

Hogan Personality Inventory
Career Development Report

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INTRODUCTION

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

The HPI contains a Validity Scale designed to detect careless or inattentive respondents. Three validity scores may be obtained (Valid, Low, Invalid). Definitions of each level are explained below. Valid scores indicate that the respondent was careful and attentive when completing the inventory. Low validity scores indicate that the inventory was completed in a careless or inattentive manner. It may be necessary to confirm the accuracy and completeness of the responses, and interpret these with care. Invalid scores indicate that the inventory was completed in such a careless or inattentive manner that the profile cannot be interpreted with confidence and no report will be printed.

The Test is Valid and Interpretable.

STRENGTHS

You tend to be reflective and self-critical. As a result, you are usually vigilant, concerned about being evaluated, responsive to coaching and feedback, and work in bursts of energy. These characteristics are useful in sales and research, and as a stimulus to productivity and hard work. You are active, hard-working, competitive, and eager to get ahead. You like leadership positions and enjoy being in charge. Generally, you are willing to take initiative in a group and, with the appropriate interpersonal skills, you will be able to assume lead roles on team projects. These tendencies are particularly important in jobs that require taking initiative, being persuasive, and working without supervision.

You appear friendly, outgoing, and approachable, but also willing to listen and let others talk. You are a pleasant and tolerant person but one who will take a stand when necessary.

You are reasonably planful and careful about procedures, but also are able to be flexible and change directions when necessary. You are bright, knowledgeable, and up-to-date concerning current issues and technology. You also seem self-disciplined, achievement-oriented, and productive, and should enjoy pushing tasks to completion. You will value training for yourself and others, will seek opportunities to grow and develop, and will want to apply the latest relevant knowledge to your work. These characteristics are important for most jobs. You are practical, able to focus your attention, and not get caught up in pointless abstractions. You don't seem to need a lot of variety or change at work, and you will be willing to work in a wide range of environments. These characteristics are important for jobs and tasks that require practical interests and hands-on work.

SHORTCOMINGS

Because you are self-critical and rarely satisfied with your own performance, you may become tense and easily annoyed by minor inconveniences and setbacks--especially during times of stress or heavy work loads. Because you are strongly motivated to succeed, you may compete with and/or intimidate colleagues without realizing it. You should remember to think about other peoples' agendas when working jointly on projects. Although you may feel comfortable working both by yourself and with others, take time to evaluate when it is important for you to be recognized and make your opinion known versus when it is important for you to listen and comment at a later time.

Others will see you as a likeable coworker. At the same time, you need to convey the message that you have standards for your own performance as well as expectations about that of others. Think through situations to determine whether rules and procedures or flexibility is more important. One of your strengths is the ability to stay focused on the task at hand; consequently, be sure not to lose sight of the bigger organizational picture and to consider how your ideas fit into the larger organizational scheme. Because you are so well-informed, you may see through issues more quickly than others and then take action without insuring that others see the point and are ready to move forward.

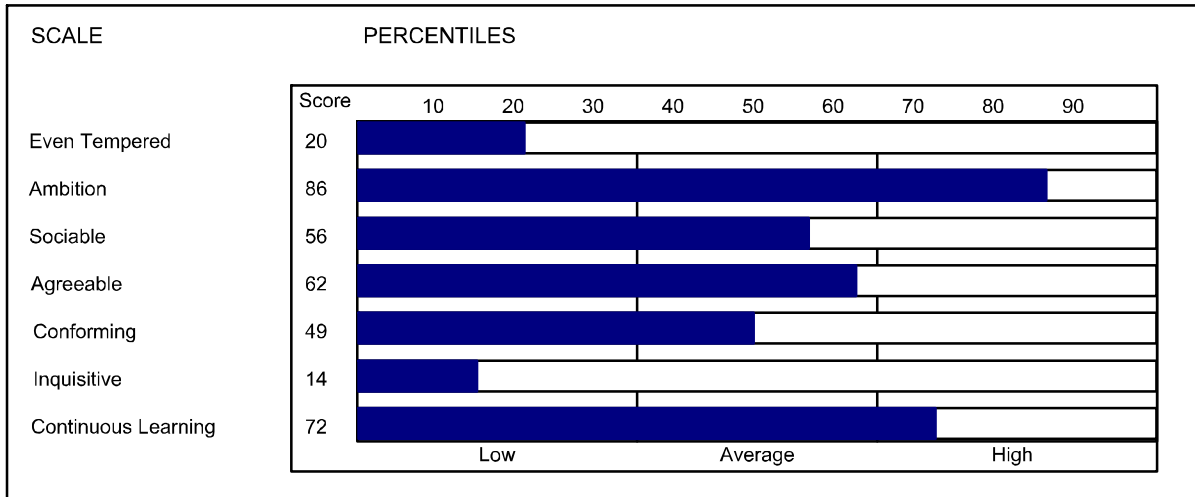
TIPS FOR CAREER DEVELOPMENT

You tend to be somewhat defensive and to take things personally; consequently you should remind yourself to periodically lighten up and to practice stress management. You seem keenly interested in opportunities for advancement. Stay alert for these in your own organization and look for opportunities to make your interests known. You need 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 eager to succeed than you are.

You should talk regularly with your coworkers, ask them questions, and seek their advice. Try to achieve a balance between the social and technical aspects of work. Anticipate others' expectations during an interaction and respect their needs. Be positive and remember that you gain others' trust by being rewarding and honest with those who interact with you. Remind yourself to be patient when others make mistakes--typically, others do not deliberately make errors.

Stay open to change and be flexible in uncertain situations. When making decisions, remember that you may never have all the information you need, so be prompt. Prioritize your work, keeping in mind that not every task requires equal effort or attention. From time to time, you should think and talk about the big picture, the vision, or the strategy that drives your company or business unit. You also may benefit from remembering how research and innovation helps your organization compete. You value being well-informed; consequently, you should seek training opportunities and you may be frustrated when they are not available. Moreover, you will enjoy setting your own performance goals because you are very achievement oriented.

GRAPHIC REPORT



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

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