

- SELECT
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HOGAN *DEVELOP*

# EXECUTIVE

DEVELOPMENTAL SOLUTIONS FOR EXECUTIVE LEADERSHIP

REPORT FOR: Kelly Warren

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DATE: January 19, 2010





## INTRODUCTION

The Executive Development Report is a customized report that is scored from the Hogan Personality Inventory.

The Hogan Personality Inventory (HPI) evaluates seven aspects of interpersonal behavior that influence leadership 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.**

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 executives, 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, however 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 executive 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 each scale score.

The HPI contains a Validity Scale designed to detect careless or inattentive respondents. Three validity scores may be obtained (Valid, Low, Invalid). Definitions of each level are explained below.

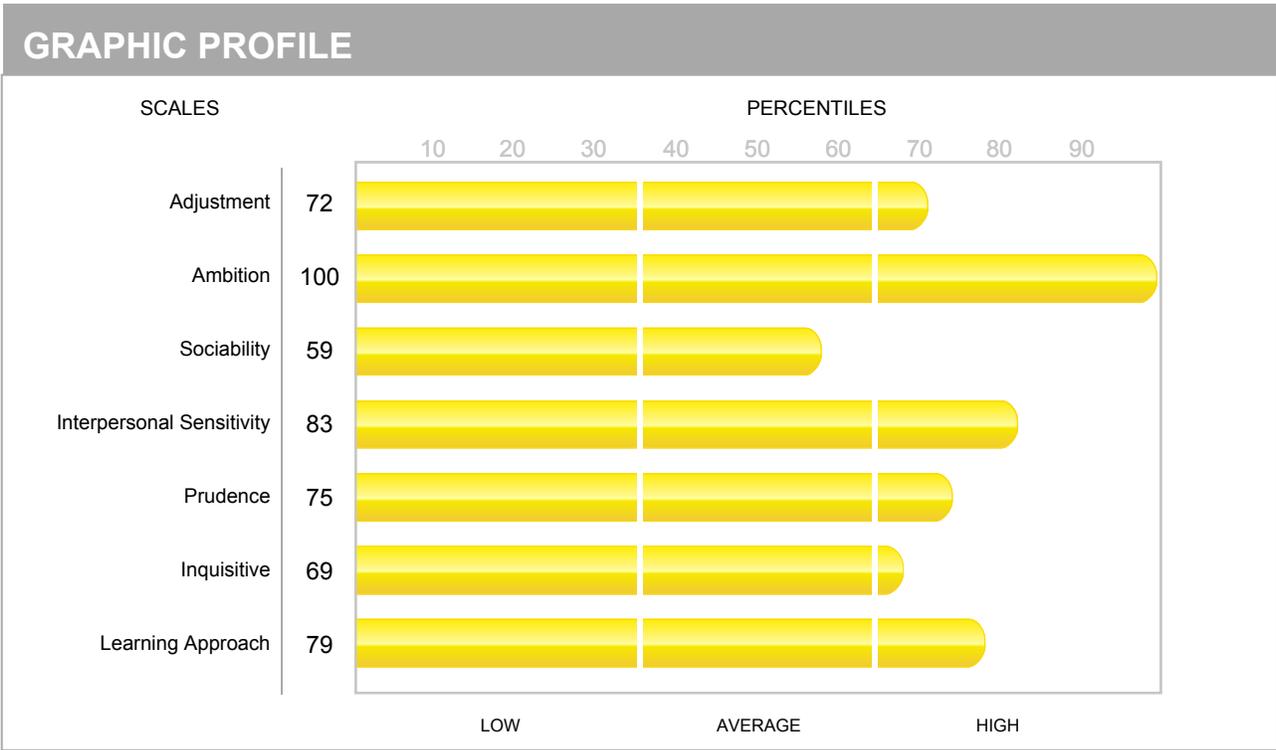
Valid scores indicate that the respondent was careful and attentive when completing the inventory.

Low validity scores indicate that the inventory was completed in a careless or inattentive manner. It may be necessary to confirm the accuracy and completeness of the responses.

Invalid scores indicate that the inventory was completed in such a careless or inattentive manner that the profile cannot be interpreted with confidence.

