

- SELECT
- DEVELOP
- LEAD

HOGAN *DEVELOP*

M A N A G E M E N T

DEVELOPMENTAL SOLUTIONS FOR MANAGERIAL LEADERSHIP

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DATE: January 21, 2010





INTRODUCTION

The Hogan Personality Inventory (HPI) evaluates seven aspects of interpersonal behavior that influence managerial performance. The HPI is concerned with how a person is seen by others - i.e. with his or her distinctive interaction style or reputation. Scores on the HPI are designed to predict how a person will be described by others. Thus, the HPI is like an interview, but one that systematically focuses on a person's potential performance as a manager.

Scores on the HPI are designed to predict how a person will be described by others.

It is often said that a manager is someone who does things right, but a leader is someone who does the right thing. This distinction is too strong. Management involves organizing people to do a job; leadership involves persuading them to take the job seriously and to identify personally with how well the job is done. Thus, anyone who manages others is in a leadership position because he or she will influence how they do their jobs. Good leadership enhances organizational effectiveness, poor leadership erodes morale and productivity.

The next page presents your profile on the HPI. The following seven pages define each HPI dimension, spell out the implications of high and low scores for managers, and then present some suggestions regarding how to improve performance on each dimension. The comments in this report are based on empirical research findings.

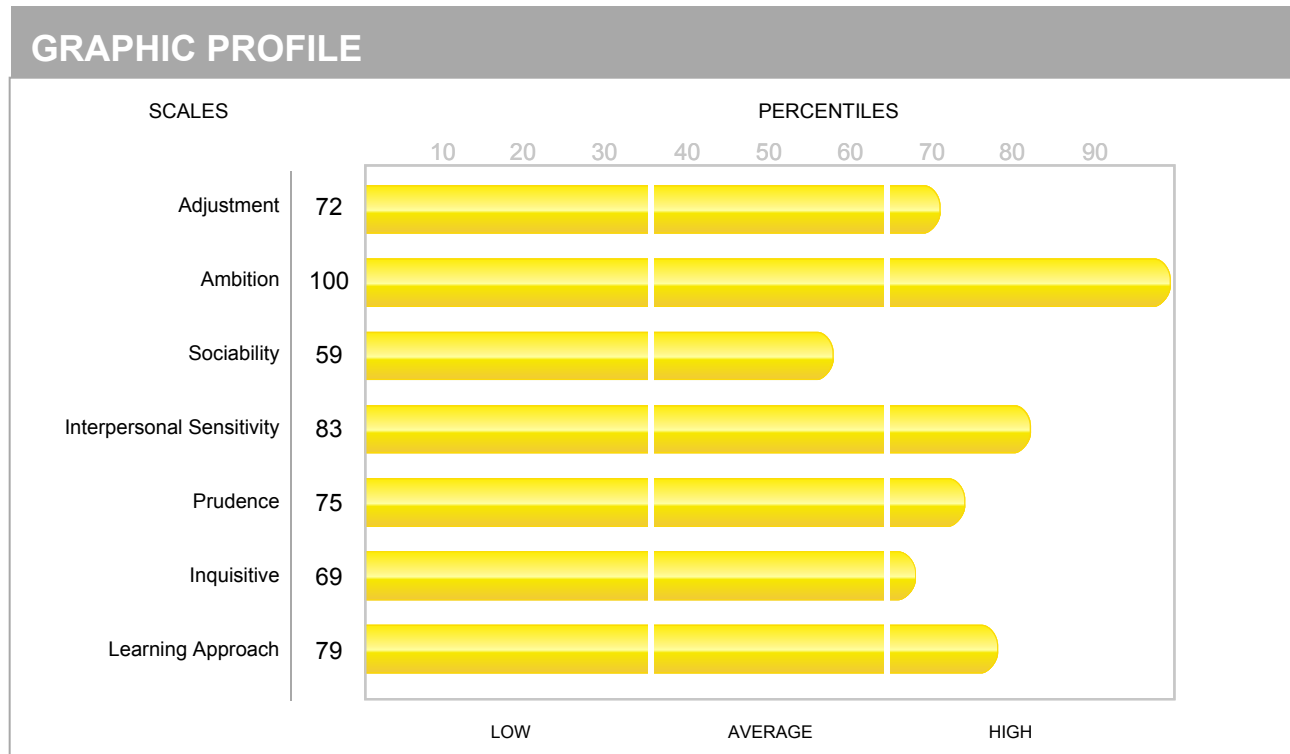
Your HPI scores are a snapshot of your interpersonal performance at one point in time. It is possible to change these scores, but, in order to do so, you need to know what it is that might be changed. By providing that information, this report serves as a guide to managerial development.

