

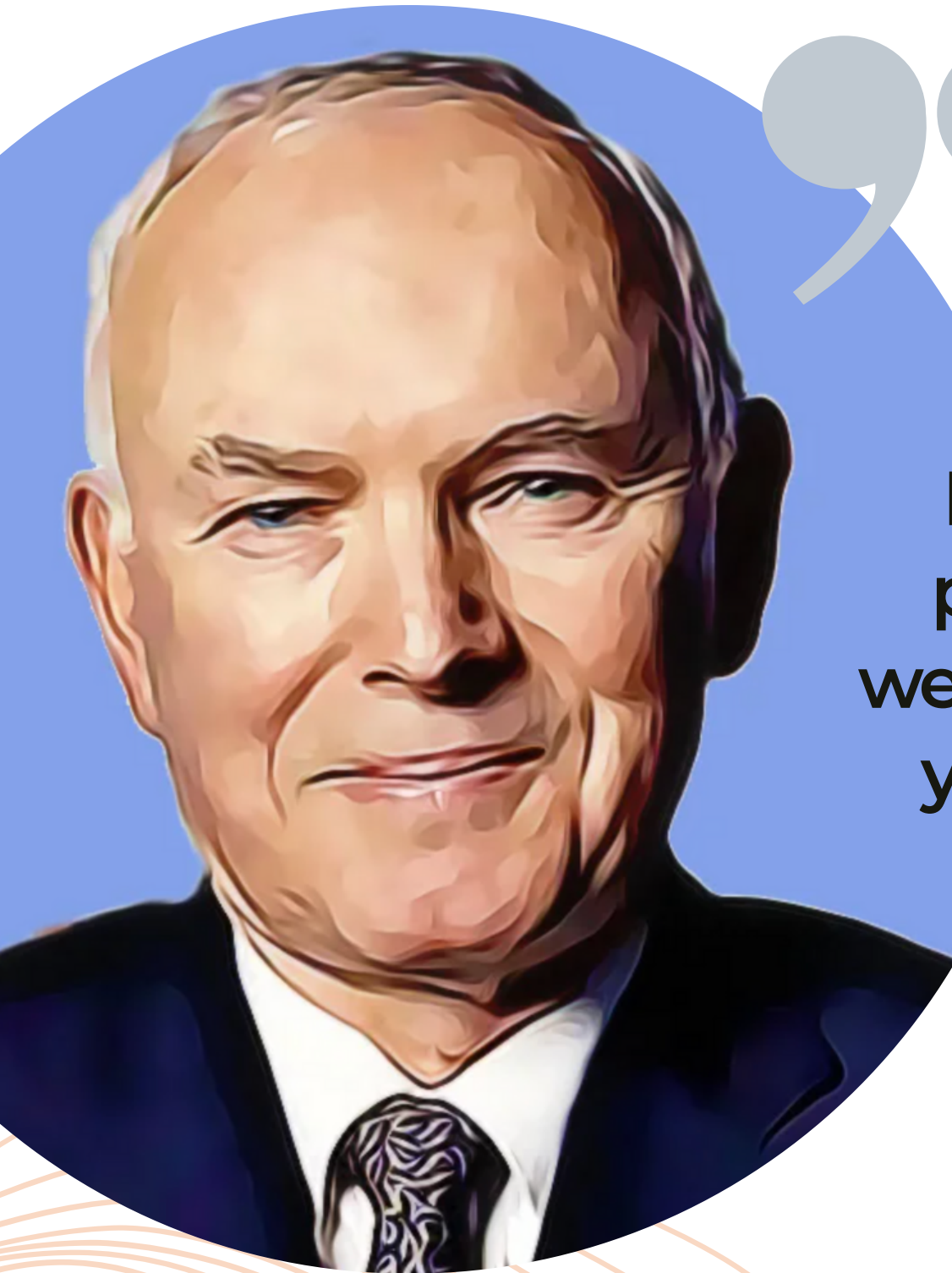
# Hogan Data Made Easy:

Robust Hogan data summarized  
into a fully integrated, personalized  
and user-friendly coaching report  
within 24 hours



**Princeton HR Insight LLC**  
A multi-faceted complement to in-house resourcing

# Get the People Part Right



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**The key to success in business is money and people. No matter how well you handle money, if you get the people part wrong, you will lose.**

**-Robert Hogan**



**Princeton HR Insight LLC**

A multi-faceted complement to in-house resourcing

A multi-faceted HR consulting firm with a strong reputation for providing insights on people and developing comprehensive plans to accelerate leadership and organizational performance.



