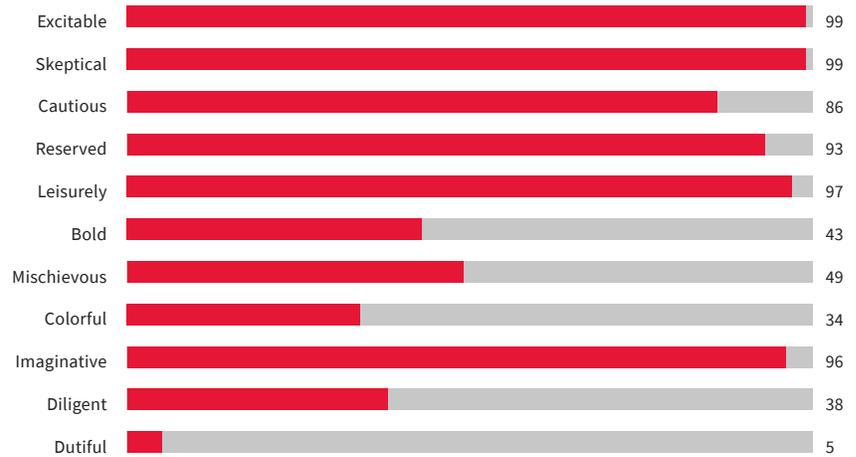


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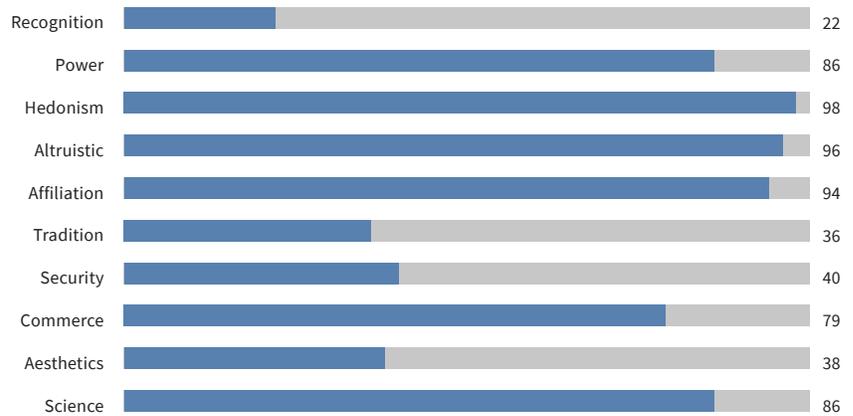
**HPI** Hogan Personality Inventory



