Interpretation Guide for Hogan Reports

Using the Hogan Personality Inventory to build strategic self-awareness

Using the Hogan Development Survey to build strategic self-awareness

Using the Hogan MVPI to understand what motivates candidates to succeed

www.mentisglobal.com

Distributed by Mentis

support@mentisglobal.com
# Table of Contents

**HOGAN PERSONALITY INVENTORY OVERVIEW**

<table>
<thead>
<tr>
<th>Trait</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjustment</td>
<td>4</td>
</tr>
<tr>
<td>Ambition</td>
<td>5</td>
</tr>
<tr>
<td>Sociability</td>
<td>6</td>
</tr>
<tr>
<td>Interpersonal Sensitivity</td>
<td>7</td>
</tr>
<tr>
<td>Prudence</td>
<td>8</td>
</tr>
<tr>
<td>Inquisitive</td>
<td>9</td>
</tr>
<tr>
<td>Learning Approach</td>
<td>10</td>
</tr>
</tbody>
</table>

**HOGAN DEVELOPMENT SURVEY OVERVIEW**

<table>
<thead>
<tr>
<th>Trait</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excitable</td>
<td>14</td>
</tr>
<tr>
<td>Skeptical</td>
<td>15</td>
</tr>
<tr>
<td>Cautious</td>
<td>16</td>
</tr>
<tr>
<td>Reserved</td>
<td>17</td>
</tr>
<tr>
<td>Leisurely</td>
<td>18</td>
</tr>
<tr>
<td>Bold</td>
<td>19</td>
</tr>
<tr>
<td>Mischievous</td>
<td>20</td>
</tr>
<tr>
<td>Colorful</td>
<td>21</td>
</tr>
<tr>
<td>Imaginative</td>
<td>22</td>
</tr>
<tr>
<td>Diligent</td>
<td>23</td>
</tr>
<tr>
<td>Dutiful</td>
<td>24</td>
</tr>
</tbody>
</table>

**MOTIVES, VALUES, PREFERENCES INVENTORY OVERVIEW**

<table>
<thead>
<tr>
<th>Trait</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aesthetic</td>
<td>28</td>
</tr>
<tr>
<td>Affiliation</td>
<td>29</td>
</tr>
<tr>
<td>Altruistic</td>
<td>30</td>
</tr>
<tr>
<td>Commercial</td>
<td>31</td>
</tr>
<tr>
<td>Hedonistic</td>
<td>32</td>
</tr>
<tr>
<td>Power</td>
<td>33</td>
</tr>
<tr>
<td>Recognition</td>
<td>34</td>
</tr>
<tr>
<td>Scientific</td>
<td>35</td>
</tr>
<tr>
<td>Security</td>
<td>36</td>
</tr>
<tr>
<td>Tradition</td>
<td>37</td>
</tr>
</tbody>
</table>
Introduction

For years, Hogan Assessment Systems (HAS) has provided selection and development services to organizations worldwide. Our measurement tools are the result of 25 years of development, refinement, and validation. These tools help to ensure that your employee selection and development procedures will promote a thriving and effective organization. Three inventories form the core of our approach to individual assessment. The first is the Hogan Personality Inventory, a measure of normal personality, which concerns strengths and skills that enhance an individual’s career--these bright side tendencies are noticed quickly by others. The second is the Hogan Development Survey, a measure of dysfunctional dispositions, which concerns problematic behaviors that can derail an individual’s career--these dark side tendencies appear after prolonged exposure, during times of stress, and/or heavy workloads. The third is the Motives, Values, Preferences Inventory, a measure of values, which concerns personal drivers and fit with organizational culture--these are the inside things that individuals enjoy and that indicate what kinds of jobs, work, and environments they will find most satisfying. These assessments can be used independently; however, in combination they provide a comprehensive picture of a person's strengths, shortcomings, and core aspirations--essential information that provides a desirable alternative, or addition, to a more elaborate assessment center.

This Interpretive Guide is a compilation of performance descriptions and personality based attributes of scores on all three assessments. The research-based descriptions were derived from performance observations, 360° ratings, upwart appraisals, self-reports, and other comprehensive performance data. Not all performance implications are salient to all situations, nor are they perscriptive. Rather, the descriptions are an accumulation of consistent observations across a wide range of jobs, individuals, and industries. The descriptions should be used to facilitate interpretation, guide report writing, strengthen selection decisions, and increase focus on potential development needs.

The Interpretive Guide provides in-depth scale-by-scale interpretations of all HPI, HDS, and MVPI main scales. Configural Scoring--understanding the behavioral implications of the scale combinations across all three assessments--provides more robust information than scale-by-scale interpretation.

As always, if you have any questions, comments, or further interpretive needs, please contact Mentis at support@mentisglobal.com
Assessing the Bright Side
Hogan Personality Inventory Overview

The Hogan Personality Inventory (HPI) is a measure of normal personality. It is designed primarily for use in personnel selection, individualized assessment, development, and career-related decision making. It provides information regarding what we call the “bright side” of personality—characteristics that appear in social interaction and that facilitate or inhibit a person’s ability to get along with others and to achieve his or her goals.

- The Hogan Personality Inventory (HPI), based on the Five-Factor Model of personality, assesses normal personality and interpersonal characteristics, and predicts occupational success.

- The HPI provides information on how a person is perceived by others instead of how the person sees him- or herself. This perspective is possible because the HPI was validated using observers’ descriptions of behavior and job performance (e.g., 360o ratings, supervisor ratings, etc.).

- The 206 items comprise seven primary scales, one validity scale, and 41 subscales. The subscales are also called Homogeneous Item Composites (HICs), and present more specific information concerning a person’s primary scale scores than the primary scales alone. The data are presented in terms of percentiles.

- Scores at the 65th percentile and above are considered High.

- Scores between the 36th and 64th percentiles are considered Average.

- Scores at the 35th percentile and below are considered Low.

- There are strengths and shortcomings associated with High, Average, and Low scores.

- The Validity Scale detects careless or erratic responding. When the Validity Scale score is less than 10, the HPI is invalid and cannot be interpreted. Ninety-eight percent of the people who take the HPI have a score of 10 or greater.

- The interpretive statements for each scale are empirically based.
Adjustment

Measures the degree to which a person appears confident, self-accepting, and stable under pressure.

Performance Implications of High Scores (65% - 100%)

- Positive Performance Implications:
  High scoring individuals adjust to fast paced environments and/or heavy workloads, stay calm under pressure, avoid overreacting, and do not react negatively to stress. They are even-tempered, confident in their abilities, and others will value their resiliency in urgent, stressful times. These individuals are trusting of others and tend to see the glass as half full rather than half empty.

- Negative Performance Implications:
  Because high scoring individuals are so calm, they may not realize when others are stressed, they may continue to pile work onto others, and they may not be empathic. They tend to view positive feedback as a means of “patting themselves on the back” and, because of their high level of self-confidence, they tend to discount, or even ignore, negative feedback. High scoring individuals also tend to ignore their mistakes and overestimate their workplace contributions.

