

# TALENT REVIEW REPORT



**YOUR  
COMPANY  
LOGO**

Participant Name	John Doe
Hogan ID	HD123456
Current Role	Manager
Job Grade	10

All participants completed the following assessments by Hogan Assessment Systems:



## Hogan Personality Inventory – HPI

The Hogan Personality Inventory (HPI) is a measure of normal personality and it is used to predict job-related behaviour. The HPI was the first inventory of normal personality based on the Five-Factor Model and developed specifically for the business community. The HPI is a high-quality psychometric evaluation of the personality characteristics necessary for success in careers, relationships, education, and life.

## Hogan Development Survey – HDS

The Hogan Development Survey (HDS) identifies personality-based performance risks and derailers of interpersonal behaviour, behaviours that are hard to detect during an interview. These behaviours are most often seen during times of stress and may impede work relationships, hinder productivity, or limit overall career potential. These derailers - deeply ingrained in personality - affect an individual's leadership style and actions. If these behaviour patterns are recognized, however, they can be compensated by development and coaching.

## Motives Values Preferences Inventory – MVPI

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.

## Competency Based Interview

Competency Based Interviews (CBI) are structured interviews which focus on particular areas of competence which are important to a job. Because of its focused structured format and its specific job competency linkage, it has a high predictive value. Competencies lie at the heart of integrated approaches to human resource management. Understanding which competencies are critical or desirable for a job is accepted as an essential first step to delivering performance.

Competencies were evaluated through the CBI. This is gained through the use of consistent targeted questions to elicit practical response. The questions are linked to the competency and behavioural dimensions and rating scale, to be able to provide an accurate reflection of each competency. The process is objective and standardized, with questions and follow-up probes defined to minimize the main threat to the CBI process – inter-rater bias, and ensure fairness and consistency.

R (Limited Evidence)	A (Near target)	A + (On Target)	G (Consistent)	G + (Strong Evidence)
This competency level is applicable where an individual consistently does not demonstrate the required skills and behaviours at the target level or indeed provides clear negative indicators. Red indicates risk.	This level of competency in general describes the inconsistent demonstration of the required skills and behaviours at the target level, with a tendency towards weaker evidence and some areas for concern.	This level of competency describes a solid demonstration of the required skills and behaviours at the target level, with some evidence of a tendency towards a Green rating. Amber Plus indicates solid evidence.	This level of competency is associated with consistent demonstration of the skills and behaviours required at the target level. Green indicates effective and consistent evidence.	This level of competency is associated with the consistent demonstration of the skills and behaviours required at the target level. Green Plus indicates strong and outstanding evidence.

## CORE COMPETENCIES

Competency	Description	Rating
<b>Delighting Customers</b>	Build and maintain effective working internal and external customer relationships which add value to the customer and lead to long term and profitable relationships, and business growth. They translate the passion for customers into action plans for the team and area of work. Should be able to tailor global opportunities to the needs of local customers.	G
<b>Drive for Results</b>	Drive for successful results. They make things happen and convey a sense of urgency and bias for action. They move tasks and assignments towards successful closure, because they set aggressive goals and are internally driven. Most importantly, they are willing to invites considerable effort to meet deadlines in a high-quality manner.	R
<b>Joy at Work</b>	Updated, fun and joyful towards life. They bring smiles and laughter to the workplace and are excited and enthusiastic about the work they do. They give assigned work their own personal touch and something extra. Sometimes this personal dimension is pure passion, sometimes it's pure entertainment, but in every case they take a routine task and upgrade it through their own personalized interpretation.	G+
<b>Team Work</b>	Build and support team efforts, enhancing group cohesiveness by emphasizing team objectives and reinforcing collaboration. They are able to work well with diverse teams and understand that it takes team effort to win. They will actively work to promote team harmony and eliminate disagreements. They are able to collaborate with teams across the globe.	A+