**HDS** Hogan Development Survey

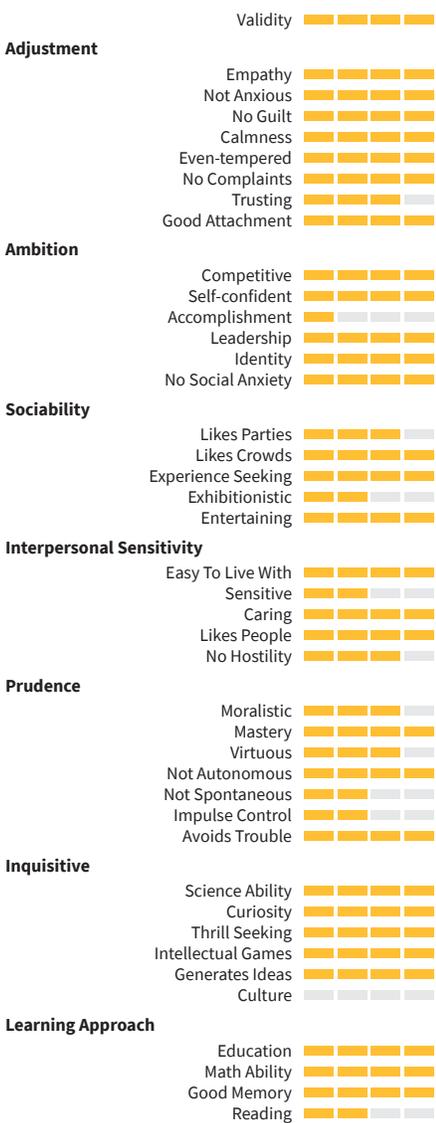


**MVPI** Motives, Values, Preferences Inventory



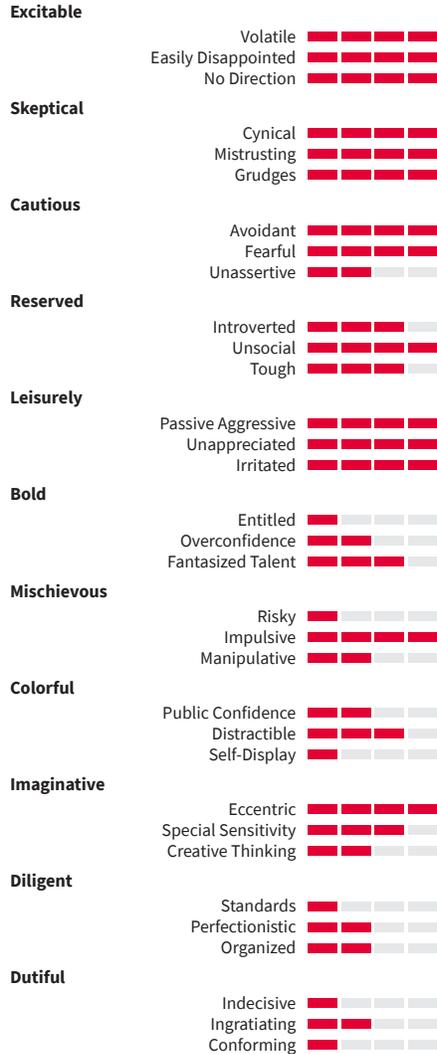
## HPI

### Subscale Scores



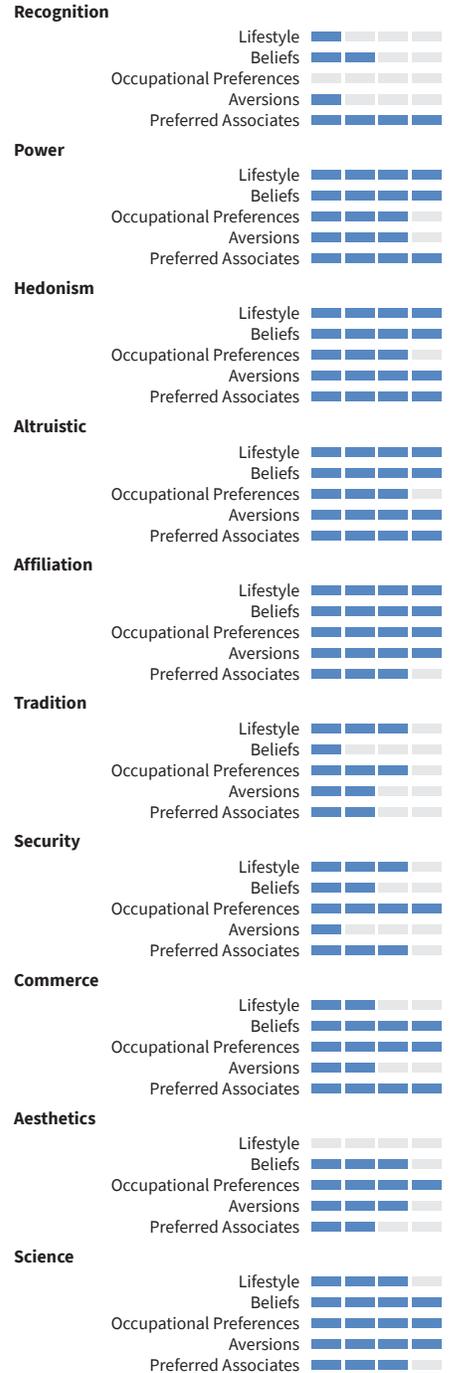
## HDS

### Subscale Scores



## MVPI

### Subscale Scores





# Insight

## Hogan Personality Inventory (HPI)

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**Report For:** Sam Poole

**ID:** HF175947

**Date:** 2.06.2019



## Introduction

The Hogan Personality Inventory is a measure of normal personality that contains seven primary scales and six occupational scales used to describe Mr. Poole's performance in the workplace, including how he manages stress, interacts with others, approaches work tasks, and solves problems. Although this report presents scores on a scale-by-scale basis, every scale contributes to Mr. Poole's performance. This report notes strengths as well as areas for improvement and provides discussion points for developmental feedback.

- When examining HPI scale scores, it is important to remember that high scores are not necessarily better, and low scores are not necessarily worse. Every scale score reflects distinct strengths and shortcomings.
- HPI scores should be interpreted in the context of the person's occupational role to determine whether these characteristics are strengths or areas for potential development.
- The HPI is based upon the well-accepted Five Factor Model of personality.

## Scale Definitions

▶ HPI Scale Name	▶ Low scores tend to be	▶ High scores tend to be
<b>Adjustment</b>	open to feedback candid and honest moody and self-critical	calm steady under pressure resistant to feedback
<b>Ambition</b>	good team players willing to let others lead complacent	energetic competitive restless and forceful
<b>Sociability</b>	good at working alone quiet socially reactive	outgoing talkative attention-seeking
<b>Interpersonal Sensitivity</b>	direct and frank willing to confront others cold and tough	friendly warm conflict averse
<b>Prudence</b>	flexible open-minded impulsive	organized dependable inflexible
<b>Inquisitive</b>	practical not easily bored uninventive	imaginative quick-witted poor implementers
<b>Learning Approach</b>	hands-on learners focused on their interests technology-averse	interested in learning insightful intolerant of the less informed





## Executive Summary

Based on Mr. Poole's responses to the HPI, on a day-to-day basis, he seems:

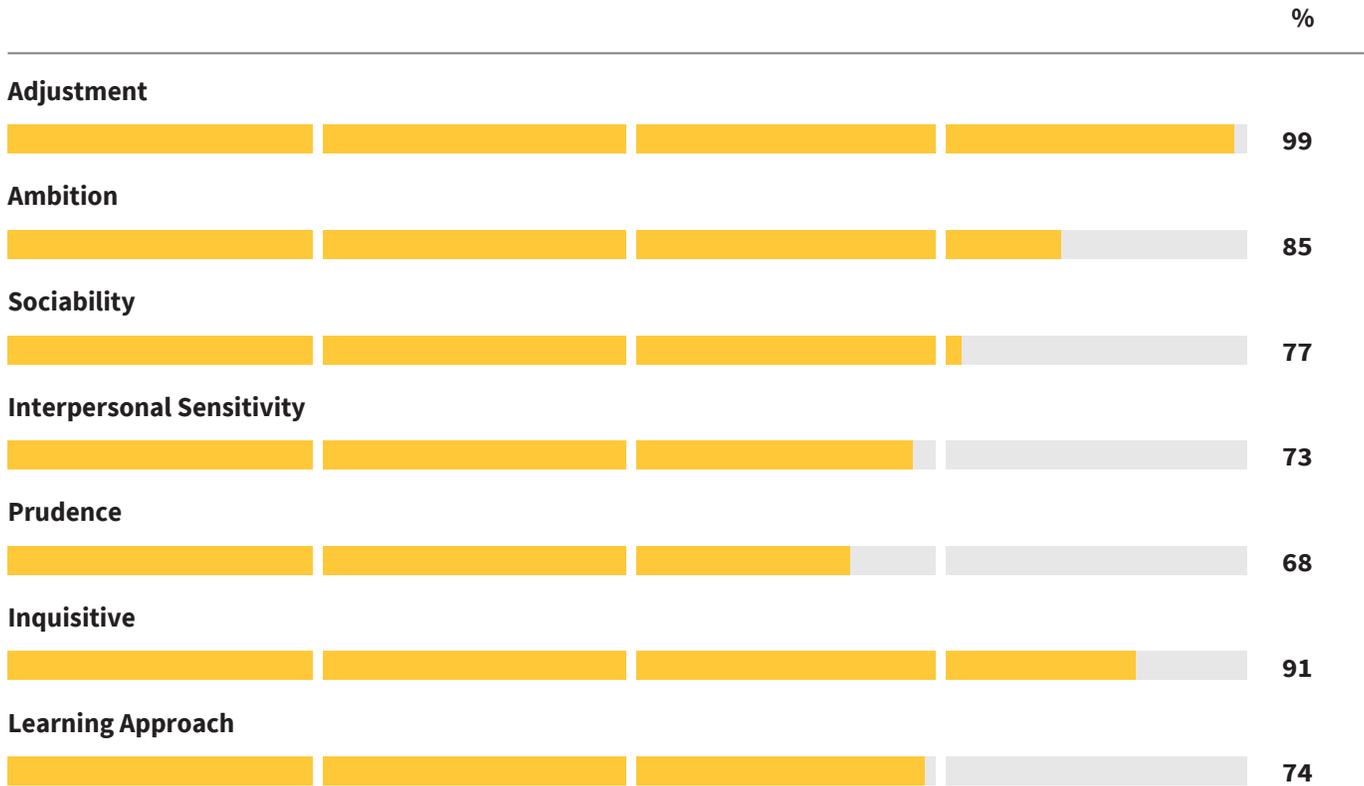
- Unfazed by external pressure and rarely, if ever, shows signs of stress. Others may sometimes perceive his resilience as arrogance because little seems to bother him and because he may tend to ignore feedback.
- Assertive, competitive, and task-oriented. He will seek opportunities to lead and take initiative and may be frustrated if they are not available.
- Outgoing, gregarious, and approachable. He enjoys being the center of attention and will start conversations and network well, but he may also talk too much and not listen well.
- Pleasant, cooperative, tactful, and friendly. He should be good at relationship management but tends to avoid confrontations or conflict.
- Responsible, detail-oriented, and amenable to close supervision. He can be somewhat inflexible but otherwise a good organizational citizen.
- Curious, innovative, creative, tolerant, and open-minded. He may also seem impractical and easily bored.
- Knowledgeable, up to date, and interested in learning. He should do well in structured learning or training environments and may find it hard to understand people who have no interest in formal learning.