Performance Implications of Average Scores (36% - 64%)

- Positive Performance Implications:
  Average scoring individuals are seen as balanced, stable, and remain calm under stress and pressure. They will also listen to others’ suggestions and apply feedback from others.

- Negative Performance Implications:
  Average scoring individuals may tend to appear nonchalant in their approach to work tasks and priority assignments. Others may perceive them as not being truly aware of their circumstances.

Performance Implications of Low Scores (0% - 35%)

- Positive Performance Implications:
  Low scoring individuals will be introspective, vigilant, concerned about their work products, and will use feedback as a means to improve performance. These individuals should be responsive to coaching and feedback.

- Negative Performance Implications:
  Low scoring individuals are overly self-critical, tend to be their own worst enemy, and are inclined to take criticism personally. They are perceived as remorseful, unhappy, intense, edgy, stress prone, tense under pressure, anxious, and self-derogatory. Setbacks and inconveniences will annoy them and cause stress for these individuals.


**Ambition**

*Measures the degree to which a person appears self-confident, leaderlike, and competitive.*

**Performance Implications of High Scores (65% - 100%)**

- **Positive Performance Implications:**
  High scoring individuals tend to be leaderlike, energetic, driven, competitive, and focused on achieving results and success. They will also take initiative, be persistent when completing a task, and are eager to advance in the organization. These individuals are self-confident and comfortable when presenting their ideas in front of groups, and they will lead others to focus on major business goals and initiatives.

- **Negative Performance Implications:**
  High scoring individuals may tend to compete with their peers or subordinates to facilitate their own advancement. They may assume they have all the answers, and may not seek others’ input when strategizing or generating ideas. These individuals will become restless in deadend jobs and move on to other opportunities if they see no room for advancement.

**Performance Implications of Average Scores (36% - 64%)**

- **Positive Performance Implications:**
  Average scoring individuals are seen as relatively ambitious, reasonably hardworking, and good team players. Although they are not driven by status concerns, they normally do not mind moving into positions of authority, and they will be supportive of team efforts to complete projects.

- **Negative Performance Implications:**
  Average scoring individuals may be seen as indifferent and not very strategic in their decision making; consequently, others may have difficulty maintaining confidence in these individuals’ leadership potential. Because of their tendency to not seek out challenges, they may be seen as lacking both the skill and desire to achieve high-impact results.

**Performance Implications of Low Scores (0% - 35%)**

- **Positive Performance Implications:**
  Low scoring individuals will prefer to have tasks assigned to them and will be more comfortable following others than leading. They tend not to engage in “political behavior” and will work well in team and subordinate roles.

- **Negative Performance Implications:**
  Low scoring individuals will be perceived as unassertive, indecisive, uninterested in advancement, satisfied with the status quo, and lacking focus or a clear vision. They tend to not take initiative or action unless asked to do so, and may reject offers of leadership or advancement.
Sociability

Measures the degree to which a person needs and/or enjoys social interaction.

Performance Implications of High Scores (65% - 100%)

- Positive Performance Implications:
  High scoring individuals tend to be described as approachable, gregarious, outgoing, talkative, entertaining, and dynamic. They will make a positive first impression and be comfortable in high profile positions—especially if they can be the center of attention. These individuals meet strangers well, enjoy interacting with others, and are seen as being socially skilled by both peers and customers.

- Negative Performance Implications:
  High scoring individuals may have difficulty engaging in active listening and may frequently interrupt others. They tend to compete for center stage instead of understanding their role in the bigger picture. Over time, more reserved coworkers may see these individuals as loud and overbearing, which will reduce their effectiveness. They may also be impulsive and not think through the consequences of their actions, which puts them at risk of making hasty and poor decisions (check for low Prudence).

Performance Implications of Average Scores (36% - 64%)

- Positive Performance Implications:
  Average scoring individuals are neither extroverted nor socially retiring. They will be seen by others as friendly and congenial, but not overly attention seeking. Customers and coworkers will see them as approachable, accessible, and willing to listen to their needs before offering suggestions.

- Negative Performance Implications:
  Average scoring individuals tend not to seek recognition for their performance; consequently, they may be viewed as lacking involvement or dedication. They tend to not voice their ideas and opinions to avoid drawing too much attention to themselves.

Performance Implications of Low Scores (0% - 35%)

- Positive Performance Implications:
  Low scoring individuals tend not to engage in small talk, and consequently will be more business focused and task oriented. They will enjoy and excel at solitary tasks, will be good listeners, and will not need continuous social interaction to keep them interested and satisfied with their job.

- Negative Performance Implications:
  Low scoring individuals tend to be described as being reserved, quiet, and somewhat shy. They may also be described as cold and socially aloof, and they may use their shyness as a manipulation technique. As managers, they may hold back during discussions, not give enough feedback to their staff, and seem unapproachable.
Interpersonal Sensitivity

Measures the degree to which a person seems sensitive, perceptive, and tactful.

Performance Implications of High Scores (65% - 100%)

- Positive Performance Implications:
  High scoring individuals will be seen as diplomatic, trustworthy, friendly, warm, considerate, and nurturing in relationships. They tend to be perceptive, thoughtful, and cooperative team members who try to build and maintain coalitions with others. They encourage cooperation and teamwork, and foster trust and respect from their peers and staff.

- Negative Performance Implications:
  High scoring individuals have a propensity to avoid confrontation. They tend to be focused on getting along with others; consequently, they may not address poor performance issues in a timely manner, which can create perceptions of favoritism. Others may take advantage of this person.

Performance Implications of Average Scores (36% - 64%)

- Positive Performance Implications:
  Average scoring individuals are seen as cooperative and friendly, but are still able to voice their opinions. These individuals will be comfortable confronting conflict and tend to do so in a tactful way.

- Negative Performance Implications:
  Average scoring individuals may become impatient with others’ shortcomings and avoid interacting with them at a professional level.

Performance Implications of Low Scores (0% - 35%)

- Positive Performance Implications:
  Low scoring individuals will confront nonperformance issues promptly, using a frank and direct manner. They will not be swayed easily by others’ emotions or personal concerns, and will be comfortable enforcing tough rules and procedures.

- Negative Performance Implications:
  Low scoring individuals will be seen as direct, blunt, tough and possibly insensitive. They may be harsh, unconcerned with staff morale, and indifferent to others’ feelings; consequently, others will not turn to them in time of need. These individuals tend to be socially imperceptive and say things without realizing the consequences of their words and actions (e.g., they may give orders instead of making suggestions). They may also be seen as becoming easily impatient with others’ shortcomings (check for low Adjustment).
**Prudence**

Measures the degree to which a person seems conscientious and rule abiding.

**Performance Implications of High Scores (65% - 100%)**

- **Positive Performance Implications:**
  High scoring individuals are seen as orderly, dependable, planful, organized, reliable and responsible. They will hold high standards for their own and others' performance, and will be described as procedurally driven and attentive to details. These individuals tend to be good organizational citizens who are attentive to the rules, procedures, and details of the organization. They will gather all information necessary to make an informed decision.

