



The Hogan Personality Inventory

Effective Coaching Report for the Manager

Stephen H

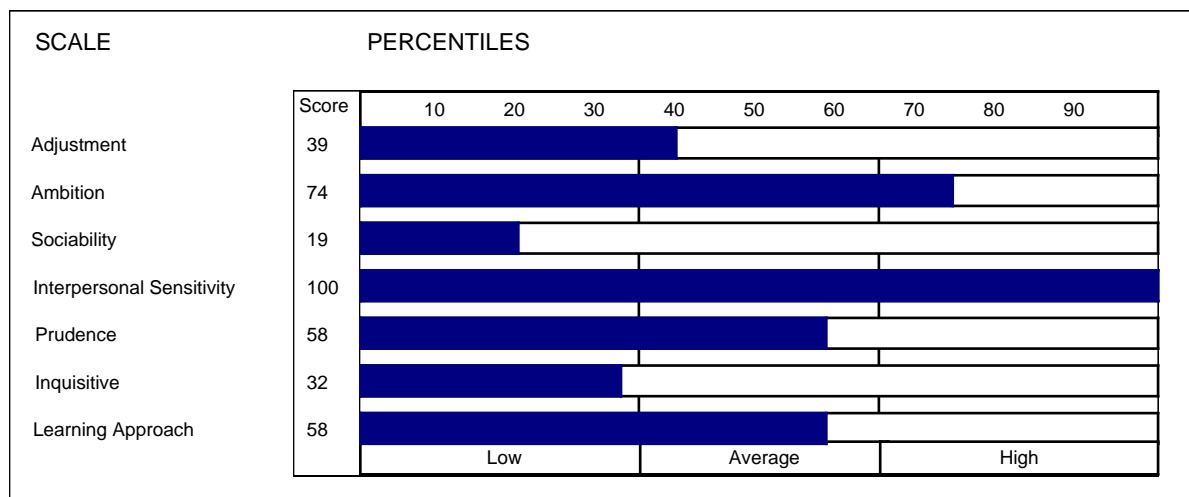
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INTRODUCTION

Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others. The Hogan Personality Inventory (HPI) evaluates people on seven well-known dimensions or characteristics that influence occupational success. This report is based on the candidate's scores on these dimensions; it describes how he is likely to act in various circumstances, it notes the candidate's strengths and shortcomings, and it makes some suggestions about how to manage his career. The next page contains the HPI graph on which the report is based, and definitions for the seven dimensions.

The Test is Valid and Interpretable.

GRAPHIC REPORT



High scorers are above the 65th percentile. Average Scores are between the 35th and 65th percentile. Low scores are below the 35th percentile.

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|---------------------------|---|
| Adjustment | Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative. |
| Ambition | Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive and hard working. Low scorers seem unassertive and less interested in advancement. |
| Sociability | Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet. |
| Interpersonal Sensitivity | Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct. |
| Prudence | Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible. |
| Inquisitive | Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate. |
| Learning Approach | Reflects the degree to which a person values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job. |

Strengths on which a manager can build

ADJUSTMENT

Mr. H is typically self-confident, but also willing to admit errors and listen to feedback. As a result, he seems:

- to have a balanced self-image
- to remain calm under stress
- to not internalize criticism
- to be responsive to feedback

AMBITION

Mr. H is active, hard-working, competitive, and eager to get ahead. He tends to:

- seek leadership positions
- set goals for advancement
- take initiative to get the job done
- be energetic and persistent
- persist in solving problems

SOCIABILITY

Mr. H may be reserved and quiet, especially around strangers. He should:

- value privacy
- avoid the limelight
- be a good listener
- be willing to work alone

INTERPERSONAL SENSITIVITY

Mr. H seems warm, friendly, and responsive to the needs and feelings of others. He:

- builds and maintains relationships
- is liked and trusted by others
- values helping others
- is considerate and pleasant
- is concerned about staff morale

PRUDENCE

Mr. H is reasonably playful and careful about procedures, but is also flexible and adaptable when necessary. He:

- is responsible and dependable
- works well under supervision
- will not get bogged down by details
- seems reasonable about rules

INQUISITIVE

Mr. H seems focused, and not easily distracted. He should also be:

- level headed and practical
- able to cope with repetitive tasks
- good with vigilance tasks
- not interested in job enlargement

LEARNING APPROACH

Mr. H is bright and generally stays up-to-date on job relevant subjects. He:

- believes education is a tool rather than an end in itself
- tends to stay informed on topics that are personally interesting
- is usually open to new ways of doing things
- will not resist new technology

Shortcomings that may challenge a manager

ADJUSTMENT

Mr. H should usually seem calm and steady under pressure. However, he may also:

- experience stress that others are unaware of
- be defensive about faults and insecurities
- sometime seem moody and self-critical

AMBITION

Mr. H is intense, driven and may tend to compete with coworkers. Additionally, he may:

- intimidate colleagues
- be too involved in office politics
- be overly demanding and/or pushy
- compete with team members

SOCIABILITY

Mr. H tends to be shy and introverted and may:

- misread social situations
- be uncomfortable around strangers
- be inaccessible to staff or coworkers
- not communicate well

INTERPERSONAL SENSITIVITY

Mr. H is unusually pleasant, good natured, eager to please. As a result he may:

- avoid confrontations
- avoid giving unpleasant feedback
- promise more than is possible to achieve
- become upset by rejection

PRUDENCE

Mr. H seems to have a balanced attitude towards authority. He should:

- be reasonably flexible about rules
- be easy to supervise
- plan appropriately

INQUISITIVE

Because Mr. H is so practical and focused, he may:

- lose sight of the bigger picture
- always solve problems the same way
- have few interests other than work
- lack curiosity

LEARNING APPROACH

Because Mr. H is bright and well-informed, he may:

- read situations and solve problems faster than his colleagues
- act before others understand his reasons
- put his priorities ahead of others

Tips for managing Mr. H

He has a strong achievement drive, is keenly interested in opportunities for advancement, and is likely to move on if these opportunities are not forthcoming. He needs to be reminded not to intimidate younger or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated than he seems to be.

Mr. H should develop a plan for self-improvement and to check his progress periodically. He should be encouraged to stay current in his field and to be alert for opportunities to develop new skills and competencies.

Mr. H should be reminded to stay flexible in ambiguous situations. He should remember that he may never have all the information needed to make decision. He should prioritize his work, keeping in mind that not every task requires equal effort or attention.

This person is unusually eager to please, and he will tend to avoid confrontations and disagreement; consequently, he needs to be reminded to be careful not to promise more than he can deliver, to be consistent in enforcing rules, and to confront problems promptly.

Mr. H is reasonably self-satisfied and, as a result should solicit feedback from coworkers and pay attention. He should be reminded to contribute appropriately to the efforts of the team, and to understand that others may feel stressed when he doesn't.

Mr. H needs to be encouraged to think and talk about the big picture, the vision or the strategy that drives the business. He may also need to be reminded that innovation and change will help the organization stay competitive.

Mr. H tends to be shy and introverted, consequently he needs to get out of his office and talk with others in their work places everyday; this is especially important for managers. Moreover, he should speak up at meetings and not wait to be asked for his opinion.