## Percentile Scores

The percentile scores indicate the proportion of the population who will score at or below Mr. Poole. For example, a score of 75 on a given scale indicates that Mr. Poole'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 76 and above are considered **high**



*This report is valid and interpretable.*

*Norm:Global*





# Scale: Adjustment

## Description

The Adjustment scale predicts the ability to handle stress, manage emotions, and listen to feedback.

## Score Interpretation

Mr. Poole's score on the Adjustment scale suggests he tends to:

- Be unaffected by chaotic environments and heavy workloads
- Be calm and confident in stressful circumstances
- Be perceived as possibly arrogant
- Ignore past mistakes
- Resist or dismiss feedback

## Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- 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 coworkers affect you?
- How do you typically respond to feedback that others give you?

## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

**Empathy** *Absence of irritability*



**Not Anxious** *Absence of anxiety*



**No Guilt** *Absence of regret*



**Calmness** *Lack of emotionality*



**Even-tempered** *Not moody or irritable*



**No Complaints** *Does not complain*



**Trusting** *Not paranoid or suspicious*



**Good Attachment** *Good relations with authority figures*





# Scale: Ambition

## Description

The Ambition scale predicts leadership, drive, competitiveness, and initiative.

## Score Interpretation

Mr. Poole's score on the Ambition scale suggests he seems:

- Competitive, energetic, and eager to succeed
- To seek challenges and take initiative in groups
- To be interested in office politics and enjoy leadership roles
- To become restless in positions where there is no room for advancement

## Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- 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 competitive do you tend to be with your colleagues? Has this hurt or helped your career?
- How do you seek and pursue opportunities for career advancement?

## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

**Competitive** *Being competitive, ambitious, and persistent*



**Self-confident** *Confidence in oneself*



**Accomplishment** *Satisfaction with one's performance*



**Leadership** *Tendency to assume leadership roles*



**Identity** *Satisfaction with one's life tasks*



**No Social Anxiety** *Social self-confidence*





## Scale: Sociability

### Description

The Sociability scale predicts a person's interest in frequent and varied social interaction.

### Score Interpretation

Mr. Poole's score on the Sociability scale suggests he seems:

- Outgoing, talkative, gregarious, and approachable
- To make a strong first impression and enjoy being the center of attention
- Comfortable in high-profile positions involving interaction with the public
- To prefer to talk rather than to listen.

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- 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?

### Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

**Likes Parties** *Enjoys social gatherings*



**Likes Crowds** *Finds large crowds exciting*



**Experience Seeking** *Preference for variety and challenge*



**Exhibitionistic** *Seeks attention*



**Entertaining** *Being charming and amusing*





## Scale: Interpersonal Sensitivity

### Description

The Interpersonal Sensitivity scale predicts charm, warmth, tact, and social skill.

### Score Interpretation

Mr. Poole's score on the Interpersonal Sensitivity scale suggests he seems:

- Perceptive, insightful, and sensitive to people's feelings
- Aware of the needs of others
- To manage relationships well and get along with a wide range of people
- Reluctant to confront poor performers

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your approach to confronting others' negative performance issues.
- How do you tend to balance the feelings of coworkers with the needs of the business?
- How important do you feel it is for coworkers to like each other?
- What is your approach to developing relationships with internal or external customers?

### Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

**Easy to Live With** *Tolerant and easygoing nature*



**Sensitive** *Thoughtful and considerate*



**Caring** *Concerned about others*



**Likes People** *Enjoys being around others*



**No Hostility** *Generally accepting*





# Scale: Prudence

## Description

The Prudence scale predicts self-control, conscientiousness, and work ethic.

## Score Interpretation

Mr. Poole's score on the Prudence scale suggests he seems:

- Organized, hardworking, and planful
- Reliable, dependable, and conscientious
- To work well with established rules and processes
- Inflexible and perhaps resistant to change

## Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- 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?

## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

**Moralistic** *Adhering strictly to conventional values*



**Mastery** *Being hardworking*



**Virtuous** *Being principled*



**Not Autonomous** *Concern about others' opinions of oneself*



**Not Spontaneous** *Preference for predictability*



**Impulse Control** *Lack of impulsivity*



**Avoids Trouble** *Professed probity*





# Scale: Inquisitive

## Description

The Inquisitive scale predicts curiosity, creativity, and openness to experience and ideas.

## Score Interpretation

Mr. Poole's score on the Inquisitive scale suggests he seems:

- Imaginative, curious, and open-minded
- Willing to challenge policy and propose alternative solutions
- Interested in the big-picture and strategic issues
- Fond of ideas that others may find unrealistic

## Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- 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 linking daily work to strategic goals.
- How do you respond to individuals who are resistant to change and innovation?

## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

**Science Ability** *Interest in science*



**Curiosity** *Curious about the world*



**Thrill Seeking** *Enjoyment of adventure and excitement*



**Intellectual Games** *Interested in riddles and puzzles*



**Generates Ideas** *Ideational fluency*



**Culture** *Wide variety of interests*





## Scale: Learning Approach

74

### Description

The Learning Approach scale predicts a person's learning style and/or preferred method for acquiring new knowledge.

### Score Interpretation

Mr. Poole's score on the Learning Approach scale suggests he seems:

- Interested in learning, training, and staying up to date with new developments in his field
- Bright and well informed
- To do well in formal training or education settings
- Surprised when others are not well informed or interested in learning

