



SUMMARY

**RESULTS-BASED OVERVIEW OF STRENGTHS, VALUES,
AND CHALLENGES**

Report for: Sam Poole

ID: HC560419

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INTRODUCTION

This report summarizes Mr. Poole's results from the Hogan Personality Inventory (HPI), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The report is organized in five parts: (1) Performance Strengths from the HPI results; (2) Values and Drivers from the MVPI results; (3) Performance Challenges from the HDS results; (4) Career Development tips from across the assessment results, and (5) a tabular summary of these results.

The HPI concerns Mr. Poole's overt strengths as they normally appear in an interview or an assessment center. These characteristics are the basis for the impression he makes on others, and they influence his typical style of social interaction and his reputation among his peers. The MVPI concerns his core values and goals, and the activities that give meaning to his life. These are key drivers—what he desires, strives to attain, and his sense of identity. His values influence his preferences and determine with whom he affiliates and what he appreciates. The HDS concerns behavioral tendencies that could potentially undermine or inhibit Mr. Poole's performance. These tendencies emerge when he is tired, pressured, or feeling insecure, or when he lets down his guard. They may impede his effectiveness and erode the quality of his relationships with customers, colleagues, and friends.

These results provide a comprehensive, valid, and in-depth summary of Mr. Poole's strengths, values, and challenges. The report is designed to help understand his performance potential, and any barriers to achieving it. While reading this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how he thinks about himself. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. Although the report may seem to contain contradictions, this is the result of the report combining two perspectives: (a) what you see in an interview (HPI); and (b) what you see after prolonged exposure (HDS).

This report can be used in three ways. The report provides: (1) a snapshot of Mr. Poole's interpersonal performance; (2) a way to evaluate the fit between his values and those of an organization; and (3) a primer for thinking about performance improvement. Interpret his results in terms of his own career aspirations and goals rather than in absolute terms. A frequently asked question concerns “Can behavior change?” The “yes” response entails knowing what should be changed, deciding to make a change, and then knowing how to change. The information provided in this report will be helpful in this regard.



PERFORMANCE STRENGTHS

Personal Impact

Mr. Poole is active, hard-working, competitive, and eager to get ahead. He likes leadership positions and enjoys being in charge. He is willing to take initiative in a group and, with the appropriate interpersonal skills, he will be able to assume leadership roles on team projects. These tendencies are particularly important in jobs that require directing others, persuasiveness, and working without supervision. Others will see him as energetic, talkative, and socially active. Mr. Poole should meet the public well and create a strong, even vivid, impression on others. He seems well suited for work that involves interacting with strangers. He should perform well in front of groups and like public speaking. This is particularly important for jobs in which one must constantly deal with strangers in a positive way, for example, in sales, training, marketing, and customer service work.

Interpersonal Skill

Mr. Poole is unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. He will be able to build and maintain friendships. He is concerned about staff morale and is a good team player. He values encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships. Mr. Poole is typically planful, self-controlled, careful, conscientious, and good with details. He will be a hardworking and solid organizational citizen (i.e., reliable and dependable). He is concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time. Mr. Poole values providing high quality work products and meeting high performance standards. This is particularly important in jobs requiring accuracy, precision, and attention to detail.

Working and Learning Style

Mr. Poole is stable and poised, has a positive attitude, and is usually in a good mood; he can easily handle job pressure and/or heavy work loads, and will rarely be irritable. Coworkers and team members will appreciate his steadiness; this is particularly important for jobs or tasks where there is a great deal of urgency, stress, and/or potential risk, and where it is necessary to keep emotions under control. In times of stress, his coworkers can count on him being calm, consistent, and upbeat. Mr. Poole is open-minded, curious, and imaginative. He understands the big picture, thinks quickly on his feet, has ideas for solving problems, and is comfortable with unstructured work that entails design, invention, or change. He is receptive to new ideas and values finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership. Mr. Poole is bright, knowledgeable, and up-to-date concerning current issues and technology. He also seems self-disciplined, achievement-oriented, and productive, and should enjoy pursuing tasks to completion. He will value training for himself and others, will seek opportunities to grow and develop, and will want to apply the latest relevant knowledge to the work setting. These characteristics are important for most jobs.



