



The Hogan Development Survey

Interpretive Report

Average Score

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Introduction

The Hogan Development Survey (HDS) measures eleven patterns of interpersonal behavior that tend to appear when a person is stressed, tired, or distracted. Although these tendencies may limit peoples' careers, they are often unaware of them. The HDS highlights these tendencies so that they can be managed.

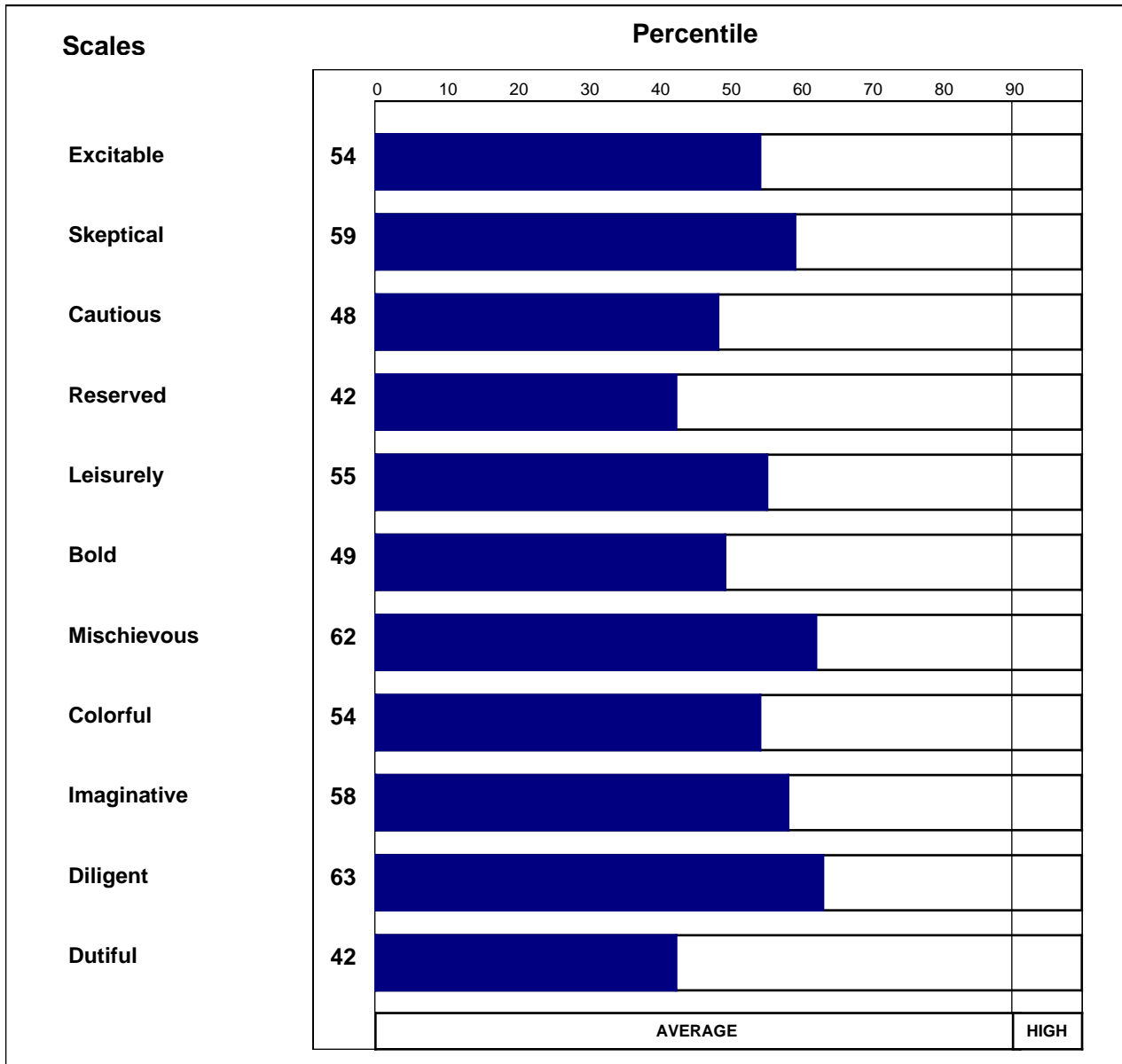
The HDS dimensions are defined below, the next page contains your profile on these dimensions.