### **Validity Scale**

This Test is Valid and Interpretable





## ADJUSTMENT

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

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

### **Executives with high Adjustment scores may:**

- Stay calm under stressful conditions; avoid over reacting
- 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

### **Executives with low Adjustment scores may:**

- Set unusually high personal standards of performance
- Learn from past mistakes; be introspective
- Expect more from themselves than others expect of them
- Become tense under pressure
- Be overly self-critical
- Become easily irritated with their direct reports and seem difficult to please
- Be defensive about their work or contributions
- Take criticism personally

### **Based on your score, the following offers developmental suggestions and activities for improvement:**

- Actively seek out feedback from coworkers about your performance
- Pay close attention to negative feedback – don't just dismiss it
- Realize that you 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
- Be careful not to assume that you can handle each new challenge without some preparation work or review
- Make sure that you are contributing appropriately to team efforts



## AMBITION

The Ambition scale reflects the degree to which a person seems decisive, driven, and leaderlike, as opposed to seeming cautious and unassertive.

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

### **Executives with high Ambition scores may:**

- Take initiative and be energetic
- Speak up for the concerns of their staff
- Be results focused
- Accept difficult challenges
- Encourage their staff to work toward team goals
- Enjoy taking charge and serving in decision making roles
- Get too involved in office politics
- Be viewed as aggressive, pushy, and demanding
- Intimidate others

### **Executives with low Ambition scores may:**

- Be tolerant to others' views or agendas
- Be content following others' lead
- Want to cooperate and collaborate rather than compete
- Lack focus or a vision
- Be content with the status quo
- Seem indecisive or ambivalent
- Prefer making decisions by consensus
- Avoid telling upper management about the concerns of their staff

### **Based on your score, the following offers developmental suggestions and activities for improvement:**

- Delegate and let others take charge and take lead roles
- Be careful not to be overly aggressive or intimidate your staff
- Be sure not to compete with your coworkers
- Don't be distracted by organizational politics
- Solicit objective feedback about your leadership style and impact



## 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 executives

### **Executives with high Sociability scores may:**

- Be optimistic and energetic
- Enjoy being the center of attention and don't enjoy working alone
- Have a good sense of humor
- Be easily approached by coworkers
- Be quite comfortable meeting, greeting, and initiating dialogue with others
- Interfere with the work progress of others by visiting or chatting
- Not actively listen (e.g., cut others off when they are talking, think about what to say next instead of paying attention to others' views, etc.)
- Jump from subject to subject or appear impulsive during discussions

### **Executives with low Sociability scores may:**

- Give subordinates space to accomplish tasks
- Listen more than they talk; think carefully before they speak
- Hold back at meetings or during discussions, thus depriving the team of their valuable insight
- Prefer to work by themselves
- Not interact well with strangers
- Not give their staff enough feedback
- Not get to know people in other parts of the organization
- Not engage their staff in casual talk and may appear distant or aloof

### **Based on your score, the following offers 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 and make sure others are getting appropriate air time
- Make an effort to finish a task before starting another
- Respect others' needs to be left alone
- Employ active listening skills
- Think carefully before speaking--not everything needs to be said
- Ask subordinates and other key stakeholders how much dialogue and interaction they would like to have with you and gauge your interactions with them accordingly



## 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 executives

### **Executives 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"

### **Executives with low Interpersonal Sensitivity scores may:**

- Confront problems promptly
- Not be easily distracted or change course due to others' emotional expressiveness or personal concerns
- Be comfortable "enforcing" and imposing standards and rules
- Use pressure to get results; come across as being abrupt
- Give directions rather than make suggestions—dictate rather than collaborate
- Seem reluctant to admit making mistakes
- Not build a sense of teamwork
- Not clearly and succinctly make the point when addressing conflict

### **Based on your score, the following offers developmental suggestions and activities for improvement:**

- Confront poor performers immediately in a direct but supportive manner; remember, to delay is a "disservice" to your staff members
- Don't contradict yourself when trying to be considerate
- Be careful not to promise more than you can deliver
- Hold people to their commitments
- Make sure to consider your workloads before responding to additional demands



## PRUDENCE

The Prudence scale reflects the degree to which a person seems dependable, conscientious, and planful, 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 executives

### **Executives with high Prudence scores may:**

- Be operationally and process focused
- Find implementing and making things work more rewarding than conceptualizing
- Work hard for company objectives
- Be considered practical and 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

### **Executives with low Prudence scores may:**

- Be open to change, flexible about rules, and remain adaptable in uncertain situations
- Seem non-judgmental and open minded
- Give the appearance of being disorganized
- Have difficulty providing appropriate consideration to detailed operational or process issues
- Not plan ahead
- Be impatient with repetitive or detailed tasks
- Not respond to requests quickly

### **Based on your score, the following offers developmental suggestions and activities for improvement:**

- Be sure to focus on vision and business strategies not merely operational issues
- 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—be careful not to micromanage projects or staff
- Remember that sometimes rules are made to be changed or broken



## INQUISITIVE

The Inquisitive scale reflects the degree to which a person seems imaginative and has an innovative approach to problem solving, as opposed to seeming down-to-earth and having a practical problem-solving approach.

