
HOGAN DEVELOP
INSIGHT **M** **V** **P** **I**

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



HOGAN

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

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

EXECUTIVE SUMMARY

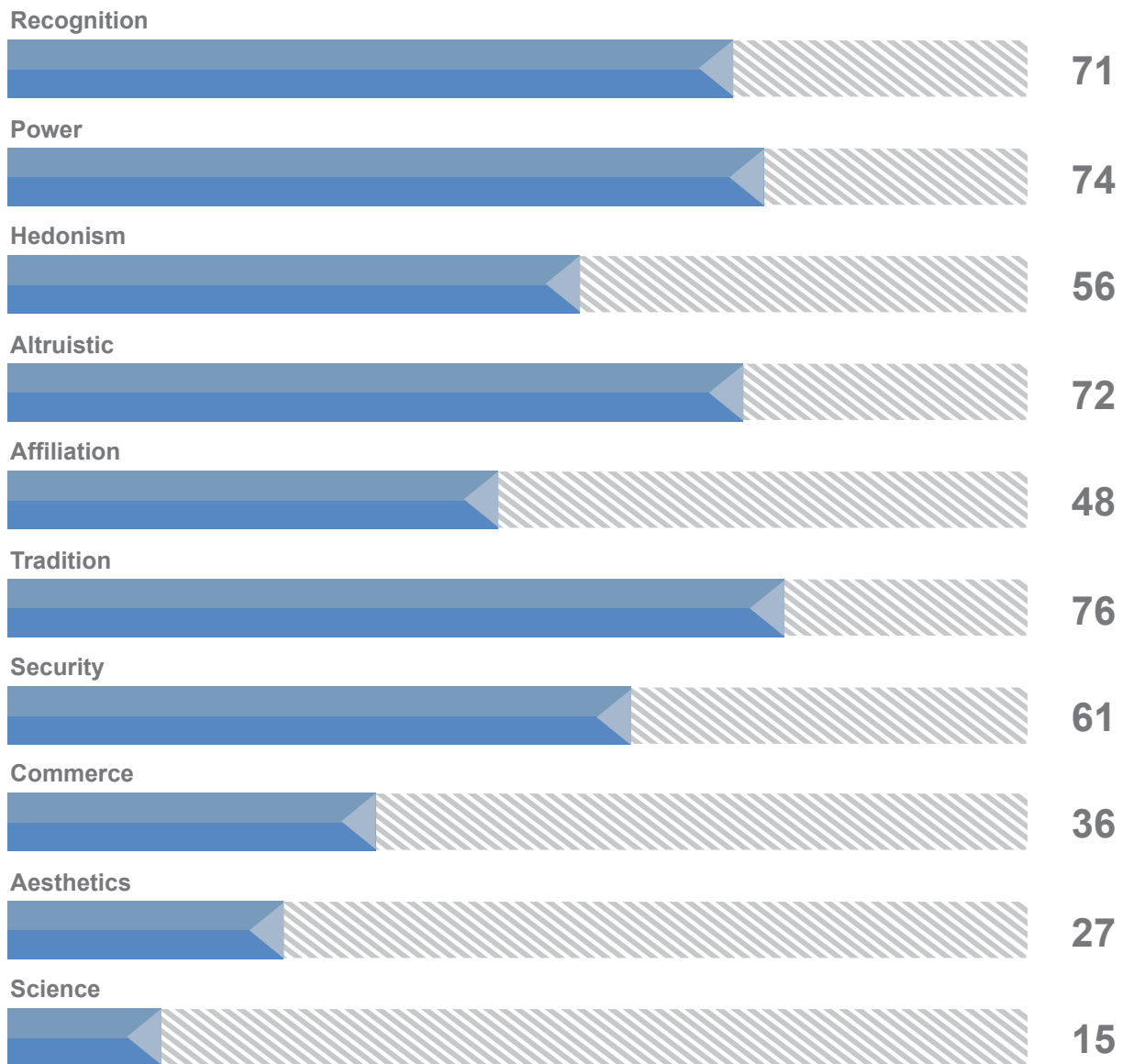
Mr. Doe's scores on the MVPI suggest that he:

- Values having his efforts noticed. He will prefer jobs where there are opportunities to work on high-profile projects.
- 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.
- Wants to have fun while working in a relaxed and casual environment that offers a lot of variety, flexibility, and change.
- Values opportunities to help others, even when there will be no direct and tangible benefits. He will be most comfortable working in service-minded roles and organizations.
- Seems to enjoy his private time and being able to concentrate on his work. He does not need a great deal of interaction or team-based work.
- Values structure, hierarchy, authority, and appropriate workplace conduct. He will fit well in organizations that respect tradition and proper behavior.
- Needs structure and predictability. He will prefer working in organizations where the roles and expectations are defined and the future seems safe.
- Seems interested in matters other than money, material goods, and salary level; money is not a strong motivator.
- Does not have strong needs for creative self-expression. He seems more interested in functionality than fashion and design.
- Seems indifferent to research and scientific pursuits. He should be comfortable in roles or environments that value experience and intuition for decision-making.