- **Negative Performance Implications:**
  High scoring individuals may be overly controlling and have difficulty managing change. They will be described by others as micro-managing the details of projects, and being somewhat unable to delegate tasks to others. These individuals tend to not be visionary or “big picture” oriented (check for low Intellectance), which may reduce their overall effectiveness. Individuals with very high scores (90th percentile and above) tend to be seen as rigid and inflexible.

**Performance Implications of Average Scores (36% - 64%)**

- **Positive Performance Implications:**
  Average scoring individuals will be seen as responsible employees who are planful, mindful of details, and able to tolerate close supervision. They are open to new experiences, ideas, and initiatives, and will look beyond standard procedures to solve problems.

- **Negative Performance Implications:**
  Average scoring individuals may have difficulty prioritizing work, being flexible in uncertain situations, and knowing when they have enough information to make a decision.

**Performance Implications of Low Scores (0% - 35%)**

- **Positive Performance Implications:**
  Low scoring individuals will be quick to act and make things happen within the organization. They will be flexible, open, and comfortable with change, innovation, and new initiatives.

- **Negative Performance Implications:**
  Low scoring individuals tend to be impulsive and careless with respect to rules, policies, and procedures. They tend to be inattentive to details, resist supervision, ignore small process steps, not plan ahead, and rarely think through the consequences of their actions.
Inquisitive

Measures the degree to which a person seems imaginative and takes an innovative approach to problem solving.

Performance Implications of High Scores (65% - 100%)

- Positive Performance Implications:
  High scoring individuals tend to be imaginative, have a lot of ideas, and are resourceful problem solvers. They are often creative (check for low Prudence), adventurous, inquisitive, curious, open-minded, and focused on the bigger picture. These individuals are usually strategic “outside-the-box” thinkers who can bring a variety of ideas and solutions to the table.

- Negative Performance Implications:
  High scoring individuals may become easily bored without new and stimulating activities. They may have difficulty diagnosing the practicality of ideas and concepts, downplay operational or process matters, and prefer conceptualizing over implementation. Individuals with very high scores (above 90%) are often perceived as easily distractible (especially when performing tedious tasks), unpredictable, and overly passionate about topics of personal interest.

Performance Implications of Average Scores (36% - 64%)

- Positive Performance Implications:
  Average scoring individuals will be seen as being somewhat imaginative and having varying degrees of interest in creativity or conceptual thinking. While they will contribute to the strategic planning of the organization, they will tend to stay in the background and evaluate ideas rather than generating their own. These individuals often enjoy taking visionary ideas and translating them into workable solutions.

- Negative Performance Implications:
  Average scoring individuals may lose sight of the big picture and not be enthusiastic about strategic planning. Others may see them as lacking ideas and being indifferent to change and advancement in technology or operating procedures.

Performance Implications of Low Scores (0% - 35%)

- Positive Performance Implications:
  Low scoring individuals will be seen as practical, level headed, process focused, and tolerant of repetitive tasks. They tend to have a practical, hands-on approach to problem solving, and are good with application and implementation.

- Negative Performance Implications:
  Low scoring individuals will be cautious in their acceptance of new ideas and experiences, making them uncomfortable in ambiguous situations. They tend to focus on details and operational matters and ignore the big picture. These individuals prefer to use familiar, instead of creative ways to solve problems, and may ignore the constructive advice of peers or superiors on new ways to perform familiar tasks.
Learning Approach

Measures the degree to which a person seems to take pleasure in learning and staying up-to-date in business and technical matters.

Performance Implications of High Scores (65% - 100%)

- Positive Performance Implications:
  High scoring individuals value education and view learning as an end unto itself. They tend to remain up to date with current trends and developments in their profession, and they will push for learning and training opportunities for themselves and their staff. They are achievement oriented, goal-focused, enjoy applying their knowledge to current situations, and will work to improve their skills.

- Negative Performance Implications:
  High scoring individuals may tend to focus more on learning rather than doing “non-interesting”, yet required, tasks. They may also tend to jump on the newest technology craze without verifying its usefulness to the organization, and may overwhelm others with their zeal for training opportunities. These individuals may also be perceived as dogmatic about the value of knowledge; consequently, they may be seen as a “know-it-all” by others, which could cause them to lose credibility over time.

Performance Implications of Average Scores (36% - 64%)

- Positive Performance Implications:
  Average scoring individuals will seek learning opportunities, but not with great urgency. They will encourage others to stay up to date on current trends, but will not make it mandatory. Although the prevailing perception is that these individuals are informed of the latest procedures, occasionally they may be caught off guard by those who dig deeper into new advancements.

- Negative Performance Implications:
  Average scoring individuals may delay their learning of new information, which can be a detriment to the organization. Because they show little urgency, others may perceive them as uncommitted to the tasks at hand. Further, they may tend to talk about employee development and staying current on trends, but rarely provide their staff with the opportunities to do so.

Performance Implications of Low Scores (0% - 35%)

- Positive Performance Implications:
  Low scoring individuals look to hands-on, nontraditional venues of training and learning (e.g., through a mentor, listening to tapes, on the job training) versus traditional educational media. They usually prefer to apply skills rather than learning new methodologies or concepts.

- Negative Performance Implications:
  Low scoring individuals tend to view traditional venues of education as something to be endured rather than enjoyed. Consequently, they often seem unconcerned with staff development, and may ignore opportunities for continuing education for both themselves and their staff. They may not set clear goals and objectives for themselves or others, and/or equip their staff with the necessary skills to carry out their assignments.
Notes
Assessing the Dark Side
Hogan Development Survey Overview

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.

- The HDS assesses blind spots, or risk factors, that are counterproductive, inhibit interpersonal relationships, and hinder one's ability to build and lead a team. These tendencies appear over time and indicate how individuals approach others, how they deal with people-related stress, and how they expect people to react to them—especially during periods of stress or heavy workloads.

- The HDS provides information about how a person is perceived by others instead of how the person sees him/herself. This perspective is possible because the HDS was validated using observers' descriptions of behavior (e.g., 360 degree ratings, supervisor ratings, etc.).

- The HDS contains 168 items that comprise 11 primary scales. The data are presented in terms of percentiles.

- Scores at the 90th percentile and above are considered High.

- Scores between the 70th and 89th percentiles are considered Elevated.

- Scores between the 40th and 69th percentiles are considered Moderate.

- Scores at the 39th percentile and below are considered Low.

- Higher scores on a scale increase the chances that risk factors and counterproductive behaviors will be more problematic for that dimension.

- Everyone has one or two elevations (i.e., approaching or in the High range). If an individual has 3 or more High scores, then his/her behavior is likely to be more problematic. If a person does not have any High scores, then Elevated scores become more meaningful.

- The interpretive statements for each scale are empirically based.
Excitable

This scale concerns behavior that ranges from emotional calmness to emotional explosiveness.

Performance Implications of High Scores (90% - 100%)

- Individuals with High scores are perceived as intense and energetic, but also mercurial and potentially explosive. They tend to be critical, easily irritated, prone to emotional outbursts, and easily upset with people and projects. These individuals tend to develop strong enthusiasms for people, projects, or organizations, and then become disappointed with them. Further, if they become disappointed with people, they may not follow through on commitments, or they may quit in frustration. These individuals tend to become annoyed easily, let little things bother them, and change jobs more frequently than other people. They may be hard to work with because they seem moody, hard to please, and do not handle pressure well.

