

THE SCIENCE OF PERSONALITY

 **HOGAN**

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SETTING THE STANDARD

Drs. Joyce and Robert Hogan challenged decades of academic tradition and criticism to become the first to demonstrate personality's impact on organisational effectiveness. Founded in 1987, Hogan pioneered the use of personality assessment to improve workplace performance.

Hogan's flagship assessment, the Hogan Personality Inventory, was the first measure of normal personality designed specifically for the business community, and the Hogan Development Survey was the first assessment to identify performance risks outside the standard model of personality.

Twenty-five years later, Hogan is committed to the same spirit of innovation and attention to science that helped us grow from a four-employee test publisher to one of the most successful and well-regarded assessment providers in the world.

WE PREDICT PERFORMANCE.

When it comes to predicting future performance, only three things matter: whether you can do the job, whether you will like the job, and what will get in your way. Personality assessment provides accurate, objective answers that predict your future performance.

1 CAN YOU DO THE JOB?

Career success depends on more than the right set of technical skills. Employers are looking for competence and ambition – or the ability to get stuff done. Normal personality describes how you work, how you relate to your peers, and how you will lead.

2 WILL YOU LIKE THE JOB?

Even if you can do the job, will you be happy doing it? Being happy at your job is about finding the right fit. Values – your core goals, interests, and drivers – determine in what type of job, position, and environment you will be the most happy and productive.

3 WHAT WILL GET IN YOUR WAY?

On the way to the top, the line between strength and weakness isn't always clear. The same strengths that helped launch your career can become debilitating derailleurs under the pressure of the corner office. Understanding your derailleurs can help you recognise performance risks and build the self-awareness you need to succeed.

SELECT

MAKE INFORMED HIRING DECISIONS

Everyone has made a bad hire. In fact, research shows that more than half of new employees fail. Considering a bad hire typically costs 150% of his or her annual salary, chances are you don't want it to happen again. We can help.

HoganSelect reports use personality assessment to identify candidates' work style, understand their core drivers, and recognise patterns of behaviour that could get in their way. Armed with this powerful insight, you can improve hiring, increase productivity, and impact the bottom line.

DEVELOP

DEVELOP KEY TALENT

People are your competitive advantage. In a business environment where most companies have access to the same resources and technology, successful companies differentiate themselves through their committed and knowledgeable workforce.

HoganDevelop reports use personality assessment to identify work strengths, shortcomings, and core values, and provide development and managerial tips to ensure that you get the most from your employees, and that they get the most out of their careers.

LEAD

TAKE LEADERSHIP TO THE NEXT LEVEL

Leadership matters. Organisations depend on leaders to make important tactical decisions, manage changing market trends, and set strategic vision. When competent leadership prevails, people and companies prosper. Bad leadership is almost always accompanied by disengaged workers, corporate corruption, and, eventually, business failure.

HoganLead gives leaders a clear understanding of their performance capabilities, challenges, and core drivers, and provides them the strategic self-awareness that makes good leaders great.

H P I

HOGAN PERSONALITY INVENTORY THE BRIGHT SIDE

7
SCALES

THAT MEASURE
HOW PEOPLE BEHAVE
IN DAY-TO-DAY LIFE
WHEN THEY'RE AT
THEIR BEST



THE HOGAN PERSONALITY INVENTORY PREDICTS JOB PERFORMANCE BY MEASURING NORMAL PERSONALITY.

The **HPI** was developed specifically for the business community. It measures the personality characteristics necessary for success in careers, relationships, education, and life.

Whether you're implementing organisational assessment processes or enhancing executive development, HPI reports can help you identify the fundamental factors that distinguish personalities and determine career success.

ADJUSTMENT

confidence, self-esteem, composure under pressure

AMBITION

initiative, competitiveness, desire for leadership roles

SOCIABILITY

extraversion, gregarious, need for social interaction

INTERPERSONAL SENSITIVITY

tact, perceptiveness, ability to maintain relationships

PRUDENCE

self-discipline, responsibility, thoroughness

INQUISITIVE

imagination, curiosity, creative potential

LEARNING APPROACH

achievement orientation, valuing education

H D S

HOGAN DEVELOPMENT SURVEY THE DARK SIDE

11
SCALES

THAT MEASURE
HOW PEOPLE BEHAVE
WHEN THEY'RE UNDER
STRESS AND
PRESSURE

THE HOGAN DEVELOPMENT SURVEY IDENTIFIES PERSONALITY-BASED DERAILERS THAT CAN LIMIT CAREER POTENTIAL.

H
D
S

The HDS scales can actually be strengths under normal circumstances. However, when you're tired, under pressure, or otherwise distracted, these derailers often impede effectiveness and erode the quality of business and personal relationships.

The HDS can help mitigate the negative personality characteristics that derail success in careers, relationships, and life.