### Discussion Points

The points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

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

### Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

**Education** *Being a good student*



**Math Ability** *Being good with numbers*



**Good Memory** *Remembers things easily*



**Reading** *Keeps up to date*





## Occupational Scales

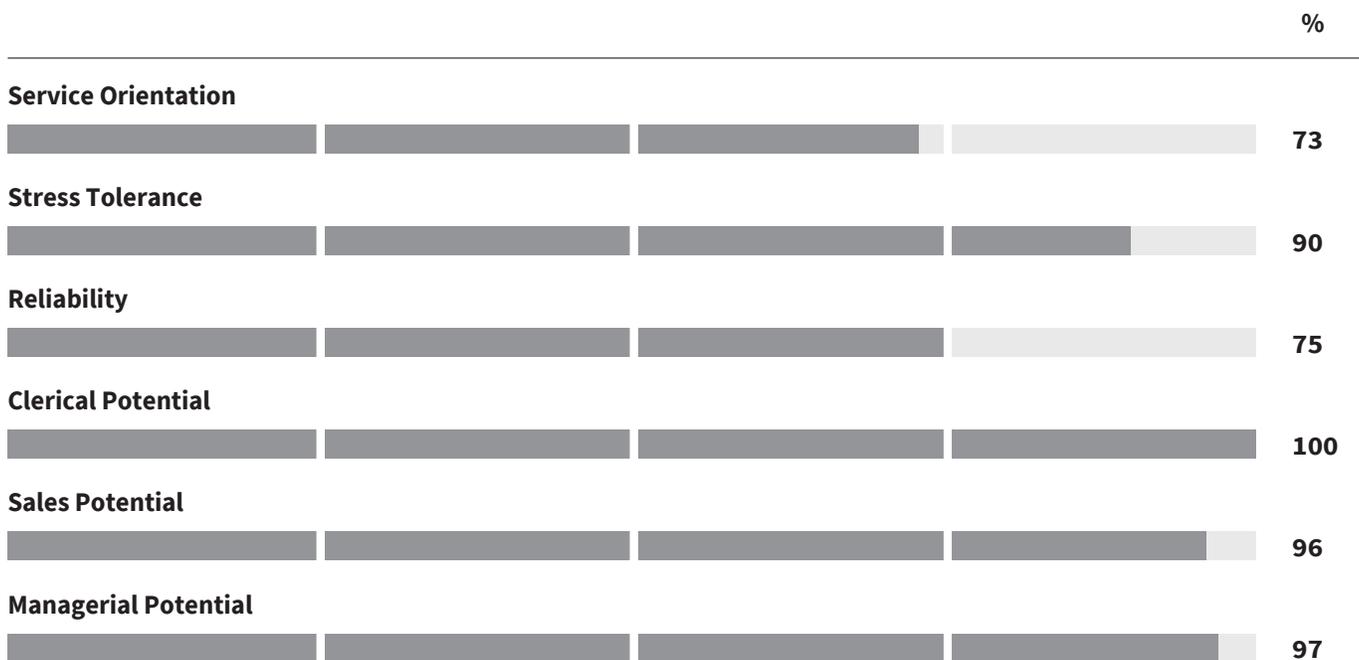
The HPI occupational scales predict a person's competency to perform in six general occupational roles. The scales are based on research comparing high and low performers in each of the job categories. The scales assess qualities that distinguished the high-rated performers from the low-rated performers. *Note: This information is designed for use in employee selection and hiring. It is not recommended for use in employee development.*

The HPI occupational scales include:

- **Service Orientation** Concerns potential for performance in jobs requiring customer service
- **Stress Tolerance** Concerns being able to deal with stress and pressure at work
- **Reliability** Concerns being a good organizational citizen
- **Clerical Potential** Concerns potential for performance in administrative and clerical jobs
- **Sales Potential** Concerns potential for performance in sales jobs
- **Managerial Potential** Concerns potential for performance in managerial jobs

The scores indicate the proportion of the population who will score at or below Mr. Poole.

- 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 76 and above are considered **high**





# Scale: Service Orientation



73

## Description

The Service Orientation scale identifies people who treat customers and colleagues in a courteous and helpful manner. High scorers seem kind, considerate, and tactful. Low scorers seem abrupt, tense, irritable, and preoccupied.

## Score Interpretation

Mr. Poole's score on the Service Orientation scale suggests he has above average potential to perform in roles requiring strong customer service.

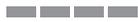
## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's Service Orientation score.

**Virtuous** *Being principled*



**Empathy** *Absence of irritability*



**Sensitive** *Thoughtful and considerate*





# Scale: Stress Tolerance



## Description

The Stress Tolerance scale identifies people who easily handle stress, pressure, and heavy workloads. High scorers seem calm, resilient, and even-tempered. They are not bothered by disruptions or unexpected reversals and rarely turn crises into personal dramas. Low scorers seem moody, self-critical, and easily upset.

## Score Interpretation

Mr. Poole's score on the Stress Tolerance scale suggests he has the potential to perform well in stressful roles.

## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's Stress Tolerance score.

**Not Anxious** *Absence of anxiety*



**No Guilt** *Absence of regret*



**Accomplishment** *Satisfaction with one's performance*



**No Complaints** *Does not complain*



**Calmness** *Lack of emotionality*





## Scale: Reliability



75

### Description

The Reliability scale identifies people who willingly follow rules and respect corporate values in the workplace. High scorers are good organizational citizens who will seem dependable, responsible, and self-disciplined. Low scorers will tend to be less compliant and rule observant.

### Score Interpretation

Mr. Poole's score on the Reliability scale suggests he should perform well in roles requiring compliance and rule adherence.

### Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's Reliability score.

**Good Attachment** *Good relations with authority figures*



**Impulse Control** *Lack of impulsivity*



**Avoids Trouble** *Professed probity*



**No Hostility** *Generally accepting*





# Scale: Clerical Potential



**100**

## Description

The Clerical Potential scale identifies people with talent for clerical work and administrative responsibilities. High scorers seem mature, hardworking, socially skilled, and willing to take charge. Low scorers seem tense, indecisive, and anxious.

## Score Interpretation

Mr. Poole's score on the Clerical Potential scale suggests he should perform well in clerical or administrative roles.

## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's Clerical Potential score.

**Not Anxious** *Absence of anxiety*



**No Complaints** *Does not complain*



**Avoids Trouble** *Professed probity*



**Leadership** *Tendency to assume leadership roles*



**Caring** *Concerned about others*





# Scale: Sales Potential

## Description

The Sales Potential scale identifies people with talent for sales. High scorers seem to enjoy being the center of attention and are described as self-confident, sociable, and quick-witted. They also seem talkative, outgoing, and assertive. Lower scorers tend to be shy, quiet, and reserved.

## Score Interpretation

Mr. Poole's score on the Sales Potential scale suggests he should perform well in sales roles.

## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's Sales Potential score.

**Self-confident** *Confidence in oneself*



**No Social Anxiety** *Social self-confidence*



**Likes Parties** *Enjoys social gatherings*



**Likes Crowds** *Finds large crowds exciting*



**Experience Seeking** *Preference for variety and challenge*



**Exhibitionistic** *Seeks attention*



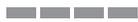
**Entertaining** *Being charming and amusing*



**Easy To Live With** *Tolerant and easygoing nature*



**Likes People** *Enjoys being around others*



**Impulsivity** *Acting on impulse*



**Thrill Seeking** *Enjoyment of adventure and excitement*



**Generates Ideas** *Ideational fluency*



**Self-focus** *Being introspective*



**No Impression Management** *Lack of concern about social feedback*





# Scale: Managerial Potential



97

## Description

The Managerial Potential scale identifies people with talent for building and maintaining effective teams. High scorers are described as ambitious, competitive, hardworking, and wanting to be in charge. They are seen as trustworthy, planful, and efficient. Low scorers seem passive, reactive, or lazy.