Performance Implications of Elevated Scores (70% - 89%)

- Individuals with Elevated scores are perceived as energized and active, but also moody and irritable. They tend to be easily annoyed, critical of others’ work, self-doubting, and tense. At times, these individuals may also overreact to difficult situations or give up when projects do not go well. They may be hard to work with because they are perceived as being somewhat unpredictable and critical.

Performance Implications of Moderate Scores (40% - 69%)

- Individuals with Moderate scores are perceived as self-confident, tolerant, and even-tempered. They are not easily upset and tend to stay calm in difficult situations. These individuals rarely need reassurance and are usually tolerant of others’ shortcomings.

Performance Implications of Low Scores (0% - 39%)

- Individuals with Low scores are perceived as calm, steady, reliable, and emotionally mature. They are usually in a good mood and are not easily disappointed. These individuals seem relaxed, easygoing, and they rarely get excited—even when provoked. They tend to stay focused on the task at hand and can be counted on to complete projects in a timely manner.
Skeptical

This scale concerns behavior that ranges from having confidence in others to expecting to be disappointed.

Performance Implications of High Scores (90% - 100%)
- Individuals with High scores are perceived as bright and perceptive, but critical, fault finding and alert for signs of betrayal. They tend to be cynical, easily angered, and mistrustful of others’ actions and intentions. These individuals are tense, easily upset, and expect to be mistreated. Although they are shrewd and difficult to fool, others may find them hard to work with because they take criticism personally, tend to feel misunderstood, and are prone to retaliate when they feel wronged. High scoring individuals are also prone to fault finding and are willing to bend the rules to defend themselves against perceived mistreatment.

Performance Implications of Elevated Scores (70% - 89%)
- Individuals with Elevated scores are perceived as insightful about others’ motives, but skeptical and critical. They tend to be uncooperative when they don’t understand why they should do something. Others tend to see them as defensive, sensitive to criticism, argumentative, and suspicious of authority. These individuals may be hard to work with because they tend to exaggerate grievances, feel readily misunderstood, and are prone to be accusatory when they feel wronged.

Performance Implications of Moderate Scores (40% - 69%)
- Individuals with Moderate scores are perceived as tolerant, open-minded, not defensive, and approachable. They tend to build stable relationships and do not take things personally. These individuals do not hold grudges, can analyze other people and situations, and are easy to coach.

Performance Implications of Low Scores (0% - 39%)
- Individuals with Low scores are perceived as optimistic, positive, trusting, and steady. They are open to feedback and do not take criticism personally. These individuals believe in people and are willing to forgive the faults of others—consequently, they tend to form long-term relationships and are seen as trustworthy and reliable.
Cautious

This scale concerns behavior that ranges from a confident willingness to undertake new ventures to a cautious reluctance to try new things.

Performance Implications of High Scores (90% - 100%)
- Individuals with High scores are perceived as shy, self-doubting, conservative, emotional, and unassertive. They tend to avoid making decisions and are slow to adopt new procedures or technology because of the perceived likelihood of failure, criticism, and embarrassment. Although these individuals tend to follow company policy carefully, they may be hard to work with because they worry about making mistakes, are indecisive, reluctant to say what they feel and believe, and may give up on difficult assignments.

Performance Implications of Elevated Scores (70% - 89%)
- Individuals with Elevated scores are perceived as tense, quiet, careful, and indecisive. They are described by others as slow to act or make decisions, reluctant to try new methods, resistant to changes in policies and procedures, and needing encouragement when faced with challenging assignments. Although these individuals are usually good corporate citizens, others may find them hard to work with because of their need to stay within the lines, resistance to innovation or new procedures, and reluctance to state their opinions.

Performance Implications of Moderate Scores (40% - 69%)
- Individuals with Moderate scores are perceived as upbeat, emotionally poised, stable, and composed. They meet the public well, handle disappointments in a mature fashion, and are willing to experiment with new methods. These individuals enjoy the company of others, will speak up at meetings, and review the impact of their actions and decisions. They try to anticipate problems and are careful not to offend.

Performance Implications of Low Scores (0% - 39%)
- Individuals with Low scores are perceived as active, confident, rational, and mature. They are decisive, unafraid to make mistakes, open to innovation, and willing to accept challenges. These individuals are relaxed around strangers, willing to state their views, and express their emotions appropriately.
Using the Hogan Development Survey to build strategic self-awareness

Reserved

This scale concerns behavior that ranges from caring about the problems of others to seeming indifferent to, or unconcerned about, other people.

Performance Implications of High Scores (90% - 100%)
- Individuals with High scores are perceived as socially insensitive, self-absorbed, preoccupied, and tough. They tend to keep to themselves, do not call attention to themselves, prefer to work alone, and dislike working in teams. These individuals are indifferent to the moods and feelings of others and are unconcerned about the impression they make on other people. They are usually poor communicators because they tune out what they do not want to hear. They are also not very insightful or perceptive about social cues or office politics, and rarely display public support for their employers or coworkers. Although these individuals work well alone, others may find them hard to work with because they are uncommunicative, insensitive, tend to remain at a distance, and do not want to be bothered with matters that do not concern them.

Performance Implications of Elevated Scores (70% - 89%)
- Individuals with Elevated scores are perceived as independent, tough, reserved, and detached. They tend to be uncomfortable around strangers and prefer to work alone. These individuals distance themselves from others and seem unconcerned about their problems. They tend to misinterpret feedback and ignore social cues. Although they may work well by themselves, others may find them difficult to work with because they stay un-involved, act without consulting others, have thick skin, and will listen only when they have a special interest in the message.

Performance Implications of Moderate Scores (40% - 69%)
- Individuals with Moderate scores are perceived as socially self-confident, but still concerned about others. They seem to have the ability to read people quickly and will ask questions in order to better understand the perspective of others. They are polite, considerate, help out when asked, and can weather others’ emotional storms.

Performance Implications of Low Scores (0% - 39%)
- Individuals with Low scores are perceived as outgoing, friendly, kind, and understanding. They have good social skills and tend to interact well with strangers. Most are kind, considerate, and enjoy working in teams. These individuals are often good listeners, insightful about interpersonal issues, sympathetic to others’ feelings, and put people around them at ease.
Leisurely

This scale concerns behavior that ranges from being cooperative, cheerful, and open to feedback, to being stubborn, irritable, privately resentful, and hard to coach.

Performance Implications of High Scores (90% - 100%)

- Individuals with High scores are perceived as overtly cooperative but edgy, mistrustful, and hard to coach. While they seem cooperative on the surface, they express their feelings--especially anger--in indirect ways, will prefer to work according to their own timetable, and may put off tasks they do not see as being personally important. These individuals tend to overvalue their independence, feel mistreated and unappreciated when others make demands on them, and covertly question coworkers' competence. Although they can be outwardly pleasant and sociable, others may find them hard to work with because of their procrastination, tardiness, stubbornness, reluctance to be part of a team, and their tendency to ignore constructive criticism and not follow through on commitments.

