

HPI, HDS, & MVPI INTERPRETATION CHEAT SHEET



THE SCIENCE OF PERSONALITY

Preparing for Feedback: HPI

Keep the following tips in mind when reviewing the participant's HPI results:

- Make sure the participant understands the type of information the HPI provides. The HPI provides insight about the participant's reputation – how others likely describe his or her day-to-day approach to work and interacting.
- There is no such thing as a “good” or “bad” HPI profile. High scores are not necessarily better, low scores are not necessarily worse. The strengths and development needs highlighted by various levels of scoring should be interpreted in light of the participant's job, responsibilities, goals, and career aspirations. You can't interpret HPI results without some form of context.
- The participant might have questions about how the HPI works or how it was developed. The following brief explanation may be helpful: “Hogan has studied the relationship between employed adults' assessment responses and job performance for 28+ years. As a result of conducting this research, Hogan knows how others consistently describe individuals who responded to the assessment in a manner similar to you.”
- The following tips will help you prepare for feedback sessions involving the HPI:
 - Make sure the participant's assessment results are valid (check page 5 of his/her Leadership Potential Report).
 - Review each main scale score in light of the participant's job and goals – what does each main scale score suggest? If a main scale score is low or average, look at the subscales, as they will help you understand facets of the participant's response style that impact the *overall* impression he/she makes on others (as highlighted by main scale scores).
 - Pay particular attention to the participant's Adjustment score, as a low Adjustment score may impact results across the HPI profile *and* the participant's HDS profile.
 - Be sure to look at the participant's Moralistic, Mastery, and Virtuous subscale scores (first three Prudence subscales), as these subscales will help you determine if the participant responded to the assessment in an overly socially-desirable manner (see notes regarding Prudence).
 - What tendencies, highlighted by the HPI, will help the participant demonstrate strong job performance (a) in his/her current role and (b) in the role that he/she aspires to?

ADJUSTMENT

Key Points:

If the participant scores low on the Adjustment scale, their low-Adjusted tendencies may impact their entire HPI profile. Low Adjustment scorers' tendencies to (a) focus on the negative and (b) be self-deprecating often impacts how they respond to the HPI and HDS items. As a result, their HPI profiles often are compressed (fewer high scores) and their HDS profiles often contain many elevated scores. In these scenarios, interpret the relatively highest HPI scores as “High” scores. See HDS section for hints regarding interpretation of multiple elevated HDS scores.

Subscale Interpretation:

If the participant has a low or average Adjustment score, their subscale scores become more important – use them to help you interpret their Adjustment score.

Subscale	Higher Scorers...
Empathy ^a	Seem to emotionally identify with others
Not Anxious ^a	Don't worry often
No Guilt ^a	Don't have a lot of regret
Calmness ^b	Seem calm (not volatile)
Even Tempered ^b	Seem patient
No Complaints ^b	Seem upbeat and don't complain often
Trusting	Seem to believe in and trust others
Good Attachment	Seem to have good relations w/ authority

^a Internal stress response not apparent to others (i.e., internal churn)

^b External stress response that is apparent to others (e.g., emotionality)

“Upsides”

Potential “Downsides”

	“Upsides”	Potential “Downsides”
High Scores	<ul style="list-style-type: none"> ▪ Calm, consistent, & predictable ▪ Able to handle pressure & stressful conditions with ease ▪ Even-tempered, upbeat, & optimistic ▪ Patient with others ▪ Doesn't take problems or criticism personally ▪ Unlikely to overreact 	<ul style="list-style-type: none"> ▪ Unwilling to be self-critical ▪ Won't pay much attention to constructive feedback or advice ▪ Appears indifferent to deadlines & seems nonchalant ▪ Doesn't ask for others' input ▪ Unrealistically optimistic at times
Low Scores	<ul style="list-style-type: none"> ▪ Emotionally expressive ▪ Non-complacent ▪ Self-aware & open to feedback ▪ Shows a sense of urgency (if Ambition score is high) ▪ Concerned about avoiding “negatives” 	<ul style="list-style-type: none"> ▪ Tense & self-critical; Worrisome & stress prone ▪ Moody & temperamental; Wears emotions on sleeve ▪ Easily irritated with others ▪ Defensive about work ▪ Takes criticism personally

