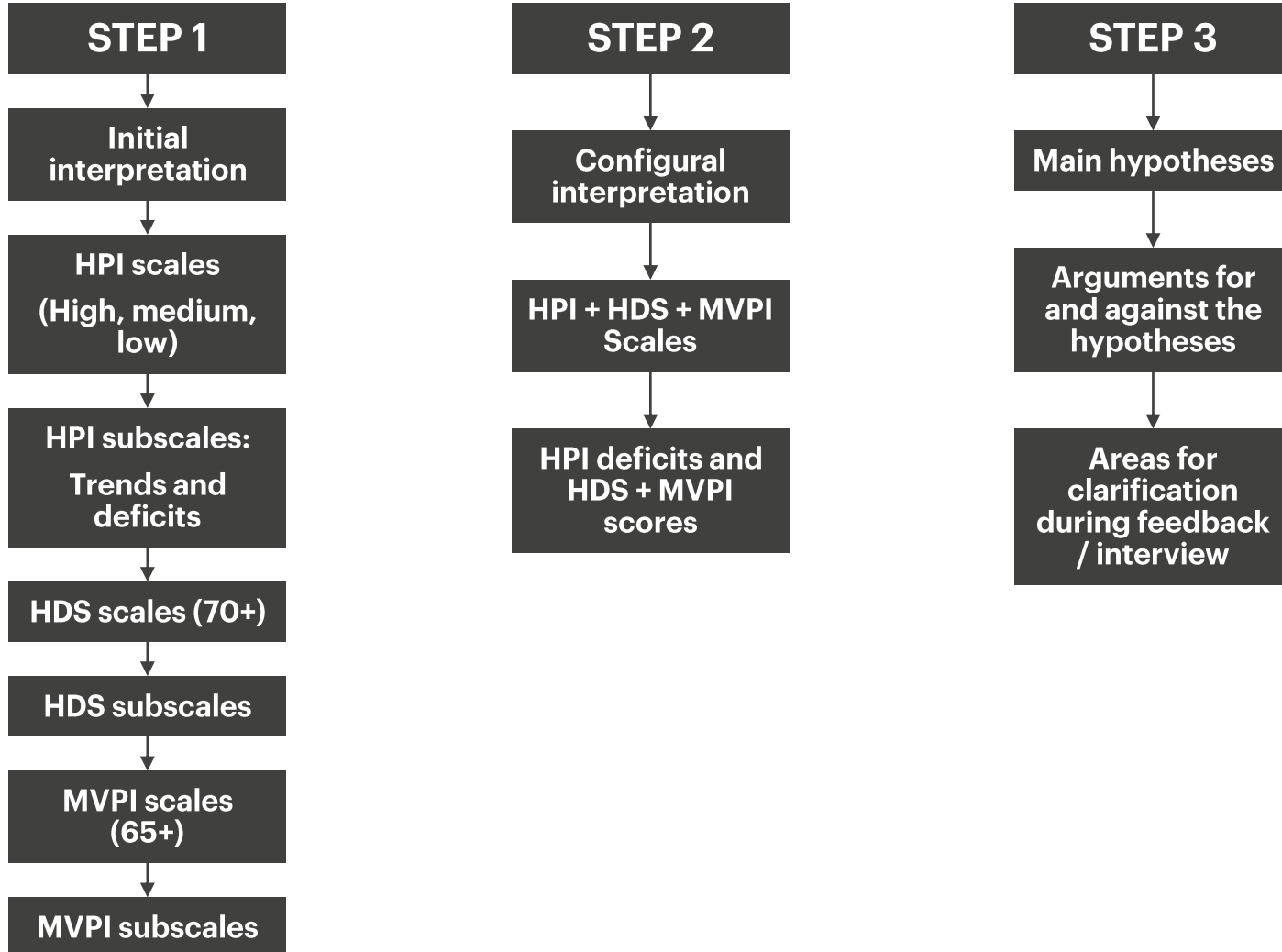# HOGAN FEEDBACK

Best Practices

HOGAN FEEDBACK PREPARATION

- To add structure to your preparation, we recommend you to follow our 3 STEP INTERPRETATION GUIDE (please see slide 2)

- Take stock of the test person's way of communicating

- Consider your own profile and personal style

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3 STEP INTERPRETATION

STEP 1

Initial interpretation

HPI scales (High, medium, low)

HPI subscales: Trends and deficits

HDS scales (70+)

HDS subscales

MVPI scales (65+)

