

- SELECT
- DEVELOP
- LEAD

HOGAN

# CAREER

## DEVELOPMENTAL TIPS ON CAREER MANAGEMENT

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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 your scores on these dimensions; it describes how you are likely to act in various circumstances, it notes your strengths and shortcomings, and it makes some suggestions about how to manage your career. The last page contains the HPI graph on which the report is based, and definitions for the seven dimensions.

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

This Report is Valid and Interpretable



## STRENGTHS

You tend to be reflective and self-critical. As a result, you are usually vigilant, concerned about being evaluated, responsive to coaching and feedback, and work in bursts of energy. These characteristics are useful in sales and research, and as a stimulus to productivity and hard work. Low keyed and seemingly relaxed, you will not mind letting others be in charge and you generally will avoid the "political behavior" sometimes necessary to advance in an organization. Because you tend not to seek leadership roles, your career promotions most likely will be based on technical competence rather than maintaining a high profile in the organization.

Others, and especially strangers, may see you as mannerly and somewhat formal. You should not mind working alone, prefer to communicate in writing rather than face to face, and value your privacy. These characteristics are useful for research work, as well as technology driven jobs, but could be a problem for people in sales and management. Independent and self-reliant, you seem unafraid of confrontations and are probably willing to give others negative feedback. You do not mind taking unpopular positions, enforcing rules, or holding others to performance standards. These characteristics are useful for work involving quality control, enforcing standards of performance, and dealing with difficult people.

Flexible and spontaneous, you will be able to change directions quickly, work on several problems at the same time, and will not mind being interrupted. You will be comfortable using new and/or non-standard procedures to solve problems, and you will probably think it is important to be willing to challenge rules and take risks. These characteristics are important for jobs in fast-paced environments with changing priorities and possibilities for failure. You seem uninterested in education or training for its own sake and, relative to most other people, you are only moderately motivated by academic pursuits. This does not imply a lack of ability; rather, people such as yourself are likely to see reading and learning as a means to an end rather than something intrinsically important. You are practical, able to focus your attention, and not get caught up in pointless abstractions. You don't seem to need a lot of variety or change at work, and you will be willing to work in a wide range of environments. These characteristics are important for jobs and tasks that require practical interests and hands-on work.



## SHORTCOMINGS

Because you are self-critical and rarely satisfied with your own performance, you may become tense and easily annoyed by minor inconveniences and setbacks—especially during times of stress or heavy work loads. It doesn't bother you to let others take the initiative on projects; as a result, you sometimes may not position yourself to exert influence in areas where you could make an impact. Because you tend to be reserved, formal, and possibly shy, others may find you hard to read or communicate with; as a result, they may decide (incorrectly) that you are aloof or uninterested in making new acquaintances.

Because you are rather independent and direct, other people may see you as abrupt, tough, or possibly more concerned with your own agenda than with their feelings. Although you are flexible, adaptable, and need little supervision, others may see you as somewhat impulsive, not planning ahead, and testing the limits. One of your strengths is the ability to stay focused on the task at hand; consequently, be sure not to lose sight of the bigger organizational picture and to consider how your ideas fit into the larger organizational scheme. You are intellectually independent and your tendency to follow your own interests may cause you to overlook formal training opportunities for yourself and others. Moreover, you may have little interest in which way the herd is going in terms of adapting new processes and technology at work.