The international authority in personality assessments, serving 75% of the Fortune 500 companies.

Rebecca Feder, Principal Consultant, is part of Hogan's Coach network which is a group of approx 50 global experts Hogan hires to do assessment debriefs, coaching and help teach their certification program ([Coaching Network | Hogan Assessments](#)).

Princeton HR Insight aims to exceed expectations at a competitive price—100% of our clients have returned for additional work after the initial engagement.

### External Recruiter

"Offering Hogan through Princeton HR Insight has helped me transition from search to trusted search advisor. It has had a direct impact on the bottom-line."

### Private Equity Consultant

"Rebecca has done a great job partnering with my clients over the years. The Hogan assessment has provided insight and perspective regarding talent selection that cannot be achieved through traditional interviews alone. In addition, the organization can make better decisions on first for roles throughout a leader's career."

### Chief Human Resources Officer

"The Hogan Assessment has been invaluable in the selection and onboarding of new hires. For senior and high-impact roles, the results have helped us identify potential derailers so we can probe for understanding prior to final selection. It also provides foundational information in the development of thoughtful onboarding plans."

### Chief Human Resources Officer

"Hogan can support selection and onboarding, build self-awareness in leaders, help understand pain points and enable empathy across diverse teams, and inform decisions around culture. We've been making this investment at our company for the last couple years and are seeing results."

# Process Overview

We help recruiters by giving hiring manager insights that increase their confidence in making the right decision and guiding client discussions when there is risk or differing opinions to enable faster decision-making.

## 1 Intake

We meet with the recruiter and/or hiring manager to understand the needs of their culture and role. Based on this input, we create a profile showing which Hogan scales are most relevant and target score ranges.

## 3 Assessment

Candidate to complete online assessment which takes approx 30-45 minutes.

## 5 Debriefs

We then debrief the recruiter and/or hiring manager on the results. Candidate debriefs are optional.

## 2 Kick-Off

Once a candidate is informed that they will receive an assessment, we reach out to provide an overview of the process and answer any questions.

## 4 Coaching Report

After the candidate completes the assessment, we write a custom executive summary which includes how the candidate scored compared to the target profile and onboarding recommendations.

\*additional support with onboarding, coaching or other services available upon request\*

# Coaching Report Overview

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**Sam Poole (HC560419)**  
4.29.2021



## About Hogan

The Hogan inventory is a statistically validated personality assessment based on over 20 years of leadership research. It is designed to show a leader's motives and characteristics that will likely facilitate or interfere with performance. The following report presents results for each of three dimensions: motives and values (MVPI), everyday personality (HPI), and derailers under stress (HDS).



**MVPI**  
Motives, Values, Preferences Inventory  
The Motives, Values, Preferences Inventory (MVPI) describes personality from the inside – the core goals, values, drivers, and interests that determine what we desire and strive to obtain. By assessing values, you can understand what motivates candidates to succeed, and in what type of position, job, and environment they will be the most productive.

**HPI**  
Hogan Personality Inventory  
The Hogan Personality Inventory (HPI) describes the dark side of personality – qualities that describe how we relate to others when we are at our best. Whether your goal is to find the right hire or develop stronger leaders, assessing normal personality gives you valuable insight into how people work, how they lead, and how successful they will be.

**HDS**  
Hogan Development Survey  
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 deal people's chances of success. By assessing dark-side personality, you can recognize and mitigate performance risks before they become a problem.

As you review the report, keep in mind that there is no such thing as a "good" score. You should interpret results in terms of your own career aspirations and the environment around you rather than in absolute terms.

The percentile number for each dimension indicate the proportion of the population who scored at or below this level. For example, a result of 75 on a given scale indicates the person scored higher than approximately 75% of the population.

Also keep in mind, Hogan results are based on self-reported data. At times, it is helpful to compare assessment results to 360-degree feedback to better understand where your leadership style is working well vs. getting in the way based on the specific environment where you work.

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## Reference Guide: Hogan Scale Details

	Low Scorers Value:	High Scorers Value:
<b>Recognition</b>	Modesty, sharing credit, "behind the scenes" roles	Notoriety, public praise, high-visibility roles
<b>Power</b>	Cooperation, democratic decision-making	Authority, advancement, competition, influence
<b>Hedonism</b>	Professionalism, self-discipline, formality	Fun, variety, excitement, lighthearted cultures
<b>Altruistic</b>	Personal responsibility, self-reliance, productivity	Helping others, coaching, providing service
<b>Affiliation</b>	Privacy, task focus, minimal interruptions	Networking, relationships, teamwork, belongingness
<b>Tradition</b>	Progress, change, diversity, autonomy	Conservation, convention, principled standards of conduct
<b>Security</b>	Risk-taking, limit-testing, flexibility	Structure, order, predictability, minimizing risk
<b>Commerce</b>	Generosity, people over profits, less focus on bottom line	Profitability, making money, focus on bottom line
<b>Aesthetics</b>	Functionality, pragmatics, substance over form	Quality, style, brand image, product "look and feel"
<b>Science</b>	Action, intuition, experience-based decisions	Analysis, data-driven decisions, rational arguments