AMBITION

Key Points:

The Ambition scale provides insight regarding the degree to which the participant seems “leader-like,” outwardly confident, and driven. Some individuals score low on the Adjustment scale but score high on the Ambition scale. These individuals will be described as confident; however, their achievement-orientation, initiative, and persistence often is fueled by internal self doubt (low Adjustment). See Dr. Hogan’s commentary regarding the relationship between anxiety and achievement (http://www.hoganassessments.com/personality_research/hogan_commentary_detail.aspx?id=1).

Subscale Interpretation:

Ambition subscales will help you better interpret an average or low Ambition score. Subscales tell you about facets of the participant’s reaction style that impact the overall degree to which the participant seems leader-like.

Subscale	High Scorers...
Competitive	Demonstrate a healthy degree of competitiveness
Self Confident	Demonstrate self assurance
Accomplishment	Share information about their accomplishments
Leadership	Make an effort to step into leadership positions
Identity	Seem to have career direction
No Social Anxiety	Seem comfortable speaking to large audiences

“Upsides”

Potential “Downsides”

High Scores	<ul style="list-style-type: none"> ▪ Leader-like - energetic, competitive, self-assured, & assertive ▪ Confident communicator ▪ Takes initiative & demonstrates persistence ▪ Sets high expectations ▪ Is goal & results oriented 	<ul style="list-style-type: none"> ▪ Over-eager to take the lead ▪ May compete with others ▪ May not ask for others’ input ▪ May seem ruthless (if Interpersonal Sensitivity score is low) ▪ Restless, forceful, & overly-dominant
Low Scores	<ul style="list-style-type: none"> ▪ Seems content with their position ▪ Good team player ▪ Content to receive direction from others ▪ Avoids office politics ▪ “Organizational glue” –works hard to support others & seems to have little concern for personal glory 	<ul style="list-style-type: none"> ▪ Lacks focus or vision – seems to want direction & guidance from others ▪ Doesn’t appear confident or self assured ▪ Seems to lack initiative & personal “push” ▪ Seems uncomfortable making public presentations

SOCIABILITY

Key Points:

Sociability provides insight regarding the degree to which the participant is socially proactive. Higher scorers tend to be “engagers” whereas lower scorers tend to need engaging. Higher scorers seem very outgoing; lower scorers seem very utilitarian about communication (i.e., they communicate only when a true need to do so exists).

Subscale Interpretation:

Don’t place too much weight on the participant’s Sociability subscale scores (focus your attention at the main scale level). Notice that the first three Sociability subscales deal with the frequency by which the participant puts him/herself in social situations; the last two subscales deal with interacting with others (versus just being in social situations).

Subscale	High Scorers...
Likes Parties	Seem affable
Likes Crowds	Seem to enjoy affiliating
Experience Seeking	Seem to enjoy variety & challenge
Exhibitionistic	Gravitate toward the center of attention
Entertaining	Are described as witty & engaging

“Upsides”

Potential “Downsides”