The results in this report are presented in terms of percentile scores. Throughout the report, high scores are at or above the 65th percentile; low scores are at or below the 35th percentile.

The Appendix, beginning on page 11 of this report, provides detailed information about the components of your scores.

Validity Scale

This Test is Valid and Interpretable





ADJUSTMENT

The Adjustment scale reflects the degree to which a person seems to remain calm under pressure, as opposed to seeming tense and self-critical.

Your score on the Adjustment scale is in the 72nd percentile; this is an above-average score for managers.

Managers with high Adjustment scores tend to:

- Stay calm under stressful conditions
- Not take problems or criticism personally
- Adapt well to changing situations
- Be patient with their staff
- Not pay attention to negative feedback
- Pile too much work on others
- Not realize when others are stressed out

Managers with low Adjustment scores may:

- Set unusually high personal standards of performance
- Learn from past mistakes; be introspective
- Become tense under pressure
- Be self-critical
- Become easily irritated with their staff
- Be defensive about their work
- Take criticism personally

Developmental suggestions and activities for improvement:

- Pay close attention to negative feedback - don't just dismiss it
- Realize that you too can make mistakes
- After a meeting, check with others to insure everyone got the same message
- Realize that others may be stressed when you are not



AMBITION

The Ambition scale reflects the degree to which a person seems decisive and leaderlike, as opposed to seeming cautious and uncommitted to a cause, goal, or plan of action.

Your score on the Ambition scale is in the 100th percentile; this is an above-average score for managers.

Managers with high Ambition scores may:

- Take initiative
- Communicate effectively
- Listen to the concerns of their staff
- Encourage their staff to work as a team
- Get too involved in office politics
- Be viewed as aggressive, pushy, and demanding
- Intimidate others

Managers with low Ambition scores tend to:

- Be content following others' lead
- Want to cooperate and collaborate rather than compete
- Lack focus or a vision
- Resist agendas they find irrelevant
- Seem indecisive
- Avoid telling upper management about the concerns of their staff
- Avoid office politics

Developmental suggestions and activities for improvement:

- Practice letting others be in charge
- Be careful not to intimidate your staff
- Be sure not to compete with your subordinates
- Don't be distracted by organizational politics



SOCIABILITY

The Sociability scale reflects the degree to which a person seems outgoing and talkative, as opposed to seeming quiet and reserved.

Your score on the Sociability scale is in the 59th percentile; this is an average score for managers.

Managers with high Sociability scores tend to:

- Be optimistic and energetic
- Enjoy being the center of attention
- Have a good sense of humor
- Be easily approached by subordinates
- Not enjoy working alone
- Interfere with the work progress of others by visiting or chatting
- Jump from subject to subject or appear impulsive during discussion

Managers with low Sociability scores tend to:

- Give subordinates space to accomplish tasks
- Listen more than they talk; think carefully before they speak
- Work by themselves
- Not interact well with strangers
- Not give their staff enough feedback
- Not get to know persons in other parts of the organization
- Not engage their staff in small talk

Developmental suggestions and activities for improvement:

- Avoid getting involved in too many projects at the same time
- In meetings, try to listen more than you talk
- Make an effort to finish a task before starting another
- Respect others' needs to be left alone



INTERPERSONAL SENSITIVITY

The Interpersonal Sensitivity scale reflects the degree to which a person seems warm, friendly, and considerate as opposed to seeming tough, independent, and indifferent to the feelings of others.

Your score on the Interpersonal Sensitivity scale is in the 83rd percentile; this is an above-average score for managers.