## TIPS FOR CAREER DEVELOPMENT

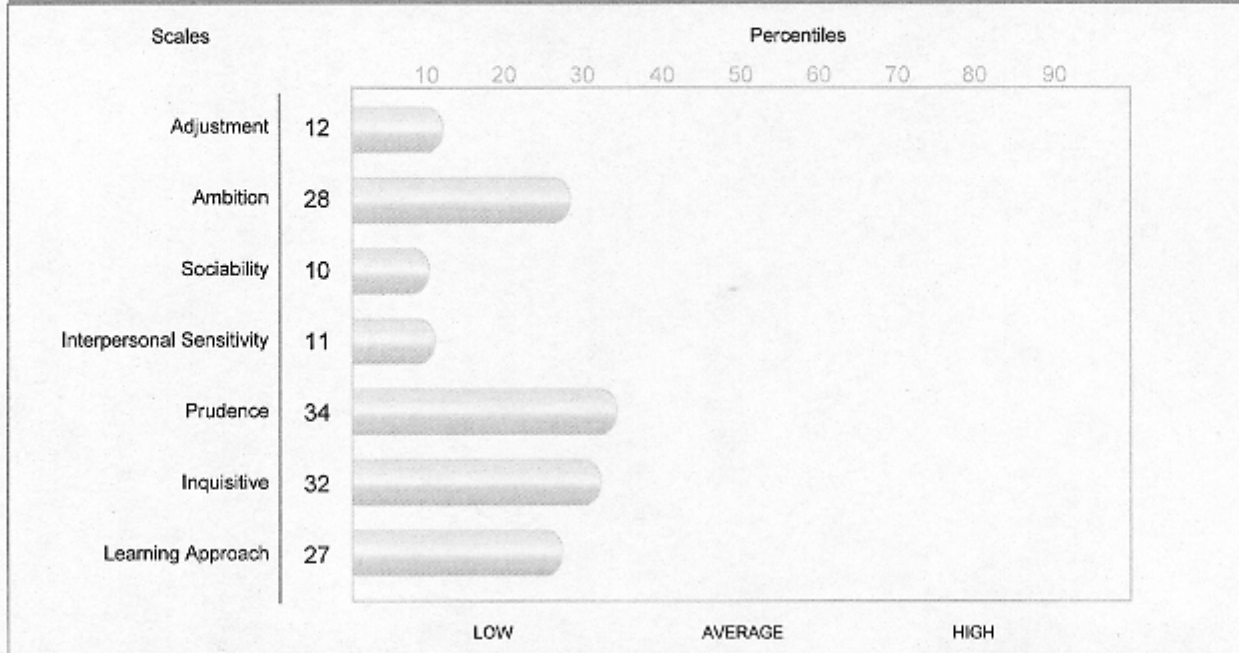
You tend to be somewhat defensive and to take things personally; consequently you should remind yourself to periodically lighten up and to practice stress management. In view of your tendency to be somewhat passive in social settings, you should consider training (assertiveness and/or public speaking)—if needed for your current or future job—to enhance your willingness to speak up and take initiative.

To overcome your natural tendency to be reserved and private, you need periodically to get out of your office and talk with your coworkers in their work places or offices; this is especially important for managers or people who aspire to supervisory roles. Moreover, after meetings, you should check with others to make sure everyone got the same message you did. You can be tough, hard-nosed, stubborn, and easily annoyed by others' shortcomings or lack of performance. If so, your first impulse is to confront the person directly; however, you need to be patient with others, think about the impact of your words, and try to choose the most diplomatic course of action.

Because you sometimes don't pay attention to details, you should make a list each day of the things you need to get done. Be sure to follow-up on loose ends and commitments to customers and coworkers. You should make a special effort to complete tedious tasks and be sure to gather enough information before making important decisions. From time to time, you should think and talk about the big picture, the vision, or the strategy that drives your company or business unit. You also may benefit from remembering how research and innovation helps your organization compete. Because you are not particularly interested in traditional education, you should make an effort to read, to take advantage of training opportunities, to encourage others to do the same, and identify the modes of learning that you prefer (e.g. videotapes, audio tapes, on-the-job, etc.)



## Graphic Report - Hogan Personality Inventory



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

<b>ADJUSTMENT</b>	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.
<b>AMBITION</b>	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.
<b>SOCIABILITY</b>	Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.
<b>INTERPERSONAL SENSITIVITY</b>	Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
<b>PRUDENCE</b>	Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.
<b>INQUISITIVE</b>	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.
<b>LEARNING APPROACH</b>	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.