

# IPS

## INTEGRATED PERSONALITY SUMMARY



PREPARED FOR

**PAUL SAMPLE**  
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DELIVERED BY



POWERED BY



**KAISER**  
leadership solutions

# WHO YOU ARE *IS* HOW YOU LEAD

**MVPI** | MOTIVES, VALUES,  
PREFERENCES  
INVENTORY

The “Inside” of personality

Your values, interests, and preferences

Motivational drivers that guide attention, decisions, and behavior

**WHAT YOU WANT**

**HPI** | HOGAN  
PERSONALITY  
INVENTORY

The “Bright Side” of personality

How you are seen by others day-to-day

Common tendencies that help and hinder performance

**YOUR TYPICAL APPROACH  
TO WORK**

**HDS** | HOGAN  
DEVELOPMENT  
SURVEY

The “Dark Side” of personality

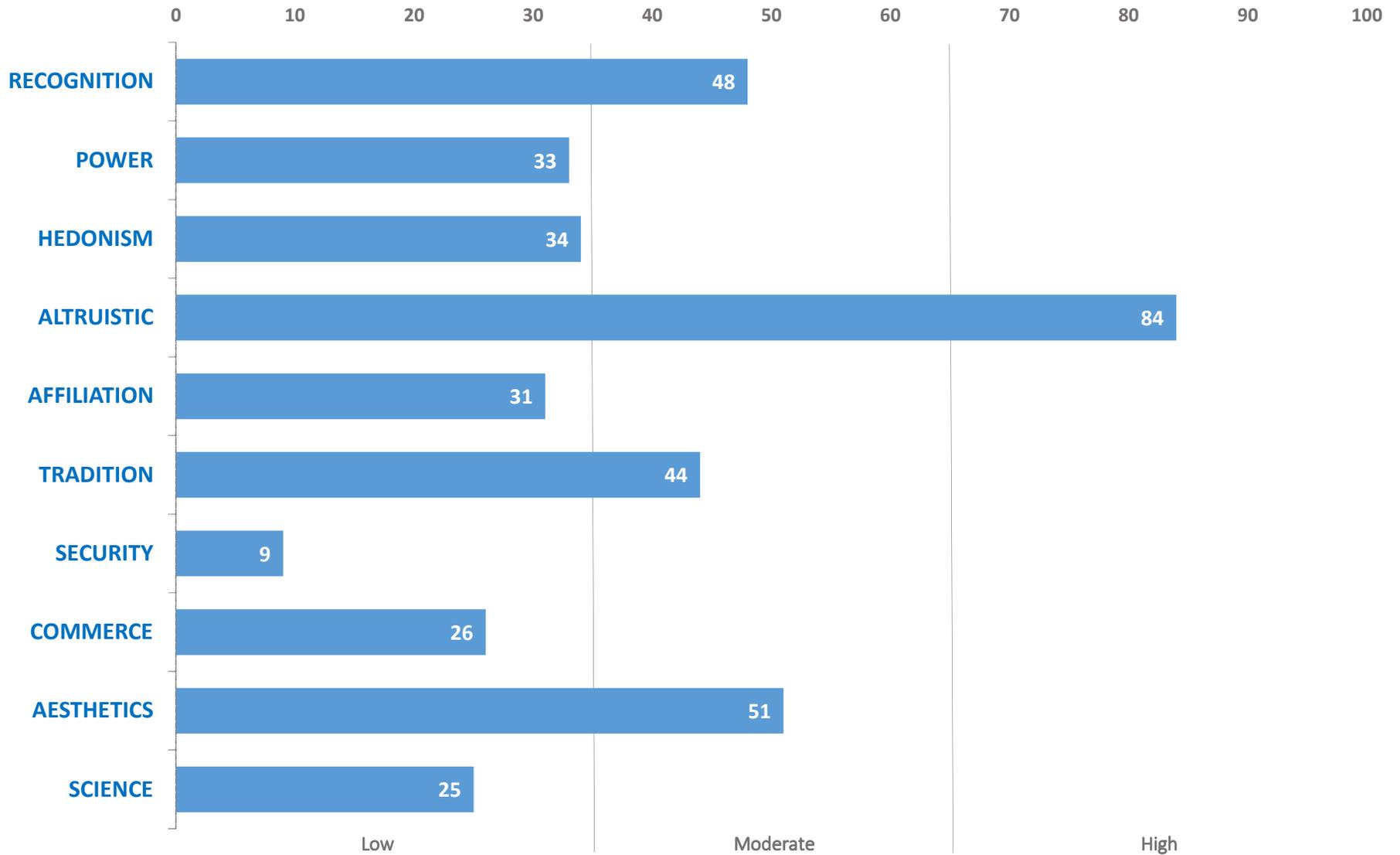
Derailers that disrupt relationships and corrupt judgment