Managers with high Interpersonal Sensitivity scores may:

- Build and maintain coalitions at work
- Read social and political cues accurately
- Be perceptive and thoughtful when it comes to interacting with others
- Prefer a cooperative and team-oriented environment
- Earn the trust of their coworkers; be viewed as supportive and helpful
- Be reluctant to confront problem employees
- Take responsibility for team morale
- Help others with their work to the detriment of their own--have difficulty saying "no"

Managers with low Interpersonal Sensitivity scores may:

- Be comfortable "enforcing" and imposing standards and rules
- Use pressure to get results
- Give directions rather than make suggestions
- Seem reluctant to admit making mistakes
- Not build a sense of teamwork
- Confront problems promptly
- Not clearly and succinctly make the point when addressing conflict

Developmental suggestions and activities for improvement:

- Confront poor performers immediately in a direct but supportive manner
- Don't contradict yourself when trying to be considerate
- Be careful not to promise more than you can deliver
- Hold people to their commitments



PRUDENCE

The Prudence scale reflects the degree to which a person seems dependable, conscientious, and hard working, as opposed to seeming impulsive and adventurous.

Your score on the Prudence scale is in the 75th percentile; this is an above-average score for managers.

Managers with high Prudence scores may:

- Work hard for the company
- Assign work fairly
- Follow company rules and procedures
- Plan work in advance and anticipate changes in workload
- Micromanage and not delegate well
- Get bogged down in the details at the expense of the big picture
- Be somewhat rigid and inflexible at times

Managers with low Prudence scores may:

- Not plan ahead
- Be impatient with details
- Be flexible about rules
- Get bored easily
- Enjoy change
- Give the appearance of being disorganized
- Not respond to requests quickly

Developmental suggestions and activities for improvement:

- Make decisions promptly after gathering sufficient information - there will never be enough information
- Prioritize - every task doesn't have to be done equally well
- When you delegate a task, don't second guess the person to whom the task has been delegated
- Remember that sometimes rules are made to be broken



INQUISITIVE

The Inquisitive scale reflects the degree to which a person seems imaginative and innovative, as opposed to seeming practical, down-to-earth, and detail-oriented.

Your score on the Inquisitive scale is in the 69th percentile; this is an above-average score for managers.

Managers with high Inquisitive scores may:

- Understand and explain the larger picture
- Seem clever, inquisitive, and inventive
- Be open to change
- Think strategically about the business
- Over analyze problems and have trouble making decisions
- Thrive on change and stimulating activities
- Become easily distracted when tasks get tedious

Managers with low Inquisitive scores may:

- Resist innovation
- Focus on the details of the business
- Not provide their staff feedback about their technical performance
- Ignore the big picture
- Make decisions easily
- Be viewed as practical; have a hands-on approach
- Use common, instead of creative ways, to solve problems

Developmental suggestions and activities for improvement:

- Assign someone to help you with the day-to-day details of the business
- Keep a file to help you follow through on decisions or commitments
- Avoid paralysis by analysis
- Don't fix things that aren't broken
- Understand that not everyone likes change



LEARNING APPROACH

The Learning Approach scale reflects the degree to which a person seems to enjoy learning and to value education as an end in itself, as opposed to seeming uninterested in education except as a means to achieve an end.

Your score on the Learning Approach scale is in the 79th percentile; this is an above-average score for managers.

Managers with high Learning Approach scores may:

- Value training for themselves and their staff
- Work to improve their skills as a manager
- Stay up-to-date with recent technical and business developments
- Be achievement oriented
- Be perfectionistic
- Focus more on learning than doing "non-interesting" yet required tasks
- Overwhelm others with their zeal for learning and sharing knowledge

Managers with low Learning Approach scores may:

- Be unconcerned with staff development
- Be unconcerned with the quality of new hires
- Not read very much
- Be flexible about rules
- Be tolerant of others' mistakes
- Prefer hands-on learning versus traditional educational instruction
- Be more content with proficiently applying skills than learning new methodologies or concepts

Developmental suggestions and activities for improvement:

- Be patient with others who aren't as smart or ambitious as you are
- Don't do everything by the book
- Avoid being seen as a know-it-all
- Encourage your colleagues to read - you are their example



Appendix

Dissecting the Personality Scales

The following pages present detailed information concerning your HPI scores. Every HPI scale is built from clusters of 4-7 items; each cluster assesses a different theme related to the primary personality scale. For example, the Adjustment scale contains items for anxiety, guilt, moodiness, and irritability. It is possible that a person with no feelings of anxiety may feel guilty about his or her past behavior.