High Scores	<ul style="list-style-type: none"> ▪ Outgoing, gregarious, and charismatic ▪ Socially proactive – initiates interactions and relationships ▪ Seems to enjoy being center of attention ▪ Easily approachable ▪ Seems to enjoy working with and being around others 	<ul style="list-style-type: none"> ▪ Seems to dislike working alone ▪ Attention seeking ▪ Loud, demanding, and outspoken (check Int. Sensitivity) ▪ May not listen well ▪ Interruptive and confuses activity with productivity-- i.e., unnecessary socializing with coworkers
Low Scores	<ul style="list-style-type: none"> ▪ Independent ▪ Has an agenda when communicating ▪ Seems content to work on their own ▪ Effective listener (provides others ample opportunity to talk) ▪ Tends to cultivate strong one-on-one relationships ▪ Business-like & task-focused communication approach 	<ul style="list-style-type: none"> ▪ Doesn’t initiate interaction & relationships often ▪ Doesn’t give others feedback (misses out on opportunities to “see others in action”) ▪ Doesn’t proactively network ▪ May struggle with social interaction & seem withdrawn ▪ Waits for others to engage him or her

INTERPERSONAL SENSITIVITY

Key Points:

Interpersonal Sensitivity provides insight regarding the degree to which the participant's interaction style seems warm, friendly, empathic, and nurturing versus direct, straightforward, and forthcoming. This scale will help you understand how the participant deals with conflict and non-performance issues.

Subscale Interpretation:

Don't place too much weight on the participant's Interpersonal Sensitivity subscale scores; interpret scores at the main scale level.

Subscale	High Scorers...
Easy to Live With	Seem permissive and easy going
Sensitive	Seem considerate
Caring	Seem perceptive and interpersonally sensitive
Likes People	Seems to enjoy being around other people
No Hostility	Seems tolerant and eager to forgive

"Upsides"

Potential "Downsides"

High Scores	<ul style="list-style-type: none"> ▪ Friendly & engaging ▪ Warm & agreeable ▪ Seems to nurture relationships ▪ Encourages teamwork & cooperation ▪ Earns others' trust ▪ Builds & maintains coalitions ▪ Gathers opinions before taking action 	<ul style="list-style-type: none"> ▪ Procrastinates when required to confront performance problems (or shirks this responsibility) ▪ Thin-skinned & prone to taking feedback personally ▪ Dependent on other's opinions ▪ Conflict averse ▪ Overly eager to please; Has difficulty saying "no" ▪ Attempts at direct & forthright communication fall short
Low Scores	<ul style="list-style-type: none"> ▪ Task oriented ▪ Willing to give negative feedback ▪ Can speak their mind & offer truly honest opinions ▪ Seems forthright & independent ▪ Challenges business assumptions ▪ Willing to confront others 	<ul style="list-style-type: none"> ▪ Appears cold & tough ▪ Can seem critical & skeptical ▪ Directs rather than suggests ▪ May seem argumentative & painfully objective ▪ Doesn't build a sense of teamwork ▪ May seem brusque or harsh

PRUDENCE

Key Points:

Prudence provides insight regarding the degree to which the participant seems detailed, rule-abiding, and organized versus flexible, spontaneous, and receptive to change. Be sure to pay attention to the Moralistic, Mastery, and Virtuous subscales, very high scores on these subscales suggest the participant may have responded to the assessment in an overly socially-desirable manner. We don't necessarily consider high scorers on the Moralistic, Mastery, and Virtuous scales to be "fakers," these are just individuals who (a) are very socially-skilled, (b) are very good at managing impressions, and (c) should be monitored carefully, at least initially, because things might not always be as good and rosy as they say they are.

Subscale Interpretation:

The Prudence subscales will help you make better sense of average to lower Prudence scores. Be sure to check the first three Prudence subscales – if the participant endorses nearly all of these items in a positive direction (12-14 positive responses out of 14 possible), the participant is presenting him or herself in a very socially desirable manner.