Troubling tendencies triggered by pressure or complacency

**WHAT CAN GET  
IN YOUR WAY**

## Your **reputation** as a leader

SCALES	<i>Degree to which a person is driven by...</i>	LOW SCORES	HIGH SCORES
<b>RECOGNITION</b>	<i>Need for public acknowledgment and opportunities for visibility</i>	Prefers to keep a low profile and avoid calling attention to oneself	Enjoys the spotlight, being on stage, and “pats on the back”
<b>POWER</b>	<i>Wanting to be in charge, calling the shots, and having influence</i>	Indifferent to having status and authority; little need for control	Likes being in control; seeks status and authority
<b>HEDONISM</b>	<i>Preference for a fun and enjoyable work environment</i>	Serious mind-set and approach; compartmentalizes “work” and “fun”	Values having a good time at work; has a “work hard/play hard” mentality
<b>ALTRUISTIC</b>	<i>Desire to help others, especially the less fortunate</i>	Emphasizes individual responsibility and self-reliance	Motivated by assisting colleagues; focuses on staff morale and development
<b>AFFILIATION</b>	<i>Need for belonging to a work group, building and maintaining relationships</i>	Finds social interaction tiring; prefers working alone	Energized by interacting with others; prefers working together
<b>TRADITION</b>	<i>Preference for following time-honored practices and well-established principles</i>	Motivated by challenging the status quo and established ways of thinking	Respects policies and procedures; sees value in protecting established norms
<b>SECURITY</b>	<i>Preference for predictability, structure and order</i>	Energized by taking risks; comfortable working in ambiguous situations	Desires a risk-free environment that minimizes ambiguity
<b>COMMERCE</b>	<i>Interest in earning money, realizing profits and identifying business opportunities</i>	Little interest in financial matters; less motivated by compensation	Concerned about financial performance; motivated by money and material success
<b>AESTHETICS</b>	<i>Interest in design and quality of products and services</i>	Practical mentality; prioritizes function over form	Cares about design; emphasizes the importance of “look and feel”
<b>SCIENCE</b>	<i>Preference for an analytical, systematic and data-driven approach to problem solving</i>	Trusts the power of intuition; values looking beyond the numbers	Prefers logic and understanding how things work; places high importance on metrics



### What's important

Using his strengths to help others and elevating people as a critical resource; motivated to create a serious environment, but one also characterized by compassion, corporate responsibility, and personal sacrifice; cares about the development of others and elevates service as a key performance indicator; more likely to associate “winning” with making a difference than with status and material success (high Altruistic, moderate Tradition & Recognition, low Power, Commerce, & Hedonism)

Comfortable with risk; trusts his intuition and gut-feel, and does not need a lot of data to make decisions; open to new and progressive ways of doing things, but also has a respect for structure, consistency, and operating in an orderly way (low Security & Science, moderate Tradition & Aesthetics; also see HPI: moderate Prudence)

Does not feel the need to be in control or to micromanage; not driven to take charge or “get ahead” in the stereotypical sense, and doesn’t define success in terms of authority, status, or wealth; driven and likes to lead, but values a low-touch leadership style (low Power & Commerce vs. high HPI Ambition; also see HDS: low Diligent & Bold)

### What might get overlooked

Driven to achieve and win, but doesn’t always seem comfortable pushing the envelope; reluctant about the dirty work of being in charge, especially making the tough calls; has a big heart and sees the best in people, but may struggle to hold them accountable for meeting high standards and expectations (high Altruistic vs. low Power & Commerce; also see HPI: high Ambition vs. HDS: low Bold)

