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B A S I S

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: James Doe

ID: HF426121

DATE: 12 June, 2018

Job Title: Hogan - Leader





INTRODUCTION

This is the Pre-Employment Assessment Report for James Doe. It is divided into different sections, and they are described below.

SECTION I - GRAPHIC REPORT

Hogan Personality Inventory (HPI) Graphic Report

This section provides a graphic report of the candidate's results on the Hogan Personality Inventory (HPI). The HPI evaluates people on seven well-known characteristics that influence occupational success.

Hogan Development Survey (HDS) Graphic Report

This section provides a graphic report for the candidate's results on the Hogan Development Survey (HDS). The HDS identifies 11 potentially derailing characteristics that can cause an otherwise effective individual to struggle in their career.

Motives, Values, Preferences Inventory (MVPI) Graphic Report

This section provides a graphic report of the candidate's results on the Motives, Values, and Preferences Inventory (MVPI). The MVPI evaluates individual fit within a corporate culture; it indicates the kind of jobs, work, and environments people will find most satisfying.

SECTION II - SUMMARY OF ASSESSMENT RESULTS

Employment Fit

This section reviews the candidate's results, focusing on general characteristics relevant to that person's success in most work environments. The review covers the candidate's reaction to stressful situations, how the candidate will manage the assignments associated with a job, and how the candidate will approach learning in a new job.

Job Fit

This section reviews the candidate's assessment results in terms of fit with a particular job. Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

Job Risks

This section provides an overview of results from the Hogan Development Survey (HDS) which indicate risk factors that can impede performance effectiveness if not managed.

Organisation Fit

This section reviews the candidate's results in terms of fit within a particular organisation. The culture of every organisation is different, and just because a candidate fits with a specific job, does not mean that he/she will fit within the organisation.

Candidate Interview Style

This section summarises the candidate's interview style. Interview style can impact the evaluation of a candidate's fit for the position. This section indicates what to expect from a candidate in order to minimise the impact of interviewing skills.



SECTION III - STRUCTURED INTERVIEW GUIDE

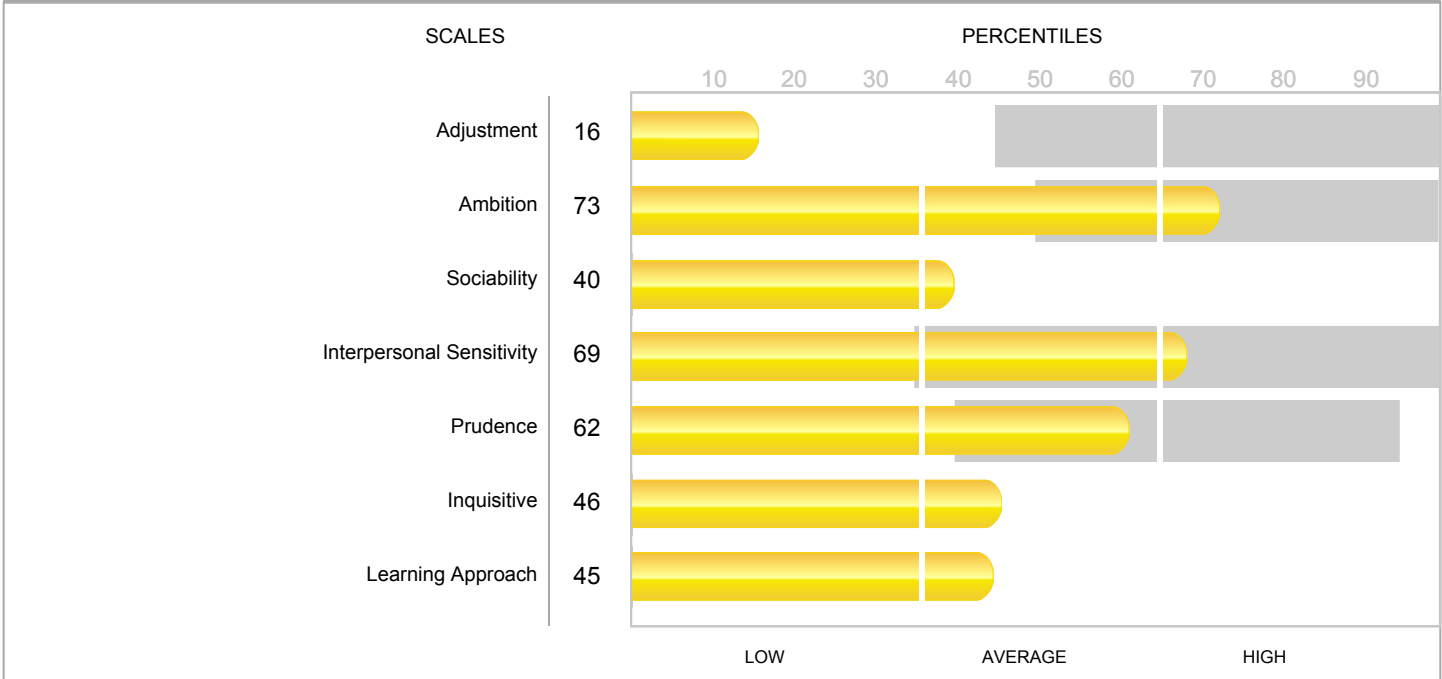
This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide also provides a systematic method for making a hiring decision using a combination of the assessment and the interview results.

