DESCRIPTION

The Aesthetics scale reflects a need for self-expression and a concern for the quality and appearance of work products.

SCORE INTERPRETATION

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

- Is more concerned with how things work than how they look
- Seeks self-expression outside work
- Is usually satisfied with solutions that are good enough and not necessarily perfect
- May become impatient with people who worry about form rather than function

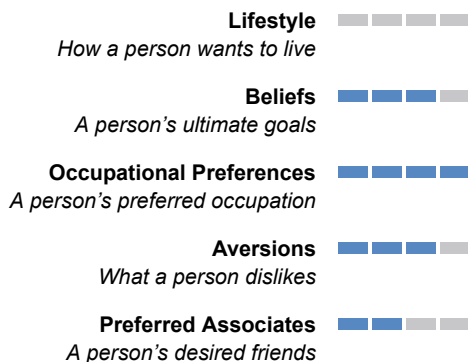
DISCUSSION POINTS

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

- Are you more concerned with how something works or how it looks?
- How important to you are opportunities to express yourself creatively?
- How much care do you give to the presentation of your work products?
- What role should artistic pursuits play in professional organizations?

SUBSCALE COMPOSITION

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SCALE: SCIENCE



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DESCRIPTION

The Science scale reflects an interest in rationality, research, technology, and innovation.

SCORE INTERPRETATION

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

- Is passionate about research and scientific pursuits
- Enjoys challenging the opinions of higher authority
- Prefers to rely on data to make decisions
- May have difficulty understanding people who rely on instincts and experience to make decisions

DISCUSSION POINTS

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

- How do you determine when to use intuition versus data?
- Describe a time when you had to make a decision based on intuition instead of data.
- Do you enjoy analyzing problems or would you rather make a quick decision and move on?
- How important is the research and development function to an organization's overall success?

SUBSCALE COMPOSITION

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