



HDS

Hogan Development Survey

The dark side of personality

The Hogan Development Survey (HDS) describes the dark side of personality – qualities that emerge in times of increased strain and can disrupt relationships, damage reputations, and derail peoples' chances of success. By assessing dark-side personality, you can recognize and mitigate performance risks before they become a problem.

Introduced in 1997, the HDS is the only personality assessment that identifies critical blind spots that lead to career derailment.

When the pressure's on, the line between strength and weakness isn't always clear — drive becomes ruthless ambition, attention to detail becomes micromanaging. The dark side of personality derails careers and companies, but it doesn't have to. Organizations around the world rely on the HDS to identify derailers that disrupt or interfere with effective performance.

The Hogan Development Survey is a proven assessment tool that uses 11 personality scales to help leaders recognize shortcomings, maximize strengths, and build successful teams.

Scales and Definitions

- **Excitable** - moody, hard to please, emotionally volatile
- **Skeptical** - suspicious, sensitive to criticism, expecting betrayal
- **Cautious** - risk averse, resistant to change, slow to make decisions
- **Reserved** - aloof, uncommunicative, lacking empathy
- **Leisurely** - overtly cooperative, privately irritable and stubborn
- **Bold** - overly self-confident, arrogant, entitled
- **Mischievous** - charming, risk-taking, excitement-seeking
- **Colorful** - dramatic, attention-seeking, interruptive
- **Imaginative** - creative, but thinking and acting in eccentric ways
- **Diligent** - meticulous, precise, hard to please, micromanaging
- **Dutiful** - eager to please, reluctant to act against popular opinion

HDS Quick Facts

- 15- to 20-minute completion time
- Available in more than 40 languages
- Measures behavior not covered by the Five-Factor Model
- Identifies problematic aspects of behavior not detected in an interview
- More than two million participants assessed
- Validated for use in more than 400 research studies
- No invasive or intrusive items
- No adverse impact
- Online administration

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