SECTION IV OVERALL EVALUATION OF CANDIDATE

This section provides a way in which to combine the candidate's assessment and interview results into an overall evaluation. From this, you will be able to make a more informed hiring decision.



GRAPHIC REPORT - HOGAN PERSONALITY INVENTORY



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 colourful. 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 organised, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.

Inquisitive

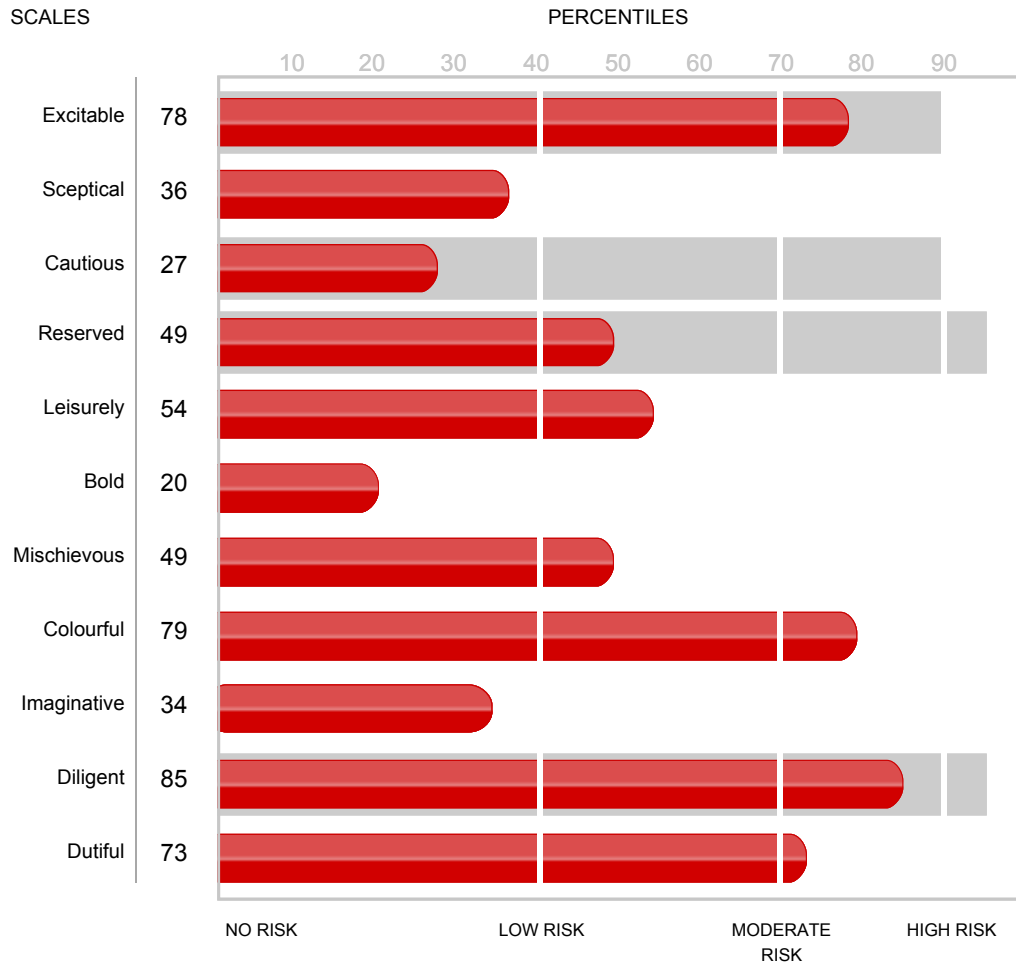
Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.