PERCENTILE SCORES

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



Norm: General

SCALE: RECOGNITION

71

DESCRIPTION

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

SCORE INTERPRETATION

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

- Likes his performance to be noticed
- Needs and appreciates feedback regarding his work
- Prefers to work in settings that publicly reward successful performance
- May not realize that some people prefer to be left alone to do their 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.

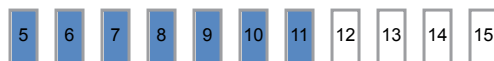
- Do you prefer to be the center of attention or work behind the scenes?
- How important is it for people to be praised for the work they do?
- Are you motivated by opportunities to work on high-profile projects?
- Describe your approach to showing appreciation to coworkers for their efforts or assistance.

SUBSCALE COMPOSITION

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Doe's unique personality characteristics. The minimum and maximum scores available vary by subscale as depicted below.

Lifestyle

How a person wants to live



Beliefs

A person's ultimate goals



Occupational Preferences

A person's preferred occupation



Aversions

What a person dislikes



Preferred Associates

A person's desired friends



SCALE: POWER

74

DESCRIPTION

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

SCORE INTERPRETATION

Mr. Doe'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

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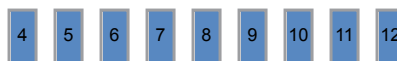
- What is more important, being an exemplary employee or obtaining results?
- How important is it for you to know and beat your competition?
- How often do you think about career advancement?
- How would you define career success for yourself?

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SCALE: HEDONISM

56

DESCRIPTION

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

SCORE INTERPRETATION

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

- Likes to have a good time at work, but knows when to be serious
- Prefers a work environment that is relaxed, informal, and fun
- May appreciate opportunities to socialize and have fun at work
- May not understand people who always prefer to be serious

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?

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SCALE: ALTRUISTIC

72

DESCRIPTION

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

SCORE INTERPRETATION

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

- Enjoys helping others
- May value participating in community outreach programs
- Prefers work environments that are concerned about staff morale
- May enjoy company-sponsored community projects

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?

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SCALE: AFFILIATION

48

DESCRIPTION

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

SCORE INTERPRETATION

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

- Does not need much collaboration or interaction at work
- May prefer to work independently
- May prefer work environments that minimize meetings and teamwork
- May not find team-building activities interesting

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?

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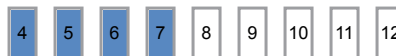
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SCALE: TRADITION

76

DESCRIPTION

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

SCORE INTERPRETATION

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

- Values structure and respect for hierarchy and authority
- Has a strong sense of right and wrong
- Relies on history and tradition as guiding principles
- May not understand people who do not respect legitimate authority

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?

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SCALE: SECURITY

61

DESCRIPTION

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

SCORE INTERPRETATION

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

- Prefers to avoid risk and uncertainty
- Wants assurances about what the future will bring
- Prefers to avoid situations where the outcome or organizational future is in doubt
- May be slow 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 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?

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SCALE: COMMERCE

36

DESCRIPTION

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

SCORE INTERPRETATION

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

- Is not strongly motivated by financial goals
- Spends little time thinking about his financial future
- May not enjoy work in environments where the bottom line is the only consideration
- May not fit well with people who are primarily interested in material goals

DISCUSSION POINTS

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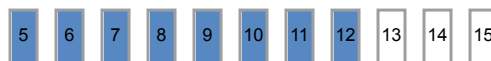
- In business, is anything more important than the bottom line?
- How often do you think about money and investments?
- How do you feel about people who live beyond their means?
- How often do you consider the financial implications of your work decisions?

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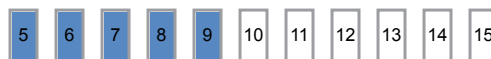
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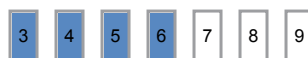
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SCALE: AESTHETICS

27

DESCRIPTION

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

SCORE INTERPRETATION

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

- Is more concerned with how things work than how they look
- Seeks self-expression outside work
- Is usually satisfied with solutions that are good enough and not necessarily perfect
- May become impatient with people who worry about form rather than function

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 how 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?

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SCALE: SCIENCE

15

DESCRIPTION

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

SCORE INTERPRETATION

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

- Is not especially interested in science
- Prefers to make quick decisions based on experience rather than slow decisions based on data
- Has little interest in doing research
- May not understand people who require data before making 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?

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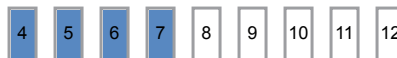
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