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HOGAN DEVELOP  
**INSIGHT**

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**Report for:** John Doe  
**ID:** HB057659  
**Date:** July 31, 2013



**HOGAN**

# 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. Doe 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. Doe'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 SCORERS MAY SEEM                          | HIGH SCORERS MAY SEEM                               |
|----------------|---|---|
| Excitable      | to lack passion<br>to lack a sense of urgency | easily annoyed<br>emotionally volatile              |
| Skeptical      | naive<br>gullible                             | mistrustful<br>cynical                              |
| Cautious       | overly confident<br>to make risky decisions   | too conservative<br>risk averse                     |
| Reserved       | to avoid conflict<br>too sensitive            | aloof and remote<br>indifferent to others' feelings |
| Leisurely      | unengaged<br>self-absorbed                    | uncooperative<br>stubborn                           |
| Bold           | unduly modest<br>self-doubting                | arrogant<br>entitled and self-promoting             |
| Mischievous    | over controlled<br>inflexible                 | charming and fun<br>careless about commitments      |
| Colorful       | repressed<br>apathetic                        | histrionic<br>noisy                                 |
| Imaginative    | too tactical<br>to lack vision                | impractical<br>eccentric                            |
| Diligent       | careless about details<br>easily distracted   | perfectionistic<br>micromanaging                    |
| Dutiful        | possibly insubordinate<br>too independent     | respectful and deferential<br>eager to please       |



# EXECUTIVE SUMMARY

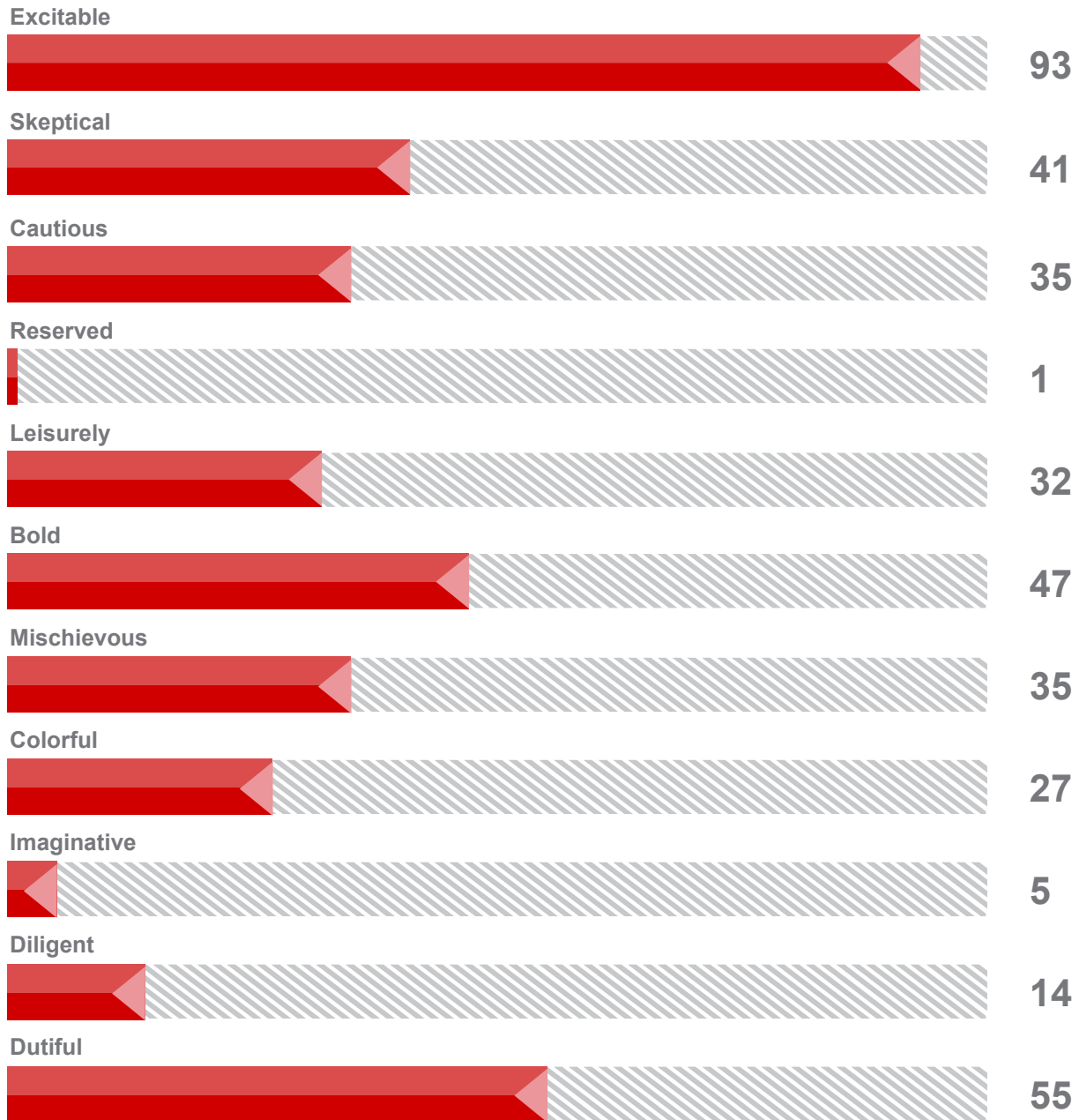
Based on Mr. Doe's responses to the HDS, when he is not proactively managing and monitoring his behavior, he seems:

- Moody, irritable, easily disappointed with people and projects, and may use emotional displays to make a point.
- To understand that some people have hidden agendas but that effective relationships depend on trust.
- Willing to make decisions before having the necessary information or relevant buy-in from others.
- Concerned about the needs and feelings of others, making it difficult to separate feelings from business issues.
- Able to make tough decisions and tell people no when it is appropriate.
- Unassertive, restrained, and reluctant to step up and take charge.
- Self-disciplined, careful about rules, reluctant to take chances or test the limits of what is permissible.
- Reluctant to engage in self-promotion or create dramatic situations starring himself.
- To prefer to solve problems using well-defined and well-established procedures. He typically supports the status quo.
- 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. Doe. For example, a score of 75 on a given scale indicates that Mr. Doe'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 above 90 are considered **high risk**



Norm: General

# SCALE: **EXCITABLE**



93

## 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. Doe's score on the Excitable scale suggests he tends to:

- Let his emotions get the best of him when frustrated
- Vacillate between optimism and pessimism
- Seem volatile, unpredictable, and easily upset
- Be the source of drama in the workplace
- Give up easily on people or projects

## 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

41

## DESCRIPTION

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

## SCORE INTERPRETATION

Mr. Doe'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



35

## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Be unafraid to take risks
- Not worry about making mistakes
- Not think carefully about the potential consequences of his decisions
- Seem willing to innovate
- Handle criticism and negative feedback well

## 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

1

## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Be too sensitive to the concerns of others
- Be reluctant to confront poor performance
- Communicate frequently and well
- Be skilled at building and maintaining relationships
- Be too transparent about sharing feelings

## 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

32

## 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. Doe's score on the Leisurely score suggests he tends to:

- Be frank, candid, and direct
- Disclose more personal information than needed
- Let others know his views on issues
- Be too candid
- Enjoy telling it like it is

## 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**



47

## 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. Doe's score on the Bold scale suggests he tends to:

- Seem modest and unassuming
- Be appropriately self-assertive
- Seem unpretentious when taking initiative
- Be willing to admit his mistakes
- Be able to disagree in a productive manner

## 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



35

## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Seem plain spoken and transparent
- Have no hidden agendas
- Not be very adventurous
- Seem concerned about following rules and procedures
- Be unable or unwilling to adapt his style to the demands of changing social situations

## 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

27

## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Seem quiet and unassuming
- Be willing to be part of the audience and not the star on stage
- Avoid the limelight
- Need to take a higher profile in the organization
- Need to be more self-promoting

## 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**



5

## DESCRIPTION

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

## SCORE INTERPRETATION

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

- Seem unconcerned with big-picture, strategic issues
- Solve problems in a tactical manner
- Have little interest in brainstorming
- Not be seen as a resource for creative problem solving
- Prefer tried-and-true methods and may be uninterested in innovation

## 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

14

## DESCRIPTION

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

## SCORE INTERPRETATION

Mr. Doe'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



55

## DESCRIPTION

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

## SCORE INTERPRETATION

Mr. Doe'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.