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SUMMARY

RESULTS-BASED OVERVIEW OF STRENGTHS, VALUES, AND CHALLENGES

Report for: Kelly Warren

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INTRODUCTION

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

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

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

This report can be used in three ways. The report provides: (1) a snapshot of Ms. Warren's interpersonal performance; (2) a way to evaluate the fit between her values and those of an organization; and (3) a primer for thinking about performance improvement. Interpret her results in terms of her own career aspirations and goals rather than in absolute terms. A frequently asked question concerns “Can behavior change?” The “yes” response entails knowing what should be changed, deciding to make a change, and then knowing how to change. The information provided in this report will be helpful in this regard.



PERFORMANCE STRENGTHS

Personal Impact

Ms. Warren is active, hard-working, competitive, and eager to get ahead. She likes leadership positions and enjoys being in charge. She is willing to take initiative in a group and, with the appropriate interpersonal skills, she will be able to assume leadership roles on team projects. These tendencies are particularly important in jobs that require directing others, persuasiveness, and working without supervision. She appears friendly, outgoing, and approachable, but is willing to listen and let others talk.

Interpersonal Skill

Ms. Warren is unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. She will be able to build and maintain friendships. She is concerned about staff morale and is a good team player. She values encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships. Ms. Warren is typically planful, self-controlled, careful, conscientious, and good with details. She will be a hardworking and solid organizational citizen (i.e., reliable and dependable). She is concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time. Ms. Warren values providing high quality work products and meeting high performance standards. This is particularly important in jobs requiring accuracy, precision, and attention to detail.

Working and Learning Style

Ms. Warren is stable and poised, has a positive attitude, and is usually in a good mood; she can easily handle job pressure and/or heavy work loads, and will rarely be irritable. Coworkers and team members will appreciate her steadiness; this is particularly important for jobs or tasks where there is a great deal of urgency, stress, and/or potential risk, and where it is necessary to keep emotions under control. In times of stress, her coworkers can count on her being calm, consistent, and upbeat. Ms. Warren is open-minded, curious, and imaginative. She understands the big picture, thinks quickly on her feet, has ideas for solving problems, and is comfortable with unstructured work that entails design, invention, or change. She is receptive to new ideas and values finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership. Ms. Warren is bright, knowledgeable, and up-to-date concerning current issues and technology. She also seems self-disciplined, achievement-oriented, and productive, and should enjoy pursuing tasks to completion. She will value training for herself and others, will seek opportunities to grow and develop, and will want to apply the latest relevant knowledge to the work setting. These characteristics are important for most jobs.



VALUES AND DRIVERS

Achievement Motivation

Although Ms. Warren is serious about work, she also enjoys entertaining others, likes variety in her life, and knows how to have a good time. Ms. Warren is keenly interested in career advancement, she evaluates herself in terms of her accomplishments, hates wasting time, and wants to make an impact on her organization and her profession. Although Ms. Warren appreciates positive comments on her performance, she is reluctant to engage in self-promotion, and prefers to wait for others to notice her accomplishments.

Social Interests

Ms. Warren seems equally happy working by herself or as part of a team. She enjoys meeting new people, but she also likes having time to herself. She likes people, but she doesn't need constant interaction. Ms. Warren enjoys assisting and developing others, especially those who need the most help. She helps others because it is the right thing to do. She also thinks it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. Ms. Warren typically follows established procedures and changes things only when necessary—because she doesn't like to fix things that aren't broken. She also believes that there are differences between right and wrong, and that they should be observed and respected.

Entrepreneurial Values

Ms. Warren is keenly interested in financial issues and in discovering methods for increasing profitability and improving the bottom line. She is alert for business and investment opportunities, doesn't make many financial mistakes, and she doesn't have a lot of sympathy for those who do. Ms. Warren prefers to minimize risk and uncertainty; she likes expectations to be spelled out and performance standards to be made explicit. She would rather be safe than sorry, which means that she will take few foolish chances, but she may also be reluctant to take the chances necessary to advance her career.