## LEADERSHIP COMPETENCIES

Competencies	Description	Rating
<b>Developing Talents</b>	Provide challenging assignments with clear and constructive feedback to contributors and colleagues. They act as positive mentor to foster development in others and bring out the best in individuals, all in an effort to attract, recruit, develop and retain talented staff.	G
<b>Embracing Change</b>	Leaders support, implement and initiate change, while helping others deal with the transition.	A
<b>Vision &amp; Inspiring</b>	Create and communicate a compelling vision, and are committed to company's value and direction. They are initiating enthusiasm, participation, positive moral and loyalty by walking the talk and motivating others to action.	A

## EXECUTIVE SUMMARY

Calm when others feel stressed or pressured and as a result, others may think you are not sensitive to their issues. You may not seek feedback and may resist coaching. Energetic and hardworking. You take initiative when appropriate, but also are content to work as part of a team or let others lead as long as he can make significant contributions. Likely to avoid interacting with strangers unless necessary. Although you seem to be a good listener, you may be slow to develop relationships with new people. Frank, direct, candid, and willing to challenge others' opinions and performance. Tough-minded and independent, you will rarely let personal issues cloud your judgment. Flexible, open to change and comfortable with ambiguity. You should be able to change directions quickly and work without clear and precise instructions but may also be somewhat impulsive. Practical, pragmatic, and grounded in your thinking and problem solving. You seem impatient with speculation and strongly prefer tried-and-true methods for operations and decision-making. Interested in learning new material only if it relates directly to your work or interests. You are likely will do well in informal, hands-on learning environments but should also understand that formal training is sometimes required.

Values having your efforts noticed. You prefer jobs where there are opportunities to work on high-profile projects. Wants to be productive and make a contribution. You prefer jobs where you can contribute to the success of the team or organization and where there is room for advancement. Tends to adopt a serious, business like attitude at work. You are most comfortable working in a structured environment with well-defined roles and expectations. Values opportunities to help others, even when there will be no direct and tangible benefits. You will be most comfortable working in service-minded roles and organizations. You like being able to concentrate and enjoy your quiet time. You are indifferent to opportunities to work closely with others or be part of a team. Values progress, change, and experimentation. You dislike formal hierarchies and will fit well in flexible, informal organizations. You have a strong need for structure and predictability. You dislike taking chances, making risky decisions, or working on projects whose outcomes are uncertain. You do not have a strong need for creative self-expression. You seem more interested in functionality than fashion and design. You value rationality, logic, and data-based decisions. You are interested in finding the right answers to problems, even when they are unpopular.

### Top Strengths

- Has strong people skills
- Has a positive and enthusiastic attitude.
- Works hard with a strong work ethic
- Has solid technical ability, experience, and knowledge
- Is competitive and determined
- Has strong leadership skills
- Is customer focused, and good with clients
- Is well organized
- Builds effective relationships
- Is empathetic and supportive
- Is visionary and strategic
- Strong communication skills
- Challenges poor performance
- Is a positive role model
- Is action-oriented and gets things done
- Is good at solving problems
- Motivates and inspires others

### Top Opportunities to Improve

- Stop taking on too much and spreading yourself too thin
- Challenge poor performance
- Delegate more
- Improve your time management and organizational skills
- Listen more and let others have their say
- Be more available and visible in the workplace
- Communicate better
- Give appropriate feedback
- Treat people fairly and without favoritism
- Look at the big picture - the organization's overall goals
- Show leadership on issues
- Set clear goals and performance indicators
- Be less aggressive

## HOGAN RESULTS - HDS

The Hogan Development Survey (HDS) is designed to assess eleven common dysfunctional dispositions. These dispositions: (a) are caused by people's distorted beliefs about how others will treat them; and (b) negatively influence people's careers, relationships, and life satisfactions.