VALUES AND DRIVERS

Achievement Motivation

Although Mr. Poole is serious about work, he also enjoys entertaining others, likes variety in his life, and knows how to have a good time. Mr. Poole is keenly interested in career advancement, he evaluates himself in terms of his accomplishments, hates wasting time, and wants to make an impact on his organization and his profession. Although Mr. Poole appreciates positive comments on his performance, he is reluctant to engage in self-promotion, and prefers to wait for others to notice his accomplishments.

Social Interests

Mr. Poole enjoys meeting new people, he likes working as part of a team, and he may not like working by himself. He enjoys the entire process of networking, including reaching out and communicating with others and renewing old acquaintances. Mr. Poole enjoys assisting and developing others, especially those who need the most help. He helps others because it is the right thing to do. He also thinks it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. He seems to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. He is neither liberal nor conservative in management style; he seems to have a natural preference for moderation and compromise. Mr. Poole values the lessons of the past but is willing to experiment for the future.

Entrepreneurial Values

Mr. Poole is keenly interested in financial issues and in discovering methods for increasing profitability and improving the bottom line. He is alert for business and investment opportunities, doesn't make many financial mistakes, and he doesn't have a lot of sympathy for those who do. Mr. Poole has a reasonable attitude toward risk-taking versus risk-avoidance; he will take a chance when the payoff seems to warrant it, but avoids risk for its own sake. He values safety but understands that little in life is perfectly safe.

Decision Making Style

Mr. Poole seems to strike a balance between form and function in decision making. He wants equipment to look good but also to perform reliably and efficiently. He understands the trade off between elegant style and durable performance and uses it in making decisions. He seems to enjoy solving problems, analyzing issues, and understanding what is going on in the world. He is comfortable with technology, and he dislikes making decisions without being able to examine the relevant background information—his preference is to make decisions based on data rather than intuition.

CHALLENGES

Reactions to Others

Mr. Poole seems to be an intense and enthusiastic person, but one who, over time, seems easily frustrated and disappointed by others' performance. When he becomes frustrated, he may tend to give up on people or projects. Others may perceive him as volatile and hard to please. He seems insightful about people and knowledgeable about politics, but vigilant and alert for signs of mistreatment. When he thinks he has been wronged, others may see him as critical and argumentative. Mr. Poole is a careful person who rarely makes silly mistakes. At the same time, however, he may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. Mr. Poole is a person who can take the heat without wilting. Because he is so private, others may perceive him as not listening, indifferent to feedback, and remote. Unless he tells them, others will rarely know when he thinks something is wrong or could be done better. Nonetheless, he has doubts about others' competency, dislikes being pushed, and when he is annoyed, may procrastinate and seem stubborn and hard to coach.

Personal Performance Expectations

Others may see Mr. Poole as mannerly, polite, and unassertive. He seems reserved, socially appropriate and understated. He seems to prefer to take a low profile and to avoid the appearance of showing off. Mr. Poole seems smart, creative, and somewhat unorthodox in his thinking. Others will notice that his ideas seem unconventional, unusual, and unpredictable. These tendencies are important for problem solving, but over time, others may find some of his ideas impractical, unrealistic, or unworkable.

Reactions to Authority

Mr. Poole seems somewhat tolerant and flexible, but may be inconsistent in his standards for evaluating others' work, being sometimes too strict and other times too lenient. He seems independent and self-reliant, and may become tired quickly when working as part of a team.