Subscale	High Scorers...
Moralistic ^a	Seem self-righteous ("I always practice what I preach")
Mastery ^a	Seem diligent ("I do my job as well as I possibly can")
Virtuous ^a	Seem perfectionistic ("I strive for perfection in everything I do")
Not Autonomous	Seem to care what other people think about them
Not Spontaneous ^b	Plan their lives; Seem very structured
Impulse Control ^b	Seem self disciplined
Avoids Trouble ^b	Avoid scenarios that could get them into trouble

^a Provide insight regarding (a) socially-desirable responding and (b) following other peoples' rules

^b Provide insight regarding (a) detail orientation & (b) propensity for risk taking

"Upsides"

Potential "Downsides"

High Scores	<ul style="list-style-type: none"> ▪ Dependable, reliable, & trustworthy ▪ Organized, thorough, & detail-oriented ▪ Conscientious & hard working ▪ Rule compliant (follow rules to the letter) ▪ Plans work & anticipates changes in workload ▪ Good organizational citizen 	<ul style="list-style-type: none"> ▪ Rigid & inflexible about rules & procedures ▪ Resistant to change ▪ Formal & over-conforming ▪ May micromanage others ▪ Doesn't delegate well ▪ Difficulty seeing the "big picture"
Low Scores	<ul style="list-style-type: none"> ▪ Flexible ▪ Open-minded & open to change ▪ Can be innovative & original ▪ Non-conforming ▪ Willing to take risks 	<ul style="list-style-type: none"> ▪ Poor planner ▪ Impatient with details & supervision ▪ Disorganized & careless ▪ Easily bored ▪ Impulsive & spontaneous

INQUISITIVE

Key Points:

Higher scorers on the Inquisitive scale seem analytical, can quickly make sense of seemingly-unrelated data points, and have the potential to be creative. They tend to solve problems by conceptualizing and brainstorming. Lower scorers seem practical, tend to employ strategies that have worked effectively in the past, and solve problems in a hands-on manner.

Subscale Interpretation:

Do not place too much emphasis on Inquisitive subscale scores. Why? Many Inquisitive items sound unrelated to work; therefore, answers to the items themselves are not terribly meaningful. For example, although items like “I know why stars twinkle” seem a bit unusual, responses to these items *predict* something meaningful – how others describe the participant. Pay particular attention to one subscale score if you notice an average to low Inquisitive score – “Generates Ideas”. If an individual scores lower on Inquisitive but has a higher Generates Ideas subscale score, he/she likely is capable of generating creative ideas; however, he/she likely has a strong “practicality filter” (i.e., he/she tends to refine ideas extensively before sharing them to ensure the idea *others hear* sounds practical).

Subscale	High Scorers...
Science	Seem to appreciate rationality & are interested in science
Curiosity	Seem open-minded
Thrill Seeking	Seem stimulus-seeking
Intellectual Games	Seem to enjoy problem solving for its own sake
Generates Ideas	Seem able to generate unique ideas easily
Culture	Seem interested in culture

“Upsides”

Potential “Downsides”

High Scores	<ul style="list-style-type: none"> ▪ Imaginative, inventive, & creative ▪ Quick-witted & resourceful ▪ Able to quickly recognize connections between data points ▪ Understands the big picture ▪ Thinks strategically & understands long-term implications ▪ Interested in speculative ideas 	<ul style="list-style-type: none"> ▪ Over-analyzes problems and, as a result, has trouble making decisions ▪ Impractical (doesn’t consider how ideas that sound good in theory could work in practice) ▪ Can become easily bored ▪ Lacks tolerance for the routine ▪ Impatient with process-related details ▪ Poor implementer
Low Scores	<ul style="list-style-type: none"> ▪ Practical ▪ Very focused interests ▪ Tolerates routine or mundane tasks ▪ Not easily bored ▪ Applies solutions that worked effectively in the past ▪ Can help refine ideas to ensure they are practical 	<ul style="list-style-type: none"> ▪ Not a sole source for creative & innovative ideas ▪ Has a narrow perspective & often fails to consider the big picture ▪ Lacks imagination & resist innovation ▪ Uncomfortable in ambiguous situations ▪ Uses familiar (vs. creative) ways to solve problems

LEARNING APPROACH

Key Points:

The Learning Approach scale provides insight regarding how the participant approaches learning and staying up to date. High scorers seem to inherently enjoy learning and tend to use more traditional learning approaches (reading, attending classes). Lower scorers tend to be “just in time” learners who use hands-on learning approaches.