	Low scorers tend to be:	High scorers tend to be:
<b>Adjustment</b>	Responsive, easy to coach, susceptible to stress	Stress tolerant, resilient, feedback resistant
<b>Ambition</b>	Team-player, stays within comfort zone	Assertive, self-initiating, overly competitive
<b>Sociability</b>	Good listener, socially reactive rather than proactive	Outgoing, can be perceived as attention-seeking
<b>Interpersonal Sensitivity</b>	Direct & objective, can be overly critical, harsh	Warm, agreeable and friendly, averse to conflict
<b>Prudence</b>	Adapts to ambiguity well, impulsive	Detail oriented, follows rules, executes plans, inflexible
<b>Inquisitive</b>	Grounded in practicality, but "short-sighted"	Open, curious, seen as strategic, lacks pragmatism
<b>Learning Approach</b>	Hands-on learner, endures training	Traditional "book learner", can be perceived as know-it-all

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## Executive Summary

### Motives & Values (Fit with Culture)

According to the Hogan data, Sam will value work environments focused on having fun, helping others, being part of a team and creating shared goals.

At the same time, she will desire having influence, achievement and advancement. She will seek opportunities to work hard, manage the financials and have material success. Therefore, she will likely leverage strong relationships with others to achieve results but at times these desires may be in conflict.

Sam may be modest and prefer work environments where credit, if given at all, is shared to avoid calling attention to herself. She will likely prefer behind-the-scenes roles but may need to push herself to have more visibility to satisfy her ambition.

Sam will likely prefer work environments where there is innovation, feedback to improve performance, and opportunities to experiment and test limits. She will be able to take risks when needed to drive results.

When making decisions, she will likely prefer analytical problem solving, objective decision-making, and staying current with information and new technologies over relying on intuition and past experience.

### Personality Inventory (Reputation)

Sam will be willing to take initiative to achieve results and success. She will be seen by others as calm and poised when under pressure or in

fast-paced environments, self-confident, hard working, upwardly mobile, somewhat aggressive, and eager to be in charge. At times, she may overwhelm colleagues, not seek feedback or incorporate the ideas of others, and become restless when not challenged.

Socially, Sam will be charming, talkative, diplomatic, approachable, and comfortable in high-profile roles. On occasion, she may not actively listen, compete for attention or get distracted.

She will be seen as insightful, well-informed, curious, long-term focused, and a resourceful problem solver. Sam will also have high standards, be organized, follow rules and consider consequences, and be process and detail oriented. Periodically, she may get mired in the details during implementation or become inflexible leading to difficulty managing change.

### Development Inventory (Potential Derailers)

Under stress and pressure, Sam is likely to try to put space between herself and others by becoming overly intense, defensive, stubborn, detached or reluctant to make decisions.

Alternatively, she may suggest impractical ideas, valuing her own opinion over others and lack follow-through.

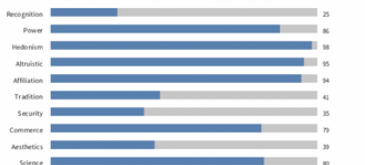
Sam may want to explore further by asking trusted colleagues how they can tell when she is stressed and how people react to better understand the implications.

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## Motives & Values Inventory (MVPI)

This inventory evaluates what a person desires and fit with the organizational culture. For this report, high scores show one's true drivers, medium scores show average interests, and low scores show areas of indifference. Low scores are important to understand because they may be true drivers for others. \*\* indicates an individual likely has an aversion to people with an opposite profile on this dimension.