Performance Implications of Elevated Scores (70% - 89%)

- Individuals with Elevated scores are perceived as sensitive, skeptical, and somewhat stubborn. While they are pleasant, they may not be as cooperative as they seem because they try to achieve influence by failing to cooperate (e.g., procrastinate). Although they seem agreeable and polite, they may be hard to work with because they tend to put off tasks they do not like, question corporate policy, become irritated when their work is interrupted, and are hard to coach.

Performance Implications of Moderate Scores (40% - 69%)

- Individuals with Moderate scores are perceived as friendly, obliging, positive, and coachable. They are patient with interruptions and straightforward in their communications and dealings with others. These individuals tend to be good corporate citizens who display loyalty to their superiors and monitor business goals effectively.

Performance Implications of Low Scores (0% - 39%)

- Individuals with Low scores are perceived as outgoing, helpful, upbeat, and open to coaching. They tend to seek constructive feedback and are willing to listen to suggestions on how to improve performance. These individuals are good corporate citizens who will show support for the organization and honor their commitments.
**Bold**

This scale concerns behavior that ranges from modesty and self-restraint to assertive self-promotion and unrealistic expectations of success and power.

**Performance Implications of High Scores (90% - 100%)**
- Individuals with High scores are perceived as bold, assertive, and energetic. They tend to be confident, aggressive, ambitious, and visionary. These individuals may be seen as impulsive, self-promoting, unresponsive to negative feedback, competitive, and demanding. They tend to overestimate their talents and accomplishments, ignore shortcomings, and blame their mistakes on others. Although these individuals often make a good first impression, they can be hard to work with because they feel entitled to special treatment, ignore criticism, test the limits, intimidate others—especially subordinates—and have unrealistic career goals. Consequently, they are often unable to foster and develop a sense of loyalty or team work among their associates.

**Performance Implications of Elevated Scores (70% - 89%)**
- Individuals with Elevated scores are perceived as confident, socially skilled, assertive and unafraid of failure or rejection. They have clear career goals, are willing to challenge others, will take initiative, and seek leadership positions. Although these individuals are often charismatic and typically make a strong first impression, others may find them hard to work with because they tend to be demanding, opinionated, and self-absorbed.

**Performance Implications of Moderate Scores (40% - 69%)**
- Individuals with Moderate scores are perceived as understated, unassertive, calm, and laid-back. They are confident, energetic, tolerant of others’ shortcomings, and remain optimistic when others have lost confidence. These individuals take direction well, are willing to let others lead, and tend to avoid confrontations. They rarely seek public recognition and tend not to speak up in meetings.

**Performance Implications of Low Scores (0% - 39%)**
- Individuals with Low scores are perceived as easygoing, content, modest, and restrained. They seldom interrupt, criticize, test the limits, or challenge others. These individuals tend to have vague agendas for their careers and prefer to follow rather than lead.
Mischievous

This scale concerns behavior that ranges from seeming quiet, unassuming, and responsible to seeming bright, charming, impulsive, and limit testing.

Performance Implications of High Scores (90% - 100%)

- Individuals with High scores are perceived as charming, interesting, daring, and fun. They enjoy testing the limits, need variety and excitement, and are very quick to act. While they are usually strategic about their own agendas, they may make some bad decisions because they are motivated by pleasure and oblivious to the concerns of others. Although these individuals usually make a favorable first impression, others may find them difficult to work with because they are impulsive, downplay their mistakes and commitments, take ill-advised risks, have no regrets, and do not fully evaluate the consequences of their actions.

Performance Implications of Elevated Scores (70% - 89%)

- Individuals with Elevated scores are perceived as charming, impulsive, pleasure seeking, and adventurous. They are willing to make quick decisions, are unafraid of risk, and do not dwell on mistakes. These individuals enjoy change and have the energy to bring it about. Although they are fun to be around, others may find them hard to work with because they test the limits, are easily bored, and can be manipulative.

Performance Implications of Moderate Scores (40% - 69%)

- Individuals with Moderate scores are perceived as quiet, dependable, focused, disciplined, and persistent. They are easy to understand, think before they act, make good decisions, rarely take chances, and are persistent about finishing tasks.

Performance Implications of Low Scores (0% - 39%)

- Individuals with Low scores are perceived as unassertive, conforming, responsible, and socially appropriate. They are self-controlled, reasonable, communicate well, and make high-quality decisions. These individuals avoid taking unnecessary risks and prefer to follow rather than be in leadership positions. Others usually trust them, in part, because they think about the consequences of their decisions before acting.
Colorful

This scale concerns behavior that ranges from modesty and quiet self-restraint to dramatic and colorful self-expression.

Performance Implications of High Scores (90% - 100%)

- Individuals with High scores are perceived as quick, fun, and socially skilled. They seek leadership positions, innovate and challenge the system, and are skilled at influencing others. These individuals enjoy multi-tasking but they may have problems with staying organized, strategic decision making, and follow through. They love having a high profile and being recognized for their accomplishments; consequently, they are clever at calling attention to themselves (e.g., making dramatic entrances and exits). While they may be energetic and entertaining, others may find them hard to work with because they tend to be self-promoting, overcommitted, easily angered, and quickly bored.

Performance Implications of Elevated Scores (70% - 89%)

- Individuals with Elevated scores are perceived as interesting, entertaining, and lively. They make a strong first impression, enjoy leadership positions, and expect others to find them attractive. These individuals are charming, engaging, and enjoy being in the limelight. Although they may be amusing, others may find them hard to work with because they are easily irritated, impulsive, distractible, disorganized, and substitute activity for productivity.

Performance Implications of Moderate Scores (40% - 69%)

- Individuals with Moderate scores are perceived as modest, unpretentious, cooperative, and self-controlled. They rarely test the limits, do not seek the limelight, and work well in a structured environment. They prefer non-leadership positions and are good team players who will support the performance of others.

Performance Implications of Low Scores (0% - 39%)

- Individuals with Low scores are perceived as retiring, quiet, obliging, and self-restrained. They are responsible, good corporate citizens, and willing to share credit with others. These individuals rarely challenge others and prefer to let others take the lead. They are most comfortable in “behind-the-scenes” roles and do not like to be the center of attention.
Imaginative

This scale concerns behavior that ranges from being levelheaded, sensible, and practical to imaginative, unusual, and unpredictable.

Performance Implications of High Scores (90% - 100%)

- Individuals with High scores are perceived as unconventional, innovative, and unpredictable. They tend to think and act in ways that are unusual, different, striking, and at times, even odd. These individuals believe that their own opinions matter most, and they take pride in being different and experimental. They are preoccupied, easily bored, distractible, and may lack follow through. They often have trouble getting their ideas adopted because their playfulness, need to show off, and lapses in judgment have compromised their credibility. Although they can be insightful, others may find them hard to work with because they tend to be eccentric, attention seeking, and unaware of how their actions affect others.

Performance Implications of Elevated Scores (70% - 89%)

- Individuals with Elevated scores are perceived as clever, imaginative, fun-loving, and impulsive. They tend to be original thinkers, curious, interesting, and unconventional. These individuals have a unique way of seeing events and ideas and enjoy expressing their views. While they may understand others’ intentions, they can be hard to work with because they make impractical decisions, have ideas that seem to come “out of left field,” get lost in thought, and are attention seeking.

