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HOGAN DEVELOP  
**INSIGHT**

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**Report For:** John Doe  
**ID:** UH565702  
**Date:** April 11, 2016



**HOGAN**

# INTRODUCTION

The Hogan Personality Inventory is a measure of normal personality that uses seven primary scales to describe Mr. Doe's performance in the workplace, including how he manages stress, interacts with others, approaches work tasks, and solves problems. Although the report presents scores on a scale-by-scale basis, every scale contributes to Mr. Doe's performance. The 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	LOW SCORERS TEND TO BE	HIGH SCORERS TEND TO BE
<b>Adjustment</b>	open to feedback candid and honest moody and self-critical	calm steady under pressure resistant to feedback
<b>Ambition</b>	good team players willing to let others lead complacent	energetic competitive restless and forceful
<b>Sociability</b>	good at working alone quiet socially reactive	outgoing talkative attention-seeking
<b>Interpersonal Sensitivity</b>	direct and frank willing to confront others cold and tough	friendly warm conflict averse
<b>Prudence</b>	flexible open-minded impulsive	organized dependable inflexible
<b>Inquisitive</b>	practical not easily bored uninventive	imaginative quick-witted poor implementers
<b>Learning Approach</b>	hands-on learners focused on their interests technology averse	interested in learning insightful intolerant of the less informed

## EXECUTIVE SUMMARY

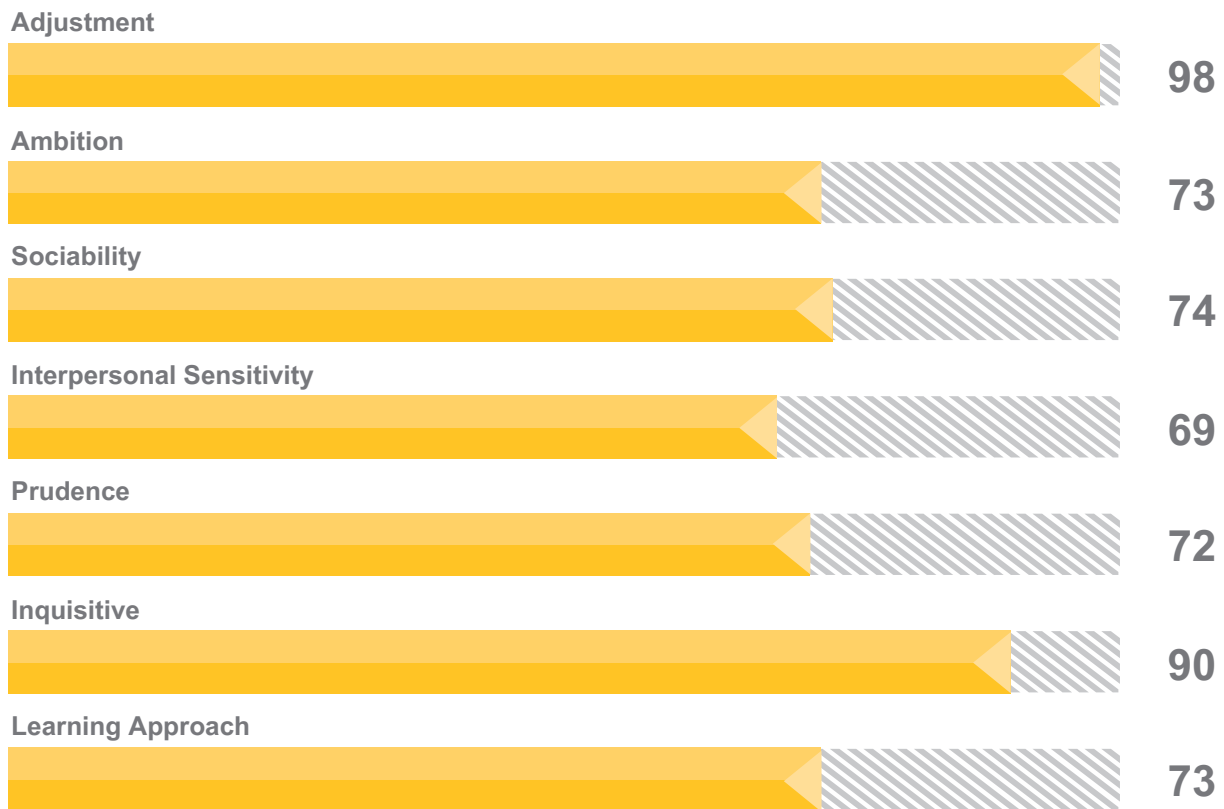
Based on Mr. Doe's responses to the HPI, on a day-to-day basis, he seems:

- Unfazed by external pressure and rarely, if ever, shows signs of stress. Others may sometimes perceive his resilience as arrogance because little seems to bother him and because he may tend to ignore feedback.
- Energetic and hardworking. He will take initiative when appropriate, but also be content to work as part of a team or let others lead as long as he can make significant contributions.
- Approachable, talkative, and comfortable meeting strangers. He may dislike working alone.
- Pleasant, cooperative, tactful, and friendly. He should be good at relationship management but tend to avoid confrontations or conflict.
- 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: Global*

# SCALE: ADJUSTMENT

98

## 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:

- Be unaffected by chaotic environments and heavy workloads
- Be calm and confident in stressful circumstances
- Be perceived as possibly arrogant
- Ignore past mistakes
- Resist or dismiss 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.



# SCALE: AMBITION



## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Seem active and energetic
- Take the initiative and lead team projects
- Get involved in office politics and take stands on issues
- Become restless in positions where there is no opportunity for promotion

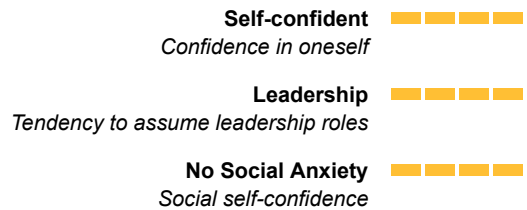
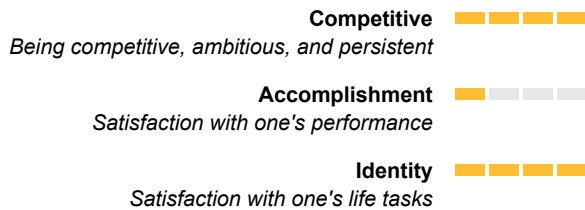
## DISCUSSION POINTS

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

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# SCALE: SOCIABILITY



## 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

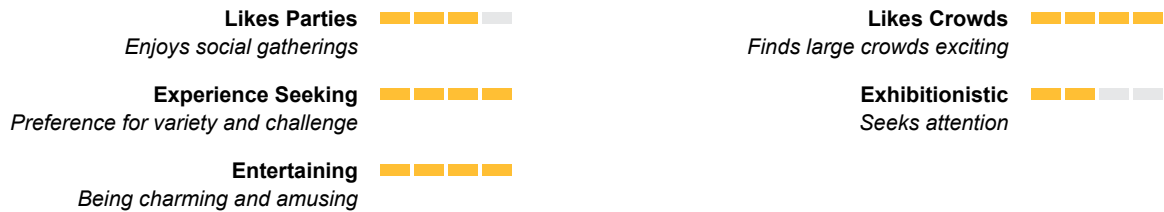
## DISCUSSION POINTS

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

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# SCALE: INTERPERSONAL SENSITIVITY



69

## 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:

- Perceptive, insightful, and sensitive to people's feelings
- Aware of the needs of others
- To manage relationships well and get along with a wide range of people
- Reluctant to confront poor performers


## 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*

**Caring**   
*Perceptive and understanding*

**No Hostility**   
*Generally accepting*

**Sensitive**   
*Tends to be kind and considerate*

**Likes People**   
*Enjoys being around others*



# SCALE: PRUDENCE

72

## 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

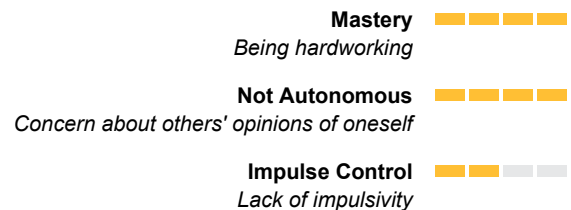
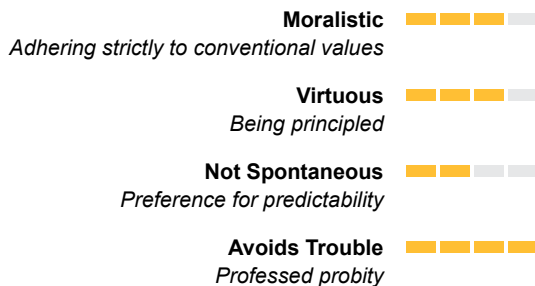
## DISCUSSION POINTS

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.



# 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.



# SCALE: LEARNING APPROACH

73

## 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.

