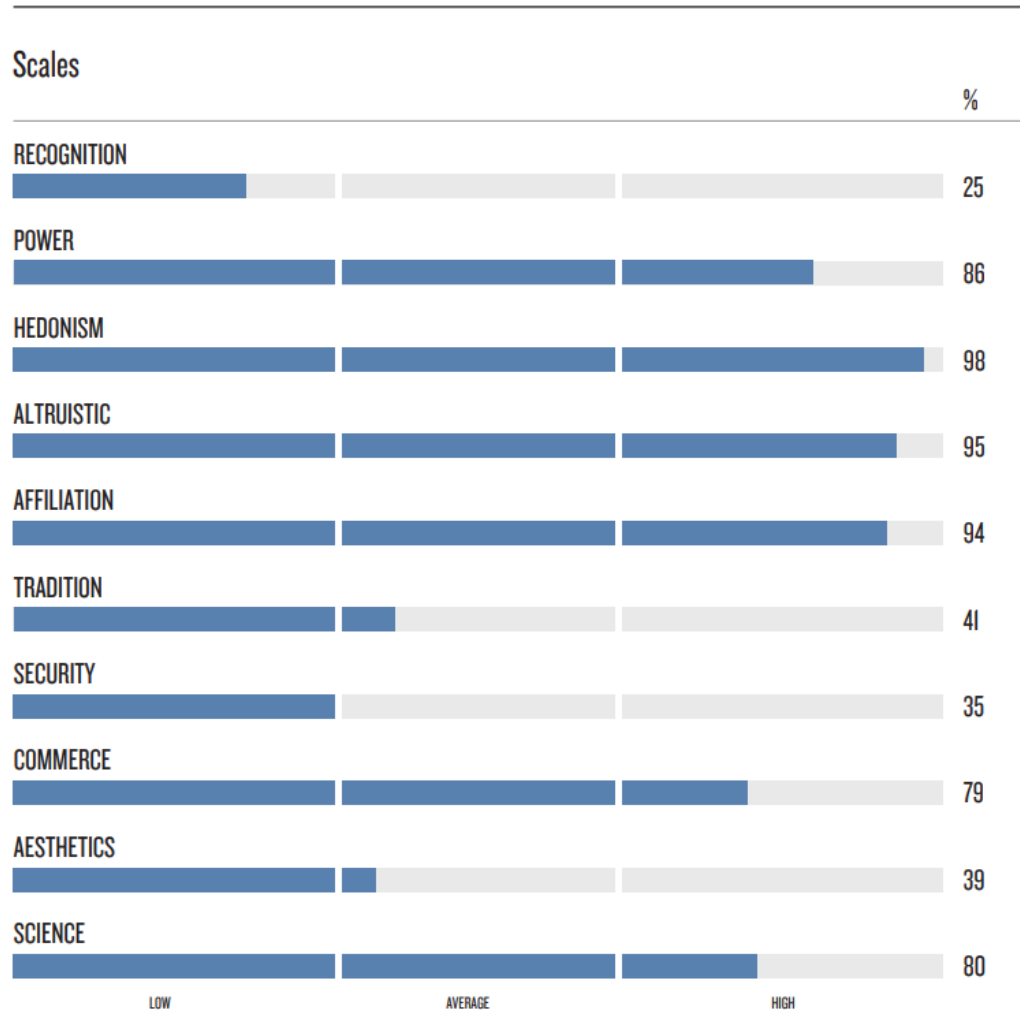


Hogan Assessments



LEADERSHIP VALUES PROFILE

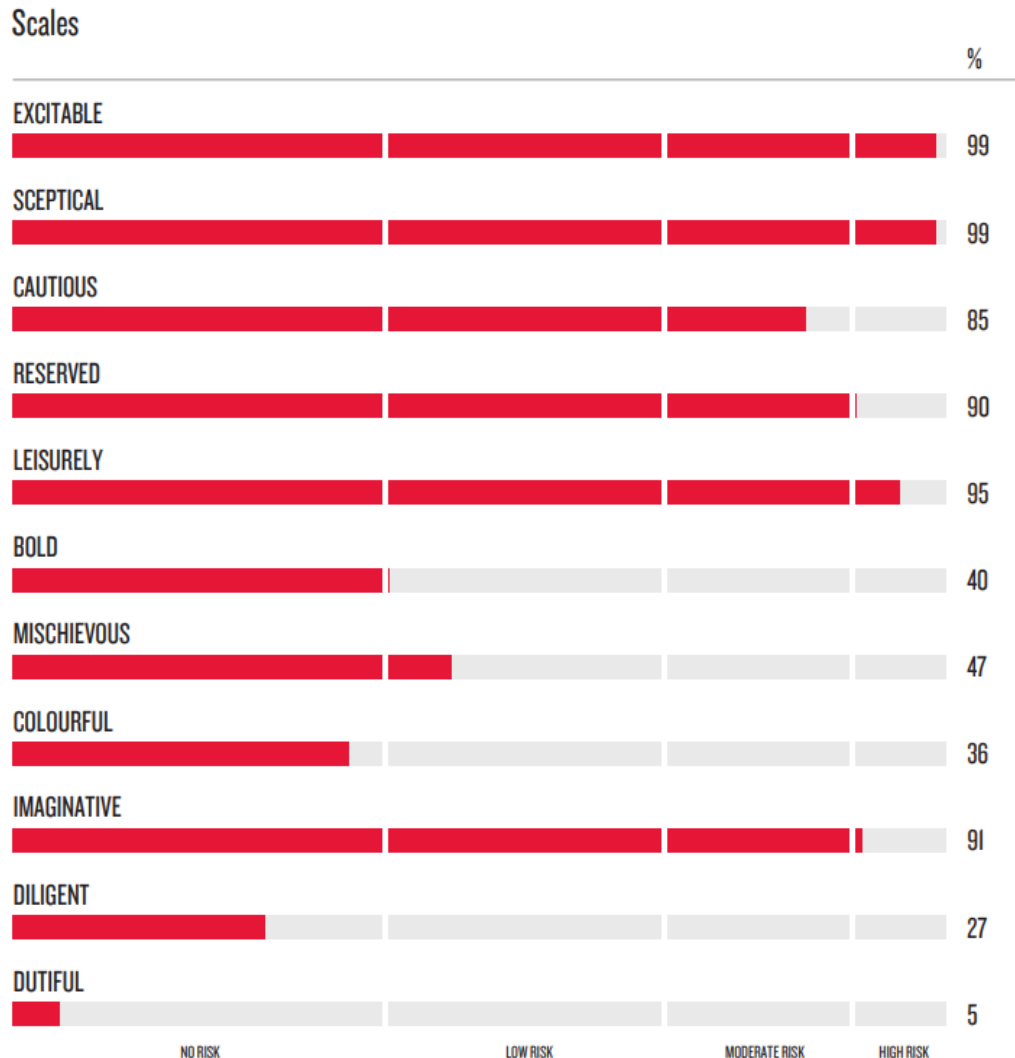


Hogan's three primary personality tests include a variety of scales that create individual profiles to reveal traits, skills, competencies, blind spots, derailers, challenges, needs, drivers, values, and other characteristics. Employers can use these assessments to make sure the right people are in the right positions and provide opportunities for self-awareness and self-development.

The Hogan Personality Inventory (HPI) describes everyday personality, or the bright side of personality — qualities that describe how we relate to others when we are at our best. The HPI provides critical insights regarding a person's fit for a particular job or role and its key responsibilities. Whether the goal is to assess a potential new hire or develop stronger leaders, assessing day-to-day personality characteristics provides valuable insights into how people behave, work, lead, and how successful they will be in the workplace.



LEADERSHIP CHALLENGE PROFILE



The Hogan Development Survey (HDS) describes the dark side of personality — 11 counterproductive behavioral tendencies that emerge during times of increased stress or pressure. Under typical circumstances, these characteristics may actually be strengths. However, when people are tired, pressured, bored, or otherwise distracted, these qualities can damage reputation, disrupt relationships with others, hinder productivity, and limit career potentials. The HDS is the only business-related inventory that measures these dysfunctional behavioral patterns.