Decision Making Style

Ms. Warren cares a good deal about appearance and makes decisions based on style, taste, and image, even sometimes at the expense of functionality. She is an advocate for quality, and she values living and working in attractive surroundings. She seems willing to make decisions based on data and research as well as her own personal experience. Ms. Warren is comfortable with technology, but she is not interested in technological innovations for their own sake—she understands the uses of technology without being addicted to it.



CHALLENGES

Reactions to Others

Ms. Warren seems to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, she may seem somewhat irritable, critical, and willing to give up on people or projects. She seems to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see her as mistrustful, uncooperative, or argumentative. Ms. Warren is a careful person who rarely makes silly mistakes. At the same time, however, she may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. She seems sympathetic and responsive, which some people might misinterpret as a lack of toughness. She seems coachable and responsive, which could be a problem if she needs more feedback than others want to provide.

Personal Performance Expectations

Others may see Ms. Warren as mannerly, polite, and unassertive. She seems reserved, socially appropriate and understated. Ms. Warren expects others will find her engaging, and they often do. Over time, however, others may also see her as impulsive, disorganized, and not always delivering on promised work products. Whatever her talent may be for public speaking, she doesn't necessarily think others will find her performances entertaining.

Reactions to Authority

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



CAREER DEVELOPMENT

When Strengths Become Weaknesses; Feedback for Ms. Warren

In view of Ms. Warren's unusual resilience and ability to handle pressure, help her remember her previous errors and mistakes in order to learn from them, and make sure she is aware that others may be stressed when she is not. Ms. Warren is keenly interested in career advancement. Work with her to stay alert and look for opportunities to make these interests known. She needs to remember not to intimidate younger or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated to succeed. She should be reminded to talk regularly with her coworkers, to ask them questions, and seek their advice. The goal is to get Ms. Warren to achieve a balance between the social and technical aspects of work. Because she values getting along with others, Ms. Warren will tend to avoid taking unpopular positions. Remind her to be careful not to promise more than she can deliver, to confront problems promptly before they become unmanageable, and to let others know where she stands on specific topics. Because she is so conscientious, she should remember that she won't be able to do everything herself and that it won't be possible to do every job equally well. Help her learn how to delegate and prioritize work, and make sure she understands the need to be flexible when it is called for--for example, she should allow people to interrupt her when necessary. Although she is imaginative and visionary, she may become easily bored with routine tasks; help her remember to stay with tasks until they are finished. She values being well-informed and will proactively seek training opportunities. Realize that she may become frustrated when they are not available. Moreover, she will enjoy setting her own performance goals because she is very achievement oriented.

Dealing with Derailment Tendencies

- First, Ms. Warren probably uses displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Second, she should practice active listening and be careful not to interrupt. When others have finished speaking, paraphrasing what they have said can be used as a way of showing active listening. This will enhance credibility and show respect for the opinion of others.
- Third, Ms. Warren should not confuse activity with productivity, and should try hard not to waste people's time with unnecessary meetings.
- Fourth, remember her strengths--at her best, she is an interesting and entertaining person who can do several things at once, and who can galvanize others to action with ideas and the ability to sell them.



SUMMARY OF PERSONALITY ASSESSMENT SCALES

SCALE	%	SCALE INTERPRETATION
Hogan Personality Inventory		
Adjustment	72	Concerns composure, optimism, and stable moods.
Ambition	100	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	59	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	83	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	75	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	69	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	79	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Aesthetics	72	Interest in the look, feel, sound, and design of products and artistic work.
Affiliation	62	Need for frequent and varied social contact.
Altruistic	68	Desire to serve others, to improve society, and to help the less fortunate.
Commerce	90	Interest in earning money, realizing profits, and finding business opportunities.
Hedonism	74	Desire for fun, excitement, variety, and pleasure.
Power	99	Desire for challenge, competition, achievement, and success.
Recognition	5	Desire to be known, seen, visible, and famous.
Science	60	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Security	80	Need for structure, order, and predictability.
Tradition	97	Concerns for morality, family values, and devotion to duty.
Hogan Development Survey		
Excitable	68	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Skeptical	73	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	74	Concerns being overly worried about being criticized.
Reserved	21	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	19	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	63	Concerns having inflated views of one's competency and worth.
Mischievous	48	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	85	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	29	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	63	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	76	Concerns being eager to please and reluctant to act independently.