



# Insight

## Hogan Development Survey (HDS)

---

**Report for:** Armando Archipelago

**ID:** HG123456

**Date:** 10.18.2019



## Introduction

The Hogan Development Survey evaluates 11 forms of interpersonal behavior that can cause problems at work and in life. Behaviors associated with elevated HDS scores can be strengths, but when overused can derail relationships and careers. Individuals who understand their performance limitations have more successful careers. This report builds self-awareness by highlighting behavioral tendencies of which Mr. Archipelago may be unaware.

- The HDS identifies behavioral tendencies that emerge when a person is stressed, bored, or fatigued.
- Research shows that people with lower HDS scores have fewer problems at work. High-risk and moderate-risk scores indicate areas of concern, but low scores indicate underused strengths that also deserve attention.
- The average person has three or four high-risk HDS scores.
- Mr. Klein's HDS scores should be interpreted in the context of his everyday performance provided by a measure of normal personality, like the Hogan Personality Inventory.

## Scale Definitions

▶ HDS Scale Name	▶ Low scores may seem	▶ High scores may seem
<b>Excitable</b>	to lack passion to lack a sense of urgency	easily annoyed emotionally volatile
<b>Skeptical</b>	naive gullible	mistrustful cynical
<b>Cautious</b>	overly confident to make risky decisions	too conservative risk averse
<b>Reserved</b>	to avoid conflict too sensitive	aloof and remote indifferent to others' feelings
<b>Leisurely</b>	unengaged self-absorbed	uncooperative stubborn
<b>Bold</b>	unduly modest self-doubting	arrogant entitled and self-promoting
<b>Mischievous</b>	over controlled inflexible	charming and fun careless about commitments
<b>Colorful</b>	repressed apathetic	dramatic noisy
<b>Imaginative</b>	too tactical to lack vision	impractical eccentric
<b>Diligent</b>	careless about details easily distracted	perfectionistic micromanaging
<b>Dutiful</b>	possibly insubordinate too independent	respectful and deferential eager to please



## Executive Summary

Based on Mr. Archipelago's responses to the HDS, when he is not proactively managing and monitoring his behavior, he seems:

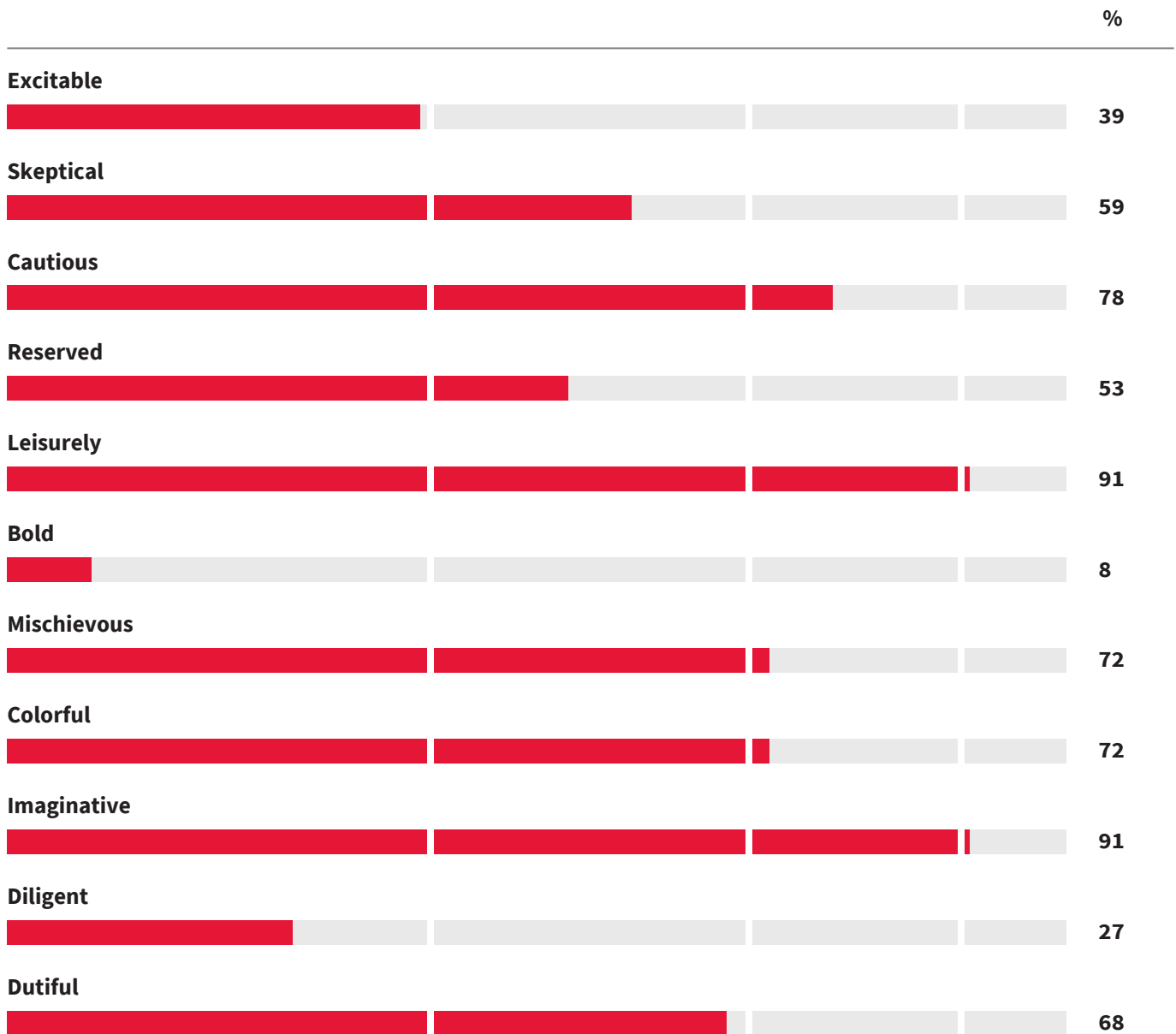
- To lack the passion needed to take action and motivate others toward a common goal.
- To understand that some people have hidden agendas but that effective relationships depend on trust.
- To need a lot of information before making rather conservative decisions.
- Responsive to the needs and concerns of others, willing to listen and to express concerns.
- Cooperative, but may be stubborn when asked to do things that conflict with his personal priorities.
- Unassuming, deferential, modest, and unassertive, but also a congenial team player and colleague.
- Smart, fun, engaging, risk-taking, and willing to promise more than he can deliver.
- Lively, fun, attention-seeking, distractible, and the life of the party.
- Smart, innovative, creative, eccentric, visionary, and sometimes impractical.
- Unconcerned about rules, procedures, and standardized processes, but flexible, adaptable, and able to change directions quickly.
- Independent and willing to make decisions and take action without being superseded.