Subscale Interpretation:

Do not place too much emphasis on Learning Approach subscale scores. Why? Many of the Learning Approach items sound unrelated to work; therefore, answers to Learning Approach items themselves are not terribly meaningful.

Subscale	High Scorers...
Good Memory	Have a strong power of recall
Education	Demonstrate academic talent
Math Ability	Demonstrate numerical ability
Reading	Demonstrate verbal talent

“Upsides”

Potential “Downsides”

High Scores	<ul style="list-style-type: none"> ▪ Enjoys & seems to value formal education ▪ Seem insightful ▪ Stays up-to-date with recent technical & business developments ▪ Seems achievement-oriented (check Ambition scores) 	<ul style="list-style-type: none"> ▪ Seems intolerant of the less-informed ▪ May over-rationalize events ▪ “Know-it-all” ▪ May lack depth on topics ▪ May get sidetracked by unrelated topics that pique his/her interest
Low Scores	<ul style="list-style-type: none"> ▪ Takes advantage of hands-on learning experiences ▪ Approaches learning opportunities with a clear objective in mind ▪ Applies skills rather than learns new concepts ▪ Is strategic about learning (does so when needed) 	<ul style="list-style-type: none"> ▪ Views education as something to endure (versus something to enjoy) ▪ Has narrow interests (check Inquisitive) ▪ May need a “push” to take advantage of learning opportunities

Preparing for Feedback: HDS

Keep the following tips in mind when reviewing the participant's HDS results:

- Contrast the HDS with the HPI. Both provide insight regarding the participant's reputation; however, while the HPI provides insight about response tendencies noticed day-to-day, the HDS provides insight regarding how the participant tends to respond when he/she is stressed, under pressure, or when he/she gets so comfortable that he/she stops monitoring him/herself.
- The HDS will help the participant understand the tendencies that likely will impede his/her performance.
- HDS scores are interpreted in terms of a "Risk Level." The higher the risk level, the more likely it is that specific "derailing" tendencies will negatively impact the participant's performance. When helping the participant understand his/her HDS results, focus specifically on his/her Moderate and High Risk scores. You may want to help the participant understand what a No or Low Risk score suggests (little chance a related derailer will impact his/her performance); however, you will not need to discuss these scales in detail. One exception exists – if the participant scores extremely low on either the Bold, Colorful, Mischievous, and Imaginative scales, you may want to discuss the implications of this type of scoring.
- Very often, "derailment" tendencies highlighted by the HDS are related to overuse or misuse of strengths; as such, you will often notice relationships between extremely high or low HPI scores and elevated HDS scores.
- Help the participant understand that almost everyone has elevations on at least a couple of HDS scales (the average number of high risk elevations--those above the 90th percentile--in an executive population is 2.5). Certain "derailment" tendencies are more detrimental depending upon (a) the demands of the participant's job, (b) his/her goals, and (c) the organization's culture (e.g., specific "derailing" tendencies are more salient in specific cultures).