## Score Interpretation

Mr. Poole's score on the Managerial Potential scale suggests he should perform well in managerial roles.

## Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's Managerial Potential score.

**Education** *Being a good student*



**Accomplishment** *Satisfaction with one's performance*



**No Complaints** *Does not complain*



**Identity** *Satisfaction with one's life tasks*



**Mastery** *Being hardworking*



**Avoids Trouble** *Professed probity*



**Leadership** *Tendency to assume leadership roles*



**Competitive** *Being competitive, ambitious, and persistent*





# Insight

## Hogan Development Survey (HDS)

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**Report for:** Sam Poole

**ID:** HF175947

**Date:** 5.23.2018



## Introduction

The Hogan Development Survey evaluates 11 forms of interpersonal behavior that can cause problems at work and in life. Behaviors associated with elevated HDS scores can be strengths, but when overused can derail relationships and careers. Individuals who understand their performance limitations have more successful careers. This report builds self-awareness by highlighting behavioral tendencies of which Mr. Poole may be unaware.

- The HDS identifies behavioral tendencies that emerge when a person is stressed, bored, or fatigued.
- Research shows that people with lower HDS scores have fewer problems at work. High-risk and moderate-risk scores indicate areas of concern, but low scores indicate underused strengths that also deserve attention.
- The average person has three or four high-risk HDS scores.
- Mr. Poole's HDS scores should be interpreted in the context of his everyday performance provided by a measure of normal personality, like the Hogan Personality Inventory.

## Scale Definitions

▶ HDS Scale Name	▶ Low scores may seem	▶ High scores may seem
<b>Excitable</b>	to lack passion to lack a sense of urgency	easily annoyed emotionally volatile
<b>Skeptical</b>	naive gullible	mistrustful cynical
<b>Cautious</b>	overly confident to make risky decisions	too conservative risk averse
<b>Reserved</b>	to avoid conflict too sensitive	aloof and remote indifferent to others' feelings
<b>Leisurely</b>	unengaged self-absorbed	uncooperative stubborn
<b>Bold</b>	unduly modest self-doubting	arrogant entitled and self-promoting
<b>Mischievous</b>	over controlled inflexible	charming and fun careless about commitments
<b>Colorful</b>	repressed apathetic	dramatic noisy
<b>Imaginative</b>	too tactical to lack vision	impractical eccentric
<b>Diligent</b>	careless about details easily distracted	perfectionistic micromanaging
<b>Dutiful</b>	possibly insubordinate too independent	respectful and deferential eager to please





## Executive Summary

Based on Mr. Poole's responses to the HDS, when he is not proactively managing and monitoring his behavior, he seems:

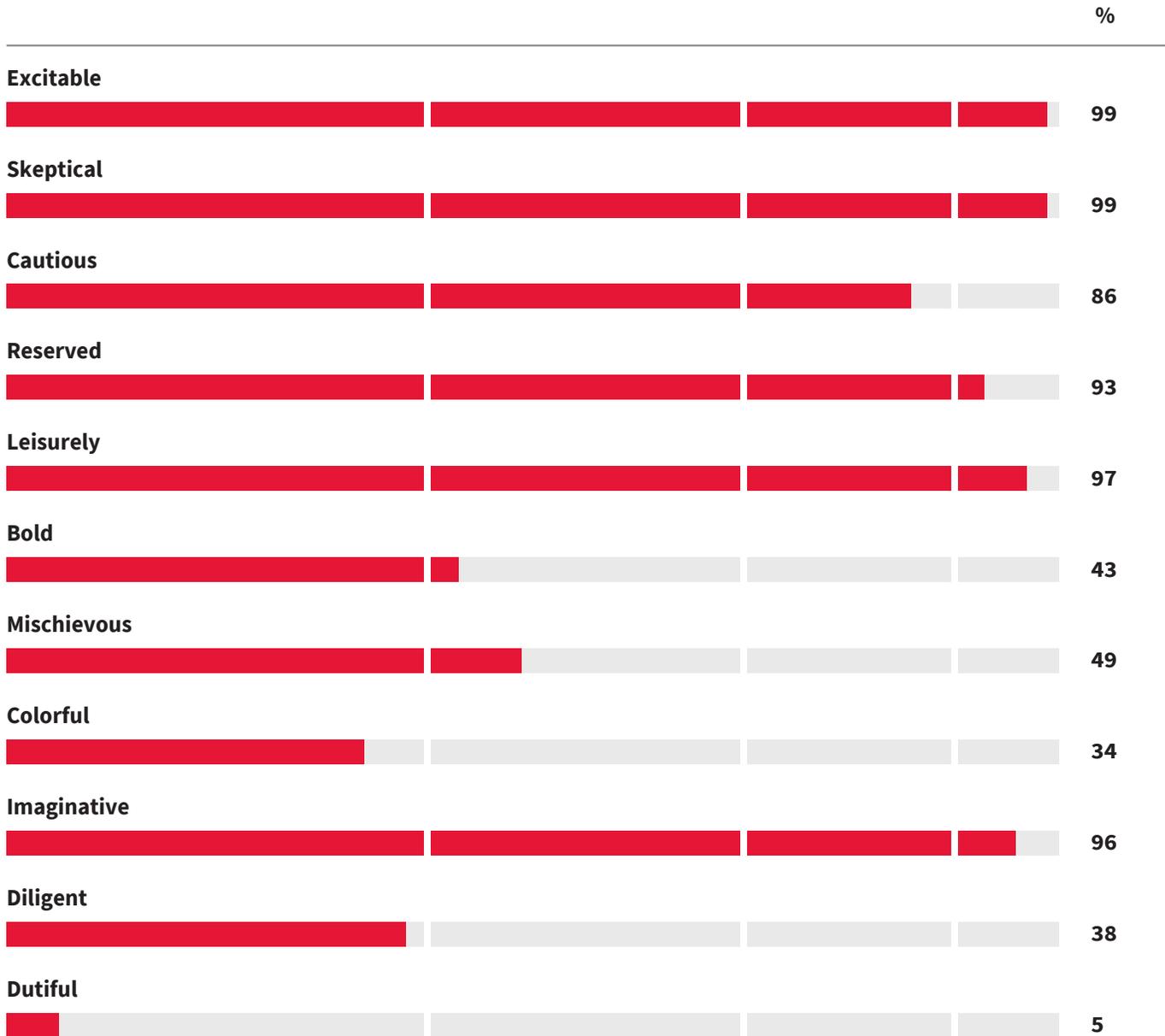
- Moody, irritable, easily disappointed with people and projects, and may use emotional displays to make a point.
- Alert for signs of duplicity and betrayal, and may become vengeful when he feels wronged.
- To need a lot of information before making rather conservative decisions.
- Tough, aloof, and indifferent to the feelings of others. He may be a reluctant communicator.
- Cooperative, but may be stubborn when asked to do things that conflict with his personal priorities.
- Unassertive, restrained, and reluctant to step up and take charge.
- Socially appropriate, restrained, and reluctant to take many chances.
- Reluctant to engage in self-promotion or create dramatic situations starring himself.
- Smart, innovative, creative, eccentric, visionary, and sometimes impractical.
- Unconcerned about rules, procedures, and standardized processes, but flexible, adaptable, and able to change directions quickly.
- Independent, even irreverent, and willing to challenge authority and the status quo.



