



# Summary

RESULTS-BASED OVERVIEW OF  
STRENGTHS, VALUES, AND  
CHALLENGES

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**Report for:** John Score-Average

**ID:** UH555944

**Date:** 11.08.2016

# INTRODUCTION

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This report summarizes Mr. Score-Average's results from the Hogan Personality Inventory (HPI), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The report is organized in five parts: (1) Performance Strengths from the HPI results; (2) Values and Drivers from the MVPI results; (3) Performance Challenges from the HDS results; (4) Career Development tips from across the assessment results, and (5) a tabular summary of these results.

The HPI concerns Mr. Score-Average's overt strengths as they normally appear in an interview or an assessment center. These characteristics are the basis for the impression he makes on others, and they influence his typical style of social interaction and his reputation among his peers. The MVPI concerns his core values and goals, and the activities that give meaning to his life. These are key drivers—what he desires, strives to attain, and his sense of identity. His values influence his preferences and determine with whom he affiliates and what he appreciates. The HDS concerns behavioral tendencies that could potentially undermine or inhibit Mr. Score-Average's performance. These tendencies emerge when he is tired, pressured, or feeling insecure, or when he lets down his guard. They may impede his effectiveness and erode the quality of his relationships with customers, colleagues, and friends.

These results provide a comprehensive, valid, and in-depth summary of Mr. Score-Average's strengths, values, and challenges. The report is designed to help understand his performance potential, and any barriers to achieving it. While reading this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how he thinks about himself. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. Although the report may seem to contain contradictions, this is the result of the report combining two perspectives: (a) what you see in an interview (HPI); and (b) what you see after prolonged exposure (HDS).

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

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## **Personal Impact**

Low keyed and seemingly relaxed, Mr. Score-Average will not mind letting others be in charge and generally will avoid the “political behavior” that is sometimes necessary to advance in an organization. Because he tends not to seek leadership roles, his career promotions most likely will be based on technical competence rather than maintaining a high profile within the organization. He appears friendly, outgoing, and approachable, but is willing to listen and let others talk.

## **Interpersonal Skill**

Mr. Score-Average is a pleasant and tolerant person but one who will take a stand when necessary. He is reasonably planful and careful about procedures, but also is able to be flexible enough to change directions when necessary.

## **Working and Learning Style**

Mr. Score-Average tends to be reflective and self-critical. As a result, he is usually vigilant regarding mistakes, concerned about being evaluated, responsive to coaching and feedback, and works in bursts of energy. These characteristics are useful in research activities, and as a stimulus to productivity and hard work. He is open minded and curious, but also takes a practical approach to problem solving. Mr. Score-Average seems uninterested in education or training for its own sake and, relative to most other people, is only moderately motivated by academic pursuits. This does not imply a lack of ability; rather, people with this characteristic are likely to see reading and learning as a means to an end rather than something intrinsically important.

# VALUES AND DRIVERS

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## **Achievement Motivation**

Mr. Score-Average likes to strike a balance between working hard and playing hard and, although he respects traditional business manners and practices, he is also willing to change with the times. Mr. Score-Average seems appropriately interested in advancing his career, but also pays attention to the demands of career, family, and social life. He likes being noticed and enjoys having his achievements recognized--he is even willing to advertise them from time to time.

## **Social Interests**

Mr. Score-Average seems equally happy working by himself or as part of a team. He enjoys meeting new people, but he also likes having time to himself. He likes people, but he doesn't need constant interaction. Mr. Score-Average enjoys assisting and developing others, especially those who need the most help. He helps others because it is the right thing to do. He also thinks it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. He seems to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. He is neither liberal nor conservative in management style; he seems to have a natural preference for moderation and compromise. Mr. Score-Average values the lessons of the past but is willing to experiment for the future.

## **Entrepreneurial Values**

Mr. Score-Average seems to have a sensible attitude toward money; although he appreciates its value, he is not preoccupied by compensation issues. He judges himself in part by income potential, but he also takes pride in family, friends, and leisure time activities. Mr. Score-Average prefers to minimize risk and uncertainty; he likes expectations to be spelled out and performance standards to be made explicit. He would rather be safe than sorry, which means that he will take few foolish chances, but he may also be reluctant to take the chances necessary to advance his career.

## **Decision Making Style**

Mr. Score-Average seems to strike a balance between form and function in decision making. He wants equipment to look good but also to perform reliably and efficiently. He understands the trade off between elegant style and durable performance and uses it in making decisions. He seems willing to make decisions based on data and research as well as his own personal experience. Mr. Score-Average is comfortable with technology, but he is not interested in technological innovations for their own sake—he understands the uses of technology without being addicted to it.

# CHALLENGES

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## Reactions to Others

Mr. Score-Average seems to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, he may seem somewhat irritable, critical, and willing to give up on people or projects. He seems to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see him as mistrustful, uncooperative, or argumentative. Mr. Score-Average is a careful person who rarely makes silly mistakes. At the same time, however, he may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. Mr. Score-Average is a sturdy person who can stand up to criticism and adversity. Nonetheless, because he can be reserved, others may think he is aloof, detached, and unconcerned about their interests. Because he is so stoic, others may not know what is on his mind. He also dislikes being interrupted, is skeptical of others' competency, and possibly is hard to coach.

