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HOGAN DEVELOP  
**INSIGHT**



**Report For:** HPI Insight Sample

**ID:** HB936690

**Date:** August 26, 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. Sample'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. Sample'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	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

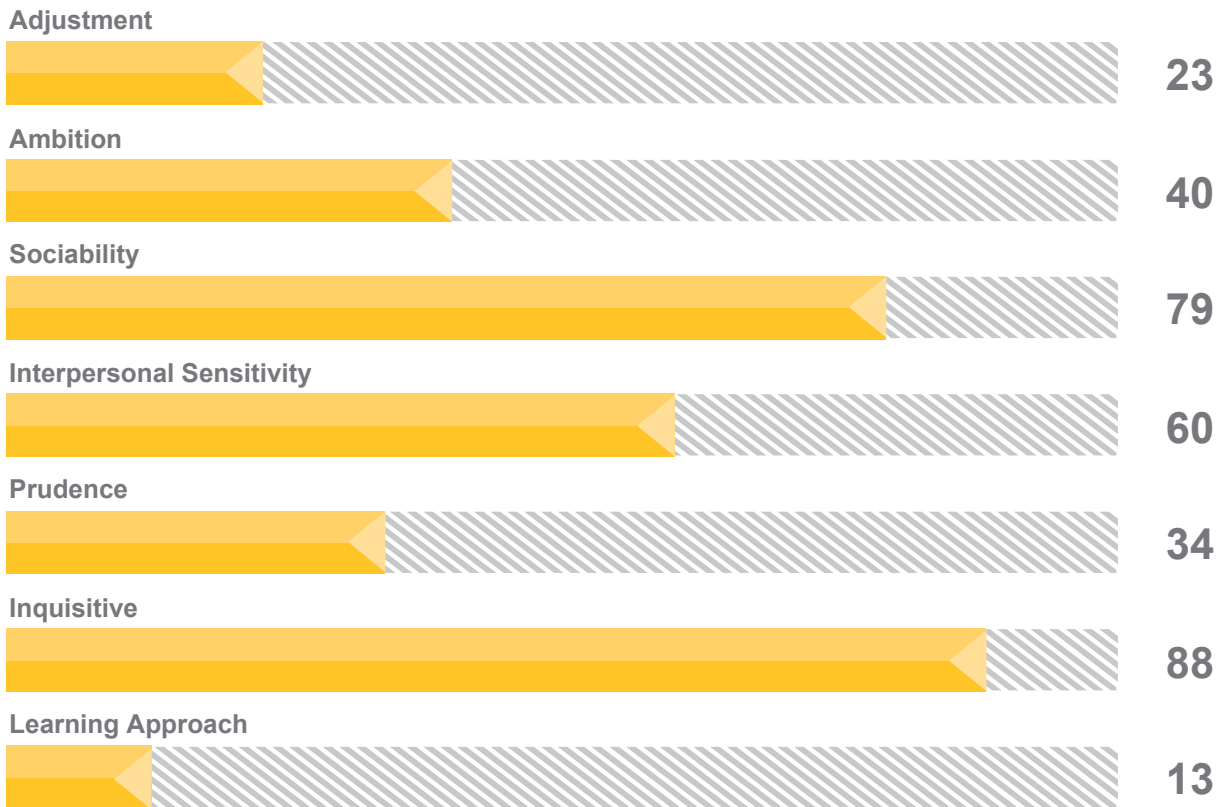
Based on Mr. Sample's responses to the HPI, on a day-to-day basis, he seems:

- Moody, irritable, and sensitive to stress or pressure. He will tend to work with a sense of urgency, seek feedback, and worry about his performance.
- Somewhat unassertive and reluctant to take initiative. He should work well as part of a team and let others take the lead in making decisions and setting the agenda.
- Outgoing, gregarious, and approachable. He enjoys being the center of attention and will start conversations and network well, but he may also talk too much and not listen well.
- Pleasant, cooperative, tactful, and friendly. He should be good at relationship management but tend to avoid confrontations or conflict.
- Flexible, open to change, and comfortable with ambiguity. He should be able to change directions quickly and work without clear and precise instructions, but he may also be somewhat impulsive.
- Curious, innovative, creative, tolerant, and open-minded. He may also seem impractical, impatient with details, and easily bored.
- Uninterested in formal training opportunities. He strongly prefers on-the-job experience and should be more concerned with applying a skill than with acquiring theoretical knowledge.

# PERCENTILE SCORES

The percentile scores indicate the proportion of the population who will score at or below Mr. Sample. For example, a score of 75 on a given scale indicates that Mr. Sample'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

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## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Express his emotions freely
- Be concerned about his performance
- Accept and solicit feedback
- Take criticism personally
- Be self-critical, moody, or temperamental

## 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. Sample's unique personality characteristics.

### Empathy

*Absence of irritability*



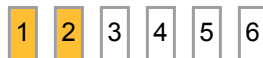
### Not Anxious

*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. Sample's score on the Ambition scale suggests he tends to:

- Be happy as a team player
- Avoid competing directly with others
- Not proactively seek career advancement
- Be reluctant to engage in office politics or take strong stands on divisive issues

## 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. Sample'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



## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Outgoing, talkative, gregarious, and approachable
- To make a strong first impression and enjoy being the center of attention
- Comfortable in high-profile positions involving interaction with the public
- To prefer to talk rather than to listen.