HDS Scale Scores: Implications

HDS Scale	Higher Scorers Tend To...
Excitable	<ul style="list-style-type: none"> ▪ Vacillate very quickly between optimism and pessimism (excited one moment, discouraged the next) ▪ Lose initial excitement easily (initial enthusiasm is quickly replaced by doom-and-gloom mentality) ▪ Seem moody, unpredictable, and prone to volatility; however, Excitable reactions can be overt <i>or</i> internal
Skeptical	<ul style="list-style-type: none"> ▪ Seem cynical, mistrustful, pessimistic, and constantly on the lookout for an ulterior motive ▪ Give others the impression that they don't fully trust them
Cautious	<ul style="list-style-type: none"> ▪ Seem risk averse and painstakingly slow when required to make a decision ▪ Let opportunities pass them by due to a tendency to over-deliberate when making decisions ▪ Lack decisiveness and confidence when making judgment calls
Reserved	<ul style="list-style-type: none"> ▪ Pull away from others and isolate themselves when they are stressed (i.e., pull a disappearing act) ▪ Give others the verbal or non-verbal message, "I am stressed, I need my space" ▪ Seem stoic, distant, cold, unsupportive (or non-existent) when others need their support
Leisurely	<ul style="list-style-type: none"> ▪ Say one thing and do another (i.e., seem cooperative, but, ultimately, adhere to their personal agenda) ▪ Give things "lip service" and have difficulty saying "no" ▪ Don't behave in a manner consistent with their words (e.g., convey neutrality, but their actions suggest they feel strongly about the issue at hand); the tendencies described above will damage their credibility
Bold	<ul style="list-style-type: none"> ▪ Overestimate their competence, and, as a result, set overly-high expectations for themselves and others ▪ Seem stubborn, obstinate, and resistant or indifferent to others' feedback ▪ Seem convinced of the "rightness" of their perspectives
Mischievous	<ul style="list-style-type: none"> ▪ Test limits, take risks, and push boundaries; their charm often helps them ease out of these sticky situations ▪ Abide by the mantra "it is easier to ask for forgiveness vs. ask for permission" ▪ Seem impulsive, excitement-seeking, and may downplay the mistakes & commitments they make
Colorful	<ul style="list-style-type: none"> ▪ Dominate interactions, over-use their charisma, and seem dramatic and attention-seeking ▪ Soak up all the energy in the room and tend to be chronically over-committed (due to a tendency to want to be at the center of all of the action)
Imaginative	<ul style="list-style-type: none"> ▪ Share ideas before spending sufficient time refining them or considering their practicality ▪ Tend to "lose" others due to a tendency to jump from tangent to tangent and an inability to explain themselves in logical and concrete terms that others readily understand ▪ Have little patience for individuals who have difficulty thinking quickly or conceptually
Diligent	<ul style="list-style-type: none"> ▪ Hyper-focus on details, neglect the big picture, micromanage others, and avoid delegation ▪ Seem perfectionistic and prone to "sweating the small stuff" ▪ Have difficulty prioritizing because they consider all details to be critical
Dutiful	<ul style="list-style-type: none"> ▪ Seek excessive amounts of approval and seem reluctant to make independent decisions ▪ Seem overly-deferent to authority and don't push back when doing so might be appropriate ▪ Not stick up for their staff and seem over-eager to please their superiors

Multiple HDS Elevations & HDS Scale "Clusters"

When you see multiple HDS elevations within the same profile, focus less time and attention on the individual scales and, instead, focus more energy on discussing the implications of clusters of elevated scale scores. HDS profiles containing multiple elevations are not anomalies. Oftentimes, individuals who score low on HPI Adjustment have multiple HDS elevations. This tendency makes intuitive sense for several reasons. First, lower Adjustment scorers are more sensitive to stress, setbacks, and inconveniences. Because their fuses are shorter, they tend to operate in "high stress" mode (measured by the HDS) more often. Second, lower scorers on Adjustment focus predominantly on the negative and can be, at times, pessimistic (often about their own performance and abilities). In a positive sense, their focus on the negative leads them to always strive for something better and, often, push themselves very hard (particularly if the participant scores low on the Adjustment scale); however, low Adjustment also suggests a tendency to focus negativity inward by being self-doubtful, self-critical, and self-deprecating. Lower scorers on Adjustment, if asked to evaluate their own performance, will tell you ten things that they can do better, but will be hard pressed to tell you about things that they did well. This negative focus is in play when the individual responds to the HDS – the HDS asks the participant black and white questions regarding themselves and, whenever possible, low Adjustment scorers take the opportunity to evaluate themselves critically, leading to more HDS elevations.