MVPI subscales

STEP 2

Configural interpretation

HPI + HDS + MVPI Scales

HPI deficits and HDS + MVPI scores

STEP 3

Main hypotheses

Arguments for and against the hypotheses

Areas for clarification during feedback / interview

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2

INITIATING THE FEEDBACK

- Set the scene for the feedback (purpose, duration, ethics and confidentiality)

- Initially ask if the test person has anything specific that he or she wants to gain from the feedback

- Present Hogan Assessments: background, external validation, norm groups and percentiles

- Show the Hogan circle and explain the purpose of the three assessments

- Make sure, that the test person understands, that the HPI and the HDS take the perspective of the observer

- Provide a neutral and objective definition of the scales.
  - Explain what is assessed as low, average and high scores compared with the norm group.
  - There are positive and negative implications for both high and low scores – explain both

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STRUCTURING THE FEEDBACK

- Review of MVPI scores – Discuss scale scores at 65 and above

- Review of HPI scores – Discuss all scales

- Review of HDS scores
  - Draw a line at the 70th percentile and discuss moderate and high risk scores
  - 70-89 are moderate risk
  - 90-100 are high risk
  - Explain the Flight, Fight, Freeze domains

ROUND-OFF OF FEEDBACK

- Ask the test person if he or she has any questions or comments

- Ask if the test person gained what he or she wanted from the feedback

BEST PRACTICE FOR HOGAN FEEDBACK

Remember to:

- Create a "non-judgemental" atmosphere – make sure, that the feedback is an equal and balanced dialogue

- Let the test person do most of the work – get the test person to shed light on his or her own scores with examples, and make sure that the test person talks more than you do

- Use explanations such as: "Others that score like you typically experience…", "How does this show in your everyday life?"
  - For inspiration – Please also see the discussion points for all scales in HPI, HDS and MVPI (see slide 8-18)

- Don't be apologetic for the test person's scores

- Don't push your interpretation – make room for the person's own understanding of self

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BEST PRACTICE FOR HOGAN FEEDBACK CONT.

- Don't get startled if a profile looks "challenging" – the test person has probably been rather successful despite

- The purpose of looking at challenges is *not* to change personality – but to gain awareness and work with one's development areas

- Remember that assessment is an intervention – a Hogan interpretation and feedback is comprehensive, thus high ethics are important

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DISCUSSION POINTS – HPI

Adjustment

- Describe your approach to dealing with job stress.
- When and how is it appropriate to seek feedback on your job performance?
- How do the moods of your co-workers affect you?
- How do you typically respond to feedback that others give you?

Ambition

- What role do you typically assume on projects where there is no established leader?
- When and how is it appropriate to engage in office politics to advance one's career?
- How do you seek and pursue opportunities for career advancement?

Sociability

- How important is it for every team member to contribute in a meeting?
- How do you balance talking with listening to engage in effective communication?
- Do you tend to work better on group or individual projects? Why?
- How do you establish and maintain a network of relationships?

Interpersonal sensitivity

- Describe your approach to confronting others' negative performance issues.
- How do you tend to balance the feelings of co-workers to like each other?
- What is your approach to developing relationships with internal or external customers?

DISCUSSION POINTS – HPI

Prudence

- How structured and planful are you with your work? How does this affect your ability to adapt on the fly but also complete objectives on time?
- What is your general orientation to rules and regulations?
- How do you react to quickly changing work conditions?
- How likely are you to work long hours to complete a project?

Inquisitive

- How do you strike a balance between innovation and pragmatism?
- How do you respond to routine, yet essential, tasks and responsibilities?
- Describe your approach to kinking daily work to strategic goals.
- How do you respond to individuals who are resistant to change and innovation?

Learning approach

- How do you ensure your knowledge and skills remains up to date?
- How do you evaluate the potential usefulness of training opportunities?
- Describe your preferred approach to learning new skills.
- What is important to you: developing existing skills or learning new skills? Why?

DISCUSSION POINTS – HDS

Excitable

- Describe how your commitment is visible at your job.
- Describe how you handle your emotions.
- Describe how you normally show your emotions.
- How do you normally approach new tasks or projects?
- How do you normally react to setbacks or disappointments in connection to a task or a project?

Skeptical

- What do you do to create trust with other people?
- How do you ensure that you are updated on office politics?
- Describe how you normally give feedback to a colleague
- How do you create trust in a team?
- How do you react to negative feedback?

