



SUMMARY

**RESULTS-BASED OVERVIEW OF STRENGTHS, VALUES,
AND CHALLENGES**

Report for: Sample Candidate

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INTRODUCTION

This report summarizes your results from the Hogan Personality Inventory (HPI), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The report is organized in four parts: (1) Performance Strengths from the HPI results; (2) Values and Drivers from the MVPI results; (3) Performance Challenges from the HDS results; and (4) tips for career development.

The HPI concerns your overt strengths as they normally appear in an interview or an assessment center. These characteristics are the basis for the impression you make on others, and they influence your typical style of social interaction and your reputation among your peers. The MVPI concerns your core values and goals, and the activities that give meaning to your life. These are key drivers—what you desire, strive to attain, and your sense of identity. Your values influence your preferences and determine with whom you affiliate and what you appreciate. The HDS concerns behavioral tendencies that could potentially undermine or inhibit your performance. These tendencies emerge when you are tired, pressured, or feeling insecure, or when you let down your guard. They may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and friends.

These results provide a comprehensive, valid, and in-depth summary of your strengths, values, and challenges. The report is designed to help you understand your performance potential, and any barriers to achieving it. As you read this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how you think about yourself. Second, everyone has strengths and weaknesses and there are positive and negative performance implications of any score. Third, you should focus on the overall themes of the report rather than any single detail. You may find what seem to be contradictions if you focus on specific details; these are usually resolved at the level of the overall profile.

This report can be used in three ways. The report is: (1) a snapshot of your interpersonal performance; (2) a way to evaluate the fit between your values and those of an organization; and (3) a primer for thinking about performance improvement. You should interpret your results in terms of your own career aspirations and goals rather than in absolute terms. A frequently asked question concerns “Can behavior change?” The “yes” response entails knowing what you want to change, 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

Low keyed and seemingly relaxed, you will not mind letting others be in charge and you generally will avoid the “political behavior” sometimes necessary to advance in an organization. Because you tend not to seek leadership roles, your career promotions most likely will be based on technical competence rather than maintaining a high profile in the organization. Others should see you as energetic, talkative, and socially active. You should enjoy meeting the public and working with new people and value a lifestyle and work organized around social interaction. You should perform well in front of groups and may like public speaking. This is particularly important for jobs in which one must constantly deal with strangers, and do so in a positive way, for example, sales, training, marketing, and customer service work.

Interpersonal Skill

You are usually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. You will be able to build and maintain friendships. You are concerned about staff morale and you are a good team player. You value encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships. You are reasonably planful and careful about procedures, but also are able to be flexible and change directions when necessary.

Working and Learning Style

You are typically calm and able to handle pressure, but at the same time willing to admit errors and listen to feedback. You are open minded and curious, but also take a practical approach to problem solving. You should be interested in learning new material, but you also see education as a tool rather than as an end in itself.





VALUES AND DRIVERS

Achievement Motivation

Although you are serious about your work, you also enjoy entertaining others, you like variety in your life, and you know how to have a good time. You seem appropriately interested in advancing your career, but you like to balance the demands of career and family. You like being noticed and you enjoy having your achievements recognized--you are even willing to advertise them from time to time.

Social Interests

You enjoy meeting new people, you like working as part of a team, and you may not like working by yourself. You enjoy the entire process of networking, including reaching out and communicating with others and renewing old acquaintances. You enjoy assisting and developing others, especially those who need the most help. You are not in it for the money; you help others because it is the right thing to do. You also think it is important to pay attention to staff morale, to communicate with them regularly, to ask them for feedback, and to encourage and support their efforts. You enjoy change, variety, innovation, and diversity, and you dislike tradition, custom, formality, and uniformity. You seem willing to experiment and challenge convention in the name of possible progress.

Entrepreneurial Values

You are keenly interested in financial issues, and in discovering methods for increasing profitability and improving the bottom line. You are alert for business and investment opportunities, you don't make many mistakes with your money, and you don't have a lot of sympathy for those who do. You prefer to minimize risk and uncertainty; you like expectations to be spelled out and performance standards made explicit. You would rather be safe than sorry, which means that you will take few foolish chances, but you will also be reluctant to take the chances necessary to advance your career.

