



CANDIDATE SUMMARY

RESULTS-BASED OVERVIEW OF STRENGTHS,
VALUES, AND CHALLENGES

Report for: Sam Poole

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INTRODUCTION

This report summarizes your results from the Hogan Personality Inventory (HPI), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The report is organized in four parts: (1) Performance Strengths from the HPI results; (2) Values and Drivers from the MVPI results; (3) Performance Challenges from the HDS results; and (4) tips for career development.

The HPI concerns your overt strengths as they normally appear in an interview or an assessment center. These characteristics are the basis for the impression you make on others, and they influence your typical style of social interaction and your reputation among your peers. The MVPI concerns your core values and goals, and the activities that give meaning to your life. These are key drivers—what you desire, strive to attain, and your sense of identity. Your values influence your preferences and determine with whom you affiliate and what you appreciate. The HDS concerns behavioral tendencies that could potentially undermine or inhibit your performance. These tendencies emerge when you are tired, pressured, or feeling insecure, or when you let down your guard. They may impede your effectiveness and erode the quality of your relationships with customers, colleagues, and friends.

These results provide a comprehensive, valid, and in-depth summary of your strengths, values, and challenges. The report is designed to help you understand your performance potential, and any barriers to achieving it. As you read this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how you think about yourself. Second, everyone has strengths and weaknesses and there are positive and negative performance implications of any score. Third, you should focus on the overall themes of the report rather than any single detail. You may find what seem to be contradictions if you focus on specific details; these are usually resolved at the level of the overall profile.

This report can be used in three ways. The report is: (1) a snapshot of your interpersonal performance; (2) a way to evaluate the fit between your values and those of an organization; and (3) a primer for thinking about performance improvement. You should interpret your results in terms of your own career aspirations and goals rather than in absolute terms. A frequently asked question concerns “Can behavior change?” The “yes” response entails knowing what you want to change, 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

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. Others should see you as energetic, talkative, and socially active. You should enjoy meeting the public and working with new people and value a lifestyle and work organized around social interaction. You should perform well in front of groups and may like public speaking. This is particularly important for jobs in which one must constantly deal with strangers, and do so in a positive way, for example, sales, training, marketing, and customer service work.

Interpersonal Skill

You are usually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. You will be able to build and maintain friendships. You are concerned about staff morale and you are a good team player. You value encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships. You are typically planful, self-controlled, careful, conscientious, and good with details. You also will be a hardworking and solid organizational citizen (i.e., reliable and dependable). You are concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time. You value 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

You are stable and poised, have a positive attitude, and are usually in a good mood; you can easily handle fast paced environments and/or heavy work loads, and will rarely be irritable. Coworkers and team members will appreciate your steadiness under pressure; this is particularly important for jobs or tasks where there is a lot of urgency, physical stress, and potential risk, and where it is necessary to keep your emotions under control. In times of stress, your coworkers can count on you being calm, consistent, and upbeat. You are open-minded, curious, and imaginative. You understand the big picture, think quickly on your feet, have ideas for solving problems, and are comfortable with unstructured work that entails design, invention, or change. You are receptive to new ideas and value finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership. 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.

VALUES AND DRIVERS

Achievement Motivation

Although you are serious about your work, you also enjoy entertaining others, you like variety in your life, and you know how to have a good time. You are keenly interested in career advancement, you evaluate yourself in terms of what you have accomplished, you dislike wasting time, and you want to make an impact on your organization and your profession. Although you appreciate positive comments on your performance, you are reluctant to engage in self-promotion, and prefer to wait for others to notice your accomplishments.

Social Interests

You enjoy meeting new people, you like working as part of a team, and you may not like working by yourself. You enjoy the entire process of networking, including reaching out and communicating with others and renewing old acquaintances. You enjoy assisting and developing others, especially those who need the most help. You are not in it for the money; you help others because it is the right thing to do. You also think it is important to pay attention to staff morale, to communicate with them regularly, to ask them for feedback, and to encourage and support their efforts. You seem to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. You seem to have a natural taste for moderation and even compromise. You value the lessons of the past but are willing to experiment for the future.