EXCITABLE

moody, hard to please, emotionally volatile

SKEPTICAL

suspicious, sensitive to criticism, expecting betrayal

CAUTIOUS

risk averse, resistant to change, slow to make decisions

RESERVED

aloof, uncommunicative, lacking empathy

LEISURELY

overtly cooperative, privately irritable and stubborn

BOLD

overly self-confident, arrogant, entitled

MISCHIEVOUS

charming, risk-taking, excitement-seeking

COLOURFUL

dramatic, attention-seeking, interruptive

IMAGINATIVE

creative, but thinking and acting in eccentric ways

DILIGENT

meticulous, precise, hard to please, micromanaging

DUTIFUL

eager to please, reluctant to act against popular opinion

M V P I

MOTIVES, VALUES, PREFERENCES INVENTORY

THE INSIDE

10
SCALES

THAT MEASURE
COREVALUES
GOALSANDINTERESTS
THAT DETERMINE SATISFACTION
AND DRIVE CAREERS

M V P I

THE MOTIVES, VALUES, PREFERENCES INVENTORY IDENTIFIES IDEAL JOBS, POSITIONS, AND WORK ENVIRONMENTS.

The **MVPI** allows your organisation to ensure that a new hire's values are consistent with those of the organisation. The MVPI can also help diagnose areas of compatibility and conflict among team members.

Core values are part of a person's identity, and constitute our key drivers - they are the things we desire and strive to attain.

RECOGNITION

responsive to attention, approval, praise

POWER

desiring success, accomplishment, status, control

HEDONISM

oriented for fun, pleasure, enjoyment

ALTRUISTIC

wanting to help others and contribute to society

AFFILIATION

enjoying and seeking out social interaction

TRADITION

dedicated to strong personal beliefs

SECURITY

needing predictability, structure, order

COMMERCE

interested in money, investment, business opportunities

AESTHETICS

concerned with look, feel, design of work products

SCIENCE

seeks knowledge, research, technology, data

HBRI

HOGAN BUSINESS REASONING INVENTORY

REASONING

2

DIMENSIONS

THAT MEASURE
THE ABILITY TO
SOLVE PROBLEMS
AND MAKE BUSINESS-RELATED
DECISIONS

THE HOGAN BUSINESS REASONING INVENTORY MEASURES REASONING ABILITY TO PREDICT REAL-WORLD JOB PERFORMANCE.

HBRI

The HBRI describes reasoning style – the ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes.

By assessing reasoning style, you can identify candidates' problem-solving style, understand their capacity, and identify areas for development.

TACTICAL REASONING

The ability to solve problems and come to sensible conclusions once the facts are known. High scorers tend to be disciplined, steady, and precise.

STRATEGIC REASONING

The ability to detect errors, gaps, and logical flaws in graphs, memos, diagrams, written reports, numerical projections, and tables of data. High scorers tend to be curious and interested in feedback.

MATRIGMA

COGNITIVE ABILITY AND PROBLEM SOLVING

APTITUDE

C
SCORE

PREDICTS
THE ABILITY TO
PERFORM
HIGHLY COMPLEX
JOB TASKS

MATRIGMA

**MATRIGMA MEASURES
COGNITIVE ABILITY AND
IS USED TO PREDICT
CAREER SUCCESS AND JOB
PERFORMANCE.**

Matrigma results predict behaviours such as critical reasoning skills, clear thinking, learning skills and sound decision making.

Whether testing is part of an organisational assessment strategy or if the tool is used on single occasions, Matrigma clarifies and pinpoints fundamental qualities of business related problem solving and demands that are faced on a daily basis.

HIGH SCORERS

exhibit behaviours such as quick problem solving, fast learning in new situations, and an ability to solve problems on the spot when there is no room to rely on previous experience. High scorers are typically viewed as efficient, creative in their problem solving, and flexible from an intellectual point of view.

LOW SCORERS

often perform their best in situations and on job tasks where they can depend on previous experience rather than in new, unknown situations. Their ability to improvise and quickly find the most effective way to deal with a task can be challenged in novel situations.



WELCOME TO THE GLOBAL ECONOMY

Our clients operate in a global economy, which means they need a truly global assessment solution. Hogan's network of international partners and distributors allows us to ensure our clients receive the highest quality service no matter where they are.

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4 GLOBAL NORMS

Our global norms standardise comparison across languages and cultures.

HOGAN SPEAKS YOUR LANGUAGE

Hogan provides assessments around the globe through our state-of-the-art online assessment platform, a capability bolstered by strategic partnerships on virtually every continent. Hogan's international research team is dedicated to setting industry standards for international selection and development testing, and has positioned Hogan as a global leader in assessments.

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German* / Greek* / Hungarian* / Icelandic
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Spanish, Castilian / Spanish* / Swedish*
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* Norms available for these language formats.

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