## Percentile Scores

The percentile scores indicate the proportion of the population who will score at or below Mr. Archipelago. For example, a score of 75 on a given scale indicates that Mr. Archipelago's score is higher than approximately 75% of the population.

- Scores of 0 to 39 are considered **no risk**
- Scores of 40 to 69 are considered **low risk**
- Scores of 70 to 89 are considered **moderate risk**
- Scores at or above 90 are considered **high risk**



*Norm: Global*



## Scale: Excitable

39

### Description

The Excitable scale concerns working with passion and enthusiasm, but also being easily frustrated, moody, irritable, and inclined to give up on projects and people.

### Score Interpretation

Mr. Archipelago's score on the Excitable scale suggests he tends to:

- Manage his emotions appropriately
- Seldom get excited or upset
- Be in a good mood
- Not give off strong emotional cues
- Lack passion or enthusiasm

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe the type of passion you bring to your work.
- Describe the manner in which you regulate your emotions.
- Describe how you usually express your emotions.
- How do you typically approach new projects?
- How do you respond to setbacks or disappointments in a project?



## Scale: Skeptical

### Description

The Skeptical scale concerns being alert for signs of deceptive behavior in others and taking action when they are detected.

### Score Interpretation

Mr. Archipelago's score on the Skeptical scale suggests he tends to:

- Take people at face value
- Listen to criticism without becoming defensive
- Trust other people appropriately
- Understand that people have their own agendas
- Not worry about office politics

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you usually establish trust with others?
- How do you remain in tune with office politics?
- Describe your typical approach to giving a coworker feedback.
- How do you foster trust within your team?
- How do you respond to negative feedback?



## Scale: Cautious

78

### Description

The Cautious scale concerns risk aversion, fear of failure, and avoiding criticism.

### Score Interpretation

Mr. Archipelago's score on the Cautious scale suggests he tends to:

- Seem careful to avoid being criticized for mistakes
- Be conservative and reluctant to innovate
- Seek others' approval before making decisions
- Avoid risky choices and decisions
- Make few dumb mistakes

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your decision-making process when all of the facts are not known.
- How do you respond to risky projects or decisions?
- How do you balance the positive and negative risks of a decision?
- How do you typically respond to failure?
- How do you determine the best time to make a decision?



## Scale: Reserved

### Description

The Reserved scale concerns seeming tough, aloof, remote, and unconcerned with the feelings of others.

### Score Interpretation

Mr. Archipelago's score on the Reserved scale suggests he tends to:

- Build appropriate relations with others
- Avoid conflict
- Communicate effectively
- Balance others' feelings with business needs
- Consider the needs of others

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you typically respond when a colleague comes to you with a problem?
- When is it beneficial to keep others at a distance?
- How do you balance the feelings of others with business needs?
- How emotionally engaged do you feel a manager should be with their team?
- What are the benefits and shortcomings of having to work closely with others?





## Scale: Leisurely

91

### Description

The Leisurely scale concerns appearing to be friendly and cooperative, but actually following one's own agenda and quietly but stubbornly resisting those of others.

### Score Interpretation

Mr. Archipelago's score on the Leisurely score suggests he tends to:

- Seem cooperative even when he strongly disagrees
- Pretend to agree while following his own agenda
- Resist feedback and coaching
- Procrastinate in completing work that does not interest him
- Resist strongly, but quietly, being required to change his agenda or priorities

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you feel when you are interrupted?
- How do you hide your feelings when annoyed?
- How transparent are you about your priorities and agenda?
- How accommodating are you to the requests of others?
- Describe your approach to attending to your own priorities.



## Scale: Bold

8

### Description

The Bold scale concerns seeming fearless, confident, and self-assured, always expecting to succeed, unable to admit mistakes or learn from experience.

### Score Interpretation

Mr. Archipelago's score on the Bold scale suggests he tends to:

- Seem humble and unpretentious
- Seem reluctant to challenge himself and others
- Be willing to admit his mistakes
- Not promote his agenda forcefully
- Have modest career aspirations

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you assert your position in meetings?
- How confident are you in your ability to deliver on challenging projects?
- Should everyone be treated equally, regardless of their contributions or performance?
- Describe your typical reaction to a colleague dominating a meeting or project.
- What is the appropriate level of assertiveness to display in the workplace?



## Scale: Mischievous

72

### Description

The Mischievous scale concerns seeming bright, attractive, adventurous, risk-seeking, and limit-testing.