Little interest in experimentation and research; relies on intuition and experience more than data; doesn’t have a deep curiosity for understanding why things work—satisfied just knowing that they work (low Science, moderate Aesthetics; also see HPI: low Inquisitive)

Finds working for the betterment of people meaningful (high Altruistic), yet may underestimate others’ needs for casual socializing and interaction; sociable and outgoing in day-to-day behavior, but can be more about staying in touch with the business and less about building strong connections and encouraging teamwork (low Hedonism & Affiliation vs. high HPI Sociability)

**SCALES**

*Degree to which a person seems...*

**LOW SCORES**

**HIGH SCORES**

**PRO**

**CON**

**PRO**

**CON**

**ADJUSTMENT**

*Calm and composed under pressure*

Sensitive to potential problems, open to feedback

Easily stressed; can come across as tense and irritable

Optimistic and resilient; high stress tolerance

Insufficient sense of urgency; resists feedback

**AMBITION**

*Leader-like, competitive and self-starting*

Good team player; takes guidance and direction

Passive, unassertive; reactive

Driven, confident and assertive; takes initiative

Domineering and controlling; may set unrealistic goals

**SOCIABILITY**

*Outgoing and seeks social interactions*

Focused and attentive; likely a good listener

Socially distant; inhibited and uncommunicative

Gregarious, energetic and visible; initiates interaction

Can be blustery and overwhelming; talk too much

**INTERPERSONAL SENSITIVITY**

*Diplomatic, tactful and considerate*

Frank and candid; tough-minded

Insensitive or inconsiderate; can be abrasive

Likable; communicates with tact and consideration

Can be too nice, conflict avoidant

**PRUDENCE**

*Detail-oriented, self-disciplined and rule-abiding*

Flexible; comfortable with change and ambiguity

Impulsive; breaks rules; disorganized

Dependable, conscientious, and organized

Inflexible; can seem rigid or resistant to change

**INQUISITIVE**

*Creative, forward-thinking, and focused the on “big picture”*

Practical; hands-on approach to problem-solving

Pragmatic to a fault; locked into the past; lacking vision

Visionary, strategic thinking; creative problem-solver

Impractical; seeks change for the sake of change

**LEARNING APPROACH**

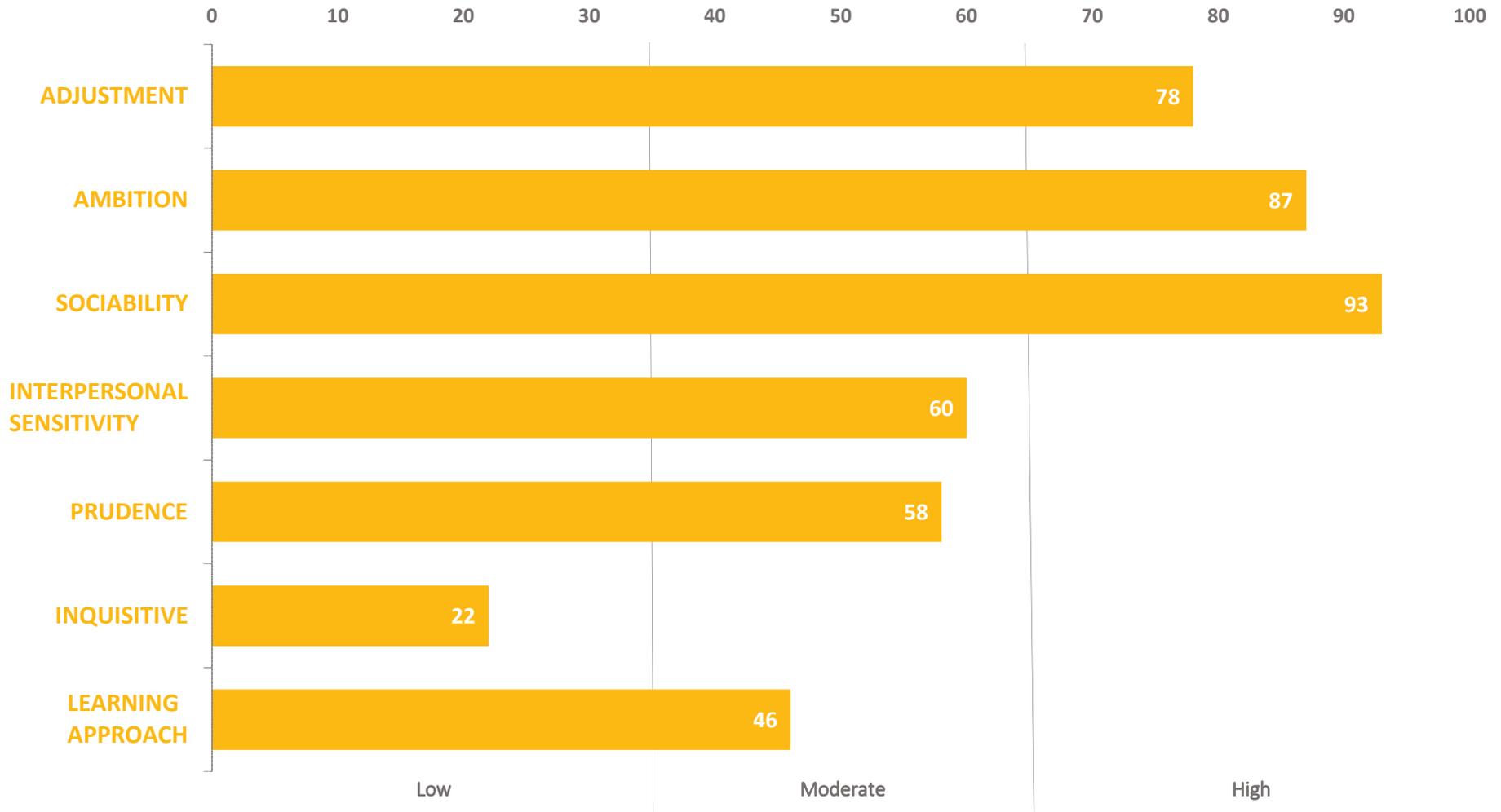
*Well informed, up-to-date, and interested in formal education*