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.



GRAPHIC REPORT - HOGAN DEVELOPMENT SURVEY

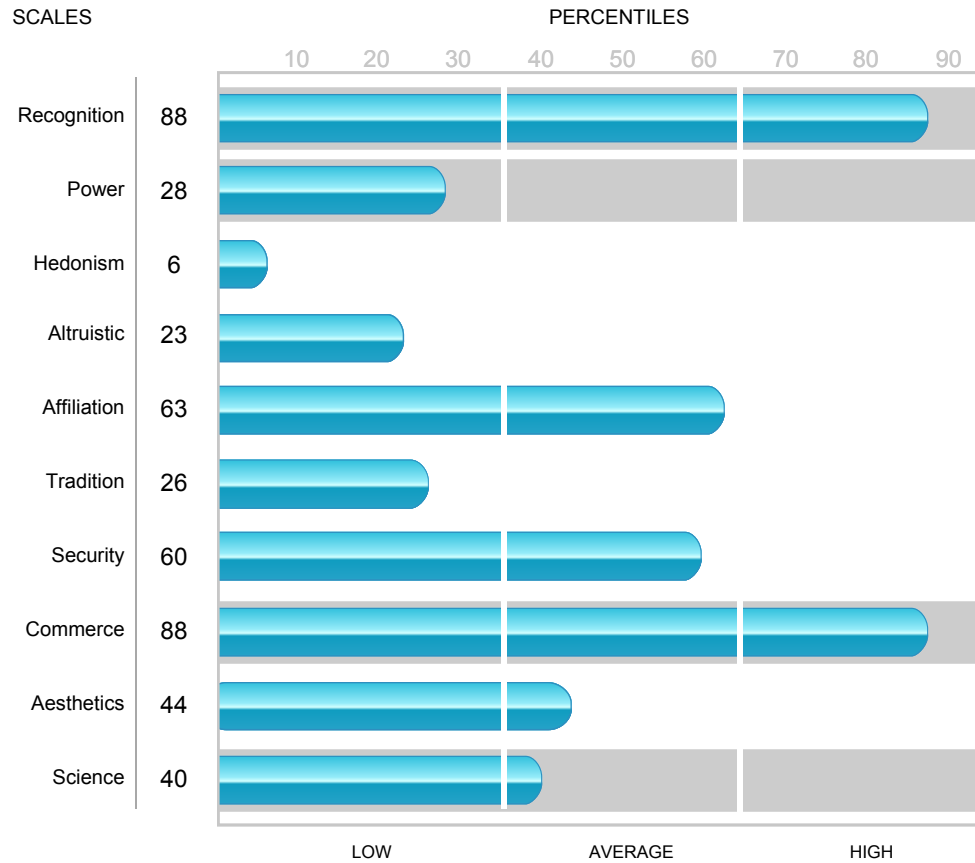




Excitable	Behaviour ranging from emotional calmness to emotional explosiveness.
Sceptical	Behaviour ranging from trusting others to believing others usually attempt to deceive.
Cautious	Behaviour ranging from flexibility to a cautious reluctance to try new things.
Reserved	Behaviour ranging from caring about others to a lack of concern about other people.
Leisurely	Behaviour ranging from cooperative and coachable to stubborn, irritable, and hard to coach.
Bold	Behaviour ranging from modesty to assertive self-promotion and inflated views of one's value.
Mischievous	Behaviour ranging from unassertive and responsible to impulsive and willing to test the limits.
Colourful	Behaviour ranging from quiet self-restraint to dramatic and entertaining self-expression.
Imaginative	Behaviour ranging from levelheaded and sensible to imaginative, unusual, and unpredictable.
Diligent	Behaviour ranging from relaxed and tolerant to detail-oriented, picky, and overly-conscientious.
Dutiful	Behaviour ranging from independent to overly conforming and eager to please others.



GRAPHIC REPORT - MOTIVES, VALUES, PREFERENCES INVENTORY





Recognition	Concerns a desire to be recognised, and a lifestyle guided by a search for opportunities to be noticed.
Power	Concerns the desire to make a difference, and a lifestyle characterised by competition and achievement striving.
Hedonism	Concerns the pursuit of fun, variety, and pleasure, and a lifestyle organised around eating, drinking, travelling, and entertaining.
Altruistic	Concerns a need to help others, and a lifestyle organised around coaching, teaching, and improving the lives of the less fortunate.
Affiliation	Concerns a desire for social contact, and a lifestyle organised around socialising and reaching out to others.
Tradition	Concerns a commitment to family, work, respect for authority, and a lifestyle organised around tradition and old-fashioned values.
Security	Concerns a need for predictability, structure, order, and a lifestyle organised around avoiding risks and minimising errors and mistakes.
Commerce	Concerns an interest in financial issues, and a lifestyle organised around salary increases and financial planning.