### Score Interpretation

Mr. Archipelago's score on the Mischievous scale suggests he tends to:

- Enjoy taking risks and testing limits
- Seem spontaneous and pleasure seeking
- Avoid taking responsibility for his mistakes
- Have few regrets
- Make commitments that he cannot fully honor

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- What is your view on rules and regulations?
- How do you persuade others to do something they otherwise might not do?
- How do you handle mistakes that you make?
- What role should charm play in business discussions?
- Describe your approach to making commitments to projects you are not sure you can deliver on.



## Scale: Colorful

72

### Description

The Colorful scale concerns seeming gregarious, fun, entertaining, and enjoying being in the spotlight.

### Score Interpretation

Mr. Archipelago's score on the Colorful scale suggests he tends to:

- Seem lively and entertaining
- Believe others find him attractive
- Be noisy and disruptive
- Talk more than he listens
- Seek opportunities to be noticed

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you respond to attention from others?
- How active of a role do you play in meetings?
- How do you work to share credit for successes?
- How do you respond to others being dramatic at work?
- Do you prefer to focus on one project or several projects at one time?



## Scale: Imaginative

91

### Description

The Imaginative scale concerns seeming innovative, creative, possibly eccentric, and sometimes self-absorbed behavior.

### Score Interpretation

Mr. Archipelago's score on the Imaginative scale suggests he tends to:

- Offer creative solutions to problems, even when not needed
- Have many ideas about how to do things better
- Communicate in a complicated and abstract manner
- Get lost in his own thoughts
- Seem unaware of how his ideas might impact others

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How frequently should organizations innovate?
- How do you gather buy-in for your ideas?
- How do you balance creativity with practicality?
- Describe your approach to process improvement.
- How unique should an individual strive to be?



## Scale: Diligent

27

### Description

The Diligent scale concerns being hardworking, detail-oriented, and having high standards of performance for self and others.

### Score Interpretation

Mr. Archipelago's score on the Diligent scale suggests he tends to:

- Not pay close attention to details
- Have a somewhat relaxed attitude toward rules and procedures
- Miss deadlines
- Not plan his work very carefully in advance
- Seem somewhat disorganized

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you decide what work or projects should be delegated to others?
- Describe the performance standards you place on yourself and others.
- How do you balance the quality of a work product with the need for completion?
- When is it appropriate for yourself or others to put in extra hours to get a project done?
- What is the typical explanation for deadlines you miss?



## Scale: Dutiful

68

### Description

The Dutiful scale concerns seeming to be a loyal and dependable subordinate and organizational citizen.

### Score Interpretation

Mr. Archipelago's score on the Dutiful scale suggests he tends to:

- Make independent decisions while remaining loyal to the organization
- Respect, but is willing to challenge, authority
- Speak up on important issues
- Balance needs from above and below
- Seek approval for decisions when required

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How much respect should upper management be afforded?
- How do you make sure to keep your boss happy?
- How often do you consult with your boss before making decisions?
- How do you balance the needs of management with that of your team or subordinates?
- Describe your approach to expressing disagreement with your boss.



# Insight

## Hogan Personality Inventory (HPI)

---

**Report For:** Armando Archipelago

**ID:** HG123456

**Date:** 10.18.2019





## Introduction

The Hogan Personality Inventory is a measure of normal personality that uses seven primary scales to describe Mr. Archipelago's performance in the workplace, including how he manages stress, interacts with others, approaches work tasks, and solves problems. Although the report presents scores on a scale-by-scale basis, every scale contributes to Mr. Archipelago's performance. The report notes strengths as well as areas for improvement and provides discussion points for developmental feedback.

- When examining HPI scale scores, it is important to remember that high scores are not necessarily better, and low scores are not necessarily worse. Every scale score reflects distinct strengths and shortcomings.
- HPI scores should be interpreted in the context of the person's occupational role to determine whether these characteristics are strengths or areas for potential development.
- The HPI is based upon the well-accepted Five Factor Model of personality.

## Scale Definitions

▶ HPI Scale Name	▶ Low scores tend to be	▶ High scores tend to be
<b>Adjustment</b>	open to feedback candid and honest moody and self-critical	calm steady under pressure resistant to feedback
<b>Ambition</b>	good team players willing to let others lead complacent	energetic competitive restless and forceful
<b>Sociability</b>	good at working alone quiet socially reactive	outgoing talkative attention-seeking
<b>Interpersonal Sensitivity</b>	direct and frank willing to confront others cold and tough	friendly warm conflict averse
<b>Prudence</b>	flexible open-minded impulsive	organized dependable inflexible
<b>Inquisitive</b>	practical not easily bored uninventive	imaginative quick-witted poor implementers
<b>Learning Approach</b>	hands-on learners focused on their interests technology-averse	interested in learning insightful intolerant of the less informed



## Executive Summary

Based on Mr. Archipelago's responses to the HPI, on a day-to-day basis, he seems:

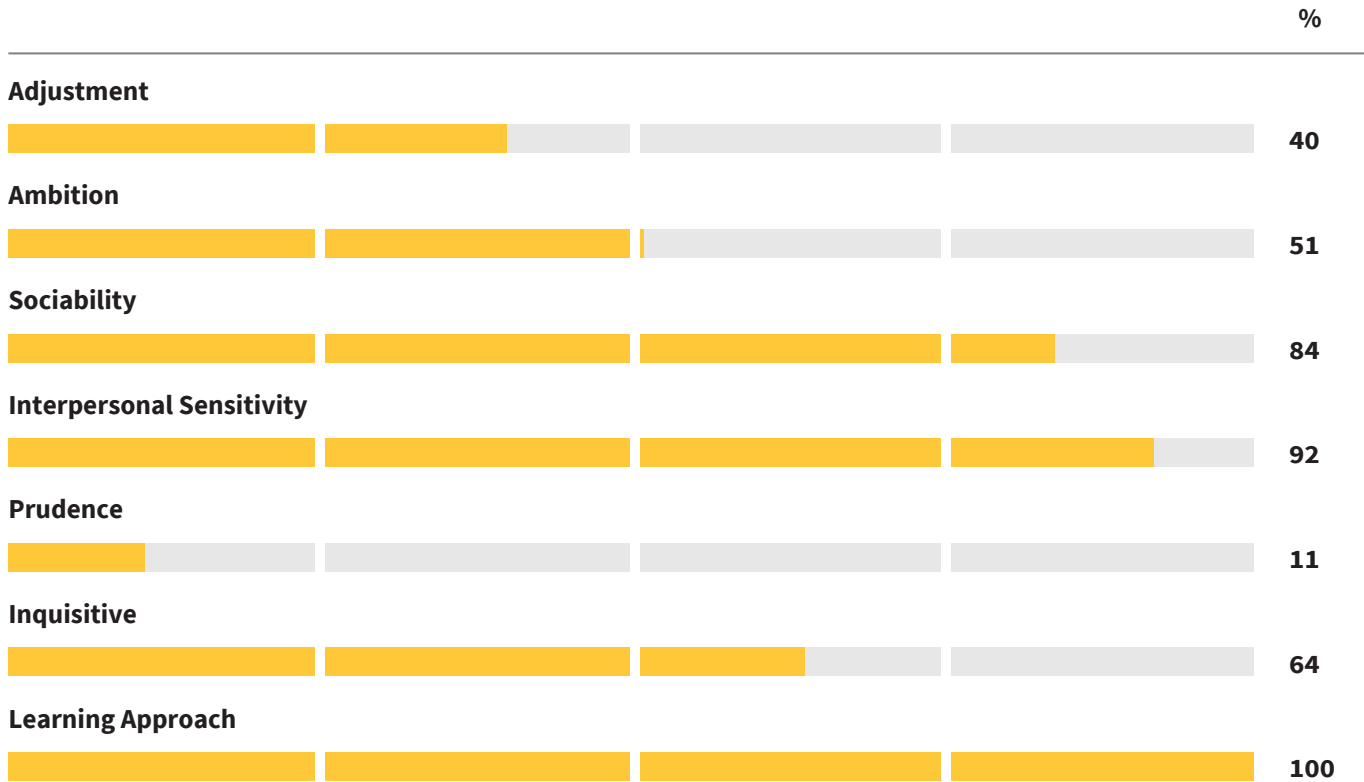
- Occasionally moody or irritable. He will tend to work with a sense of urgency and be interested in feedback on his performance.
- Energetic and hardworking. He will take initiative when appropriate, but also be content to work as part of a team or let others lead as long as he can make significant contributions.
- Outgoing, gregarious, and approachable. He enjoys being the center of attention and will start conversations and network well, but he may also talk too much and not listen well.
- Warm, charming, and agreeable. He should be good at managing relationships, but will avoid confrontations, conflict, and providing negative feedback.
- Flexible, comfortable with ambiguity, and able to act independently. He may also seem impulsive, limit testing, and not very planful.
- Open-minded, tolerant, and interested in innovation. He should be open to new ideas, but may tend to get distracted from time to time.
- Bright, eager to learn, and up to date with recent developments in the industry. He will value training for himself and his staff and may be surprised by or disappointed in others who are not as well-informed or interested in learning.



## Percentile Scores

The percentile scores indicate the proportion of the population who will score at or below Mr. Archipelago. For example, a score of 75 on a given scale indicates that Mr. Archipelago's score is higher than approximately 75% of the population.

- Scores of 0 to 25 are considered **low**
- Scores of 26 to 50 are considered **below average**
- Scores of 51 to 75 are considered **above average**
- Scores 76 and above are considered **high**



*This report is valid and interpretable.*

*Norm:Global*



## Scale: Adjustment

40

### Description

The Adjustment scale predicts the ability to handle stress, manage emotions, and listen to feedback.

### Score Interpretation

Mr. Archipelago's score on the Adjustment scale suggests he tends to:

- Be somewhat self-critical
- Seek feedback or coaching
- Worry about making mistakes
- Work with a sense of urgency

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your approach to dealing with job stress.
- When and how is it appropriate to seek feedback on your job performance?
- How do the moods of your coworkers affect you?
- How do you typically respond to feedback that others give you?



## Scale: Ambition

51

### Description

The Ambition scale predicts leadership, drive, competitiveness, and initiative.

### Score Interpretation

Mr. Archipelago's score on the Ambition scale suggests he tends to:

- Seem active and energetic
- Take the initiative and lead team projects
- Get involved in office politics and take stands on issues
- Become restless in positions where there is no opportunity for promotion

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- What role do you typically assume on projects where there is no established leader?
- When and how is it appropriate to engage in office politics to advance one's career?
- How competitive do you tend to be with your colleagues? Has this hurt or helped your career?
- How do you seek and pursue opportunities for career advancement?



## Scale: Sociability

84

### Description

The Sociability scale predicts a person's interest in frequent and varied social interaction.

### Score Interpretation

Mr. Archipelago's score on the Sociability scale suggests he seems:

- Outgoing, talkative, gregarious, and approachable
- To make a strong first impression and enjoy being the center of attention
- Comfortable in high-profile positions involving interaction with the public
- To prefer to talk rather than to listen.

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How important is it for every team member to contribute in a meeting?
- How do you balance talking with listening to engage in effective communication?
- Do you tend to work better on group or individual projects? Why?
- How do you establish and maintain a network of relationships?



## Scale: Interpersonal Sensitivity

### Description

The Interpersonal Sensitivity scale predicts charm, warmth, tact, and social skill.