Performance Implications of Moderate Scores (40% - 69%)

- Individuals with Moderate scores are perceived as steady, disciplined, sensible, and modest. They are serious about their work, predictable under pressure, and tend to maintain a low profile. These individuals also tend to be restrained, open-minded, and good corporate citizens.

Performance Implications of Low Scores (0% - 39%)

- Individuals with Low scores are perceived as quiet, steady, and practical. They are modest, reserved, and prefer to work by themselves. These individuals are very good at staying on task, making practical decisions, and not wasting time or kidding around.
Using the Hogan Development Survey to build strategic self-awareness

Diligent

This scale concerns behavior that ranges from being relaxed, tolerant, and willing to delegate to being meticulous, picky, critical, and overly conscientious.

**Performance Implications of High Scores (90% - 100%)**

- Individuals with High scores are perceived as polite, detail-oriented, hardworking, inflexible, and uncomfortable with ambiguity. They tend to maintain stringent standards of conduct and performance for themselves and others, and take pride in being attentive to detail and conscientious. Consequently, these individuals often try to make everything top priority, overestimate their competence, and find it difficult to delegate. These tendencies create extra pressure for these individuals and deprive their staff of developmental opportunities. Although they are hard working, attentive to detail, and careful, others may find them difficult to work with because they also tend to be micromanaging, critical, demanding, fussy, and stubborn under pressure.

**Performance Implications of Elevated Scores (70% - 89%)**

- Individuals with Elevated scores are perceived as polite, conscientious, hard working, and good with details. They tend to be planful, well organized, evenhanded, and careful. These individuals will provide their staff with structure, direction, and feedback but will find it difficult to let others make their own mistakes, which is in fact how some people learn. Although they are responsible, others may find them hard to work with because they tend to do everything themselves, supervise others closely, and can be inflexible about their methods.

**Performance Implications of Moderate Scores (40% - 69%)**

- Individuals with Moderate scores are perceived as understanding, responsive, and tolerant. They know how to prioritize, are willing to delegate, and provide their staff with learning opportunities. As coaches and mentors, they will be approachable and available, but may be somewhat reluctant to give others critical feedback. These individuals tend to approach strategic planning with a short time frame, focusing on near-term challenges and opportunities, while ignoring long-term issues.

**Performance Implications of Low Scores (0% - 39%)**

- Individuals with Low scores are perceived as friendly, approachable, undemanding, and relaxed about rules. They seek out close relationships and actively try to understand others. These individuals prioritize tasks appropriately, are willing to delegate tasks, and provide their staff with learning opportunities. On the other hand, they may not give others much feedback regarding the negative aspects of performance, leading them to think they are doing better than they actually are.
Dutiful

This scale concerns behavior that ranges from being independent and willing to challenge people in authority to being conforming and reluctant to take independent action.

Performance Implications of High Scores (90% - 100%)

- Individuals with High scores are perceived as obliging, predictable, unassuming, and likeable. They are comfortable following people in authority, work hard to avoid “rocking the boat,” and are eager to please others. They often defer to others’ judgment in order to maintain cordial relationships and gain approval, and are reluctant to go against the status quo. These individuals may promise more than they can deliver in an effort to please others, and may not stick up for their subordinates. Although they are pleasant and agreeable, others may find them hard to work with because they can be indecisive, reluctant to act independently, ingratiating, and rely excessively on others to make decisions.

Performance Implications of Elevated Scores (70% - 89%)

- Individuals with Elevated scores are perceived as agreeable, pleasant, attentive, and cooperative. They support corporate policy, keep others informed, and are eager to please. They are polite, approachable, and do not like controversy. These individuals prefer to follow the consensus and would rather use persuasion than make demands on others. Although they make positive first impressions, others may find them hard to work with because they are reluctant to make decisions on their own, and are excessively careful to please their superiors.

Performance Implications of Moderate Scores (40% - 69%)

- Individuals with Moderate scores are perceived as self-starting, needing little direction, self-sufficient, and loyal to their staff. They are willing to support, encourage, and develop others. These individuals prefer to work in teams when there is a clear, well-defined purpose to the activity. They tend to be autonomous, willing to take initiative, and able to handle controversy and disagreements with poise.

Performance Implications of Low Scores (0% - 39%)

- Individuals with Low scores are perceived as independent, self-reliant, and tough-minded. They are willing to challenge people in authority, are not easily discouraged by negative feedback, and will stick up for their subordinates. They can tolerate ambiguity, enjoy challenges, make decisions without prior approval, and will take steps to develop their staff.
Using the Hogan MVPI to understand what motivates candidates to succeed

Assessing the Inside
Motives, Values, Preferences Inventory Overview

The Motives, Values, Preferences Inventory (MVPI) is designed to serve two important goals. First, the MVPI permits an evaluation of the fit between an individual and the organizational culture. Second, the MVPI helps people understand their interests, motives, and drivers.

- The MVPI assesses the things that individuals enjoy and that indicate what kinds of jobs, work, and environments they will find most satisfying.
- These values and goals are part of a person’s identity; consequently, they are what a person desires and strives to attain. In addition, people prefer to work with others who share their values, dislike those who don’t, and are happiest working in environments that are consistent with their values.
- The MVPI is an excellent tool to determine how well a person will fit with a job and with a team, department, or organization.
- The MVPI has 200 items that comprise 10 primary scales. The data are presented in terms of percentiles.
- Scores at the 65th percentile and above are considered to be High. These are the true drivers that people actively seek out in their lives.
- Scores between the 36th and 64th percentiles are considered to be Average. These are the things that interest the individual, but at a lesser degree than his or her drivers.
- Scores at the 35th percentile and below are considered to be Low. These are the things to which an individual is indifferent. Low scores, however, do not necessarily imply demotivation, but they do indicate things that an individual is not interested in or motivated by.
- The interpretive statements for each scale are empirically based.
Aesthetic

This scale concerns valuing creative and artistic self-expression, an interest in art, literature, and music, and a life-style guided by imagination, culture, and attractive surroundings.

Performance Implications of High Scores (65% - 100%)

- Individuals with High scores are perceived as spontaneous, fun-loving, and creative. They appreciate opportunities to use their imagination, and are happiest in work environments that allow experimentation, exploration, and creative problem solving. These individuals enjoy innovation and will care about the appearance of work products. At times, their imagination and enthusiasm for the new, the original, and the interesting may make it difficult for them to concentrate on the old, the dull, and the repetitive. Others may see them as unpredictable, disorganized, preferring to solve problems on their own, easily bored, and testing the limits.

Performance Implications of Average Scores (36% - 64%)

- Individuals with Average scores are perceived as colorful, enthusiastic, and expressive. They enjoy innovation, can change direction and focus easily, and are able to combine creativity with practicality. Although these individuals have some artistic interests and values, they are not dominant factors in their life. Consequently, they are more likely to be concerned with the content rather than the appearance of work products.