To identify your specific strengths and weaknesses, you should examine your score on each subscale. To interpret your results, note the percentile score for each scale and then read the description of that scale. Next, examine the subscale scores. These will indicate the areas of specific strength and/or weakness that contribute to the larger personality scale. Each subscale is defined and a sample item is given to aid your interpretation. The graph to the right shows the total number of items in each subscale as well as the number you endorsed.

You might want to pay particular attention to your scores on the Learning Approach scale. This information will be very useful to you as you plan a program of self-development.



ADJUSTMENT

Score = 72nd percentile

The Adjustment scale reflects the degree to which a person is steady in the face of pressure, or conversely, sensitive and self-critical. Persons with high scores rarely take things personally and generally handle stress well. Persons with low scores tend to be self-critical and to blame themselves when things go wrong.

SCALE COMPOSITION

Subscale (HIC)	Sample item	Score: Raw and Maximum
Empathy <i>Absence of irritability</i>	I am rarely irritated by faults in others.	 3 out of 5
Not Anxious <i>Absence of anxiety</i>	I am seldom tense or anxious.	 4 out of 4
No Guilt <i>Absence of regret</i>	I rarely feel guilty about some of the things I have done.	 5 out of 6
Calmness <i>Lack of emotionality</i>	I keep calm in a crisis.	 3 out of 4
Even Tempered <i>Not moody or irritable</i>	I rarely lose my temper.	 4 out of 5
No Complaints <i>Disposition to complain</i>	To get peoples' attention, I sometimes complain.	 5 out of 5
Trusting <i>Not paranoid or suspicious</i>	People really care about one another.	 3 out of 3
Good Attachment <i>Good relations with one's parents</i>	No matter what happened I felt my parents loved me.	 4 out of 5

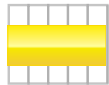

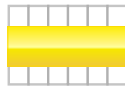
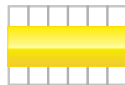

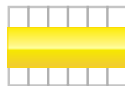


AMBITION

Score = 100th percentile

The Ambition scale evaluates the degree to which a person seems leaderlike, seeks status, and values achievement. Persons with high scores are competitive, upwardly mobile, and concerned with success. Persons with low scores are cautious, and have modest career aspirations. Ambition is important for work in sales, supervision, and management; it is less important for hourly workers.

SCALE COMPOSITION

Subscale (HIC)	Sample item	Score: Raw and Maximum
Competitive <i>Being competitive, ambitious and persistent</i>	I am an ambitious person.	 5 out of 5
Self-Confident <i>Confidence in oneself</i>	I am a very self-confident person.	 3 out of 3
Accomplishment <i>Satisfaction with one's performance</i>	When I fail at something, I try even harder the next time.	 6 out of 6
Leadership <i>Capacity for leadership</i>	In a group I like to take charge of things.	 6 out of 6
Identity <i>Satisfaction with one's life tasks</i>	I know what I want to be.	 3 out of 3
No Social Anxiety <i>Social self-confidence</i>	I don't mind talking in front of a group of people.	 6 out of 6

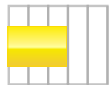

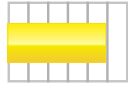




SOCIABILITY

Score = 59th percentile

The Sociability scale assesses the degree to which a person needs and/or enjoys social interaction. Persons with high scores are extroverted and talkative; they may also be exhibitionistic and they create a strong social impression. Persons with low scores are more quiet and reserved; they tend to take a low social profile. Sociability is important for jobs where one must meet with clients, and is especially important for sales and promotional work. Sociability is less important in jobs where there is little contact with the public.

SCALE COMPOSITION

Subscale (HIC)	Sample item	Score: Raw and Maximum
Likes Parties <i>Enjoys parties</i>	I would go to a party every night if I could.	 3 out of 5
Likes Crowds <i>Finds large crowds exciting</i>	Being part of a large crowd is exciting.	 3 out of 4
Experience Seeking <i>Preference for variety and challenge</i>	I like a lot of variety in my life.	 5 out of 6
Exhibitionistic <i>Exhibitionistic tendencies</i>	I like to be the center of attention.	 1 out of 5
Entertaining <i>Being witty and entertaining</i>	I am often the life of the party.	 2 out of 4

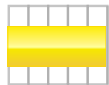


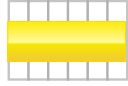



INTERPERSONAL SENSITIVITY

Score = 83rd percentile

The Interpersonal Sensitivity scale reflects social sensitivity, tact, and perceptiveness. Persons with high scores tend to be warm, friendly, and considerate; persons with low scores are often unconcerned with how they are regarded by others. Interpersonal Sensitivity is important for sales and management, or jobs where one must meet the public. Interpersonal Sensitivity is less important in jobs where there is little contact with clients and coworkers.