“Street smart”, learns by doing

Relies too much on existing knowledge and skills

Continuous learner; analytical; knowledgeable

Analysis paralysis; can come across as a “know-it-all”



Resilient, poised, and stress-tolerant; stays positive and optimistic; demonstrates maturity and composure, not letting “hot button” issues get the best of him; makes a strong and lasting first impression; has a big leadership presence (high Adjustment with primarily high subscales, high Ambition & Sociability, moderate Prudence; also see HDS: moderate Excitable with low ‘volatile’ subscale, low Skeptical)

Self-assured, confident, and assertive, but without seeming arrogant; can take charge and delegate; self-starting and persistent, but unlikely to over-reach or put results ahead of people; seems comfortable in his own skin and defines his self-worth more broadly than just in terms of his accomplishments (high Ambition, but with low ‘accomplishment’ subscale, moderate Interpersonal Sensitivity; also see MVPI: low Power; HDS: low Bold)

Despite not having powerful social needs to interact, comes across as outgoing and conversational in public; interacts diplomatically and makes time for people; maintains relationships and works to establish common ground and win-win solutions; presents himself as approachable and in-tune with his team (high Sociability, moderate Interpersonal Sensitivity; also see MVPI: low Affiliation, high Altruistic)

Conscientious in execution, but also strikes a reasonable balance between discipline and flexibility; uses structure and organization without seeming rigid or risk-averse; pays attention to details but isn’t “nitpicky” or perfectionistic; focused on implementation and process; a solid operational manager (moderate Prudence with high ‘impulse control’ & ‘avoids trouble’ subscales, low Inquisitive; also see MVPI: moderate Tradition, low Security; HDS: low Diligent & Mischievous, moderate Cautious)

Favors concrete tactics and takes a practical, “here and now” approach to resolving issues; inclined to start solving problems using tried-and-true, proven solutions, and is not one to get sidetracked by “flashy” new management fads; curious in mindset, but would rather drive for results and dive into getting things done than spend time researching or brainstorming (low Inquisitive with high ‘curiosity’ vs. low ‘generates ideas’ subscales, moderate Learning Approach & Prudence, high Ambition; also see MVPI: low Science; HDS: low Imaginative)