• 65-100% are considered high  
• 36-64% are considered average  
• 0-35% are considered low  
• Any scores <10% or >90% are considered defining characteristics

- Recognition:** Values work environments where credit, if given at all, is shared to avoid calling attention to oneself and prefers behind-the-scenes roles. Modest and may not provide as much praise as others would like to hear.
- Power:** Values work environments focused on achievement and having influence. Will be willing to challenge authority and change jobs looking for opportunities to make a difference and advance.
- Hedonism:** Values work environments focused on fun. Will enjoy being impulsive and the life of the party.
- Altruistic:** Values work environments focused on helping others such as customer service, staff welfare, coaching and opportunities to volunteer.
- Affiliation:** Values work environments focused on being part of a team and creating a sense of belonging, shared commitments and opportunities to network.
- Tradition:** Values work environments that use history and tradition as a guide, with fairly formal and conservative views, but remain open to new ways of doing things.
- Security:** Values work environments where there is innovation, feedback to improve performance, and the freedom to take chances, experiment and test limits.
- Commerce:** Values work environments that are bottom-line focused and allow opportunities to work hard, manage the financials and have material success.
- Aesthetics:** Values work environments that balance creativity and the appearance of work products with practicality and functionality.
- Science:** Values work environments focused on analytical problem solving, objective decision-making, and staying current with information and new technologies.

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## Personality Inventory (HPI)

This inventory shows characteristics that facilitate or inhibit a person's ability to get along with others and achieve one's goals. Text explores the difference between self-identity and reputation. For this report, it is better to have higher or lower scores, as the positive and negative characteristics associated with both.



• 65-100% are considered high  
• 36-64% are considered average  
• 0-35% are considered low  
• Any scores <10% or >90% are considered defining characteristics

- Adjustment:** Composed, confident, resilient and optimistic when under pressure or in fast-paced environments. May not notice stress in others, over-estimate contributions or discount feedback.
- Ambition:** Competitive, persistent and willing to take initiative to achieve results and success. May overwhelm or intimidate colleagues, not seek input or become restless when not challenged.
- Sociability:** Team-oriented, talkative, entertaining and comfortable in high-profile roles. May not actively listen, compete for attention or get distracted.
- Interpersonal Sensitivity:** Diplomatic, warm, perceptive and cooperative. May avoid confrontation, not give direct performance feedback in a timely manner or be taken advantage of by others.
- Prudence:** Has high standards, will be organized, likely to follow rules and consider consequences, and be process and detail-oriented. May be controlling, unable to delegate or inflexible leading to difficulty managing change.
- Inquisitive:** Strategic, curious, long-term focused and a resourceful problem solver. May become easily bored, have difficulty assessing the practicality of ideas or following through on execution.
- Learning Approach:** Insightful, values learning and staying up-to-date, will enjoy applying knowledge and encourage staff training. May over-analyze or prefer learning to doing uninteresting yet required tasks.

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## Development Inventory (HDS)

This inventory shows counterproductive behaviors associated with performance risks that negatively influence people's careers, relationships, and life as a whole. Behavior will only be seen in situations where the person is actively managing their public image. For this report, it is better to have low scores because it indicates the level of risks associated with a set of behaviors. However, most people show none or more elevations.



• 90-100% are considered high risk  
• 70-89% are considered moderate risk  
• 40-69% are considered low risk  
• 0-39% are considered no risk

- Excitable:** At one's best will be energetic and focused. However, at high risk of becoming overly intense, annoyed by others and hard to please.
- Skeptical:** At one's best will be socially insightful. However, at high risk of becoming cynical or defensive. May look for signs of betrayal, hold grudges or retaliate.
- Cautious:** At one's best will be careful. However, at moderate risk of becoming reluctant to make decisions, take chances or share thoughts to avoid criticism and embarrassment. May resist change or give up on difficult people and tasks.
- Reserved:** At one's best will be independent minded. However, at high risk of becoming detached or insensitive to the feelings of others. May prefer to work alone and be uncommunicative.
- Leisurely:** At one's best will seem cooperative. However, at high risk of becoming stubborn and not following through on the priorities of others. May be annoyed when people make demands but will likely not confront them directly.
- Bold:** Low risk.
- Mischivous:** Low risk.
- Colorful:** No risk.
- Imaginative:** At one's best will be unconventional and innovative. However, at high risk of becoming eccentric and easily bored. May suggest impractical ideas, value one's own opinion over others and lack follow-through.
- Diligent:** No risk.
- Dutiful:** No risk.

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## Leader Notes From Debrief

### I. What are your key take-aways from the Hogan assessment?

i. Strengths:

ii. Opportunities:

### I. Keeping the Hogan Highlights above in mind, reflect on formal and informal feedback you have received recently. What development goals would increase your effectiveness? Be specific and list a due date.

### II. What are your longer-term aspirations?:

i. Describe aspirations:

ii. How will improving in the development areas mentioned above help you move towards those goals?

iii. Are there any other actions that would help achieve those goals?

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**Princeton HR Insight LLC**

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**[rebecca@princetonhrinsight.com](mailto:rebecca@princetonhrinsight.com)**