SCALE COMPOSITION

Subscale (HIC)	Sample item	Score: Raw and Maximum
Easy to Live With <i>Tolerant and easy-going nature</i>	I work well with other people.	 5 out of 5
Sensitive <i>Tends to be kind and considerate</i>	I always try to see the other person's point of view.	 3 out of 4
Caring <i>Interpersonal sensitivity</i>	I am sensitive to other people's moods.	 4 out of 4
Likes People <i>Enjoys social interaction</i>	I enjoy just being with other people.	 6 out of 6
No Hostility <i>Lack of hostility</i>	I never hold grudges very long.	 3 out of 3

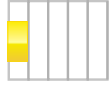

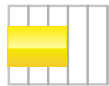


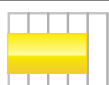
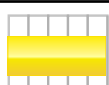


PRUDENCE

Score = 75th percentile

The Prudence scale concerns self control and conscientiousness. Persons with high scores tend to be orderly and dependable, but they may also be conservative and over controlled. Persons with low scores tend to be impulsive and unpredictable, but they may be flexible and innovative.

SCALE COMPOSITION

Subscale (HIC)	Sample item	Score: Raw and Maximum
Moralistic <i>Adhering strictly to conventional values</i>	I always practice what I preach.	 1 out of 5
Mastery <i>Being hard-working</i>	I strive for perfection in everything I do.	 4 out of 4
Virtuous <i>Being perfectionistic</i>	I do my job as well as I possibly can.	 3 out of 5
Not Autonomous <i>Concern about others' opinions of oneself</i>	Other people's opinions of me are important.	 3 out of 3
Not Spontaneous <i>Preference for predictability</i>	I always know what I will do tomorrow.	 3 out of 4
Impulse Control <i>Lack of impulsivity</i>	I rarely do things on impulse.	 4 out of 5
Avoids Trouble <i>Professed probity</i>	When I was in school I rarely gave the teachers any trouble.	 5 out of 5



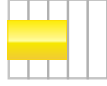

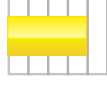



INQUISITIVE

Score = 69th percentile

The Inquisitive scale reflects the degree to which a person seems creative, adventurous, and analytical. Persons scoring high on Inquisitive tend to be original, imaginative, and to have many interests and hobbies. Persons scoring low on Inquisitive tend to be practical, cautious, and uninterested in speculative questions. Inquisitive is important in jobs where people need to be curious, analytical, questioning, and critical; it is less important in repetitious jobs that require attention to detail.

SCALE COMPOSITION

Subscale (HIC)	Sample item	Score: Raw and Maximum
Science Ability <i>Interest in science</i>	I am interested in science.	 1 out of 5
Curiosity <i>Curiosity about the world</i>	I have taken things apart just to see how they work.	 3 out of 3
Thrill Seeking <i>Enjoyment of adventure and excitement</i>	I would like to be a race-car driver.	 3 out of 5
Intellectual Games <i>Enjoys intellectual games</i>	I enjoy solving riddles.	 2 out of 3
Generates Ideas <i>Ideational fluency</i>	I am a quick-witted person.	 4 out of 5
Culture <i>Interest in culture</i>	I like classical music.	 4 out of 4







LEARNING APPROACH

Score = 79th percentile

The Learning Approach scale reflects the degree to which a person enjoys academic activities and values education as an end in itself. Persons with high scores on this scale tend to be good students and high academic achievers. Persons with low scores regard education as a means to an end and not as something that is intrinsically important.

SCALE COMPOSITION

Subscale (HIC)	Sample item	Score: Raw and Maximum
Education <i>Being a good student</i>	As a child, school was easy for me.	 2 out of 3
Math Ability <i>Being good with numbers</i>	I can multiply large numbers quickly.	 1 out of 3
Good Memory <i>Having a good memory</i>	I have a large vocabulary.	 4 out of 4
Reading <i>Enjoys reading</i>	I would rather read than watch TV	 4 out of 4