Can seem staunchly pragmatic, disproportionately focused on immediate problems, and more attuned to tactical issues than to long-term or big-picture concerns; though not risk-averse, could afford to explore possibilities more openly, dig deeper into issues, and engage in more open conversation about the “why” behind his actions and decisions (low Inquisitive, moderate Prudence; also see HDS: low Imaginative & Bold; MVPI: low Science)

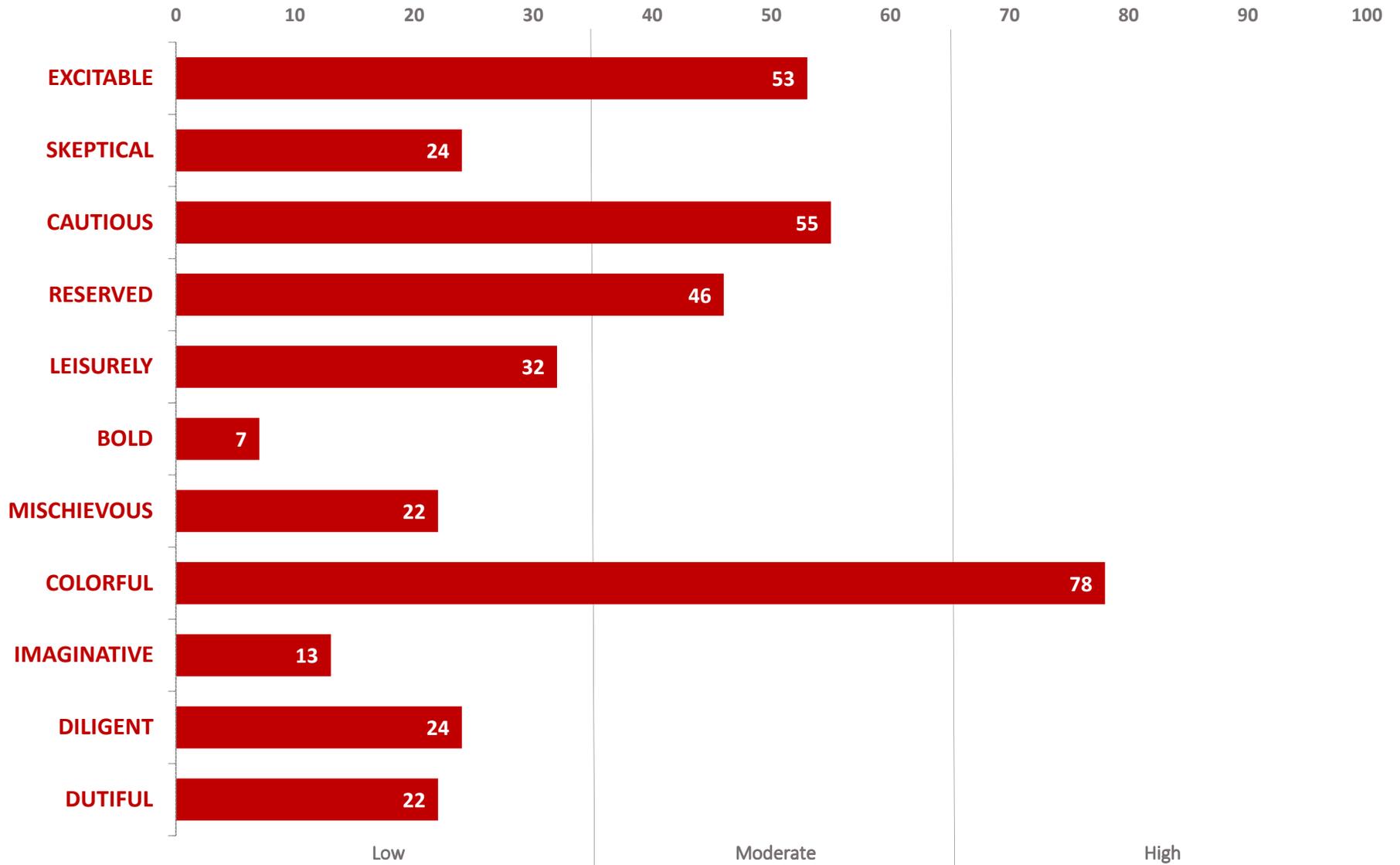
The disconnect between his (a) driven, achievement-oriented, and socially-confident public behavior and (b) and low private needs for authority, visibility, and interaction may consume a lot of his energy; may struggle to balance his own drivers and motivations with what he feels is expected or needed from him on a daily basis (high Ambition & Sociability vs. low MVPI Power & Affiliation)