You will often see Hogan scale scores that seem to contradict one another (e.g., Mischievous and Cautious). These scale scores don't contradict one another. Instead, they highlight inconsistencies in the participant's response style that often are confusing from an observer's perspective. Regardless of whether you are focusing at the scale level (Mischievous vs. Cautious) or at the "cluster" level (Moving Away vs. Moving Against), if an individual does not respond to the world and work in a consistent manner, relationships and reputation may be damaged.

HDS Cluster	HDS Scales	Implications
Moving Away	Excitable Skeptical Cautious Reserved Leisurely	Tends to respond to stress and pressure by pulling away from and seeming indifferent towards others (many times, in an effort to avoid criticism or negative evaluations). Others tend to describe them as independent, aloof, and/or detached. The general theme with this cluster is to distance oneself from the stressful situation/person either by (1) removing oneself from the stressor or (2) driving others away.
Moving Against	Bold Mischievous Colorful Imaginative	Tends to respond to stress and pressure by asserting power and trying to dominate others, often in an effort to "build themselves up" and make themselves feel "better" than others. Others tend to describe them as overly assertive, argumentative, stubborn, and willing to challenge others. They may always seem to have their boxing gloves on, as they tend to ascribe to the motto "strike before being struck."
Moving Towards	Diligent Dutiful	Tends to respond to stress and pressure by seeking the acceptance of others; they seem to have an intense desire to feel well-liked, accepted, involved, and appreciated. They are loyal, perfectionistic, and tend to seek out excessive guidance and approval from others, possibly earning the reputation of a "follower" who is reluctant to take independent action.

Common HPI-HDS Relationships

<i>Under-use of characteristics look like...</i>	Adjustment	<i>Overuse of characteristics look like...</i>
Excitable (realistic → catastrophizing) Skeptical (realistic → pessimistic) Cautious (realistic → worrisome and unlikely to act)	Adjustment	Bold (optimistic & upbeat → overconfidence)
Cautious (careful → indecisive) Dutiful (collaborative decision maker → indecisive)	Ambition	Bold (self-assurance → overconfidence)
Reserved (businesslike → stoic)	Sociability	Colorful (outgoing → attention-seeking & dramatic)
Reserved (direct → insensitive & brusque)	Interpersonal Sensitivity	Leisurely (eager to help → over-eager to please) Dutiful (accommodating → consensus-seeking)
Mischievous (flexible → risk-taking)	Prudence	Diligent (detail-oriented → perfectionistic) Cautious (careful decision-maker → indecisive)
Dutiful (collaborative decision maker → indecisive)	Inquisitive	Imaginative (creative → eccentric)
NA	Learning Approach	Bold (knowledgeable → know it all)

Preparing for Feedback: MVPI

Keep the following tips in mind when reviewing the participant's MVPI results:

- Contrast the MVPI with the HPI & HDS. While the HPI & HDS provide insight regarding the participant's reputation (how others likely describe him or her), the MVPI comes closest to providing insight regarding "the person he/she wants to be." Specifically, the MVPI provides insight regarding (a) what the participant values and appreciates, (b) the type of workplace he/she will find most motivating, (c) the type of environment he/she likely will try to cultivate in a leadership role (what he or she likely will reward others for doing), and (d) how to best reward his or her performance.
- Note that almost all participants have high, average, and low MVPI scores. These scores should be interpreted as follows:
 - High scores indicate "key drivers" that the participant likely actively seeks out.
 - Average scores indicate "nice to haves" that the participant likely appreciates, but does not consider "deal breakers."
 - Low scores indicate "things to which the participant is indifferent to, but not demotivated by."
- The participant's Hogan results work together and can be interpreted in the following manner:
 - The MVPI provides insight regarding what the participant likely is striving to attain (e.g., Power – leadership authority)
 - The HPI provides insight regarding characteristics that likely will help the participant satisfy his/her needs (e.g., Ambition – confidence & initiative).
 - The HDS provides insight regarding characteristics and tendencies that likely will impede the participant's ability to satisfy his/her needs (e.g., Dutiful – consensus-seeking tendencies).
- Gaps between the participant's "wants" and "desires" and approach present coachable opportunities. For example, if an individual scores high on Power but low on Ambition, one should ask, "what behaviors can you demonstrate to others that suggest you are motivated by opportunities to enhance your level of responsibility?"