Aesthetics	Concerns quality, and a lifestyle organised around art, music, and fashion.
Science	Concerns being interested in science, enjoying technology, and preferring to make data-based as opposed to intuitive decisions.



Section II Summary of Assessment Results

Employment Fit Overall Suitability for Work

James Doe may sometimes be self-critical, moody, and irritable when frustrated. He usually is conscientious, careful about rules and procedures, and will gather the information needed to make informed decisions. James Doe may be interested in training and staying up to date. However, he may prefer to learn on the job rather than in a formal training situation.

Job Fit Suitability for the Position

Mr. Doe is intense and will work in bursts of energy. He may tend to be self-critical and somewhat defensive, but at the same time eager for feedback on his performance. He will be alert for problems but may sometimes overreact to frustrations. He will seem energetic, confident, competitive, and driven. He will set high expectations for himself and others, and will take the initiative even when it is not necessary. His desire for leadership positions may outrun his ability to attract the loyal support that he will need. James Doe will seem diplomatic, charming, warm, and friendly. He will develop and maintain effective relationships with colleagues and clients. However, his desire to avoid conflict may interfere with good business and personnel decisions. He seems to follow rules and avoid risks, but can also adapt to changing conditions and adjust to ambiguity. He will be moderately detail-oriented, organised, and will seem able efficiently to prioritise his work.

Candidate Strengths

- Possesses a strong sense of urgency which will drive his performance
- Should be willing to listen to feedback in an effort to improve job performance
- Will be seen as an energetic, self-confident, and action-oriented leader
- Enjoys making decisions and meeting difficult challenges
- Will read social and political cues quickly and easily
- Will work hard in an effort to please everyone
- Seems able to be flexible while working within organisationally-accepted guidelines
- Seems conscientious but adaptable; should complete most tasks promptly but thoroughly