## Percentile Scores

The percentile scores indicate the proportion of the population who will score at or below Mr. Poole. For example, a score of 75 on a given scale indicates that Mr. Poole's score is higher than approximately 75% of the population.

- Scores of 0 to 39 are considered **no risk**
- Scores of 40 to 69 are considered **low risk**
- Scores of 70 to 89 are considered **moderate risk**
- Scores at or above 90 are considered **high risk**



*Norm: Global*





## Scale: Excitable

### Description

The Excitable scale concerns working with passion and enthusiasm, but also being easily frustrated, moody, irritable, and inclined to give up on projects and people.

### Score Interpretation

Mr. Poole's score on the Excitable scale suggests he tends to:

- Let his emotions get the best of him when frustrated
- Vacillate between optimism and pessimism
- Seem volatile, unpredictable, and easily upset
- Be the source of drama in the workplace
- Give up easily on people or projects

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe the type of passion you bring to your work.
- Describe the manner in which you regulate your emotions.
- Describe how you usually express your emotions.
- How do you typically approach new projects?
- How do you respond to setbacks or disappointments in a project?

### 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. Poole's unique personality characteristics.

**Volatile** *Moody, often angered or annoyed, easily upset and hard to soothe*



**Easily Disappointed** *Initial passion for people and projects, who inevitably disappoint, and passion then turns to rejection*



**No Direction** *Lacking few well-defined beliefs or interests, but with regrets about past behavior*





## Scale: Skeptical

99

### Description

The Skeptical scale concerns being alert for signs of deceptive behavior in others and taking action when they are detected.

### Score Interpretation

Mr. Poole's score on the Skeptical scale suggests he tends to:

- Mistrust others' motives and intentions
- Seem suspicious and argumentative
- Expect to be mistreated
- Be shrewd and insightful about organizational politics
- Resist feedback

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you usually establish trust with others?
- How do you remain in tune with office politics?
- Describe your typical approach to giving a coworker feedback.
- How do you foster trust within your team?
- How do you respond to negative feedback?

### 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. Poole's unique personality characteristics.

**Cynical** *Prone to doubt others' intentions and assume they have bad ulterior motives*



**Mistrusting** *Generalized mistrust of people and institutions; being alert for signs of perceived mistreatment*



**Grudges** *Holding grudges and being unwilling to forgive real or perceived wrongs*





## Scale: Cautious

### Description

The Cautious scale concerns risk aversion, fear of failure, and avoiding criticism.

### Score Interpretation

Mr. Poole's score on the Cautious scale suggests he tends to:

- Seem careful to avoid being criticized for mistakes
- Be conservative and reluctant to innovate
- Seek others' approval before making decisions
- Avoid risky choices and decisions
- Make few dumb mistakes

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your decision-making process when all of the facts are not known.
- How do you respond to risky projects or decisions?
- How do you balance the positive and negative risks of a decision?
- How do you typically respond to failure?
- How do you determine the best time to make a decision?

### 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. Poole's unique personality characteristics.

**Avoidant** *Avoiding new people and situations to avoid imagined potential embarrassment*



**Fearful** *Afraid of being criticized for making mistakes and being reluctant to act independently or make decisions*



**Unassertive** *Unwilling to act assertively and therefore prone to being overlooked or ignored*





## Scale: Reserved

### Description

The Reserved scale concerns seeming tough, aloof, remote, and unconcerned with the feelings of others.

### Score Interpretation

Mr. Poole's score on the Reserved scale suggests he tends to:

- Be unconcerned about building relations with others
- Not communicate frequently or well
- Seem unconcerned about others' problems
- Seem unfazed by stress, pressure, and criticism
- Seem like a loner

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you typically respond when a colleague comes to you with a problem?
- When is it beneficial to keep others at a distance?
- How do you balance the feelings of others with business needs?
- How emotionally engaged do you feel a manager should be with their team?
- What are the benefits and shortcomings of having to work closely with others?

### 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. Poole's unique personality characteristics.

**Introverted** *Valuing one's private time and preferring to work alone*



**Unsocial** *Keeping others at a distance, limiting close relationships, and being generally detached*



**Tough** *Indifferent to the feelings and problems of others, focused on tasks rather than people*





## Scale: Leisurely

### Description

The Leisurely scale concerns appearing to be friendly and cooperative, but actually following one's own agenda and quietly but stubbornly resisting those of others.

### Score Interpretation

Mr. Poole's score on the Leisurely score suggests he tends to:

- Seem cooperative even when he strongly disagrees
- Pretend to agree while following his own agenda
- Resist feedback and coaching
- Procrastinate in completing work that does not interest him
- Resist strongly, but quietly, being required to change his agenda or priorities

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you feel when you are interrupted?
- How do you hide your feelings when annoyed?
- How transparent are you about your priorities and agenda?
- How accommodating are you to the requests of others?
- Describe your approach to attending to your own priorities.

### 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. Poole's unique personality characteristics.

**Passive Aggressive** *Overtly pleasant and compliant, but privately resentful and subversive regarding requests for improved performance*



**Unappreciated** *Believing that one's talents and contributions are ignored; perceiving inequities in assigned workloads*



**Irritated** *Privately but easily irritated by interruptions, requests, or work-related suggestions*





## Scale: Bold

### Description

The Bold scale concerns seeming fearless, confident, and self-assured, always expecting to succeed, unable to admit mistakes or learn from experience.

### Score Interpretation

Mr. Poole's score on the Bold scale suggests he tends to:

- Seem modest and unassuming
- Be appropriately self-assertive
- Seem unpretentious when taking initiative
- Be willing to admit his mistakes
- Be able to disagree in a productive manner

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you assert your position in meetings?
- How confident are you in your ability to deliver on challenging projects?
- Should everyone be treated equally, regardless of their contributions or performance?
- Describe your typical reaction to a colleague dominating a meeting or project.
- What is the appropriate level of assertiveness to display in the workplace?

### 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. Poole's unique personality characteristics.

**Entitled** *Feeling that one has special gifts and accomplishments and, consequently, deserves special treatment*



**Overconfidence** *Unusually confident in one's abilities; belief that one will succeed at anything one chooses to undertake*



**Fantasized Talent** *Believing that one has unusual talents and gifts and that one has been born for greatness*





## Scale: Mischievous

### Description

The Mischievous scale concerns seeming bright, attractive, adventurous, risk-seeking, and limit-testing.