## 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. Sample'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



## DESCRIPTION

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

## SCORE INTERPRETATION

Mr. Sample'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. Sample'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

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## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Flexible, adaptable, and able to change directions quickly
- Informal, spontaneous, and able to multitask
- Somewhat resistant to close supervision and willing to challenge the rules
- Willing to test the limits

## 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. Sample'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

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## DESCRIPTION

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

## SCORE INTERPRETATION

Mr. Sample'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. Sample'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



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## DESCRIPTION

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

## SCORE INTERPRETATION

Mr. Sample's score on the Learning Approach scale suggests he seems:

- To prefer learning by hands-on experiences
- To prefer to rely on existing skills rather than learning new methods
- Uninterested in new technical or industry trends
- To avoid training opportunities unless he can immediately apply the new knowledge

## 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. Sample'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

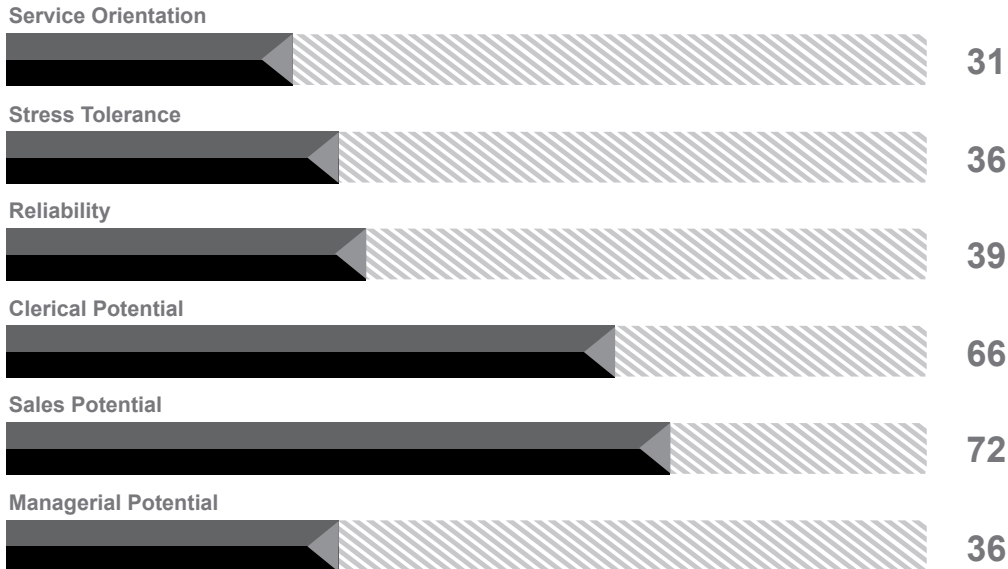
The HPI occupational scales predict a person's competency to perform in six general occupational roles. The scales are based on research comparing high and low performers in each of the job categories. The scales assess qualities that distinguished the high-rated performers from the low-rated performers. *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. Sample.

- 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. Sample's score on the Service Orientation scale suggests he is not a strong fit with customer service 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. Sample'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. Sample'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. Sample's Stress Tolerance score.

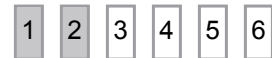
### Not Anxious

*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. Sample's score on the Reliability scale suggests he may resist following rules and accepting feedback with which he disagrees.

## 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. Sample'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. Sample'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. Sample's Clerical Potential score.

**Not Anxious**  
*Absence of anxiety*



**No Complaints**  
*Does not complain*



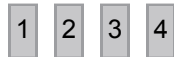
**Avoids Trouble**  
*Professed probity*



**Leadership**  
*Tendency to assume leadership roles*



**Caring**  
*Tends to be kind and considerate*





# SCALE: SALES POTENTIAL

72

## 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. Sample's score on the Sales Potential scale suggests he has above average potential for performance 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. Sample's Sales Potential score.

### Self-confident

*Confidence in oneself*



### No Social Anxiety

*Social self-confidence*



### Likes Parties

*Enjoys social gatherings*



### Likes Crowds

*Finds large crowds exciting*



### Experience Seeking

*Preference for variety and challenge*



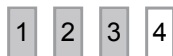
### Exhibitionistic

*Seeks attention*



### Entertaining

*Being charming and amusing*



### Easy To Live With

*Tolerant and easygoing nature*



### Likes People

*Enjoys being around others*



### Impulsivity

*Acting on impulse*



### Thrill Seeking

*Enjoyment of adventure and excitement*



### Generates Ideas

*Ideational fluency*



### Self-focus

*Being introspective*



### No Impression Management

*Lack of concern about social feedback*



# SCALE: MANAGERIAL POTENTIAL

36

## 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. Sample's score on the Managerial Potential scale suggests his potential for performance in managerial roles is below average.

## 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. Sample'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*