Candidate Areas of Concern

- May be moody or stress prone; may not make good decisions when under stress
- May become discouraged and lack persistence when business activities encounter problems
- May tend to compete with colleagues, team members, and subordinates
- May become dissatisfied if opportunities for advancement don't come quickly enough
- May seem conflict-averse and have difficulty confronting staff when performance issues arise
- May have difficulty giving subordinates negative feedback
- May have trouble knowing when to stop gathering information and make a decision
- May be reluctant to act without clear guidelines

Job Risks - Tendencies that Could Undermine Performance Success

James Doe has the following potential risks that need to be managed:

- He may tend to take action without considering all of the potential risks associated with his decisions.
- Although he maintains high standards of performance for himself and others, he also has a tendency to micromanage subordinates and to be demanding.
- Mr. Doe may be emotional when frustrated or irritated. Over time, others will see a pattern of initial enthusiasm for people and initiatives and then disappointment.
- He tends to consider the needs of others and can balance others' feelings with business needs accordingly.



Organisation Fit - Suitability for the Culture

He is a relaxed or low profile person who will not fit well in an action and results-oriented culture, unless he can follow rather than lead. James Doe will prefer jobs and work environments where there are opportunities to stand out, where individual accomplishment will be recognised, and where he can take part in high visibility projects, large business opportunities, and chances to be successful. James Doe is likely motivated to find ways to make money, both for himself and the organisation. He probably is focused on bottom-line results, return on investment, and budgetary goals. Mr. Doe likes to balance analysis with action. He can make quick and intuitive decisions when necessary, but will prefer to make decisions based on data and logic if there is enough time available.

Candidate Interview Style

The following suggests how James Doe is likely to behave during the interview.

Interview Style	Low	Moderate	High
Emotional Demeanour Candidates with low scores may appear tense and nervous; those with high scores may appear calm and relaxed.	X		
Rapport Candidates with low scores may seem quiet and even shy; those with high scores may seem talkative and approachable.		X	
Relationship Building Candidates with low scores may appear challenging and independent; those with high scores may seem agreeable and ingratiating.			X



Section III - Structured Interview Guide

Part 1 - Interview (Employment Fit)

These questions about Employment Fit focus on how easy it will be to manage Mr. Doe. The questions are derived from the Assessment Report - Employment Fit.

Scale - Question	What to look for						
<p>Adjustment Give an example of how your ability to keep a "level head" made the difference between success and failure.</p> <p>Notes:</p>	<p>The ability to remain calm in pressure-filled situations, to avoid responding emotionally, and to learn from past mistakes.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Prudence Describe a situation when it was important for you to complete an assignment by a specific date or within a specific time frame.</p> <p>Notes:</p>	<p>The ability to meet and follow-through on commitments, to complete a high quality task or assignment within a specified time frame.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Learning Approach Give an example of how you remain up-to-date with respect to new developments in business and technology that affect your job.</p> <p>Notes:</p>	<p>Evidence of being willing to acquire knowledge specific to your industry and company in order to be more effective in performing the job.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
Employment Fit Rating							
<p>Clear issues or concerns that may present management challenges regardless of coaching and development.</p>	<p>Some potential management challenges that could be overcome through coaching and development.</p>	<p>Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.</p>					



Part 2 - Interview (Job Fit)

Questions about Job Fit focus on Mr. Doe's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for	
<p>Adjustment Give an example of a time when you asked for criticism or feedback, and by doing so improved your performance.</p> <p>Notes:</p>	<p>Seeking out and listening to feedback from others; being interested in improving performance, and using input from others to accomplish improvement goals.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Adjustment Give me an example of when you had competing demands from stakeholders and you couldn't meet their needs. What did you do?</p> <p>Notes:</p>	<p>Ability to prioritise and deal with the stress and pressure from stakeholders.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Ambition Give an example of a time when your confidence and willingness to take charge of a situation led to a positive outcome.</p> <p>Notes:</p>	<p>Answers suggesting the applicant will demonstrate leader like tendencies (e.g. generate excitement for new initiatives, provide direction for others).</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Interpersonal Sensitivity Tell me about the most difficult conflict situation you had to mediate.</p> <p>Notes:</p>	<p>Answers suggesting the applicant has the ability to address and negotiate conflict in a timely and direct manner.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Job Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.