Performance Implications of Low Scores (0% - 35%)

- Individuals with Low scores are perceived as steady and practical, with conventional taste in lifestyle issues. They are indifferent to aesthetic values or creative self-expression, and have practical interests and a businesslike style. These individuals tend to be stable, predictable, levelheaded, and dependable. They keep their emotions under control, persist with boring tasks, and use a practical approach to problem solving. They tend to be unconcerned with issues of personal autonomy or the appearance of work products, and tend to not be interested in innovation—and may even resist it.
Affiliation

This scale concerns valuing frequent and varied social contact, an interest in working with others, and a life-style organized around social interaction.

Performance Implications of High Scores (65% - 100%)

- Individuals with High scores are perceived as energetic, outgoing, and talkative. They tend to be charming, socially insightful, adaptable, and spontaneous. These individuals enjoy working in team environments and dislike working alone. They enjoy meeting new people, networking, and developing strategic alliances. They seem approachable, trusting, adaptable, and open to criticism. They are often described as good corporate citizens who are willing to follow company policy, but others may see them as being somewhat dependent on the approval of upper management.

Performance Implications of Average Scores (36% - 64%)

- Individuals with Average scores are perceived as approachable, expressive, and friendly. Although socializing with friends or colleagues is not a primary motivator, they will prefer a work environment that requires some teamwork and group process, and will dislike working alone for extended periods. These individuals are comfortable around strangers, will be open communicators, and will provide both information and feedback to their staff.

Performance Implications of Low Scores (0% - 35%)

- Individuals with Low scores are perceived as withdrawn, uncommunicative, and uncomfortable around strangers. They prefer to work alone and they value their private time. These individuals are independent, quiet, self-restrained, and not deeply concerned with pleasing others. They are most comfortable with work environments in which people mind their own business and solve their own problems. They do not desire constant or rapidly changing social contact, are not concerned with social approval, and may not want to work in a team environment.
**Altruistic**

This scale concerns valuing improving society and actively helping others, an interest in helping the less fortunate, and a life-style organized around making the world a better place to live.

**Performance Implications of High Scores (65% - 100%)**

- Individuals with High scores are perceived as honest, sympathetic, and concerned about others. They tend to be sensitive, considerate, unassertive, and kind. They prefer work in which they can help others, including careers in teaching, medicine, hospitality, social work, counseling, and human resources. These individuals are idealistic, good-natured, and care about social justice, the plight of the have-nots, and the welfare of the environment. They listen well, are sensitive to staff and client needs, but may not be very forceful. They enjoy helping others, promote staff morale, foster open communication, and will help others—including subordinates—enhance their careers.

**Performance Implications of Average Scores (36% - 64%)**

- Individuals with Average scores are perceived as responsible, socially aware, and considerate. They keep their staff informed, respond to advice, and consider staff morale. These individuals can usually maintain a balance between a focus on the bottom line and a concern for staff welfare. Although they enjoy helping others, they probably will not devote their lives to public service or spend time doing volunteer work for charitable organizations, and are more likely to contribute money instead of personal time to help others.

**Performance Implications of Low Scores (0% - 35%)**

- Individuals with Low scores are perceived as tough, uncommunicative, and somewhat materialistic. They tend to be assertive, forceful, direct, outspoken, and willing to confront people-related problems. These individuals are able to focus on their work, can filter out unnecessary demands, and will not be distracted by the crises and emotional storms of others. They prefer task-oriented work environments, are more concerned with productivity than staff morale or development, and tend not to be interested in helping the less fortunate citizens of society.
Commercial

This scale concerns valuing business activities, money, and financial gain, an interest in realizing profits and finding business opportunities, and a life-style organized around investments and financial planning.

Performance Implications of High Scores (65% - 100%)
- Individuals with High scores are perceived as ambitious, active, and energetic. They tend to be hardworking, task-oriented, planful, organized, practical, socially adroit, and mature. These individuals tend to pay close attention to budgets and compensation issues, and are comfortable working within specified guidelines. They are serious about their work, attentive to detail, businesslike, direct, and focused on the bottom line. These individuals care deeply about monetary matters, material success, and income as a form of self-evaluation. They are most happy in work environments with opportunities to make money and to get ahead.

Performance Implications of Average Scores (36% - 64%)
- Individuals with Average scores are perceived as serious, focused, and hardworking. They tend to maintain a balance between profitability, fun, people issues, and the bottom line. These individuals are usually calm, fair, and attentive to both morale and financial issues. They are neither indifferent to financial considerations nor preoccupied with them. Consequently, money will not be a major motivator in their personal or work lives, and other priorities will interest them more than compensation.

Performance Implications of Low Scores (0% - 35%)
- Individuals with Low scores are perceived as friendly, unselfish, and generous. They tend to be more interested in ideas and having fun than in money, fame, or success. These individuals are sympathetic, relaxed, loyal to their employees, and value relationships over profitability. Consequently, they may be well-liked but may not push people for results. They are indifferent to commercial values, unconcerned about material success, and will not spend their spare time reading about—or working on—finance related issues.
Hedonistic

This scale concerns valuing good company and good times, an interest in pleasure, excitement, and variety, and a life-style organized around entertaining friends, good food, and having fun.

Performance Implications of High Scores (65% - 100%)
- Individuals with High scores are perceived as lively, flirtatious, and pleasure seeking. They tend to be dramatic, impulsive, and the life of the party. They prefer work environments with opportunities to have fun or entertain others. Ideal occupation areas include sales, hospitality, travel, and entertainment. These individuals are expressive, changeable, easily bored, unconcerned with details, and they may not learn from their mistakes. Consequently, they may need to be reminded to follow through and put business before pleasure.

Performance Implications of Average Scores (36% - 64%)
- Individuals with Average scores are perceived as relaxed, informal, and fun-loving. They usually put business before pleasure and keep commitments, but may also be impulsive and sometimes overindulgent. These individuals can usually strike a proper balance between work and play and between having fun and being task-focused. They prefer a flexible work environment that allows leaders to set their own priorities, and which allows people to balance serious work with light hearted interludes.

Performance Implications of Low Scores (0% - 35%)
- Individuals with Low scores are perceived as self-disciplined, socially appropriate, and formal. They tend to be reserved, concerned with details, and careful about what they say and do. These individuals prefer to work in a restrained and task-focused environment, and will tend to have difficulties with people who do not share their devotion to duty. Others will view them as buttoned-down, no nonsense, and serious. They often seem reluctant to relax and have a good time--especially when there is work to be done. Consequently, they may need to be reminded from time to time to take time out to “smell the roses”.

This scale concerns valuing good company and good times, an interest in pleasure, excitement, and variety, and a life-style organized around entertaining friends, good food, and having fun.
Power

This scale concerns valuing competition, achievement and being perceived as influential, an interest in challenge, and a life-style organized around worldly success.

Performance Implications of High Scores (65% - 100%)

- Individuals with High scores are perceived as leaderlike, assertive, and strategic about their careers. They value achievement and accomplishment, and evaluate themselves in terms of what they are able to get done. These individuals prefer environments where there are opportunities to get ahead, achieve, and succeed. Ideal occupation areas include management, sales, marketing, consulting, and entrepreneurship. They are ambitious, energetic, visionary, leaderlike, controlling, and willing to disagree with their superiors. Others describe them as having leadership skills, challenging limits, and being socially competent. They care deeply about being successful and having opportunities for upward mobility, and will tend to leave when such opportunities are not available.

