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**HOGAN** *DEVELOP*

# CAREER

## DEVELOPMENTAL TIPS ON CAREER MANAGEMENT

Report for: John Doe

ID: HA154779

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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 evaluates people on seven well-known dimensions or characteristics that influence occupational success.

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.

The Test is Valid and Interpretable.



## STRENGTHS

You are typically calm and able to handle pressure, but at the same time willing to admit errors and listen to feedback. You seem confident and willing to take charge of a group or project when necessary, but you are equally comfortable letting others take the lead role.

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 should be interested in learning new material, but you also see education as a tool rather than as an end in itself. You are open minded and curious, but also take a practical approach to problem solving.



## SHORTCOMINGS

Although you are usually calm and steady under pressure, you may sometimes experience stress that others are unaware of. Almost everyone has some issue about which they are sensitive. The key is to understand these sensitive situations and avoid being irritable or emotionally inconsistent when these situations arise. You sometimes seem indifferent as to whom is in charge of projects and work activities. You may not position yourself to take control of tasks or team assignments where you can clearly make an impact. 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. Although you are reasonably open-minded, don't lose sight of the bigger organizational picture. Remember to consider how your ideas fit into this larger scheme. Because you are bright and well-informed, you read situations and solve problems faster than your colleagues. As a result you may be ready to act before others understand why.



## TIPS FOR CAREER DEVELOPMENT

Solicit feedback about your performance from coworkers and pay attention to negative feedback--don't just dismiss it. Make sure you contribute appropriately to team efforts. Step up to challenges, take initiative, and be enthusiastic. At the same time, stay focused on important organizational or group tasks and be results-oriented. You should look for opportunities to assume leadership roles while supporting your coworkers through both words and actions.

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. There's a big picture for every organization--it is the strategy and vision for the business. Understand it, be able to talk about it, and determine how your activities contribute to this larger picture. Develop a plan for self-improvement and check your progress periodically. Find ways to stay current in your field and be alert for opportunities to learn more skills and develop your competencies.