### Score Interpretation

Mr. Poole's score on the Mischievous scale suggests he tends to:

- Seem reliable and trustworthy
- Think before talking or taking action
- Keep his commitments
- Not take unnecessary chances
- Understand when and how rules can be challenged

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- What is your view on rules and regulations?
- How do you persuade others to do something they otherwise might not do?
- How do you handle mistakes that you make?
- What role should charm play in business discussions?
- Describe your approach to making commitments to projects you are not sure you can deliver on.

### 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. Poole's unique personality characteristics.

**Risky** *Prone to taking risks and testing limits; deliberately bending or breaking inconvenient rules*



**Impulsive** *Tending to act impulsively without considering the long-term consequences of one's actions*



**Manipulative** *Machiavellian tendencies--using charm to manipulate others and no remorse about doing so*





## Scale: Colorful

### Description

The Colorful scale concerns seeming gregarious, fun, entertaining, and enjoying being in the spotlight.

### Score Interpretation

Mr. Poole's score on the Colorful scale suggests he tends to:

- Seem quiet and unassuming
- Be willing to be part of the audience and not the star on stage
- Avoid the limelight
- Need to take a higher profile in the organization
- Need to be more self-promoting

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you respond to attention from others?
- How active of a role do you play in meetings?
- How do you work to share credit for successes?
- How do you respond to others being dramatic at work?
- Do you prefer to focus on one project or several projects at one time?

### 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. Poole's unique personality characteristics.

**Public Confidence** *Expecting others to find one's public performances fascinating and not knowing when to be quiet*



**Distractible** *Easily distracted, minimal focus, needing constant stimulation, confusing activity with productivity*



**Self-Display** *Wanting to be the center of attention and using dramatic costumes and gestures to attract attention to oneself*





## Scale: Imaginative

### Description

The Imaginative scale concerns seeming innovative, creative, possibly eccentric, and sometimes self-absorbed behavior.

### Score Interpretation

Mr. Poole's score on the Imaginative scale suggests he tends to:

- Offer creative solutions to problems, even when not needed
- Have many ideas about how to do things better
- Communicate in a complicated and abstract manner
- Get lost in his own thoughts
- Seem unaware of how his ideas might impact others

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How frequently should organizations innovate?
- How do you gather buy-in for your ideas?
- How do you balance creativity with practicality?
- Describe your approach to process improvement.
- How unique should an individual strive to be?

### 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. Poole's unique personality characteristics.

**Eccentric** *Expressing unusual views that can be either creative or merely strange; tendency to be absorbed in these ideas*



**Special Sensitivity** *Believing that one has special abilities to see things others do not and understand things others cannot*



**Creative Thinking** *Believing that one is unusually creative, easily bored, and confident in one's imaginative problem-solving ability*





## Scale: Diligent

### Description

The Diligent scale concerns being hardworking, detail-oriented, and having high standards of performance for self and others.

### Score Interpretation

Mr. Poole's score on the Diligent scale suggests he tends to:

- Not pay close attention to details
- Have a somewhat relaxed attitude toward rules and procedures
- Miss deadlines
- Not plan his work very carefully in advance
- Seem somewhat disorganized

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you decide what work or projects should be delegated to others?
- Describe the performance standards you place on yourself and others.
- How do you balance the quality of a work product with the need for completion?
- When is it appropriate for yourself or others to put in extra hours to get a project done?
- What is the typical explanation for deadlines you miss?

### 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. Poole's unique personality characteristics.

**Standards** *Having exceptionally high standards of performance for oneself and others*



**Perfectionistic** *Perfectionistic about the quality of work products and obsessed with the details of their completion*



**Organized** *Meticulous and inflexible about schedules, timing, rules, and procedures*





## Scale: Dutiful

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### Description

The Dutiful scale concerns seeming to be a loyal and dependable subordinate and organizational citizen.

### Score Interpretation

Mr. Poole's score on the Dutiful scale suggests he tends to:

- Not worship authority
- Seem honest but incapable of blind loyalty
- Do things his way
- Be a maverick
- Appear willing to challenge the boss

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How much respect should upper management be afforded?
- How do you make sure to keep your boss happy?
- How often do you consult with your boss before making decisions?
- How do you balance the needs of management with that of your team or subordinates?
- Describe your approach to expressing disagreement with your boss.

### 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. Poole's unique personality characteristics.

**Indecisive** *Overly reliant on others for advice and reluctant to make decisions or act independently*



**Ingratiating** *Excessively eager to please one's superiors, telling them what they want to hear, and never contradicting them*



**Conforming** *Taking pride in supporting one's superiors and following their orders regardless of one's personal opinion*





# Insight

## Motives, Values, Preferences Inventory (MVPI)

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**Report for:** Sam Poole

**ID:** HE764696

**Date:** 8.08.2018



## 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

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





## Executive Summary

Mr./Ms. Poole's scores on the MVPI suggest that he/she:

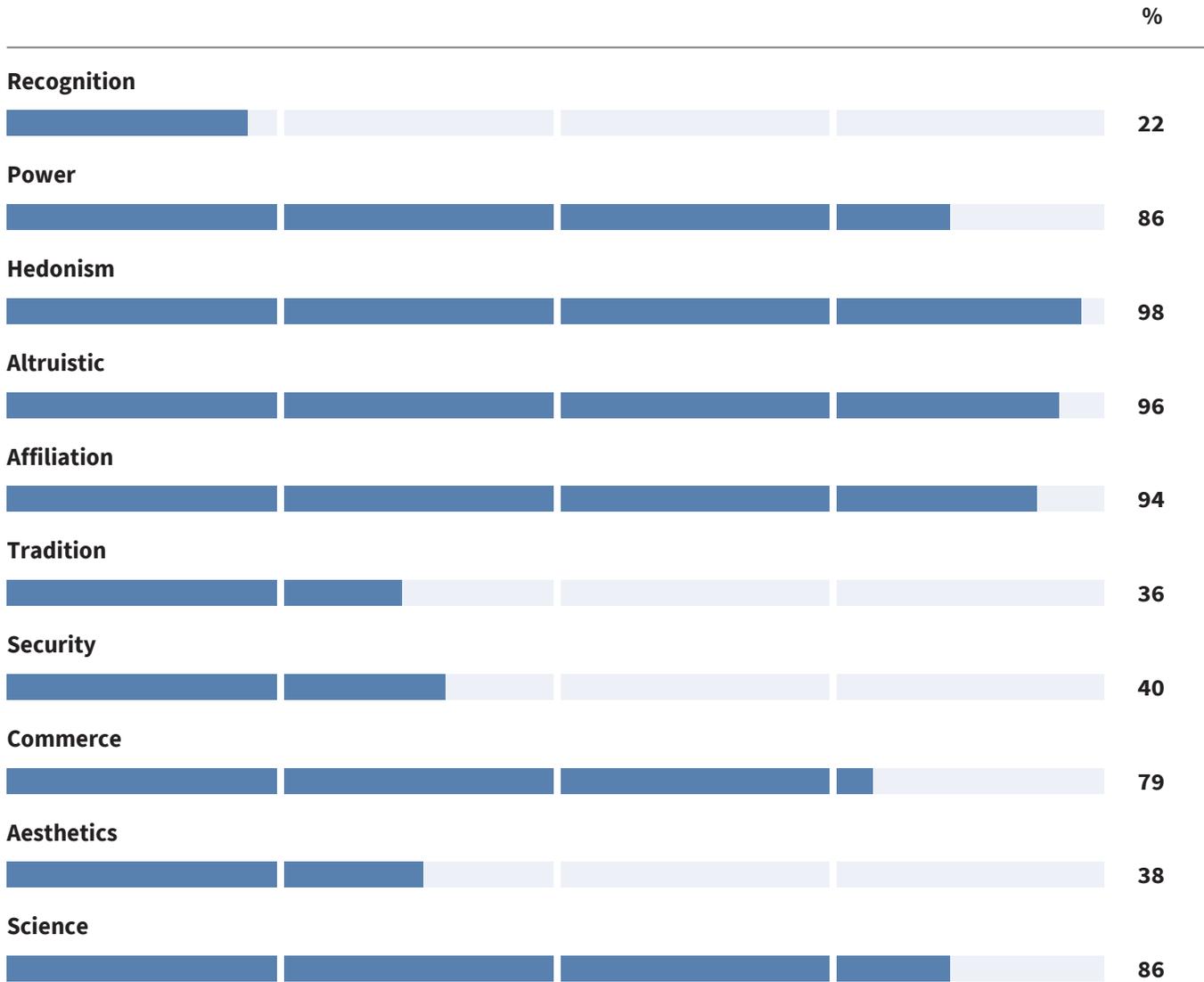
- Does not need much feedback and is indifferent to being the center of attention.
- Wants to be productive, make a difference, and advance his/her career. He/She will be happiest in jobs where he/she has an opportunity to compete, succeed, and achieve.
- Is strongly motivated by fun, companionship, and good times. He/She will be happiest in environments that are casual, relaxed, and informal.
- Is concerned about helping the weak and less fortunate. He/She will be most comfortable working in service-oriented environments that pay attention to staff morale.
- Enjoys all forms of social interaction, including working as part of a team. He/She will be happiest in roles that require collaboration and teamwork.
- Values progress, change, and experimentation. He/She dislikes formal hierarchies and will fit well in flexible, informal organizations.
- Is comfortable with risk and uncertainty. He/She needs only a modest amount of structure and predictability and prefers ambiguity and flux to certainty and stability.
- Seems strongly interested in finance, economics, and issues concerning his/her compensation. He/She seems to evaluate himself/herself in terms of material possessions.
- Does not have strong needs for creative self-expression. He/She seems more interested in functionality than fashion and design.
- Values rationality, logic, and data-based decisions. He/She is interested in finding the right answers to problems, even when they are unpopular.



# Percentile Scores

The scores indicate the proportion of the population who will score at or below Mr./Ms. Poole. For example, a score of 75 on a given scale indicates that Mr./Ms. Poole'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 76 and above are considered **high**



*Norm:Global*





# Scale: Recognition

## Description

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

## Score Interpretation

Mr./Ms. Poole's score on the Recognition scale suggests he/she:

- Prefers not to be the center of attention
- Is not concerned about his/her work being publicly acknowledged
- Does not need much feedback or attention
- May not understand that some people thrive on feedback and social approval

## 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./Ms. Poole's unique personality characteristics.

**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

### Description

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

### Score Interpretation

Mr./Ms. Poole's score on the Power scale suggests he/she:

- Has a strong need to make an impact, create a legacy, and advance in the organization
- Places a significant value on productivity and results
- May fit well in competitive organizations and roles
- May incorrectly assume that others are comparably driven and results-oriented

### 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.

- 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?

### 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./Ms. Poole's unique personality characteristics.

**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: Hedonism

## Description

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

## Score Interpretation

Mr./Ms. Poole's score on the Hedonism scale suggests he/she:

- Likes to have fun and enjoy himself/herself, even at work
- Will be most comfortable working in casual, relaxed, and informal work environments
- Should actively pursue opportunities to have fun on the job
- May not understand people who do not know how to relax and have fun at 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.

- 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?

## 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./Ms. Poole's unique personality characteristics.

**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: Altruistic

## Description

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

## Score Interpretation

Mr./Ms. Poole's score on the Altruistic scale suggests he/she:

- Values helping people who are struggling
- Believes people should be treated with respect
- May be most comfortable working in an organizational culture that emphasizes staff morale and customer service
- May have difficulty understanding people who are not interested in helping others

## 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?

## 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./Ms. Poole's unique personality characteristics.

**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: Affiliation



## Description

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

## Score Interpretation

Mr./Ms. Poole's score on the Affiliation scale suggests he/she:

- Enjoys working and interacting with others
- Likes team projects and prefers not to work by himself/herself
- May prefer work environments that encourage meetings, communication, feedback, and cooperation
- May have difficulty understanding people who prefer to work independently

## 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?

## 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./Ms. Poole's unique personality characteristics.

**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: Tradition

## Description

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

## Score Interpretation

Mr./Ms. Poole's score on the Tradition scale suggests he/she:

- Enjoys diversity in people and cultures
- Believes it is important to tolerate alternative viewpoints
- May be uncomfortable with strict, formal hierarchies
- Values innovation and social progress

## 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?

## 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./Ms. Poole's unique personality characteristics.

**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: Security

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### Description

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

### Score Interpretation

Mr./Ms. Poole's score on the Security scale suggests he/she:

- Is comfortable with risk
- Does not need a lot of predictability in life
- May prefer working in organizations that are not afraid of risk
- May be impatient with people who always play it safe

### 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?

### 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./Ms. Poole's unique personality characteristics.

**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: Commerce

## Description

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

## Score Interpretation

Mr./Ms. Poole's score on the Commerce scale suggests he/she:

- Is highly motivated by money and financial gain
- Is concerned about the financial implications of all business decisions
- May fit well in roles and organizations that evaluate performance in terms of revenue and profitability
- May have difficulty understanding people who are careless with their money

## 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 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?

## 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./Ms. Poole's unique personality characteristics.

**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: Aesthetics

## Description

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

## Score Interpretation

Mr./Ms. Poole's score on the Aesthetics scale suggests he/she:

- 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 if 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?

## 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./Ms. Poole's unique personality characteristics.

**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: Science

## Description

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

## Score Interpretation

Mr./Ms. Poole's score on the Science scale suggests he/she:

- Is passionate about research and scientific pursuits
- Enjoys challenging the opinions of higher authority
- Prefers to rely on data to make decisions
- May have difficulty understanding people who rely on instincts and experience 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 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?

## 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./Ms. Poole's unique personality characteristics.

**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*