Entrepreneurial Values

You are keenly interested in financial issues, and in discovering methods for increasing profitability and improving the bottom line. You are alert for business and investment opportunities, you don't make many mistakes with your money, and you don't have a lot of sympathy for those who do. You prefer to balance risk-taking with risk-avoidance; you will take a chance when the payoff seems to warrant it, but you avoid risk for its own sake. You value safety but understand that little in life is perfectly safe.

Decision Making Style

You seem to strike a balance between form and function in decision making. You want equipment to look good but also to perform reliably and efficiently. You understand the trade off between elegant style and durable performance and use it in making your decisions. You seem to enjoy solving problems, analyzing issues, and understanding what is going on in the world around you. You are comfortable with technology, and you dislike making decisions without being able to examine the relevant background information—you prefer to make decisions based on data rather than intuition.

CHALLENGES

Reactions to Others

You seem to be an intense and enthusiastic person, but one who is easily frustrated and disappointed by others' performance. When you become annoyed, you may tend to give up on people or projects, but often after letting them know how you feel. Others may perceive you as moody and hard to please. You seem insightful about people, but vigilant and alert for signs of mistreatment. When you think you have been wronged, you tend to let people know, and they may see you as critical and argumentative. You are a careful person who rarely makes silly mistakes. At the same time, however, you may be too careful and, as a result, you may seem slow to act or make decisions, and reluctant to take any risks. You are a person who can take the heat without wilting. Because you are so tough, others may perceive you as not listening, indifferent to feedback, and remote. Unless you tell them, others will rarely know what you are thinking—because you have strong social skills and people perceive you as polite and cooperative. Nonetheless, you have doubts about others' competency, you dislike being pushed, and when you are annoyed, you may procrastinate and seem stubborn and hard to coach.

Personal Performance Expectations

Others may see you as mannerly, polite, and reluctant to take initiative. You seem frank, straightforward, and understated. You seem to prefer to take a low profile and to avoid the appearance of showing off. You seem smart, creative, and somewhat unorthodox in your thinking. Others will notice that your ideas seem unconventional, unusual, and unpredictable. These tendencies are important for problem solving, but over time others may find some of your ideas impractical, unrealistic, or even incredible.

Reactions to Authority

You seem somewhat tolerant and flexible, but perhaps inconsistent in your standards for evaluating others' work. You seem independent and self-reliant, and may resist working as part of a team.

CAREER DEVELOPMENT

When Strengths Become Weaknesses; Feedback for Mr./Ms. Poole

In view of your unusual resilience and ability to handle pressure, you need to remember your errors and missteps in order to learn from them, and be aware that others may be stressed when you are not. 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 inexperienced 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 are so extraverted and enthusiastic that you may need to remember to listen carefully to what others are saying and not interrupt them—especially when dealing with inexperienced or more junior people and with clients. You should also make a point to share credit with others for successes achieved. Because you value getting along with others, you will tend to avoid taking unpopular positions. Be careful not to promise more than you can deliver, to confront problems promptly before they become unmanageable, and let people know where you stand. Because you are so conscientious, you should remember that you won't be able to do everything yourself and that it won't be possible to do every job equally well. You should learn how to delegate and how to prioritize work, and be sure to be flexible when it is called for—for example, allow people to interrupt you when necessary. Although you are imaginative and visionary, you may be easily bored with routine tasks; you need to remember to stay with tasks until they are finished. 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.

Dealing with Derailment Tendencies

- First, remember your strengths--when you are at your best, you are an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If you can learn to control your tendency to be annoyed or discouraged and the way you express your emotions, you will be even more helpful to others.
- Second, listen closely to feedback from people you trust; this will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation.
- Third, recognize that you tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, you will reduce the likelihood of being discouraged later.
- Fourth, remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.
- Finally, encourage yourself to stick with your plans and strategies and “sweat out” the difficult periods when you might get discouraged. Change your expectations from “I knew this wouldn't work” to “Things aren't going well, I need to think about why, and what to do next to keep them moving forward.” The more often you persist in solving your problems, the more you will build a reputation of being steady and reliable.