<b>Top Four Derailers</b>	Excitable	Skeptical
	Cautious	Reserved

### Excitable

<b>What You May Do</b>	<b>Why You May Do It</b>
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Excitable people tend to be easily frustrated, explosive and may eventually leave projects or relationships.	You usually expect to be cheated, deprived, denied, and experience wrongdoing even when it doesn't occur. You often get their way by yelling, bullying, and intimidating.
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<b>Strengths</b>	<b>Shortcomings</b>
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You bring a lot of energy and enthusiasm to new projects.	You are often easily frustrated, volatile, and may destroy relationships.
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<b>Keep Doing</b>	Acting with passion, energy, and enthusiasm	<b>Behavioural Suggestions</b>
<b>Stop Doing</b>	Losing emotional control, allowing emotions to run away, yelling.	
<b>Start Doing</b>	Analysing the situations in which you become frustrated and upset, learning to recognize the signs that you are about to lose control, and then leaving the situation to take a time out.	
Remember your strengths - when you are at your best, you are an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If you can learn to control your tendency to be annoyed or discouraged and modify the way you express your emotions, you will be even more helpful to others. Listen closely to feedback from people you trust. This will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation. Recognize that you tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, you will reduce the likelihood of being discouraged later. Remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.		

### Skeptical

<b>What You May Do</b>	<b>Why You May Do It</b>
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Skeptical individuals are prone to think you have been wronged, and then retaliate by fault-finding, hostility, and cynicism.	You see the world as full of people who want to prey on you. You may often get your way by intimidating others.
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<b>Strengths</b>	<b>Shortcomings</b>
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You are very insightful about others' motives, and organizational politics.	You don't trust anyone and can't build a team.
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<b>Keep Doing</b>	Thinking about and analyzing others' motives and intentions, and challenging their assumptions.	<b>Behavioural Suggestions</b>
<b>Stop Doing</b>	Arguing with others, unless there is a way to reach an agreement after an exchange of views.	
<b>Start Doing</b>	Developing the capacity to trust at least some other people, or at least keep one's doubts to oneself.	
Because you may tend to mistrust coaching, feedback and advice, it will be important for you to suspend judgment and give coaching a chance; you don't need to be skeptical of others' good intentions. You might be seen as argumentative when expressing your opinions, so it will be important for you to ask for others' viewpoints, show sensitivity in communicating with others, and take coworkers' actions at face value. You should use criticality to address organizational process improvements: offer opinions not only concerning faults and problems but also on how to rectify situations—describe how things can work better rather than why they don't work. Practice giving positive feedback by looking at the best case scenario.		

## Cautious

### What You May Do

Cautious individuals tend to make decisions very slowly, are reluctant to change methods, avoid trying new technology, and seem risk averse.

### Why You May Do It

You hate being criticized, and you think others are poised to judge and criticize you. By delaying decisions, you can control people and resources.

### Strengths

You will make very few dumb mistakes, and are a resource for evaluating new initiatives.

### Shortcomings

Cautious individuals don't make decisions. You micromanage your staff in order to prevent staff members from making mistakes that might embarrass them with their superiors.

#### Keep Doing

Reviewing critically plans and proposals for unnecessary risk.

### Behavioural Suggestions

You should not avoid trying new things or taking initiative: let others help make risky decisions and realize the costs of lost opportunities. Focus on your past successes, particularly when you made decisions that had a positive outcome. Use your hindsight to confront your fear of being embarrassed or criticized. If you continue to be overly cautious, you may miss valuable opportunities and others may see you as tentative. Therefore, it will be important for you to assess options realistically, not emotionally, and consider the worst case scenario when faced with a significant challenge or decision. Before important meetings, you should rehearse key talking points to make. Make a list of all the issues you are facing and prioritize the important ones that you have to make decisions about. Set limits on your fact gathering, set a firm timeline and stick by your decision (even if it turns out wrong).

#### Stop Doing

Holding up progress by not making decisions, resisting new technology.

#### Start Doing

Providing suggestions for solutions rather than simply raising objections.