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

### **Executives with high Inquisitive scores may:**

- Think strategically about the business and be viewed as a visionary
- Understand and explain the larger picture
- Be a resource for creative ideas and problem solving
- Seem clever, inquisitive, and inventive
- Thrive on change and stimulating activities
- Prefer conceptualizing to implementation of solutions
- Ignore or downplay operational or process matters
- Have difficulties diagnosing the practicality of ideas and concepts
- Become easily distracted when tasks get tedious

### **Executives with low Inquisitive scores may:**

- Have a more operationally oriented approach rather than being strategically focused
- Be viewed as practical; have a hands-on approach
- Be good with application and implementation
- Resist innovation or have difficulty with change
- Focus on details and operational matters and ignore the big picture
- Use common, instead of creative ways, to solve problems

### **Based on your score, the following offers 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 and commitments
- Avoid paralysis by analysis
- Don't fix things that aren't broken
- Understand that not everyone likes change
- Make sure that you can delegate the implementation of ideas or strategies to those who will follow through effectively
- Be sure to articulate your ideas clearly or you may confuse others and as a result, have your ideas unduly dismissed



## LEARNING APPROACH

The Learning Approach scale reflects the degree to which a person seems to enjoy traditional education activities and to value life long learning, as opposed to seeming uninterested in institutional style training and to instead prefer on-the-job training or learning by doing.

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

### **Executives with high Learning Approach scores may:**

- Value all training for themselves and their staff
- Work to improve their skills as an executive
- Stay up-to-date with recent business and industry developments and trends
- Be achievement oriented and goal focused
- Be dogmatic about the value of knowledge
- Focus more on learning than doing “non-interesting” yet required tasks
- Overwhelm others with their zeal for learning and sharing knowledge

### **Executives with low Learning Approach scores may:**

- Be less achievement driven
- Prefer hands-on learning versus traditional educational instruction
- Be more content with proficiently applying skills than learning new methodologies or concepts
- Not encourage training for the troops
- Not provide sufficient time and resources for staff development
- Not spend much time reading, particularly technical publications

### **Based on your score, the following offers developmental suggestions and activities for improvement:**

- Be patient with others who may not be as quick to learn as you
- Be aware that others may describe you as a know-it-all
- Encourage and help your colleagues to stay up-to-date in their field using ways that they respond to and prefer
- Consider volunteering to serve as a “mentor” for more junior colleagues or associates new to your business area
- Actively support the employee development processes of the organization--be a role model for others



## Appendix

### Dissecting the Personality Scales

The following pages present detailed information concerning your HPI scores. Every HPI scale is built from clusters of 3-6 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.

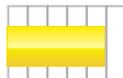
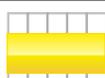


ADJUSTMENT

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

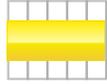
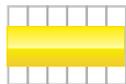
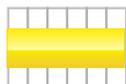
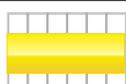


**AMBITION**

**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 tend not to take initiative.

**SCALE COMPOSITION**

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

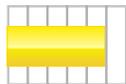


**SOCIABILITY**

**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.

**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

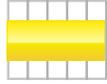
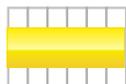


**INTERPERSONAL SENSITIVITY**

**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.

**SCALE COMPOSITION**

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

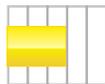
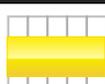


**PRUDENCE**

**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

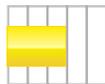
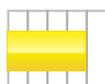


**INQUISITIVE**

**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.

**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
<b>Education</b> <i>Being a good student</i>	As a child, school was easy for me.	 2 out of 3
<b>Math Ability</b> <i>Being good with numbers</i>	I can multiply large numbers quickly.	 1 out of 3
<b>Good Memory</b> <i>Having a good memory</i>	I have a large vocabulary.	 4 out of 4
<b>Reading</b> <i>Enjoys reading</i>	I would rather read than watch TV	 4 out of 4