Decision Making Style

You care a good deal about beauty, innovation, and creativity. You make decisions based on style, taste, and image, even sometimes at the expense of functionality. You are an advocate for quality, and you value living and working in attractive surroundings. You seem to prefer to make decisions based on experience, intuition, and insight, and you avoid 'paralysis by analysis'. Research is typically no substitute for judgment based on experience, and technology is no substitute for human insight.





CHALLENGES

Reactions to Others

You seem calm and not easily upset; others may also find that your enthusiasm for new projects and people is usually guarded. You seem insightful about people, but vigilant and alert for signs of mistreatment. When you think you have been wronged, you tend to let people know, and they may see you as critical and argumentative. You dislike making mistakes and are good at avoiding them. However, in your efforts to avoid criticism, you may also seem indecisive, reluctant to speak up, and slow to make decisions. You are a sturdy person who can stand up to criticism and adversity. Nonetheless, because you are quite independent, others may think you are aloof, detached, and unconcerned about their interests. Unless you tell them, others will rarely know what you are thinking—because you have strong social skills and people perceive you as polite and cooperative. Nonetheless, you have doubts about others' competency, you dislike being pushed, and when you are annoyed, you may procrastinate and seem stubborn and hard to coach.

Personal Performance Expectations

You seem confident and assertive, you generally expect your projects to succeed, and you don't worry about failure or rejection. However, others may also see you as demanding, overly competitive, resistant to feedback, and tending to blame your mistakes on others. You seem charming, adventurous, fun-loving, quick to make decisions, and willing to test limits. You never expect to fail, and if you do, you expect people won't mind. Others will indeed find you to be a fun person, but they may also see you as impulsive, somewhat reckless, and not always following through on commitments. You seem somewhat laid back and reluctant to call attention to yourself. You seem somewhat reluctant to put forward ideas that others may see as radical or different.

Reactions to Authority

You seem somewhat tolerant and flexible, but perhaps inconsistent in your standards for evaluating others' work. You seem likeable, agreeable, and reluctant to rock the boat. You keep your boss informed and should be well-liked by your superiors. Because you like to get along, you may tend to promise more than you can deliver, and you may be reluctant to act independently.



CAREER DEVELOPMENT

When Strengths Become Weaknesses; Feedback for Mr. Candidate

Solicit feedback about your performance from coworkers and pay attention to negative feedback--don't just dismiss it. Make sure you contribute appropriately to team efforts. In view of your tendency to be somewhat passive in social settings, you should consider training (assertiveness and/or public speaking)--if needed for your current or future job--to enhance your willingness to speak up and take initiative. You are so extraverted and enthusiastic that you may need to remember to listen carefully to what others are saying and not interrupt them—especially when dealing with inexperienced or more junior people and with clients. You should also make a point to share credit with others for successes achieved. Because you value getting along with others, you will tend to avoid taking unpopular positions. Be careful not to promise more than you can deliver, to confront problems promptly before they become unmanageable, and let people know where you stand. Stay open to change and be flexible in uncertain situations. When making decisions, remember that you may never have all the information you need, so be prompt. Prioritize your work, keeping in mind that not every task requires equal effort or attention. There's a big picture for every organization--it is the strategy and vision for the business. Understand it, be able to talk about it, and determine how your activities contribute to this larger picture. Develop a plan for self-improvement and check your progress periodically. Find ways to stay current in your field and be alert for opportunities to learn more skills and develop your competencies.

Dealing with Derailment Tendencies

- First, remember your strengths--at your best, you are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.
- Second, remember that if you want your staff to be loyal to you, then you must be loyal to them, even if that means sometimes annoying superiors.
- Third, when asked for your opinion, take your time, decide what you believe, and be prepared to defend it when challenged.
- Fourth, although you dislike conflict, there will be times when you must confront others and disagree with them. In the long run, your credibility depends on doing this.