## Reserved

### What You May Do

Reserved people treat others as physical objects rather than feeling individuals. You seem tough, remote, and insensitive, and stop communicating when under pressure. You use silence to manipulate and control others.

### Why You May Do It

You see the world as threatening, and deal with the threat by withdrawing, isolating themselves, and ignoring other people. Your behaviours (e.g., silence) put them in a position to manipulate and control.

### Strengths

You are tough, can handle pressure, negative feedback, and emotional outbursts without becoming flustered.

### Shortcomings

You can be a poor communicator and staff often don't know what is expected of you.

#### Keep Doing

Showing steadiness when others are becoming emotional and overwrought.

### Behavioural Suggestions

Since you may have a tendency to withdraw from social situations, you should ensure that others get the message you intended. Pay attention to the impact of verbal and bodily communications. Also, you should actively participate in meetings, be more visible to the workgroup (esp. in times of stress), and think through the potential impact of your actions, including your communications. Since a perception of insensitivity might undermine your ability to persuade others, spend more time understanding what will motivate and inspire others. Get out of the office and talk with people and show a genuine interest in employees' activities and careers. It's important to understand the role of connections and the success of business.

#### Stop Doing

Tuning other people out and ignoring their concerns.

#### Start Doing

Asking other people for feedback on your performance. After important meetings, ask others what they heard.

# COMPETENCY BASED INTERVIEW RESULTS

## Core Competencies

### Delighting Customers

Build and maintain effective working internal and external customer relationships which add value to the customer and lead to long term and profitable relationships, and business growth. They translate the passion for customers into action plans for the team and area of work. Should be able to tailor global opportunities to the needs of local customers.

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### Drive Results

Drive for successful results. They make things happen and convey a sense of urgency and bias for action. They move tasks and assignments towards successful closure, because they set aggressive goals and are internally driven. Most importantly, they are willing to invest considerable effort to meet deadlines in a high-quality manner.

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### Joy at Work

Updated, fun and joyful towards life. They bring smiles and laughter to the workplace and are excited and enthusiastic about the work they do. They give assigned work their own personal touch and something extra. Sometimes this personal dimension is pure passion, sometimes it's pure entertainment, but in every case they take a routine task and upgrade it through their own personalized interpretation.

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### Team Work

Build and support team efforts, enhancing group cohesiveness by emphasizing team objectives and reinforcing collaboration. They are able to work well with diverse teams and understand that it takes team effort to win. They will actively work to promote team harmony and eliminate disagreements. They are able to collaborate with teams across the globe.

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# COMPETENCY BASED INTERVIEW RESULTS

## Leadership Competencies

### Developing Talents

Provide challenging assignments with clear and constructive feedback to contributors and colleagues. They act as positive mentor to foster development in others and bring out the best in individuals, all in an effort to attract, recruit, develop and retain talented staff.

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### Embracing Change

Leaders support, implement and initiate change, while helping others deal with the transition.

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### Vision & Inspiring

Create and communicate a compelling vision, and are committed to company's value and direction. They are initiating enthusiasm, participation, positive moral and loyalty by walking the talk and motivating others to action.

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# INDIVIDUAL DEVELOPMENT PLAN



**YOUR  
COMPANY  
LOGO**

Participant Name	John Doe
Hogan ID	HD123456
Current Role	Supervisor
Job Grade	10

## OPTIMISE STRENGTHS – AREAS TO KEEP DOING

Objectives	Action Steps & Resources	Timeline & Support Needed
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?

## MAXIMISE OPPORTUNITIES – AREAS TO START DOING

Objectives	Action Steps & Resources	Timeline & Support Needed
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?

## NEUTRALISE WEAKNESSES – AREAS TO STOP DOING

Objectives	Action Steps & Resources	Timeline & Support Needed
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?
State the behavioural objective, what is the goal?	Describe the action steps and resources which will assist you.	What is the realistic timeline? What support will you need?