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HOGAN *DEVELOP*

# M A N A G E

## TECHNIQUES FOR MANAGING AN EMPLOYEE

Report for : Report Sample

ID: HC788088

Date : 05 December,2014





## 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 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 career. The next page contains the HPI graph on which the report is based, and definitions for the seven dimensions.

This Report is Valid and Interpretable.

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





## STRENGTHS ON WHICH A MANAGER CAN BUILD

### ADJUSTMENT

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

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

### AMBITION

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Mr. Sample is active, hard-working, competitive, and eager to get ahead. He 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

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Mr. Sample seems outgoing, talkative, and socially self-confident. He should:

- seem lively and energetic
- enjoy the limelight
- be friendly and approachable
- make a strong first impression
- be comfortable meeting strangers

### INTERPERSONAL SENSITIVITY

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Mr. Sample seems warm, friendly, and responsive to the needs and feelings of others. He:

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

### PRUDENCE

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Mr. Sample respects rules, procedures, and details. He 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

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Mr. Sample is open-minded, curious, and imaginative. He will:

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



## LEARNING APPROACH

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Mr. Sample is bright and generally stays up-to-date on job relevant subjects. He:

- believes education is a tool rather than an end in itself
- is usually open to new ways of doing things
- tends to stay informed on topics that are personally interesting
- will not resist new technology



## SHORTCOMINGS THAT MAY CHALLENGE A MANAGER

### ADJUSTMENT

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Mr. Sample is unusually self-confident and may:

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

### AMBITION

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Mr. Sample is intense, driven and may tend to compete with coworkers. Additionally, he may:

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

### SOCIABILITY

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Because Mr. Sample is so extraverted, he may:

- need continuous interaction
- interfere with others' work due to socialising
- talk more than listen
- be more active than productive

### INTERPERSONAL SENSITIVITY

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Mr. Sample is unusually pleasant, good natured, eager to please. As a result he may:

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

### PRUDENCE

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Mr. Sample 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

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Mr. Sample 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

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Because Mr. Sample is bright and well-informed, he may:

- read situations and solve problems faster than his colleagues
- put his priorities ahead of others
- act before others understand his reasons



### Tips for managing Mr. Sample

He 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 needs to be reminded not to intimidate younger or more junior team members, to practice letting others be in charge, and to be patient with others who are less motivated than he seems to be.

Mr. Sample should develop a plan for self-improvement and to check his progress periodically. He should be encouraged to stay current in his field and to be alert for opportunities to develop new skills and competencies.

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

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

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

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

Mr. Sample is so outgoing and socially self-confident that he may need to be reminded to listen to others and not to interrupt them. He also needs to prepare for public performances, not shoot from the hip, and share credit for successes.