CAREER DEVELOPMENT

When Strengths Become Weaknesses; Feedback for Mr. Poole

In view of Mr. Poole's unusual resilience and ability to handle pressure, help him remember his previous errors and mistakes in order to learn from them, and make sure he is aware that others may be stressed when he is not. Mr. Poole is keenly interested in career advancement. Work with him to stay alert and look for opportunities to make these interests known. He needs to remember not to intimidate inexperienced or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated to succeed. He is so extraverted and enthusiastic that he may need to remember to listen carefully to what others are saying and not interrupt them—especially when dealing with inexperienced or more junior colleagues and with clients. He should also make a point to share credit with others for successes achieved. Because he values getting along with others, Mr. Poole will tend to avoid taking unpopular positions. Remind him to be careful not to promise more than he can deliver, to confront problems promptly before they become unmanageable, and to let others know where he stands on specific topics. Because he is so conscientious, he should remember that he won't be able to do everything himself and that it won't be possible to do every job equally well. Help him learn how to delegate and prioritize work, and make sure he understands the need to be flexible when it is called for—for example, he should allow people to interrupt him when necessary. Although he is imaginative and visionary, he may become easily bored with routine tasks; help him remember to stay with tasks until they are finished. He values being well-informed and will proactively seek training opportunities. Realize that he may become frustrated when they are not available. Moreover, he will enjoy setting his own performance goals because he is very achievement oriented.

Dealing with Derailment Tendencies

- First, remember Mr. Poole's strengths--when he is at his best, he is an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If he can learn to control the tendency to be annoyed or frustrated and the way he expresses emotions, he will be even more helpful to others.
- Second, make sure he listens closely to feedback from people he trusts; this will be particularly helpful in allowing him to persevere when he becomes discouraged about a person or a project and begins to think about breaking off his participation.
- Third, help Mr. Poole recognize that he tends to get overly enthusiastic about people or projects. Focus his attention on this tendency and help him learn to control his initial excessive bursts of enthusiasm. That way, he will reduce the likelihood of being frustrated later.
- Fourth, point out that being overly emotional can send unintended messages to his team and affect its productivity and performance.
- Finally, encourage Mr. Poole to stick with these development plans and strategies and “sweat out” the difficult periods when he might get discouraged. Help him change his expectations from “I knew this wouldn't work” to “Things aren't going well. I need to determine why and what to do next to keep moving forward.” The more often he persists in solving his own problems, the more he will build a reputation of being steady and reliable.

SUMMARY OF PERSONALITY ASSESSMENT SCALES

SCALE	%	SCALE INTERPRETATION
Hogan Personality Inventory		
Adjustment	98	Concerns composure, optimism, and stable moods.
Ambition	73	Concerns taking initiative, being competitive, and seeking leadership roles.
Sociability	74	Concerns seeming talkative, socially bold, and entertaining.
Interpersonal Sensitivity	69	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	72	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	90	Concerns being curious, imaginative, visionary, and easily bored.
Learning Approach	73	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
Motives, Values, Preferences Inventory		
Recognition	22	Desire to be known, seen, visible, and famous.
Power	86	Desire for challenge, competition, achievement, and success.
Hedonism	98	Desire for fun, excitement, variety, and pleasure.
Altruistic	96	Desire to serve others, to improve society, and to help the less fortunate.
Affiliation	94	Need for frequent and varied social contact.
Tradition	36	Concerns for morality, family values, and devotion to duty.
Security	40	Need for structure, order, and predictability.
Commerce	79	Interest in earning money, realizing profits, and finding business opportunities.
Aesthetics	38	Interest in the look, feel, sound, and design of products and artistic work.
Science	86	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
Hogan Development Survey		
Excitable	99	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Skeptical	99	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	86	Concerns being overly worried about being criticized.
Reserved	93	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	97	Concerns being charming, but independent, stubborn, and hard to coach.
Bold	43	Concerns having inflated views of one's competency and worth.
Mischievous	49	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	34	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	96	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	38	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	5	Concerns being eager to please and reluctant to act independently.