HOGAN COACHING REPORT

Sam Poole (HC560419)

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HOGAN

Prepared by Rebecca Feder

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 attain. 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 normal, or bright-side 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 derail peoples' 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.

Reference Guide: Hogan Scale Details

MVPI

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

HPI

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

Reference Guide: Hogan Scale Details

HDS	Everyday Strengths	Stress - Induced Derailers
Excitable	Intense & energetic	Moody & prone to overreacting
Skeptical	Perceptive & shrewd	Cynical & mistrustful
Cautious	Careful & thorough	Extremely reluctant to take risks
Reserved	Independent & businesslike	Stoic & disconnected
Leisurely	Cooperative & agreeable	Covertly resistant & insincere
Bold	Confident & assertive	Stubborn, arrogant, & smug
Mischievous	Charming & jocular	Irreverent & untrustworthy
Colorful	Outgoing & animated	"Showboating" & overwhelming
Imaginative	Innovative & creative	Off-the-wall & unrealistic
Diligent	Detail oriented & hardworking	Perfectionistic & demanding
Dutiful	Supportive & loyal	Ingratiating & deferential

Important Note: The following scales are intended to provide directional guidance. Each assessment, just like each person, is unique. Scales should not be viewed in isolation. Therefore, your coaching report and debrief discussion provide the most accurate picture of your assessment results.

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.
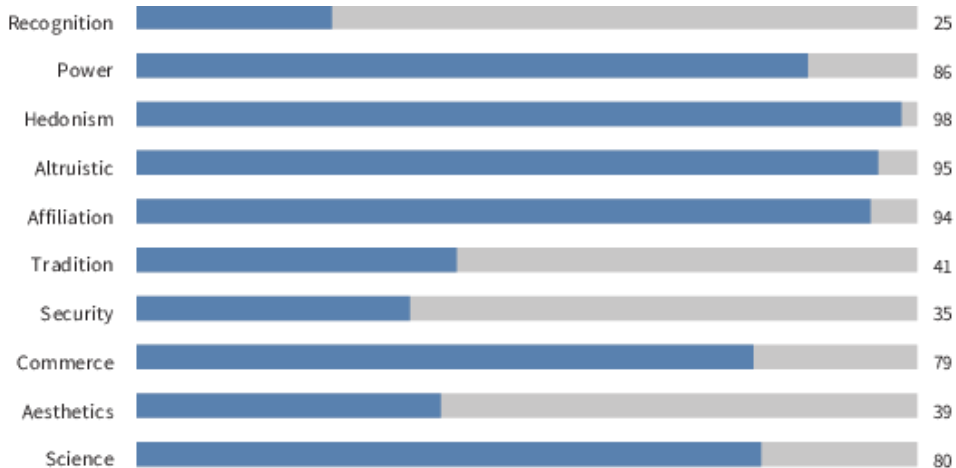
Development Inventory (Potential Derailers)

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.

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.

Dimension	Score
Recognition	25
Power	86
Hedonism	98
Altruistic	95
Affiliation	94
Tradition	41
Security	35
Commerce	79
Aesthetics	39
Science	80

- 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.

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. It explores the difference between self-identity and reputation. For this report, it is not better to have higher or lower scores, as there positive and negative characteristics associated with both.
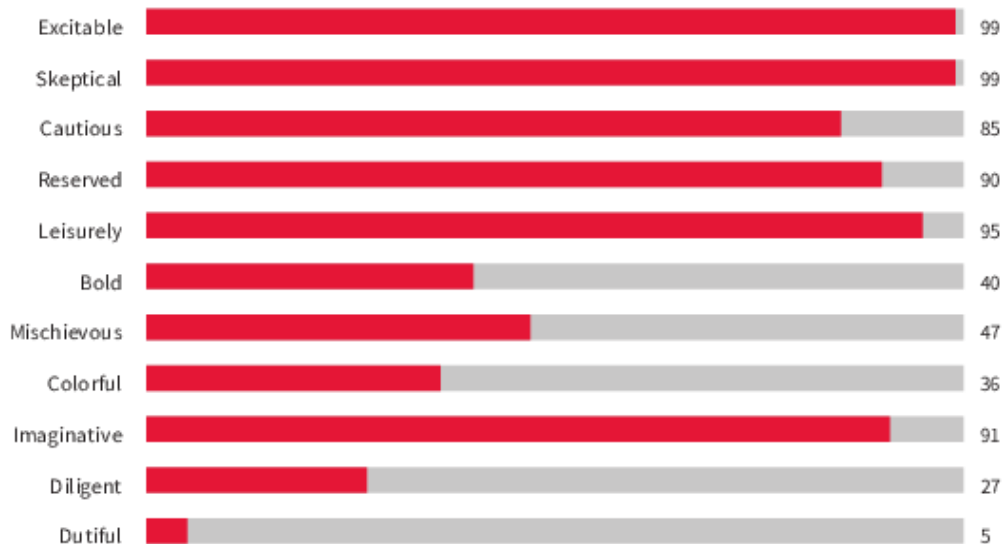
Characteristic	Score
Adjustment	99
Ambition	85
Sociability	77
Interpersonal Sensitivity	73
Prudence	68
Inquisitive	91
Learning Approach	74

- 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.

Development Inventory (HDS)

This inventory shows counterproductive behaviors associated with performance risks that negatively influence people's careers, relationships, and life satisfactions. ***Behaviors will only be seen in situations when a person is not actively managing their public image***. For this report, it is better to have low scores because it indicates the level of risk associated with a set of behaviors. However, most people show one or more elevations.

Dimension	Score
Excitable	99
Skeptical	99
Cautious	85
Reserved	90
Leisurely	95
Bold	40
Mischievous	47
Colorful	36
Imaginative	91
Diligent	27
Dutiful	5

- 90-100% are considered high risk
- 40-69% are considered low risk
- 70-89% are considered moderate 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 resistant 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.
- **Mischievous**: 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.

Development Guide

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?