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RESULTS-BASED OVERVIEW OF STRENGTHS, VALUES, AND CHALLENGES

Report for: Kelly Warren

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INTRODUCTION

This report summarizes Mr./Ms. Warren's results from the Hogan Personality Inventory (HPI), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The report is organized in five parts: (1) Performance Strengths from the HPI results; (2) Values and Drivers from the MVPI results; (3) Performance Challenges from the HDS results; (4) Career Development tips from across the assessment results, and (5) a tabular summary of these results.

The HPI concerns Mr./Ms. Warren's overt strengths as they normally appear in an interview or an assessment center. These characteristics are the basis for the impression he/she makes on others, and they influence his/her typical style of social interaction and his/her reputation among his/her peers. The MVPI concerns his/her core values and goals, and the activities that give meaning to his/her life. These are key drivers—what he/she desires, strives to attain, and his/her sense of identity. His/Her values influence his/her preferences and determine with whom he/she affiliates and what he/she appreciates. The HDS concerns behavioral tendencies that could potentially undermine or inhibit Mr./Ms. Warren's performance. These tendencies emerge when he/she is tired, pressured, or feeling insecure, or when he/she lets down his/her guard. They may impede his/her effectiveness and erode the quality of his/her relationships with customers, colleagues, and friends.

These results provide a comprehensive, valid, and in-depth summary of Mr./Ms. Warren's strengths, values, and challenges. The report is designed to help understand his/her performance potential, and any barriers to achieving it. While reading this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how he/she thinks about himself/herself. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. Although the report may seem to contain contradictions, this is the result of the report combining two perspectives: (a) what you see in an interview (HPI); and (b) what you see after prolonged exposure (HDS).

This report can be used in three ways. The report provides: (1) a snapshot of Mr./Ms. Warren's interpersonal performance; (2) a way to evaluate the fit between his/her values and those of an organization; and (3) a primer for thinking about performance improvement. Interpret his/her results in terms of his/her own career aspirations and goals rather than in absolute terms. A frequently asked question concerns “Can behavior change?” The “yes” response entails knowing what should be changed, deciding to make a change, and then knowing how to change. The information provided in this report will be helpful in this regard.



PERFORMANCE STRENGTHS

Personal Impact

Mr./Ms. Warren is active, hard-working, competitive, and eager to get ahead. He/She likes leadership positions and enjoys being in charge. He/She is willing to take initiative in a group and, with the appropriate interpersonal skills, he/she will be able to assume leadership roles on team projects. These tendencies are particularly important in jobs that require directing others, persuasiveness, and working without supervision. He/She appears friendly, outgoing, and approachable, but is willing to listen and let others talk.

Interpersonal Skill

Mr./Ms. Warren is unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. He/She will be able to build and maintain friendships. He/She is concerned about staff morale and is a good team player. He/She values encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships.

Mr./Ms. Warren is typically planful, self-controlled, careful, conscientious, and good with details. He/She will be a hardworking and solid organizational citizen (i.e., reliable and dependable). He/She is concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time.

Mr./Ms. Warren values providing high quality work products and meeting high performance standards. This is particularly important in jobs requiring accuracy, precision, and attention to detail.

Working and Learning Style

Mr./Ms. Warren is stable and poised, has a positive attitude, and is usually in a good mood; he/she can easily handle job pressure and/or heavy work loads, and will rarely be irritable. Coworkers and team members will appreciate his/her steadiness; this is particularly important for jobs or tasks where there is a great deal of urgency, stress, and/or potential risk, and where it is necessary to keep emotions under control. In times of stress, his/her coworkers can count on him/her being calm, consistent, and upbeat. Mr./Ms. Warren is open-minded, curious, and imaginative. He/She understands the big picture, thinks quickly on his/her feet, has ideas for solving problems, and is comfortable with unstructured work that entails design, invention, or change. He/She is receptive to new ideas and values finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership. Mr./Ms. Warren is bright, knowledgeable, and up-to-date concerning current issues and technology. He/She also seems self-disciplined, achievement-oriented, and productive, and should enjoy pursuing tasks to completion. He/She will value training for himself/herself and others, will seek opportunities to grow and develop, and will want to apply the latest relevant knowledge to the work setting. These characteristics are important for most jobs.



VALUES AND DRIVERS

Achievement Motivation

Although Mr./Ms. Warren is serious about work, he/she also enjoys entertaining others, likes variety in his/her life, and knows how to have a good time. Mr./Ms. Warren is keenly interested in career advancement, he/she evaluates himself/herself in terms of his/her accomplishments, hates wasting time, and wants to make an impact on his/her organization and his/her profession. Although Mr./Ms. Warren appreciates positive comments on his/her performance, he/she is reluctant to engage in self-promotion, and prefers to wait for others to notice his/her accomplishments.

Social Interests

Mr./Ms. Warren seems equally happy working by himself/herself or as part of a team. He/She enjoys meeting new people, but he/she also likes having time to himself/herself. He/She likes people, but he/she doesn't need constant interaction. Mr./Ms. Warren enjoys assisting and developing others, especially those who need the most help. He/She helps others because it is the right thing to do. He/She also thinks it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. Mr./Ms. Warren typically follows established procedures and changes things only when necessary—because he/she doesn't like to fix things that aren't broken. He/She also believes that there are differences between right and wrong, and that they should be observed and respected.

