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HOGAN *DEVELOP*

M A N A G E

TECHNIQUES FOR MANAGING AN EMPLOYEE

Report for: Kelly Warren

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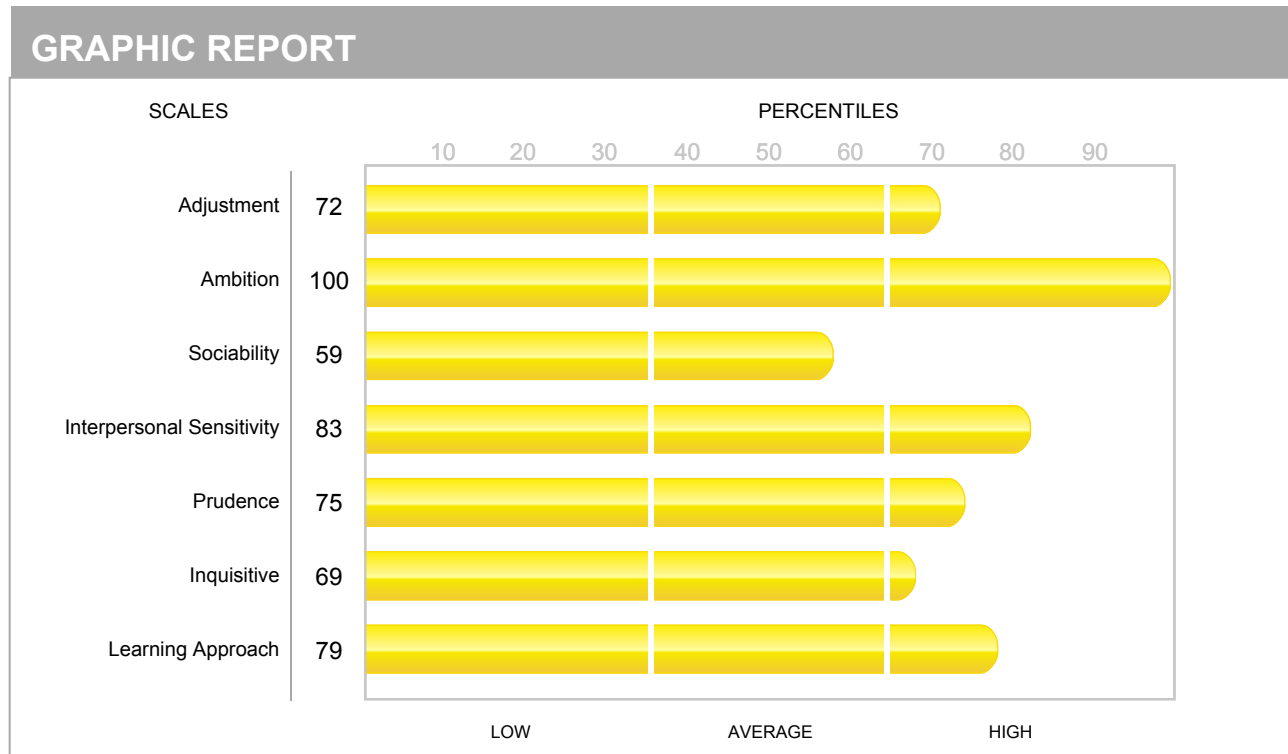


INTRODUCTION

Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others. The Hogan Personality Inventory (HPI) evaluates people on seven well-known dimensions or characteristics that influence occupational success. This report is based on the candidate's scores on these dimensions; it describes how he/she is likely to act in various circumstances, it notes the candidate's strengths and shortcomings, and it makes some suggestions about how to manage his/her career. The next page contains the HPI graph on which the report is based, and definitions for the seven dimensions.

The Test is Valid and Interpretable.

The HPI evaluates people on seven well-known dimensions or characteristics that influence occupational success.



High scorers are above the 65th percentile. Average Scores are between the 35th and 65th percentile. Low scores are below the 35th percentile.

ADJUSTMENT	Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
AMBITION	Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive and hard working. Low scorers seem unassertive and less interested in advancement.
SOCIABILITY	Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.
INTERPERSONAL SENSITIVITY	Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
PRUDENCE	Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.
INQUISITIVE	Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.
LEARNING APPROACH	Reflects the degree to which a person values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.



