

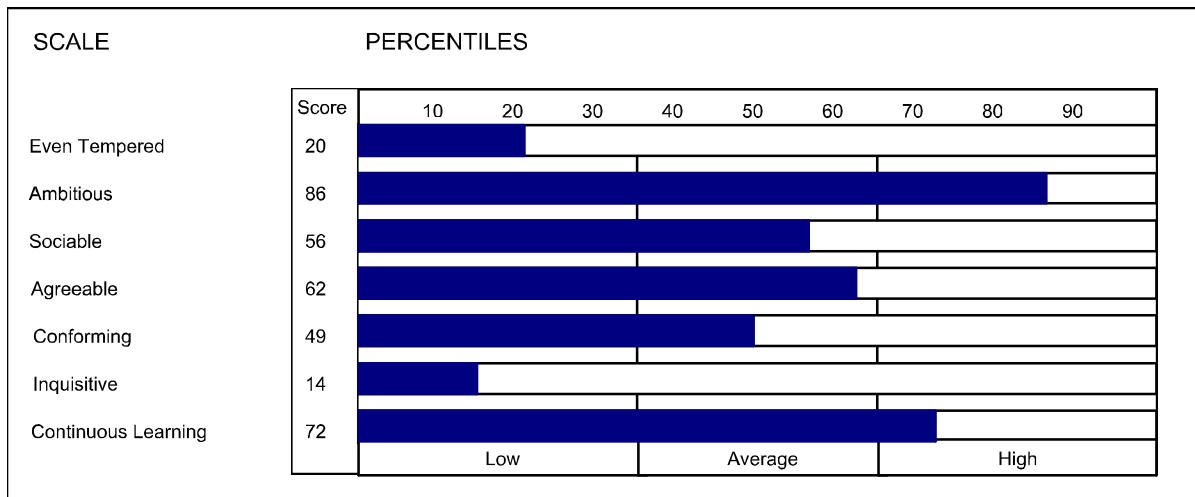
**The Hogan Personality Inventory**  
**Effective Coaching Report for the Manager**

## **INTRODUCTION**

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

The Test is Valid and Interpretable.

## GRAPHIC REPORT



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

- |                     |   |
|---------------------|---|
| 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. |

## Strengths on which a manager can build

### EVEN TEMPERED

Mr. John is concerned about proving his worth and:

- frequently evaluates his personal performance
- solicits feedback
- will admit making mistakes
- responds to coaching and feedback

### AMBITION

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

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

### SOCIABLE

Mr. John seems friendly and approachable, but not overly gregarious. He is:

- willing to listen and let others talk
- doesn't feel compelled to express his point of view
- comfortable working alone or with others
- appropriately outspoken

### AGREEABLE

Mr. John is pleasant and tolerant but will take a stand when necessary. He:

- cares about relationships
- is a good team player
- collaborates rather than dictates
- is willing to help others

### CONFORMING

Mr. John is reasonably planful and careful about procedures, but is also flexible and adaptable when necessary.

He:

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

### INQUISITIVE

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

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

### CONTINUOUS LEARNING

Mr. John is bright, well-informed, stays up-to-date on current issues and technology, and:

- seeks training opportunities
- is self-disciplined, achievement oriented, and productive
- enjoys challenges
- sets and achieves goals
- is a resource for problem solving advice

## Shortcomings that may challenge a manager

### EVEN TEMPERED

Mr. John tends to be self-critical, tense, and moody. When under pressure he may:

- become emotional
- be easily threatened or alarmed
- require a lot of reassurance about his performance
- yell at his staff

### AMBITION

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

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

### SOCIABLE

Mr. John will be comfortable working alone or with others; he may also:

- not know when to speak up and when to be quiet
- not make a strong first impression
- not communicate well

### AGREEABLE

Mr. John should be a likeable coworker. But one who:

- may not convey expectations to others
- may be too eager to please
- may not enforce performance standards

### CONFORMING

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

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

### INQUISITIVE

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

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

### CONTINUOUS LEARNING

Mr. John is so bright and well-informed that others may see him as a "know-it-all" who:

- takes action before insuring others are on board
- neglects others' input
- relies excessively on technical solutions
- tries to fix things that are not broken

## Tips for managing Mr. John

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

Mr. John is bright and well-informed, interested in opportunities to learn, and may be unhappy when they are not available. In addition, he will respond positively to performance goals because he is so achievement driven.

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

This person should learn to anticipate other's expectations and respect their needs. He should be reminded to be patient when others make mistakes--typically, they will not deliberately make errors.

Although this person may seem self-confident, he tends to be defensive and to take things personally; he needs to lighten up and to practice stress management. He should be reassured that performance feedback is a good thing and the key to personal development.

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

Mr. John should be encouraged to talk with his coworkers, and ask their advice regarding problems at work. He should be sure to make his opinions known at business meetings.