### Score Interpretation

Mr. Archipelago's score on the Interpersonal Sensitivity scale suggests he seems:

- Likeable, charming, and skilled at building relationships
- Sensitive to others' feelings
- To avoid confrontations or conflict
- Well suited for jobs requiring customer service and developing of long-term relationships

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your approach to confronting others' negative performance issues.
- How do you tend to balance the feelings of coworkers with the needs of the business?
- How important do you feel it is for coworkers to like each other?
- What is your approach to developing relationships with internal or external customers?



## Scale: Prudence

11

### Description

The Prudence scale predicts self-control, conscientiousness, and work ethic.

### Score Interpretation

Mr. Archipelago's score on the Prudence scale suggests he seems:

- Flexible and able to change directions quickly
- Spontaneous, impulsive, and willing to challenge rules
- Comfortable with rapid change, ambiguity, and non-standard procedures for problem solving
- Impatient with details and perhaps hasty and disorganized at times
- To not consider the consequences of his actions

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How structured and planful are you with your work? How does this affect your ability to adapt on the fly but also complete objectives on time?
- What is your general orientation to rules and regulations?
- How do you react to quickly changing work conditions?
- How likely are you to work long hours to complete a project?





## Scale: Inquisitive

64

### Description

The Inquisitive scale predicts curiosity, creativity, and openness to experience and ideas.

### Score Interpretation

Mr. Archipelago's score on the Inquisitive scale suggests he seems:

- Creative, curious, open-minded, and possibly distractible
- To enjoy variety, change, and new experiences
- Good at relating present activities to the bigger picture
- Sometimes unconcerned about practical implementation issues

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you strike a balance between innovation and pragmatism?
- How do you respond to routine, yet essential, tasks and responsibilities?
- Describe your approach to linking daily work to strategic goals.
- How do you respond to individuals who are resistant to change and innovation?



## Scale: Learning Approach

100

### Description

The Learning Approach scale predicts a person's learning style and/or preferred method for acquiring new knowledge.

### Score Interpretation

Mr. Archipelago's score on the Learning Approach scale suggests he seems:

- Bright, knowledgeable, and up to date with new developments in business, technology, and science
- To seek opportunities to acquire new knowledge for its own sake
- To apply the latest knowledge to his work
- Impatient with those who are not as well informed as he is

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you ensure your knowledge and skills remain up to date?
- How do you evaluate the potential usefulness of training opportunities?
- Describe your preferred approach to learning new skills.
- What is more important to you: developing existing skills or learning new skills? Why?



# Insight

## Motives, Values, Preferences Inventory (MVPI)

---

**Report for:** Armando Archipelago

**ID:** HG123456

**Date:** 10.18.2019



## Introduction

The Motives, Values, Preferences Inventory describes peoples' core values, goals, and interests. This information is crucial for understanding the kinds of jobs and work environments people find congenial and will help them make better career decisions. This report provides information in terms of 10 value dimensions; each dimension contains five subscales concerning Lifestyles, Beliefs, Occupational Preferences, Aversions, and Preferred Associates.

- People use their values to make decisions, but they rarely analyze their values and often make decisions for reasons they do not fully understand. Becoming aware of their values should improve their decision-making.
- People prefer to associate with others who share their values. Thus, understanding values allows people to manage their relationships more effectively.
- If people choose careers and work in organizations whose cultures are inconsistent with their values, they are usually unhappy and unable to perform effectively. Conversely, if they choose careers and work in organizations that are consistent with their values, they are usually more satisfied and perform more effectively.

## Scale Definitions

▶ <b>MVPI Scale Name</b>	▶ <b>Low scorers tend to</b>	▶ <b>High scorers tend to</b>
<b>Recognition</b>	be indifferent to praise and feedback like to be left alone to work	appreciate feedback want to be noticed
<b>Power</b>	not care about being successful not want to make a difference	want to be successful want to make a difference
<b>Hedonism</b>	be serious and businesslike always be working	seek pleasure and fun want to enjoy work
<b>Altruistic</b>	believe in self-reliance think people should help themselves	want to help the less fortunate want to improve society
<b>Affiliation</b>	prefer to work alone enjoy their own company	need social interaction want to be included
<b>Tradition</b>	want to change the status quo value innovation and progress	respect hierarchy and authority value the lessons of the past
<b>Security</b>	take chances embrace risk	need structure and predictability avoid risk
<b>Commerce</b>	be unconcerned about money value self-development	want to make money value materialistic outcomes
<b>Aesthetics</b>	value substance over style care about functionality	be interested in creative self-expression be concerned about the look and feel of work products
<b>Science</b>	make quick decisions based on experience trust intuition over data	prefer rational, data-based decisions challenge authority



## Executive Summary

Mr. Archipelago's scores on the MVPI suggest that he:

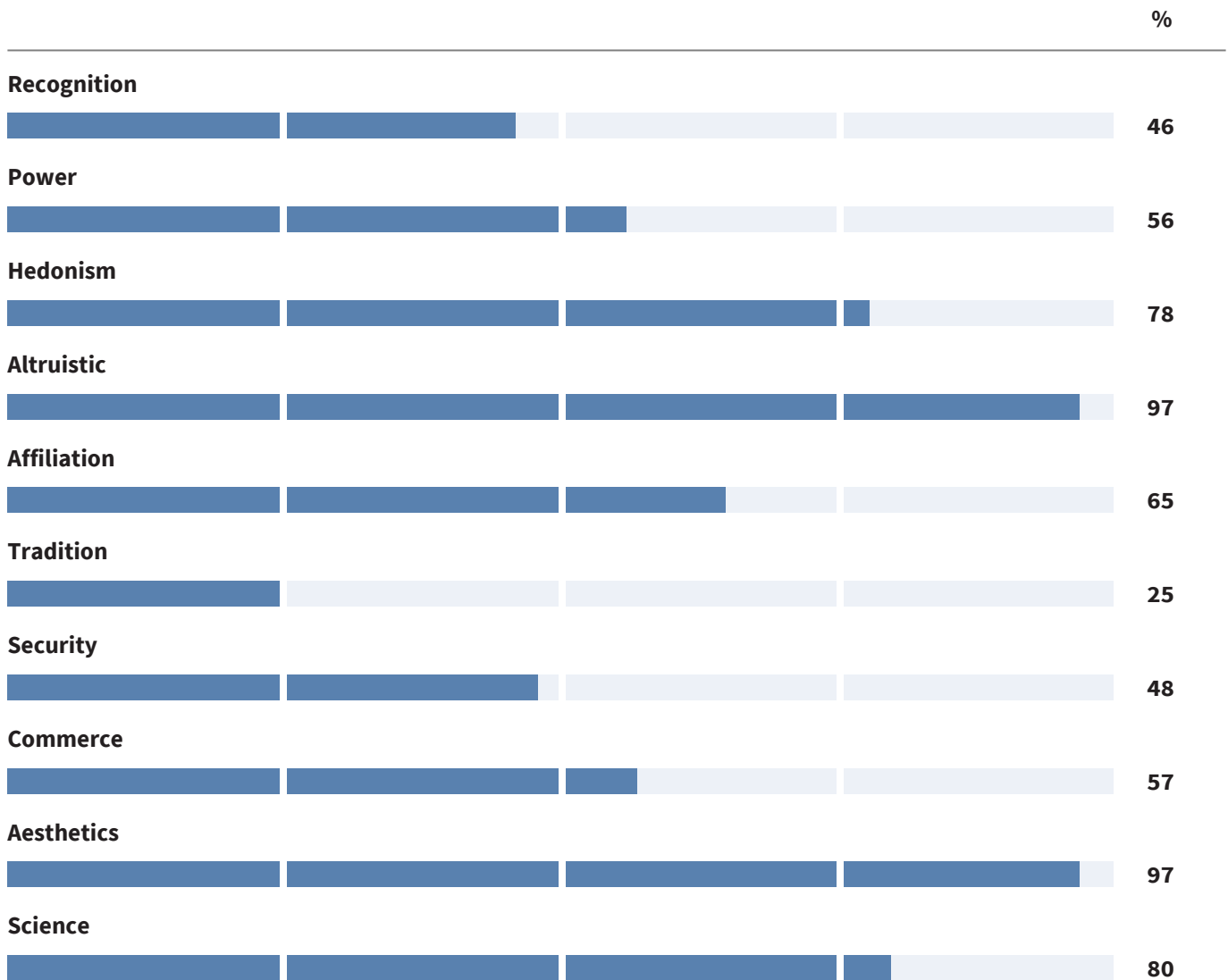
- Does not need a great deal of feedback and will not be particularly motivated by opportunities to gain visibility.
- Wants to be productive and make a contribution. He will prefer jobs where he can contribute to the success of the team or organization and where there is room advancement.
- Is strongly motivated by fun, companionship, and good times. He will be happiest in environments that are casual, relaxed, and informal.
- Is concerned about helping the weak and less fortunate. He will be most comfortable working in service-oriented environments that pay attention to staff morale.
- Needs to feel included and connected. He will enjoy opportunities to work collaboratively with others and be part of a team.
- Values innovation and creativity. He tends to dislike rules, customs, and formality and will prefer to work in relaxed, flexible organizations.
- Is comfortable with risk and uncertainty. He needs only a modest amount of structure and predictability and prefers ambiguity and flux to certainty and stability.
- Is interested in finance, profits and loss, and compensation issues. Salary should play a big role in his decision-making.
- Values form, appearance, quality products and design, and creative self-expression. He will be most comfortable working in jobs that encourage experimentation and innovation.
- Values rationality, logic, and data-based decisions. He is interested in finding the right answers to problems, even when they are unpopular.



## Percentile Scores

The scores indicate the proportion of the population who will score at or below Mr. Archipelago. For example, a score of 75 on a given scale indicates that Mr. Archipelago's score is higher than approximately 75% of the population.

- Scores of 0 to 25 are considered **low**
- Scores of 26 to 50 are considered **below average**
- Scores of 51 to 75 are considered **above average**
- Scores 76 and above are considered **high**



*Norm:Global*



## Scale: Recognition

46

### Description

The Recognition scale reflects a desire for attention, approval, and praise.

### Score Interpretation

Mr. Archipelago's score on the Recognition scale suggests he:

- Is only somewhat concerned about public acknowledgment of his work
- Is not especially interested in having highly-visible roles
- Does not need a lot of attention
- May not realize that some people need more social feedback and approval than he does

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- Do you prefer to be the center of attention or work behind the scenes?
- How important is it for people to be praised for the work they do?
- Are you motivated by opportunities to work on high-profile projects?
- Describe your approach to showing appreciation to coworkers for their efforts or assistance.



## Scale: Power

56

### Description

The Power scale reflects a desire for success, accomplishment, status, and control.

### Score Interpretation

Mr. Archipelago's score on the Power scale suggests he:

- Values productivity and achievement
- Prefers jobs where he can make an impact
- Is motivated by opportunities to get things done and beat the competition
- May have difficulty relating to people who are less proactive about their career advancement

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- What is more important, being an exemplary employee or obtaining results?
- How important is it for you to know and beat your competition?
- How often do you think about career advancement?
- How would you define career success for yourself?





## Scale: Hedonism

78

### Description

The Hedonism scale concerns an orientation toward fun, pleasure, and enjoyment.