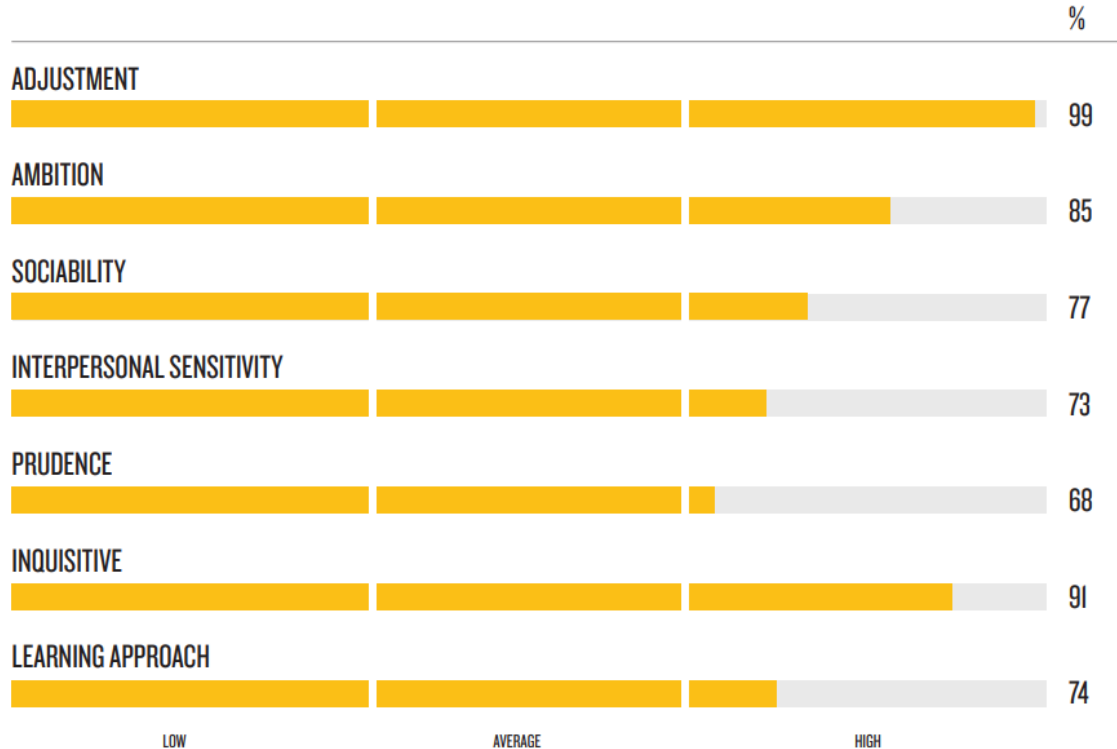
The Motives, Values, Preferences Inventory (MVPI) describes personality from the inside — the core needs, motives, preferences, values, and unconscious biases that determine what people desire and strive to attain. Insights provided by the MVPI can help recruiters and hiring managers understand what drives candidates to succeed, the types of positions and environments that will make them most satisfied and productive, and whether their values are aligned with those of the organization.



LEADERSHIP POTENTIAL PROFILE



Scales



Hogan Assessments offer you data-driven insights to achieve a wide range of objectives:

- Predict job performance – hire people whose personalities, work styles, and values are suited to the role, team, and organization.
- Identify high potentials – find and develop your organization’s next generation of top talents.
- Boost employee retention – know which employees will be able to reskill and upskill when needed and give incumbents the development opportunities they need to succeed.
- Evaluate career derailers – identify and mitigate behaviors that can degrade leadership success, erode relationships, and damage professional reputation.
- Develop leaders – leverage the strategic self-awareness gained through Hogan’s assessment process with executive development and coaching.

- Cultivate an inclusive culture – help employees and leaders understand their behavioral tendencies, and how those are shaped by their motives, values, and unconscious biases.
- Improve your organizational reputation – stand out as an attractive employer in a competitive talent market.

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Case Study (Excerpt)



Adam, a senior supervisor in his 40's who had been with his organization for 5 years, was letting his emotions get the better of him. He was described as competent, experienced and a valued member of the staff. He had been involved in a number of cross functional development projects and was hoping to be promoted into a management position. However, he had been known on occasion to behave unpredictably and be prone to emotional outbursts. During these outbursts he would behave very inappropriately, and his words and actions were causing offence to those on the receiving end of them. This was affecting levels of morale and trust in his team.

The HDS was used to explore Adam's interpersonal skills and provide a framework for his personal development through a series of coaching sessions. Adam's profile was quite extreme and highlighted 4 main issues that could be problem areas for him when not managing his social impression as well as usual.

- Firstly, the profile confirmed that Adam tends to let little things bother him, and to become unduly disappointed or hurt when things go wrong - this manifested itself in volatility and anger towards other members of the organization (high Excitable).
- Secondly, Adam may at times appear detached and indifferent to the moods and feelings of others. This left his team feeling that he was unapproachable, which in turn is likely to have left them demotivated (high Reserved).
- Thirdly, Adam's confidence and competence may, at times, appear to others as arrogance. People with similar profiles can be viewed as self-opinionated, demanding, and perhaps intimidating. In a managerial role this is especially problematic, as subordinates may be afraid to make or admit to any mistakes for fear of the reaction, resulting in a 'fear culture' (high Bold).



Case Study (Excerpt)



- Finally, an area identified by the HDS and acknowledged by Adam was that on particularly stressful occasions he finds it difficult to handle negative feedback, an example he cited was the time he walked out of work halfway through the day after being overlooked for promotion.

The coach used the HPI, the HDS, the anger management, and the coaching process to help Adam achieve insights into his areas for development. This was achieved after a number of coaching sessions and several points for development were uncovered and implemented. Many of the developmental points raised involved awareness of the negative aspects of the HDS scales he scored highly on, acknowledging how he may come across to others, and strategies for dealing with those dispositions.

The course of coaching finished and Adam's progress is informally reviewed every 6 months. Reports from both Adam and his manager have been very positive. Adam's manager said that there was a considerable difference in his behavior, that he was much more rational and gave an improved contribution to the team. Adam felt that his management style was much improved, and he reports being more relaxed and at ease with himself.

webpage: <https://hrmegoldasok.hu/szolgalatasaink/kompetenciameres/>

contact details: info@asystems.hu