Entrepreneurial Values

Mr./Ms. Warren is keenly interested in financial issues and in discovering methods for increasing profitability and improving the bottom line. He/She is alert for business and investment opportunities, doesn't make many financial mistakes, and he/she doesn't have a lot of sympathy for those who do. Mr./Ms. Warren prefers to minimize risk and uncertainty; he/she likes expectations to be spelled out and performance standards to be made explicit. He/She would rather be safe than sorry, which means that he/she will take few foolish chances, but he/she may also be reluctant to take the chances necessary to advance his/her career.

Decision Making Style

Mr./Ms. Warren cares a good deal about appearance and makes decisions based on style, taste, and image, even sometimes at the expense of functionality. He/She is an advocate for quality, and he/she values living and working in attractive surroundings. He/She seems willing to make decisions based on data and research as well as his/her own personal experience. Mr./Ms. Warren is comfortable with technology, but he/she is not interested in technological innovations for their own sake—he/she understands the uses of technology without being addicted to it.



CHALLENGES

Reactions to Others

Mr./Ms. Warren seems to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, he/she may seem somewhat irritable, critical, and willing to give up on people or projects. He/She seems to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see him/her as mistrustful, uncooperative, or argumentative. Mr./Ms. Warren is a careful person who rarely makes silly mistakes. At the same time, however, he/she may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. He/She seems sympathetic and responsive, which some people might misinterpret as a lack of toughness. He/She seems coachable and responsive, which could be a problem if he/she needs more feedback than others want to provide.

Personal Performance Expectations

Others may see Mr./Ms. Warren as mannerly, polite, and unassertive. He/She seems reserved, socially appropriate and understated. Mr./Ms. Warren expects others will find him/her engaging, and they often do. Over time, however, others may also see him/her as impulsive, disorganized, and not always delivering on promised work products. Whatever his/her talent may be for public speaking, he/she doesn't necessarily think others will find his/her performances entertaining.

Reactions to Authority

Mr./Ms. Warren seems somewhat tolerant and flexible, but may be inconsistent in his/her standards for evaluating others' work, being sometimes too strict and other times too lenient. He/She seems attentive and cooperative, he/she likes consensus and dislikes controversy. On the other hand, he/she may seem reluctant to take a stand or make independent decisions and perhaps too eager to please his/her boss.



CAREER DEVELOPMENT

When Strengths Become Weaknesses; Feedback for Mr./Ms. Warren

In view of Mr./Ms. Warren's unusual resilience and ability to handle pressure, help him/her remember his/her previous errors and mistakes in order to learn from them, and make sure he/she is aware that others may be stressed when he/she is not. Mr./Ms. Warren is keenly interested in career advancement. Work with him/her to stay alert and look for opportunities to make these interests known. He/She needs to remember not to intimidate inexperienced or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated to succeed. He/She should be reminded to talk regularly with his/her coworkers, to ask them questions, and seek their advice. The goal is to get Mr./Ms. Warren to achieve a balance between the social and technical aspects of work. Because he/she values getting along with others, Mr./Ms. Warren will tend to avoid taking unpopular positions. Remind him/her to be careful not to promise more than he/she can deliver, to confront problems promptly before they become unmanageable, and to let others know where he/she stands on specific topics. Because he/she is so conscientious, he/she should remember that he/she won't be able to do everything himself/herself and that it won't be possible to do every job equally well. Help him/her learn how to delegate and prioritize work, and make sure he/she understands the need to be flexible when it is called for--for example, he/she should allow people to interrupt him/her when necessary. Although he/she is imaginative and visionary, he/she may become easily bored with routine tasks; help him/her remember to stay with tasks until they are finished. He/She values being well-informed and will proactively seek training opportunities. Realize that he/she may become frustrated when they are not available. Moreover, he/she will enjoy setting his/her own performance goals because he/she is very achievement oriented.

Dealing with Derailment Tendencies

- First, Mr./Ms. Warren probably uses displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Second, he/she should practice active listening and be careful not to interrupt. When others have finished speaking, paraphrasing what they have said can be used as a way of showing active listening. This will enhance credibility and show respect for the opinion of others.
- Third, Mr./Ms. Warren should not confuse activity with productivity, and should try hard not to waste people's time with unnecessary meetings.
- Fourth, remember his/her strengths--at his/her best, he/she is an interesting and entertaining person who can do several things at once, and who can galvanize others to action with ideas and the ability to sell them.



SUMMARY OF PERSONALITY ASSESSMENT SCALES

SCALE	%	SCALE INTERPRETATION
Hogan Personality Inventory		
Adjustment	72	Concerns composure, optimism, and stable moods.
Ambition	100	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	59	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	83	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	75	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	69	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	79	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Aesthetics	68	Interest in the look, feel, sound, and design of products and artistic work.
Affiliation	55	Need for frequent and varied social contact.
Altruistic	72	Desire to serve others, to improve society, and to help the less fortunate.
Commerce	86	Interest in earning money, realizing profits, and finding business opportunities.
Hedonism	72	Desire for fun, excitement, variety, and pleasure.
Power	98	Desire for challenge, competition, achievement, and success.
Recognition	11	Desire to be known, seen, visible, and famous.
Science	54	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Security	82	Need for structure, order, and predictability.
Tradition	99	Concerns for morality, family values, and devotion to duty.
Hogan Development Survey		
Excitable	69	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Skeptical	72	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	80	Concerns being overly worried about being criticized.
Reserved	24	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	15	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	61	Concerns having inflated views of one's competency and worth.
Mischievous	50	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	87	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	25	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	59	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	72	Concerns being eager to please and reluctant to act independently.