Cautious

- Describe how you make decisions when you don't know all the facts.
- How do you react to risky projects or decisions?
- How you do evaluate a decision's possible positive and negative consequences?
- How do normally react to failure?
- How do you decide on the correct time for making a decision?

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DISCUSSION POINTS – HDS

Reserved

- How do you normally react when a colleague approaches you with a problem?
- When is it appropriate to keep other people at a distance?
- How do you balance other people's emotions with business considerations?
- How emotional involved should a manager be with his or her team?
- What is the advantages and disadvantages of close collaboration with other people?

Leisurely

- How do you feel when you are interrupted?
- How do you hide your emotions when you are annoyed?
- How clear are you about your own agenda and your priorities?
- How do you adapt to other people's demands?
- Describe what you do to attend to your own interests?

Bold

- How do you position yourself at meetings?
- How confident are you about your own ability to deliver on a difficult project?
- Should everyone be treated equally no matter his or her contribution or performance?
- Describe how you normally react if a colleague is dominating a meeting or project.
- What is an appropriate level of personal profiling in a work context?

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DISCUSSION POINTS – HDS

Mischievous

- What is your attitude towards rules and procedures?
- How do you persuade people to do something they normally would not do?
- How do you handle your own mistakes?
- Which role do you think charm should play in a work-related discussion?
- Describe your approach to committing yourself to projects, which you are not sure that you can deliver on.

Colorful

- How do you react on attention from other people?
- Which active role do you have during meetings?
- How do you share recognition for success?
- How do you react if other people act dramatically at your job?
- Do you prefer to focus on one project or work on several simultaneously?

Imaginative

- How often should organisations innovate?
- How do you get support for your ideas?
- How do you balance creativity with practicality?
- Describe how you improve processes.
- To which extent should you strive for being something special?

DISCUSSION POINTS – HDS

Diligent

- How do you decide which tasks or projects you should delegate?
- Describe the standards you have for yourself and others.
- How do you weigh the quality of your work with getting the job done?
- When is it expected that you or other people work late to finish a project?
- What is the typical cause for not making the deadline?

Dutiful

- To which degree should you respect your top management?
- How do you ensure that you please your manager?
- How often do you consult you manager before you make a decision?
- How often do you balance demands from the management with demands from your team or your employees?
- Describe how you express disagreement to your manager.

DISCUSSION POINTS – MVPI

Recognition

- Do you prefer to be the center of attention or to work behind the scenes?
- How important is it that people are recognised for their performance?
- Are you motivated from working on high profiled tasks?
- Describe how you show your appreciation of a colleague's contribution or help.

Power

- What is most important? To be an exemplary employee or getting results?
- How important is it for you to know and beat the competition?
- How often do you think about how you can evolve your career?
- How would you define a successful career?

Hedonism

- Is it important for you to have fun at work?
- How do you balance work and pleasure in your job?
- What is your attitude towards work sponsored leisure activities?
- How much fun and enjoyment can you expect from your daily work?

DISCUSSION POINTS – MVPI

Altruistic

- Which significance do you think that customer service has for a company?
- To which degree is it the company's responsibility to handle the employees' needs and problems?
- How well do you fit with a position which demand a lot of customer service?
- How often do you participate in charity activities?

Affiliation

- Do you perceive meetings as rewarding or a waste of your time?
- Do you prefer to work alone or as a part of a team?
- What is your attitude towards teambuilding activities?
- How important is a network for you to succeed?

Tradition

- Do you experience that there is a right and wrong way to act in every situation?
- How do you handle moral uncertainty?
- Do you see the most value in creating change or sustain traditions?
- Are you comfortable working in a formal hierarchy?

DISCUSSION POINTS – MVPI

Security

- How important is it for you to have predictability in your life?
- How willing should organisations be to take risks in their strategic decisions?
- How do you weigh risk with the possibility for profit?
- How do you normally react on colleagues who take unnecessary risks?

Commerce

- Is there anything, which is more important than the bottom line in a business context?
- How often do you think about money or investments?
- How do you feel about people who live above their means?
- How often do you consider the economic consequences of your decisions?

Aesthetics

- Are you, primarily, interested in how things work or how they look?
- How important is it for you to have the possibility to express yourself creatively?
- How meticulous are you, concerning how the results of your work presents you?
- Which role should artistic initiatives play in professional organisations?

DISCUSSION POINTS – MVPI

Science

- How do you decide when you should use your intuition or data?
- Describe a situation where you had to make a decision based on your intuition and not data?
- Do you thrive on analysing problems or do you want to make quick decisions and move on?
- How important is research and development for a company's overall success?