## Personal Performance Expectations

Others may see Mr. Score-Average as rather modest and reluctant to speak up unless his opinion is explicitly solicited. He seems candid but somewhat reserved and careful to avoid what he sees as unnecessary risks. He seems somewhat hesitant to call attention to himself. Mr. Score-Average may be reluctant to put forward ideas that others may see as radical or different.

## Reactions to Authority

Mr. Score-Average seems somewhat tolerant and flexible, but may be inconsistent in his standards for evaluating others' work, being sometimes too strict and other times too lenient. He seems attentive and cooperative, he likes consensus and dislikes controversy. On the other hand, he may seem reluctant to take a stand or make independent decisions and perhaps too eager to please his boss.



# CAREER DEVELOPMENT

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## **When Strengths Become Weaknesses; Feedback for Mr. Score-Average**

Mr. Score-Average tends to be somewhat defensive and may take things personally. As such, periodically remind him to lighten up and perhaps even practice stress management. In view of his tendency to be somewhat passive in social settings, Mr. Score-Average would benefit from training (assertiveness and/or public speaking)--if needed for the current or future job--to enhance his willingness to speak up and take initiative. He should be reminded to talk regularly with his coworkers, to ask them questions, and seek their advice. The goal is to get Mr. Score-Average to achieve a balance between the social and technical aspects of work. Mr. Score-Average should anticipate others' expectations during interactions and respect their needs. He should be positive and remember that he can gain others' trust by being rewarding and honest in interactions with them. Remind him to be patient when others make mistakes--typically, others do not make errors on purpose. He should stay open to change and be flexible in uncertain situations. When making decisions, he should remember that he may never have all relevant information, but should still decide promptly. Work with him to prioritize 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. Make sure Mr. Score-Average understands it, is able to talk about it, and can determine how his activities contribute to this larger picture. Because he is not particularly interested in traditional education, he should make an effort to read, to take advantage of training opportunities, and encourage others to do the same. He should identify his preferred modes of learning (e.g., videotapes, audio tapes, on-the-job, etc.) and incorporate these in his development planning process.

## **Dealing with Derailment Tendencies**

- First, remember Mr. Score-Average's strengths--at his best, he is a cooperative, congenial person who works well as part of a team. He is good at resolving disputes and soothing ruffled feelings, and is a loyal supporter of good people and admirable causes.
- Second, remember that if he wants his staff to be loyal, then he must be loyal to them, even if that means sometimes annoying superiors.
- Third, when asked for an opinion, Mr. Score-Average should take his time, decide what he believes, and be prepared to defend his position when challenged.
- Fourth, although he dislikes conflict, there will be times when confrontation and disagreement are inevitable. In the long run, credibility depends on confronting in a tactful yet persistent manner.



# SUMMARY OF PERSONALITY ASSESSMENT SCALES

SCALE	%	SCALE INTERPRETATION
<b>Hogan Personality Inventory</b>		
<b>Adjustment</b>	32	Concerns composure, optimism, and stable moods.
<b>Ambition</b>	30	Concerns taking initiative, being competitive, and seeking leadership roles.
<b>Sociability</b>	48	Concerns seeming talkative, socially bold, and entertaining.
<b>Interpersonal Sensitivity</b>	47	Concerns being agreeable, considerate, and skilled at maintaining relationships.
<b>Prudence</b>	43	Concerns being conscientious, dependable, and rule-abiding.
<b>Inquisitive</b>	38	Concerns being curious, imaginative, visionary, and easily bored.
<b>Learning Approach</b>	24	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
<b>Motives, Values, Preferences Inventory</b>		
<b>Recognition</b>	68	Desire to be known, seen, visible, and famous.
<b>Power</b>	55	Desire for challenge, competition, achievement, and success.
<b>Hedonism</b>	38	Desire for fun, excitement, variety, and pleasure.
<b>Altruistic</b>	66	Desire to serve others, to improve society, and to help the less fortunate.
<b>Affiliation</b>	46	Need for frequent and varied social contact.
<b>Tradition</b>	48	Concerns for morality, family values, and devotion to duty.
<b>Security</b>	73	Need for structure, order, and predictability.
<b>Commerce</b>	53	Interest in earning money, realizing profits, and finding business opportunities.
<b>Aesthetics</b>	48	Interest in the look, feel, sound, and design of products and artistic work.
<b>Science</b>	45	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
<b>Hogan Development Survey</b>		
<b>Excitable</b>	69	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
<b>Skeptical</b>	79	Concerns being socially insightful, but cynical and overly sensitive to criticism.
<b>Cautious</b>	70	Concerns being overly worried about being criticized.
<b>Reserved</b>	66	Concerns lacking interest in or awareness of the feelings of others.
<b>Leisurely</b>	68	Concerns being charming, but independent, stubborn, and hard to coach.
<b>Bold</b>	6	Concerns having inflated views of one's competency and worth.
<b>Mischievous</b>	34	Concerns being charming, risk-taking, and excitement-seeking.
<b>Colorful</b>	57	Concerns being dramatic, engaging, and attention-seeking.
<b>Imaginative</b>	63	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
<b>Diligent</b>	38	Concerns being conscientious, perfectionistic, and hard to please.
<b>Dutiful</b>	85	Concerns being eager to please and reluctant to act independently.