Excitable	Concerns seeming moody, easily irritated, and hard to please, and dealing with stress by quitting or ending relationships.
Skeptical	Concerns mistrusting others' intentions, being alert for signs of mistreatment, and then challenging or blaming others when it seems to occur.
Cautious	Concerns being overly concerned about making mistakes or being embarrassed, and becoming defensive and conservative when stressed.
Reserved	Concerns seeming independent, uncaring, aloof, uncomfortable with strangers, and dealing with stress by withdrawing and being uncommunicative.
Leisurely	Concerns wanting to work according to one's own pace and standards, and feeling put upon when asked to work faster or differently.
Bold	Concerns the tendency to over evaluate one's talents, not admit mistakes or take advice, and blustering and bluffing when under pressure.
Mischievous	Concerns taking risks, testing limits, making hasty decisions, not learning from experience, and demanding to move on when confronted with mistakes.
Colorful	Concerns expecting to be seen as talented and interesting, ignoring other's requests, and becoming very busy when under pressure.
Imaginative	Concerns being eccentric-acting and thinking in creative and sometimes unusual ways-and becoming unpredictable when stressed.
Diligent	Concerns having high standards of performance for self and others, being meticulous, precise, picky, critical, and stubborn when under pressure.
Dutiful	Concerns being cordial, agreeable, and eager to please, reluctant to take independent action, and conforming when under pressure.

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Graphic Profile



Norms: General Norms

The graph above shows Ms. Score's scores on each scale. Scores shown are in percentiles. The percentile scores indicate the percentage of people from a comparison (or 'norm') group who score at or below Ms. Score's obtained score.

Excitable

Scale Description

This scale is concerned with the tendency to develop strong enthusiasms for people, projects, or organizations, and then become disappointed with them. People with high scores tend to let little things bother them, become annoyed easily, and change jobs more frequently than others. Coworkers tend to find people with high scores on this scale hard to work with because they seem moody, irritable, and hard to please.

Score = 54th percentile

Ms. Score received an elevated score on the Excitable scale, suggesting that others may perceive herself as:

- somewhat unpredictable
- somewhat critical
- sometimes overreacting to difficult situations

Skeptical

Scale Description

This scale is concerned with the tendency to mistrust others' motives and doubt their intentions, to be alert for signs that one is being deceived or mistreated, and to take action to defend oneself when wrongly treated. Although these people are shrewd and difficult to fool, others may find them hard to work with because they take criticism personally, they readily feel misused, they tend to be suspicious, and they are prone to retaliate when they feel they have been wronged.

Score = 59th percentile

Ms. Score received an elevated score on the Skeptical scale. Such people tend to:

- be uncooperative when they don't understand why they should do something
- display a healthy degree of skepticism about the motives of others
- be suspicious of authority

Cautious

Scale Description

This scale evaluates the tendency to be conservative, careful, concerned about making mistakes, and reluctant to take initiative for fear of being criticized or embarrassed. Although these people are usually good corporate citizens, others find them hard to work with because of their need to stay within the lines and their unwillingness to innovate or try new procedures.

Score = 48th percentile

Ms. Score received an average score on the Cautious scale. This suggests that she will tend to be:

- decisive, adventurous, and unafraid to make mistakes
- willing to take on challenging tasks
- open to innovation
- willing to express her views on tricky issues

Reserved

Scale Description

This scale concerns the tendency to keep to oneself, to dislike working in teams or meeting new people, and to be indifferent to the moods and feelings of others. Although persons with high scores work well alone, others may find them hard to work with because they tend to be withdrawn and uncommunicative, and they tend to not be very insightful or perceptive about social cues or office politics.

