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HOGAN *DEVELOP*

# MANAGEMENT

DEVELOPMENTAL SOLUTIONS FOR MANAGERIAL LEADERSHIP

Report for: Candidate Sample

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## INTRODUCTION

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

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

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

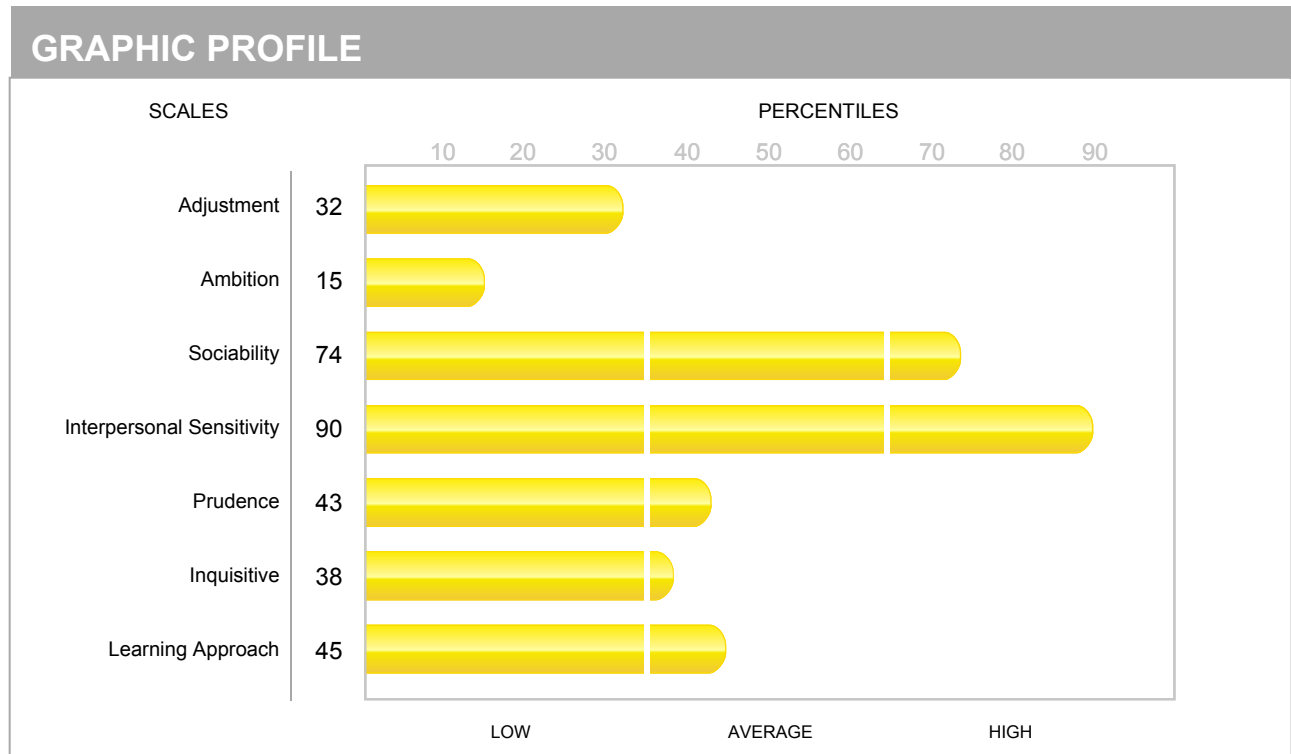
The next page presents your profile on the HPI. The following seven pages define each HPI dimension, spell out the implications of high and low scores for managers, and then present some suggestions regarding how to improve performance on each dimension. The comments in this report are based on empirical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

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

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

### **Validity Scale**

This Report is Valid and Interpretable





## ADJUSTMENT

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

Your score on the Adjustment scale is in the 32nd percentile; this is a below-average score for managers.

### **Managers with high Adjustment scores tend to:**

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

### **Managers with low Adjustment scores tend to:**

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

### **Developmental suggestions and activities for improvement:**

- Balance your business and personal responsibilities
- Learn about stress management techniques
- Count to ten when annoyed
- Understand how others perceive you by asking for feedback
- Be consistent in the messages that you send
- Check to ensure that the performance standards you set for yourself are appropriate to the project or task
- Avoid being "too hard" on yourself



## AMBITION

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

Your score on the Ambition scale is in the 15th percentile; this is a below-average score for managers.

### **Managers with high Ambition scores tend to:**

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

### **Managers with low Ambition scores tend to:**

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

### **Developmental suggestions and activities for improvement:**

- Talk about the need for people to work together, and involve the staff in those discussions
- Make your vision known
- Make leadership statements - "I have a dream"
- Talk about the important tasks of the organization or group
- Give employees frequent feedback, both positive and negative
- Support your subordinates in both words and actions



## 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 74th percentile; this is an above-average score for managers.

### **Managers with high Sociability scores tend to:**

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

### **Managers with low Sociability scores tend to:**

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

### **Developmental suggestions and activities for improvement:**

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



## INTERPERSONAL SENSITIVITY

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

Your score on the Interpersonal Sensitivity scale is in the 90th percentile; this is an above-average score for managers.

### **Managers with high Interpersonal Sensitivity scores tend to:**

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

### **Managers with low Interpersonal Sensitivity scores tend to:**

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

### **Developmental suggestions and activities for improvement:**

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



## PRUDENCE

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

Your score on the Prudence scale is in the 43rd percentile; this is an average score for managers.

### **Managers with high Prudence scores tend to:**

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

### **Managers with low Prudence scores tend to:**

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

### **Developmental suggestions and activities for improvement:**

- Be on time for work and appointments
- Tell employees how they will be evaluated and make your expectations clear
- Be careful about what you say - others are watching for contradictions
- Make sure you have all the relevant information before you make a decision
- Be sure to maintain confidences
- Assign someone to help you follow up on details





## INQUISITIVE

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

Your score on the Inquisitive scale is in the 38th percentile; this is an average score for managers.

### **Managers with high Inquisitive scores tend to:**

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

### **Managers with low Inquisitive scores tend to:**

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

### **Developmental suggestions and activities for improvement:**

- Increase your knowledge of how technology can help business - read more and attend seminars
- Delegate so that your staff can get more experience
- Study business strategy
- Be flexible about workplace rules
- Allow subordinates to make decisions but hold them accountable for the quality of their decisions



## LEARNING APPROACH

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

Your score on the Learning Approach scale is in the 45th percentile; this is an average score for managers.

### **Managers with high Learning Approach scores tend to:**

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

### **Managers with low Learning Approach scores tend to:**

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

### **Developmental suggestions and activities for improvement:**

- Encourage your staff to develop new skills and provide them with the resources to make it happen
- Develop expertise in more than one specialty so that you can be a resource for the organization
- Develop a plan for self-improvement and check your progress periodically
- Reward people for good work in the ways that they prefer
- Be alert for training opportunities for your staff and yourself