Unlikely to sacrifice relationships for the sake of results, but may struggle to disengage socially when solitary work or prolonged focus is necessary; his outgoing and engaging nature and willingness to step in and help may make it difficult for him to pull away when undisturbed reflection would be beneficial—either for himself or those around him (high Sociability with uniformly high subscales, moderate Interpersonal Sensitivity; also see HDS: high Colorful; MVPI: high Altruistic)

Is steady in the face of pressure and well put together, but his unflappability may be perceived as complacency or a lack of urgency; may give others the impression that he doesn't take problems seriously enough; on the other hand, his self-assurance, resilience, and goal-orientation may also lead him to take on too much, or to set more ambitious goals than others are comfortable with or think is realistic (high Adjustment & Ambition, both with primarily high subscales, low Interpersonal Sensitivity 'sensitive' subscale; also see HDS: low Excitable 'volatile' subscale)

Can take a position and stand firm, but can also be too diplomatic or concerned about stirring up conflict; cares about what others think of him; may have conflicts between the head and the heart, and might struggle with holding people accountable or expressing dissatisfaction until it reaches a level of frustration and annoyance; likely has some room to communicate thoughts more rapidly, and in a more candid, direct, and matter-of-fact way (high Sociability & Ambition, moderate Interpersonal Sensitivity with high 'likes people' subscale, moderate Prudence with high 'not autonomous' subscale; also see MVPI: high Altruistic; HDS: high Leisurely 'irritated' subscale, moderate Reserved, low Skeptical & Bold)

SCALES	LOW SCORE WATCH-OUTS	MODERATE SCORE STRENGTHS	HIGH SCORE WATCH-OUTS
<b>EXCITABLE</b>	Too little excitement or passion; can appear to lack a sense of urgency	<b>Enthusiastic and energetic; expresses emotions in a mature manner</b>	Moody, emotional highs and lows; prone to overreacting
<b>SKEPTICAL</b>	Naive or gullible; does not conduct reasonable due diligence	<b>Perceptive and shrewd; politically astute; “trusts but verifies”</b>	Cynical and mistrustful; holds grudges; fault-finding
<b>CAUTIOUS</b>	Takes unnecessary chances; underestimates the down-side	<b>Thorough and deliberate; thinks before acting</b>	Reluctant to take chances; too concerned about making mistakes or being criticized
<b>RESERVED</b>	Indiscreet; shares too much information; overly sensitive to how people feel	<b>Discreet about what to share with who; resolute under pressure</b>	Uncommunicative; interpersonally distant, aloof; insensitive to how people feel
<b>LEISURELY</b>	Serious; blunt when displeased; confrontational	<b>Relaxed, unhurried; accommodating; appropriately direct</b>	Passive-resistant, indirect; resentful of the needs and requests of others
<b>BOLD</b>	Self-doubting and unassertive; easily pushed and challenged by others	<b>Confident and assertive</b>	Can seem arrogant; overestimates one’s abilities; deflects responsibility for mistakes
<b>MISCHIEVOUS</b>	Rigid adherence to rules and procedures; risk-averse	<b>Flexible but principled; takes calculated risks</b>	Impulsive; imprudent and reckless; manipulative; cavalier about commitments
<b>COLORFUL</b>	Isn’t visible enough; low profile diminishes impact	<b>Outgoing and dynamic; has stage presence</b>	Attention-seeking, flamboyant and melodramatic; self-promoting
<b>IMAGINATIVE</b>	Pragmatic to the point of stifling creativity	<b>Unconventional, innovative and creative; an “out-of-the-box” thinker</b>	Excessive ideation; impulsively changes direction; impractical
<b>DILIGENT</b>	Inattention to details; provides insufficient oversight and guidance	<b>Detail-orientated and hardworking; high performance standards</b>	Perfectionistic, nitpicky and micromanaging
<b>DUTIFUL</b>	Rebellious; indifferent to needs of others; may have authority issues	<b>Supportive and loyal; strong service-orientation</b>	Excessively concerned with pleasing others; deferential to authority; indecisive