Score = 42nd percentile

Ms. Score received an average score on the Reserved scale. Such people tend to:

- be perceptive, approachable, and meet the public well
- be described as kind, considerate, and socially insightful
- enjoy working in teams and meeting new people

Leisurely

Scale Description

This scale is concerned with the tendency to want to work according to one's own timetable and standards of performance. Higher scorers tend to resist being hurried or instructed by others and to become resentful and irritated when asked to increase the speed or quality of one's performance, but to mask the resentment well. Although people with high scores on this scale can be outwardly pleasant and sociable, others may find them hard to work with because of their procrastination, tardiness, stubbornness, and reluctance to be part of a team.

Score = 55th percentile

Ms. Score's score on the Leisurely scale was elevated, suggesting that:

- others may see herself as pleasant but sometimes hard to coach
- she may not be as cooperative as she seems
- she may tend to procrastinate

Bold

Scale Description

This scale is concerned with the tendency to overestimate one's talents and accomplishments, ignore one's shortcomings, blame one's mistakes on others, have clear but unrealistic career goals, and to have a strong sense of entitlement. Although such people are often charismatic and typically make a strong first impression, others may find them hard to work with because they also tend to be demanding, opinionated, self-absorbed, and unwilling to learn from their mistakes.

Score = 49th percentile

Ms. Score received an average score on the Bold scale. Such people tend to be:

- modest, unpretentious, restrained, easy going, and willing to help others
- good listeners
- responsive to feedback
- good team players

Mischievous

Scale Description

This scale is concerned with the tendency to appear charming, friendly, fun loving, and insightful, but also to be impulsive, excitement-seeking, and non-conforming. High scorers usually make a favorable first impression, but others may find them hard to work with because they tend to test the limits, ignore commitments, and take risks that may be ill-advised. Although they may seem decisive, they can make bad decisions because they are often motivated by pleasure and don't fully evaluate the consequences of their choices.

Score = 62nd percentile

Ms. Score's score on the Mischievous scale is elevated. Such persons tend to be:

- willing to make quick decisions
- bright, pleasure seeking, and adventurous
- at times impulsive and risk taking

Colorful

Scale Description

This scale concerns the desire to be the center of attention and to be recognized and noticed by others. As a result, these people learn how to make dramatic entrances and otherwise call attention to themselves and they enjoy entertaining others. Although they are colorful and engaging and typically make a good first impression, others may find them hard to work with because they are impulsive, distractible, and disorganized. They often perform well in sales positions.

Score = 54th percentile

Ms. Score's score on the Colorful scale is elevated. This suggests that others may see herself as:

- entertaining, lively, and interesting
- unfocused and distractible
- active but not always productive

Imaginative

Scale Description

This scale is concerned with the tendency to think and act in ways that are unusual, different, striking, and perhaps at times odd. People with high scores tend to be colorful, entertaining, creative, and often quite visible. However, others may find them hard to work with because they can be unconventional, eccentric, and unaware of how their actions affect others.

Score = 58th percentile

Ms. Score's score on the Imaginative scale is elevated. Persons with scores in this range tend to be described as:

- original, curious, interesting, and unconventional
- a resource for solving problems in a team or organization
- having a knack for seeing things differently

Diligent

Scale Description

This scale is concerned with the tendency to be unusually conscientious, orderly, and attentive to detail. People with high scores on this scale tend to be organized, planful, and hardworking. Nonetheless, others may find them hard to work with because they also tend to be picky, critical, and stubborn. They may also create stress for themselves by trying to do too much, by not delegating, and by trying to do everything equally well.

Score = 63rd percentile

Ms. Score received an elevated score on the Diligent scale, suggesting that others will describe herself as:

- attentive to and good with details
- orderly, rational, well-organized, and careful
- polite and mannerly

Dutiful

Scale Description

This scale is concerned with the tendency to be eager to please others, to gain their approval, and to defer to their judgement in order to maintain a cordial relationship with them. Such people seem pleasant, agreeable, and compliant, and they usually make a positive first impression. Others may find them hard to work with because they are reluctant to make decisions on their own, they are excessively careful to please their superiors, and they may not stick up for their subordinates.

Score = 42nd percentile

Ms. Score received an average score on the Dutiful scale. This suggests that she seems:

- independent, not bothered by negative feedback, and willing to challenge the decisions of her supervisors
- self-reliant and tough-minded
- willing to go against the grain and go to bat for her people