### Score Interpretation

Mr. Archipelago's score on the Hedonism scale suggests he:

- Likes to have fun and enjoy himself, even at work
- Will be most comfortable working in casual, relaxed, and informal work environments
- Should actively pursue opportunities to have fun on the job
- May not understand people who do not know how to relax and have fun at work

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- Is it important for you to have fun at work?
- How do you balance work and play in your job?
- What is your opinion of company-sponsored recreational activities?
- How much pleasure and enjoyment should people expect to get from their daily jobs?



## Scale: Altruistic

97

### Description

The Altruistic scale reflects a desire to help others and contribute to the improvement of society.

### Score Interpretation

Mr. Archipelago's score on the Altruistic scale suggests he:

- Values helping people who are struggling
- Believes people should be treated with respect
- May be most comfortable working in an organizational culture that emphasizes staff morale and customer service
- May have difficulty understanding people who are not interested in helping others

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- In your opinion, how important is customer service to an organization?
- To what extent is it an organization's responsibility to take care of their employees' needs and problems?
- How well do you fit in roles that require strong customer service?
- How often do you participate in community service activities?



## Scale: Affiliation

65

### Description

The Affiliation scale reflects the need for and enjoyment of social interaction.

### Score Interpretation

Mr. Archipelago's score on the Affiliation scale suggests he:

- Enjoys networking and building new relationships
- Likes to be part of a team
- Prefers work environments that encourage employee communication, team-based projects, and cross-functional interactions
- May not realize that some people prefer to work by themselves

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- Do you find meetings to be beneficial or a distraction?
- Do you prefer to work alone or as part of a team?
- What is your opinion of team-building activities?
- How important is networking to your success?



## Scale: Tradition

25

### Description

The Tradition scale reflects a need for ritual, rules, and ceremony and respect for history and established customs.

### Score Interpretation

Mr. Archipelago's score on the Tradition scale suggests he:

- Values challenging the status quo
- Enjoys experimenting with innovation
- May not fit with formal and hierarchical organizations
- May not understand people who see things in terms of black and white

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- Do you feel there is always a right and wrong way to act in every situation?
- How comfortable are you in dealing with moral ambiguity?
- Do you see more value in initiating change or upholding tradition?
- Do you like to work within a formal hierarchy?



## Scale: Security

48

### Description

The Security scale reflects a need for stability, safety, and risk minimization.

### Score Interpretation

Mr. Archipelago's score on the Security scale suggests he:

- Is comfortable with risk
- Does not need a lot of predictability in life
- May prefer working in organizations that are not afraid of risk
- May be impatient with people who always play it safe

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- How important is it for you to have predictability in your life?
- How risky should organizations be in their strategic decisions?
- How do you balance risk with reward?
- How do you typically respond to coworkers who take unnecessary risks?



## Scale: Commerce

57

### Description

The Commerce scale reflects an interest in earning money, making investments, and finding business opportunities.

### Score Interpretation

Mr. Archipelago's score on the Commerce scale suggests he:

- Is motivated by money and financial gain
- Is interested in the financial implications of business decisions
- Prefers to work in organizations that focus on bottom-line profitability
- May not understand people who do not care about money

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- In business, is anything more important than the bottom line?
- How often do you think about money and investments?
- How do you feel about people who live beyond their means?
- How often do you consider the financial implications of your work decisions?



## Scale: Aesthetics

97

### Description

The Aesthetics scale reflects a need for self-expression and a concern for the quality and appearance of work products.

### Score Interpretation

Mr. Archipelago's score on the Aesthetics scale suggests he:

- Has strong artistic interests and places significant value on the appearance of work products
- Is motivated by opportunities for creative self-expression
- Fits well in roles and organizations that encourage quality and innovation
- May have difficulty understanding people who have no interest in art

### Discussion Points

The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- Are you more concerned with if something works or how it looks?
- How important to you are opportunities to express yourself creatively?
- How much care do you give to the presentation of your work products?
- What role should artistic pursuits play in professional organizations?



## Scale: Science

80

### Description

The Science scale reflects an interest in rationality, research, technology, and innovation.

### Score Interpretation

Mr. Archipelago's score on the Science scale suggests he:

- Is passionate about research and scientific pursuits
- Enjoys challenging the opinions of higher authority
- Prefers to rely on data to make decisions
- May have difficulty understanding people who rely on instincts and experience to make decisions

### Discussion Points

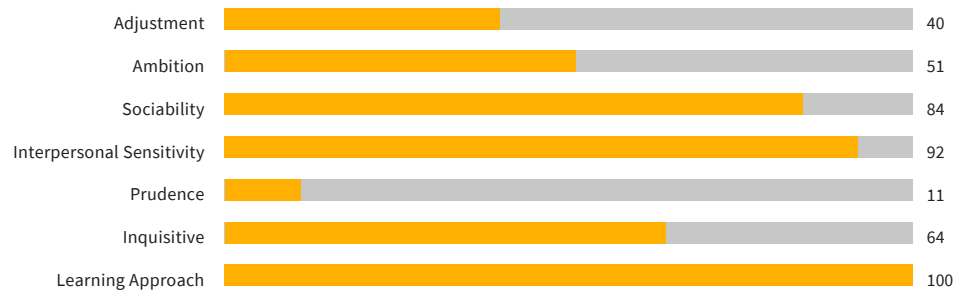
The discussion points below are designed to facilitate discussion with a certified coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role and work environment.

- How do you determine when to use intuition versus data?
- Describe a time when you had to make a decision based on intuition instead of data.
- Do you enjoy analyzing problems or would you rather make a quick decision and move on?
- How important is the research and development function to an organization's overall success?