**May not convey a “fire in the belly”** – on one hand, his steady demeanor and ability to keep calm in the face of pressure and adversity build trust and facilitate performance; on the other hand, these same qualities may come across as a lack of passion or sense of urgency (pattern of primarily low to moderate HDS scores with many moderate to high HPI scores)

**Takes up a lot of airtime** – typically good at managing himself, but has a lot of energy and a lot to say; when stressed, he can seem overly dramatic and can come on too strong, drawing a lot of personal attention; might benefit from thinking about what he’s going to say—and whether it needs to be said; could rely less on volume and more on finesse, and do less talking and more listening in difficult situations (high Colorful with high ‘distractible’ & ‘public confidence’ subscales, high Reserved ‘tough’ subscale, moderate Excitable, low Leisurely & Dutiful; also see HPI: high Sociability with high ‘exhibitionistic’ & ‘entertaining’ subscales)

**Normally-strong leadership presence can fade under pressure** – out in front and leader-like in typical day-to-day behavior, but when the heat is on he may step back and project less confidence; can be silent in a crisis—when people are looking for quick, decisive guidance in hard times, he could be quicker to provide that direction and assurance; though outspoken and captivating, he could be more assertive in making tough calls, holding people accountable, and using the authority of his role; may find himself fading into the background when challenged by more aggressive, domineering, or power-hungry colleagues (low Bold & Diligent, high Cautious ‘fearful’ & ‘avoidant’ subscales, high Excitable ‘no direction’ subscale, high Colorful, but with low ‘self-display’ subscale; also see MVPI: low Power vs. HPI: high Ambition)

**Pragmatic to a fault** – grounded and focused, but may be too quick to dismiss creative solutions; prone to shutting down conversations around speculative thinking when in uncharted territory or facing unfamiliar challenges; grows increasingly focused on swinging into action and “doing something” as stress increases, and may rely on existing solutions rather than brainstorming, experimenting, or researching a new approach; has room to facilitate more discussion, ask more questions, and probe more proactively among his team (low Imaginative with low ‘creative thinking’ subscale, low Mischievous, moderate Cautious; also see HPI: low Inquisitive with low ‘generates ideas’ subscale)

### VALUES AND DRIVERS

Focusing on responsibility and service; making a difference by using his role to help others without much concern for personal recognition or material gain; fostering a serious, professional work environment focused on productivity; embracing calculated risks, but also trusting experience and intuition over analysis and research

#### PERFORMANCE STRENGTHS

- Has a big leadership presence; driven, assertive, and self-assured, but without seeming controlling, dictatorial or willing to sacrifice relationships to achieve his goals
- Resilient, stress-tolerant, and optimistic; likely appreciated for his cool head and grace under fire
- Pragmatic, realistic, and grounded
- Structured, organized, and methodical—but not rigid or inflexible
- Friendly and outgoing; communicative, expressive, and in-tune with his team
- Responsible and reliable; follows through on his commitments to others
- Can take a position and stand his ground, but is also sensitive and diplomatic

#### PERFORMANCE DERAILERS

- May appear to lack a sense of urgency and can seem dispassionate
- Seems disproportionately focused on execution, planning, and pragmatism, as compared to strategy, vision, and the bigger picture
- Commands a lot of attention, but can come on too strong; may dominate discussions or silence quieter colleagues
- May give up the authority of his role under pressure; could lean-in with more assurance and guidance in hard times; could be more direct in holding people accountable
- While his team likely appreciates the room he gives them to do their jobs, they may also want more concrete guidance, overt direction, and specific feedback

## ABOUT HOGAN ASSESSMENT SYSTEMS



The suite of personality tests developed and distributed by Hogan is the gold standard for understanding personality at work. The tests are based on over 40 years of research and development by Drs. Robert and Joyce Hogan and their colleagues, and predict job performance, turnover, and leadership better than any other personality test available.

## ABOUT THE INTEGRATED PERSONALITY SUMMARY (IPS)



Each IPS report is written by a deep expert at Kaiser Leadership Solutions with years of experience interpreting the results from Hogan tests and helping managers to better understand themselves and how to become better leaders. The report is customized to your particular results in an effort to capture the essence of what makes you a unique individual.



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