General MVPI Interpretation Guidelines

Lower scorers:		Higher scorers derive motivation from:
<ul style="list-style-type: none"> ▪ Are content to work behind the scenes ▪ Don't need "pats on the back" to be motivated ▪ Value & appreciate modesty and sharing credit 	Recognition	<ul style="list-style-type: none"> ▪ Involvement in high-visibility projects/roles ▪ Being in front of an audience ▪ Receiving public acknowledgement
<ul style="list-style-type: none"> ▪ Are content to serve as individual contributors ▪ Are content to let others set direction and have leadership responsibility 	Power	<ul style="list-style-type: none"> ▪ Opportunities to lead & set direction for others ▪ Having responsibility for high-profile/high-impact projects ▪ Opportunities to move up within the organization
<ul style="list-style-type: none"> ▪ Prefer serious, productivity-focused environments ▪ Prefer to segment "work" & "fun" ▪ Will seem buttoned-down, no-nonsense, & serious 	Hedonism	<ul style="list-style-type: none"> ▪ Working in environments that place a premium on having & creating opportunities for fun ▪ Abiding by the "work hard, play hard" mentality
<ul style="list-style-type: none"> ▪ Prefer to provide assistance in a hands-off (versus hands-on) manner ▪ Don't derive motivation as a service provider 	Altruistic	<ul style="list-style-type: none"> ▪ Providing service to others in a hands-on manner ▪ Nurturing others & helping those who need assistance and/or the less fortunate
<ul style="list-style-type: none"> ▪ Are content to work independently ▪ Need their "personal time" to decompress ▪ Don't need continuous social interaction 	Affiliation	<ul style="list-style-type: none"> ▪ Working in roles that provide them considerable opportunity to build relationships & network ▪ Continuous contact with others at work
<ul style="list-style-type: none"> ▪ Prefer environments that don't emphasize strict adherence to conventions ▪ Prefer environments that tend to emphasize dynamism (versus organizational traditions) 	Tradition	<ul style="list-style-type: none"> ▪ Working in environments that place a premium on maintaining ingrained organizational conventions ▪ Working in environments that are highly consistent with their values (i.e., need a strong degree of job fit)
<ul style="list-style-type: none"> ▪ Prefer fast-paced environments in which they have to quickly deal with & adapt to changes ▪ Feel stifled if overly constrained by structure 	Security	<ul style="list-style-type: none"> ▪ Working in secure, predictable environments that minimize risk & ambiguity ▪ Working to create structure & predictability
<ul style="list-style-type: none"> ▪ Are content to let others focus on bottom-line related issues; may value people over profits ▪ Can be better motivated via non-financial rewards 	Commerce	<ul style="list-style-type: none"> ▪ Making money for themselves & the organization ▪ Enjoy budgeting, financial planning, & considering the bottom-line impact of his/her actions & decisions
<ul style="list-style-type: none"> ▪ Prefer to place an emphasis on functionality (as opposed to aesthetics) ▪ Have limited appreciation for non-critical creativity 	Aesthetics	<ul style="list-style-type: none"> ▪ Enjoy being creative & innovative (enhancing the aesthetic -appeal and brand image of work products) ▪ Working in aesthetically-appealing environments
<ul style="list-style-type: none"> ▪ Prefer to rely upon intuition and leave analysis & research to others 	Science	<ul style="list-style-type: none"> ▪ Conducting research & analyzing information to determine the "truth" & uncover underlying causes ▪ May be more comfortable working with data