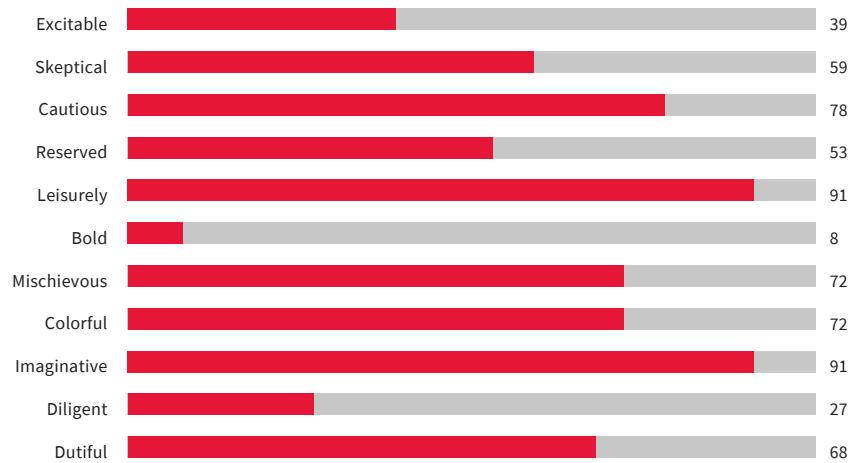


Norms: Global

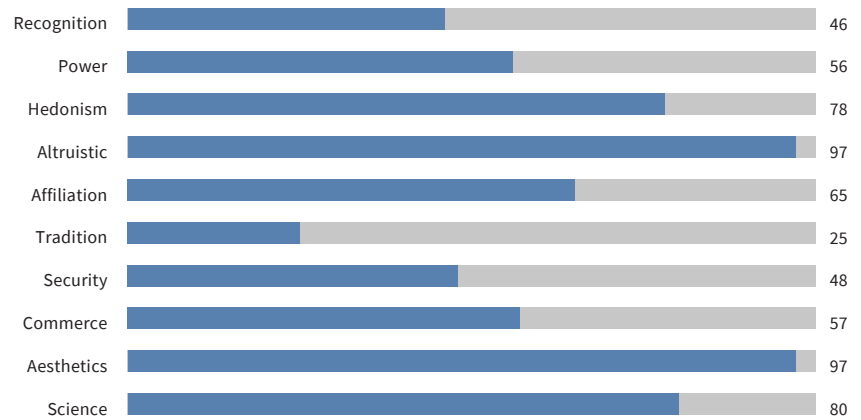
**HPI** Hogan Personality Inventory



**HDS** Hogan Development Survey



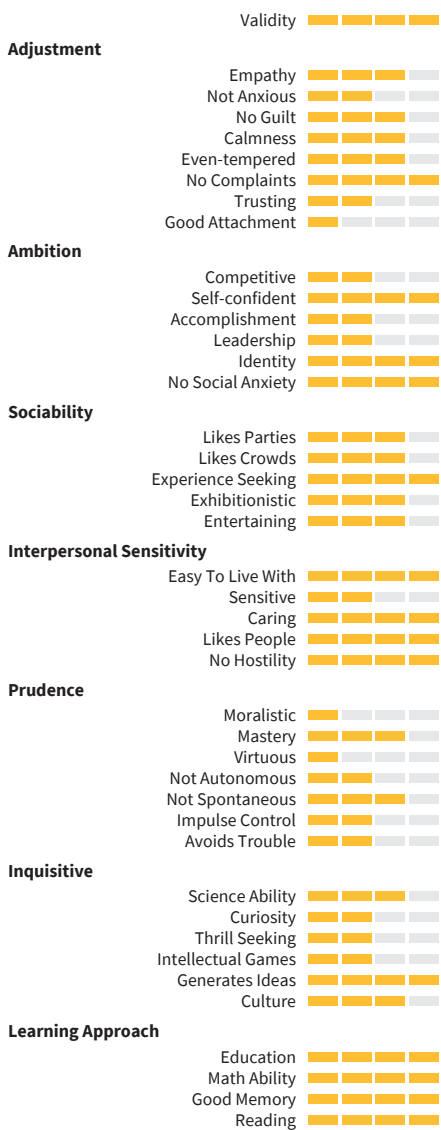
**MVPI** Motives, Values, Preferences Inventory



© 2017 HOGAN ASSESSMENT SYSTEMS, INC.

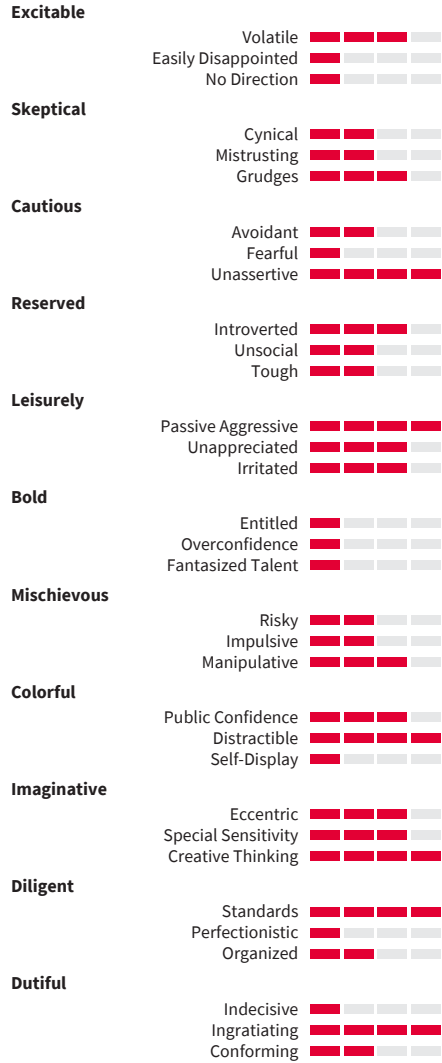
## HPI

### Subscale Scores



## HDS

### Subscale Scores



## MVPI

### Subscale Scores