Performance Implications of Average Scores (36% - 64%)

- Individuals with Average scores are perceived as confident, willing to lead, and having an agenda for their careers. They accept challenging projects, will take the initiative, and value assignments with responsibility and opportunities to be in charge. These individuals want to be successful and will take pride in their achievements, but they also realize there is more to life than their job.

Performance Implications of Low Scores (0% - 35%)

- Individuals with Low scores are perceived as unassertive, reluctant to lead, and modest. They tend to be quiet and careful about following procedures, and they will not disagree with their superiors. These individuals are uninterested in competition, achievement, and personal advancement; consequently, they are usually not very strategic about their careers. They value getting along, following orders, and not being responsible for the performance of others.
Recognition

This scale concerns valuing fame, visibility, and publicity, an interest in being recognized, visible, and famous, and a life-style organized around opportunities for self-display.

Performance Implications of High Scores (65% - 100%)

- Individuals with High scores are perceived as colorful, outgoing, and socially confident. They care deeply about being the center of attention and having their accomplishments acknowledged in public. These individuals tend to be interesting, imaginative, self-confident, and dramatic, but also independent and unpredictable. They appear to handle pressure and criticism well, prefer to work in teams, communicate well with others, and contribute many ideas. They are dramatic, can have trouble admitting their mistakes, and may be reluctant to share credit. They will seek work assignments that provide opportunities to be noticed, such as sales, entertainment, teaching, and customer service, and will want to lead a group that has an opportunity for visibility.

Performance Implications of Average Scores (36% - 64%)

- Individuals with Average scores are perceived as social, confident, and appropriate. They prefer work environments where there are opportunities to be with others, and where they will be recognized for their achievements, but they are also willing to share credit with others. Although public recognition is not the primary motivator in their lives, they are not likely to remain silent when they are due some credit for important accomplishments.

Performance Implications of Low Scores (0% - 35%)

- Individuals with Low scores are perceived as quiet, restrained, and modest. They tend to be reserved, uncommunicative, and avoid calling attention to themselves. They value sharing credit, are indifferent to personal recognition, and do not mind working by themselves in behind-the-scenes roles.
Scientific

This scale concerns valuing learning, an interest in new ideas, technology, and analytical problem solving, and a life-style organized around exploring and understanding how things work.

Performance Implications of High Scores (65% - 100%)

- Individuals with High scores are perceived as curious, analytical, and comfortable with technology. They enjoy analyzing problems, understanding how things work, and getting below the surface noise to get to the truth. These individuals tend to be bright and well-organized, but may lack leadership skills. They prefer environments where they can use data to identify trends, solve problems, or create meanings, and they tend to stay informed about new technical and business information. They may also be perceived as easily bored, impatient, argumentative, easily annoyed, and preferring analysis to action.

Performance Implications of Average Scores (36% - 64%)

- Individuals with Average scores are perceived as good organizational citizens who are not easily bored and can focus on team goals. They can make intuitive decisions, persist with repetitive tasks, follow company rules, and are comfortable with technology. These individuals tend to strike a balance between analysis and action, and try to stay up to date on new technical and business information. They should be helpful in solving problems, but are as likely to engage others’ assistance in finding solutions as they are to research ideas on their own.

Performance Implications of Low Scores (0% - 35%)

- Individuals with Low scores are perceived as uncomfortable with technology, having practical interests, and focused on personal goals. They tend to be uninterested in science and technology, and they prefer an intuitive and spontaneous approach to problem solving. These individuals want action—not analysis—and are more comfortable working with people than with technology. They tend to be sympathetic, open to feedback, and responsive to criticism. Others describe them as attentive to details, responsible, flexible, and willing to make mistakes.
Security

This scale concerns valuing certainty, predictability, and risk-free environments, an interest in structure and order, and a life-style organized around minimizing risk, uncertainty, and criticism.

Performance Implications of High Scores (65% - 100%)

- Individuals with High scores are perceived as cautious, conforming, and quiet. They care deeply about safety, financial security, and avoiding mistakes. These individuals prefer a stable and predictable work environment that promises good job security, and dislike performance appraisal and ambiguity. Others describe them as polite, attentive to details, punctual, easy to supervise, but somewhat shy and uncomfortable around strangers. They tend to be inhibited, unassertive, and risk avoidant; consequently, they tend to earn less than they might because they are unwilling to take risks with their careers.

Performance Implications of Average Scores (36% - 64%)

- Individuals with Average scores are perceived as careful, responsible, and slow to act. They tend to be uncomfortable with risky and ambiguous situations, and would rather err on the side of safety than take chances with their careers or finances. These individuals tend not to seek feedback, take initiative, or be innovators. They are most likely to perform well in situations where the chances of success are certain, or where the future of the organization is secure.

Performance Implications of Low Scores (0% - 35%)

- Individuals with Low scores are perceived as outgoing, assertive, and adventurous. They enjoy taking risks and testing limits, tolerate ambiguity and uncertainty, and like feedback on their performance. These individuals are leaderlike and tend to be described as independent, open to criticism, and willing to take risks. They are unconcerned about job security and prefer environments where risk-taking, innovation, and taking the initiative are rewarded.
Tradition

This scale concerns valuing history and convention, an interest in high standards and appropriate social behavior, and a life-style organized around well-established principles of conduct.

Performance Implications of High Scores (65% - 100%)

- Individuals with High scores are perceived as mature, commonsensical, and responsive to advice. They defend established procedures, are careful about experimenting, maintain formal relations with coworkers, and have conservative lifestyles. These individuals value rules, standards, and prefer stable and predictable work environments. They care about maintaining tradition, custom, and socially acceptable behavior. They tend to be trusting, considerate, evenhanded, and good-natured, but also somewhat cautious, set in their ways, and resistant to change.

Performance Implications of Average Scores (36% - 64%)

- Individuals with Average scores are perceived as trusting, responsible, and coachable. They are somewhat formal, fairly conservative in their views, and prefer to follow established procedures. Although they may enjoy doing things in new ways, they also appreciate the role of tradition and history as guides to behavior.

Performance Implications of Low Scores (0% - 35%)

- Individuals with Low scores are perceived as unconventional, independent, and unresponsive to advice. They challenge established procedures, change directions quickly, and appreciate diverse viewpoints. These individuals value change, modernity, and a progressive life-style. They tend to be liberal and nontraditional in their beliefs, and prefer modern, dynamic, and flexible work environments. They tend to be described as progressive, unpredictable, flexible, impulsive, and willing to take risks.
Notes
© 2009 Hogan Assessment Systems

No part of this work may be copied or transferred to any other form or expression without the expressed written consent from Hogan Assessment Systems, Inc.

Hogan Personality Inventory ™
Hogan Development Survey ™
Motives, Values, Preferences Inventory ™

are the exclusive registered trademarks of
Hogan Assessment Systems, Inc.

www.mentisglobal.com

Distributed by Mentis

support@mentisglobal.com