STRENGTHS ON WHICH A MANAGER CAN BUILD

ADJUSTMENT

Mr./Ms. Warren tends to be confident and poised, has a positive attitude, and is generally in a good mood. He/She also seems:

- steady under pressure
- tolerant of others' mistakes
- resilient, calm, and upbeat
- able to handle heavy workloads
- to express emotions appropriately

AMBITION

Mr./Ms. Warren is active, hard-working, competitive, and eager to get ahead. He/She tends to:

- seek leadership positions
- take initiative to get the job done
- persist in solving problems
- set goals for advancement
- be energetic and persistent

SOCIABILITY

Mr./Ms. Warren seems friendly and approachable, but not overly gregarious. He/She is:

- willing to listen and let others talk
- doesn't feel compelled to express his/her point of view
- comfortable working alone or with others
- appropriately outspoken

INTERPERSONAL SENSITIVITY

Mr./Ms. Warren seems warm, friendly, and responsive to the needs and feelings of others. He/She:

- builds and maintains relationships
- values helping others
- is concerned about staff morale
- is liked and trusted by others
- is considerate and pleasant

PRUDENCE

Mr./Ms. Warren respects rules, procedures, and details. He/She should:

- be hardworking, diligent, and meticulous
- be reliable, dependable, and easy to supervise
- be a good corporate citizen
- provide high quality work products
- avoid unnecessary risks

INQUISITIVE

Mr./Ms. Warren is open-minded, curious, and imaginative. He/She will:

- think well on his/her feet
- understand the big picture
- be receptive to new ideas
- be a resource for problem solving
- be comfortable with innovation and change



LEARNING APPROACH

Mr./Ms. Warren is bright, well-informed, stays up-to-date on current issues and technology, and:

- seeks training opportunities
- is self-disciplined, achievement oriented, and productive
- enjoys challenges
- sets and achieves goals
- is a resource for problem solving advice



SHORTCOMINGS THAT MAY CHALLENGE A MANAGER

ADJUSTMENT

Mr./Ms. Warren is unusually self-confident and may:

- ignore or not admit mistakes
- not believe negative feedback
- be seen as arrogant
- overestimate his/her contribution

AMBITION

Mr./Ms. Warren is intense, driven and may tend to compete with coworkers. Additionally, he/she may:

- intimidate colleagues
- be overly demanding and/or pushy
- compete with team members
- be too involved in office politics

SOCIABILITY

Mr./Ms. Warren will be comfortable working alone or with others; he/she may also:

- not know when to speak up and when to be quiet
- not make a strong first impression
- not communicate well

INTERPERSONAL SENSITIVITY

Mr./Ms. Warren is unusually pleasant, good natured, eager to please. As a result he/she may:

- avoid confrontations
- promise more than is possible to achieve
- become upset by rejection
- avoid giving unpleasant feedback

PRUDENCE

Mr./Ms. Warren is unusually conscientious and may:

- be unwilling to delegate even minor tasks
- enforce rules at the expense of staff morale
- be rigid and inflexible
- micro-manage others

INQUISITIVE

Mr./Ms. Warren is unusually curious and imaginative and may:

- become easily bored
- be seen as unpredictable and flighty
- ignore or downplay operational or process matters
- prefer to work on unique rather than practical problems

LEARNING APPROACH

Mr./Ms. Warren is so bright and well-informed that others may see him/her as a "know-it-all" who:

- takes action before insuring others are on board
- neglects others' input
- tries to fix things that are not broken
- relies excessively on technical solutions



Tips for managing Mr./Ms. Warren

He/She has a strong achievement drive, is keenly interested in opportunities for advancement, and is likely to move on if these opportunities are not forthcoming. He/She needs to be reminded not to intimidate inexperienced or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated than he/she seems to be.

Mr./Ms. Warren is bright and well-informed, interested in opportunities to learn, and may be unhappy when they are not available. In addition, he/she will respond positively to performance goals because he/she is so achievement driven.

This person is very conscientious, and needs to be reminded not to try to do everything himself/herself and not to try to do every job equally well. He/She should learn how to delegate and prioritize his/her work, and be sure to be flexible when asked for favors.

This person is unusually eager to please, and he/she will tend to avoid confrontations and disagreement; consequently, he/she needs to be reminded to be careful not to promise more than he/she can deliver, to be consistent in enforcing rules, and to confront problems promptly.

Mr./Ms. Warren is unusually self-confident, and needs to be reminded periodically to listen to negative feedback, to pay attention to his/her inevitable mistakes in order to learn from them, and to understand that others may be stressed when he/she is not.

This person is curious and imaginative, and may be easily bored with routine tasks; he/she will thrive in problem solving situations and should be reminded to stay with tasks until they are finished.

Mr./Ms. Warren should be encouraged to talk with his/her coworkers, and ask their advice regarding problems at work. He/She should be sure to make his opinions known at business meetings.