Part 3 - Interview (Organisation Fit)

Questions about Organisation Fit focus on James Doe's fit with the values and culture of the organisation. The questions are derived from the Assessment Report - Organisation Fit.

Scale - Question	What to look for	
<p>Power Give an example of a time when you took a leadership role in a highly competitive situation. Describe how you handled the situation.</p> <p>Notes:</p>	<p>Answer reflects a willingness to take charge and lead under competitive conditions.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Power Do you enjoy taking charge of situations, or do you prefer to accomplish your goals in a more 'behind-the-scenes' or 'low-key' manner? Give examples of times when you demonstrate both types of behaviours--what was the outcome?</p> <p>Notes:</p>	<p>Look for comfort when letting others lead, that it is acceptable to be a team player, and a willingness to keep opinions to oneself when they could cause arguments.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Recognition Provide an example of a time when you recognised your staff publicly for successful execution of an important project, and noticed increased effort from your team as a result. How important do you think it is to have formal reward programmes for staff?</p> <p>Notes:</p>	<p>Answer suggests the individual knows how and when to recognise staff to achieve maximum motivational value. Probe for match between personal values around reward and the reward structures present in your organisation.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Commercial Tell me about a time you had to make a difficult executive decision in order to cut costs or bolster the bottom line in your department? What factors influenced your decision?</p> <p>Notes:</p>	<p>Answer demonstrates candidate's willingness to make difficult choices in order to maintain profitability.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Organisation Fit Rating		
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.



Part 3 - Interview (Position Fit)

Use this part of the interview guide to ask questions that are specific to the requirements of an open position. These questions can range from specific requirements unique to a particular unit of the organisation to technical skills that are needed to perform the basic function of the job.

QUESTION:		
QUESTION:		
QUESTION:		
QUESTION:		
Position Fit Rating		
Poor or missing examples of behaviour associated with position fit.	Some positive examples of behaviour associated with position fit.	Specific, positive examples of behaviour associated with position fit.



Section IV Overall Evaluation for James Doe

Part 4 is designed to evaluate the candidate's probability of success in the open position. Complete steps A, B, and C to reach a final hiring decision.

A. Review of the interview results

Transfer your ratings from Section III to the table below by placing an (X) in the appropriate box and note any comments you have on the candidate's performance.

Interview Area	Low	Moderate	High	Comments
Employment Fit				
Job Fit				
Organisation Fit				
Position Fit				

Based on your interview ratings, evaluate the candidate's overall probability of success.

Probability of Success (Interview)	
___ 1= Low	Several areas of fit are low and indicate concern regarding the candidate's probability of success.
___ 2= Moderate	Most areas of fit are moderate to high with only minor concerns regarding the candidate's probability of success.
___ 3= High	Moderate to high fit across all areas indicate that the candidate has a high probability of success.



B. Review of the assessment results

Below is the assessment rating the candidate received indicating the probability of success in the position.

Probability of Success (Assessment)	
___ 1= Low	The candidate was outside the ranges on key scales indicating a low probability of success.
___ 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
___ 5= High	The candidate was inside virtually all ranges on key scales indicating a high probability of success.

C. Hiring Decision

Considering all the information you have on this candidate (resume, training and experience, assessment results, interview results), how would you rate this candidate in comparison to other candidates you have seen for this position (or other similar positions)?

Comparing Candidates		
___ 1= Low	One of the worst candidates that I have seen. Would lower our standards.	
___ 2= Moderate	An acceptable candidate.	
___ 3= High	One of the best candidates I've seen. Would raise our standards.	
Considering all of the information, will you offer this candidate the position?		___ YES ___ NO
Provide an overall rationale for your rating.		

James Doe's BASIS Employment Assessment Report is complete.