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AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Kelly Warren

ID: HA165071

DATE: May 16, 2011

Job Title: Hogan-Leader (HPI-HDS-MVPI)



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INTRODUCTION

This is the Pre-Employment Assessment Report for Kelly Warren. 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.

Organization Fit

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

Candidate Fit Recommendation

This section provides an overall recommendation regarding the candidate's degree of fit within the job at your organization. This recommendation is based on the assessment data.

Candidate Interview Style

This section summarizes 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 minimize the impact of interviewing skills.

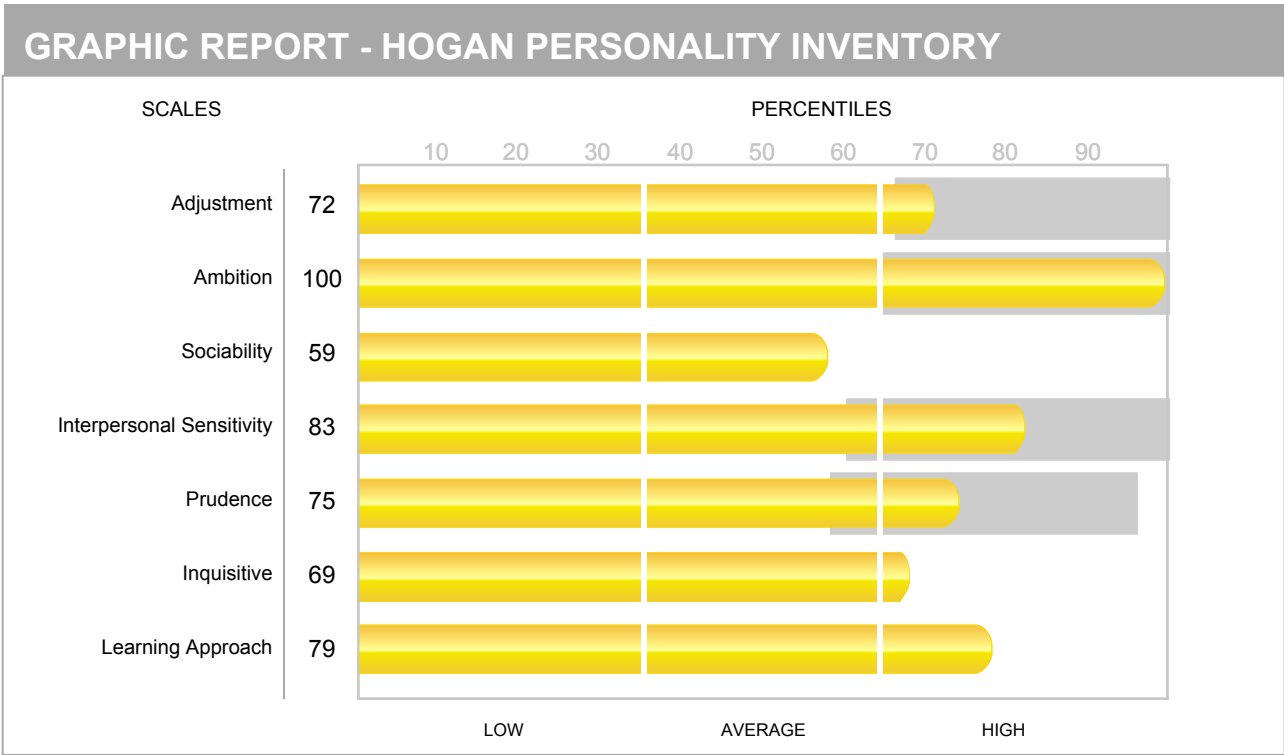


SECTION III - STRUCTURED INTERVIEW GUIDE

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.

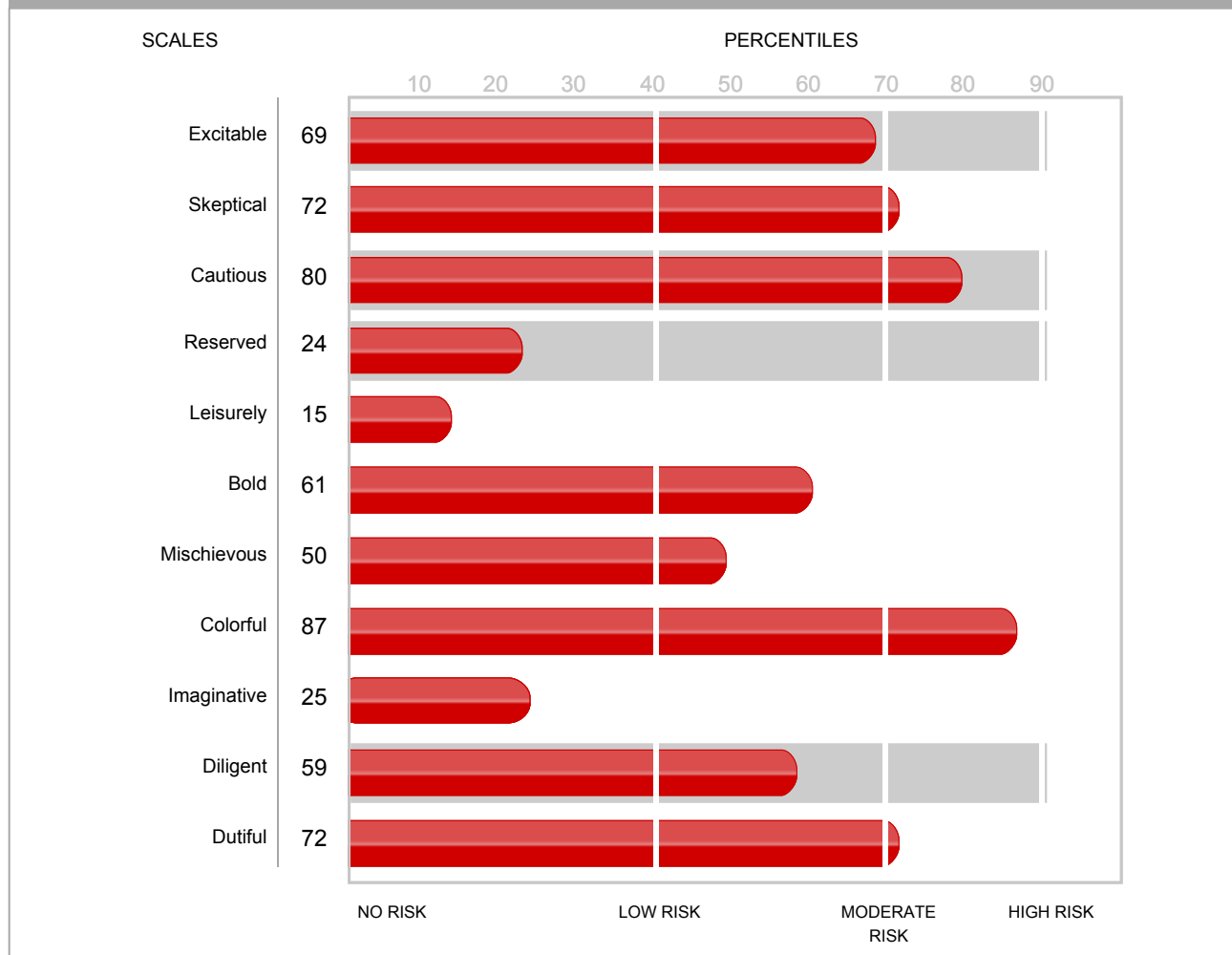


NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

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 colorful. 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 organized, 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



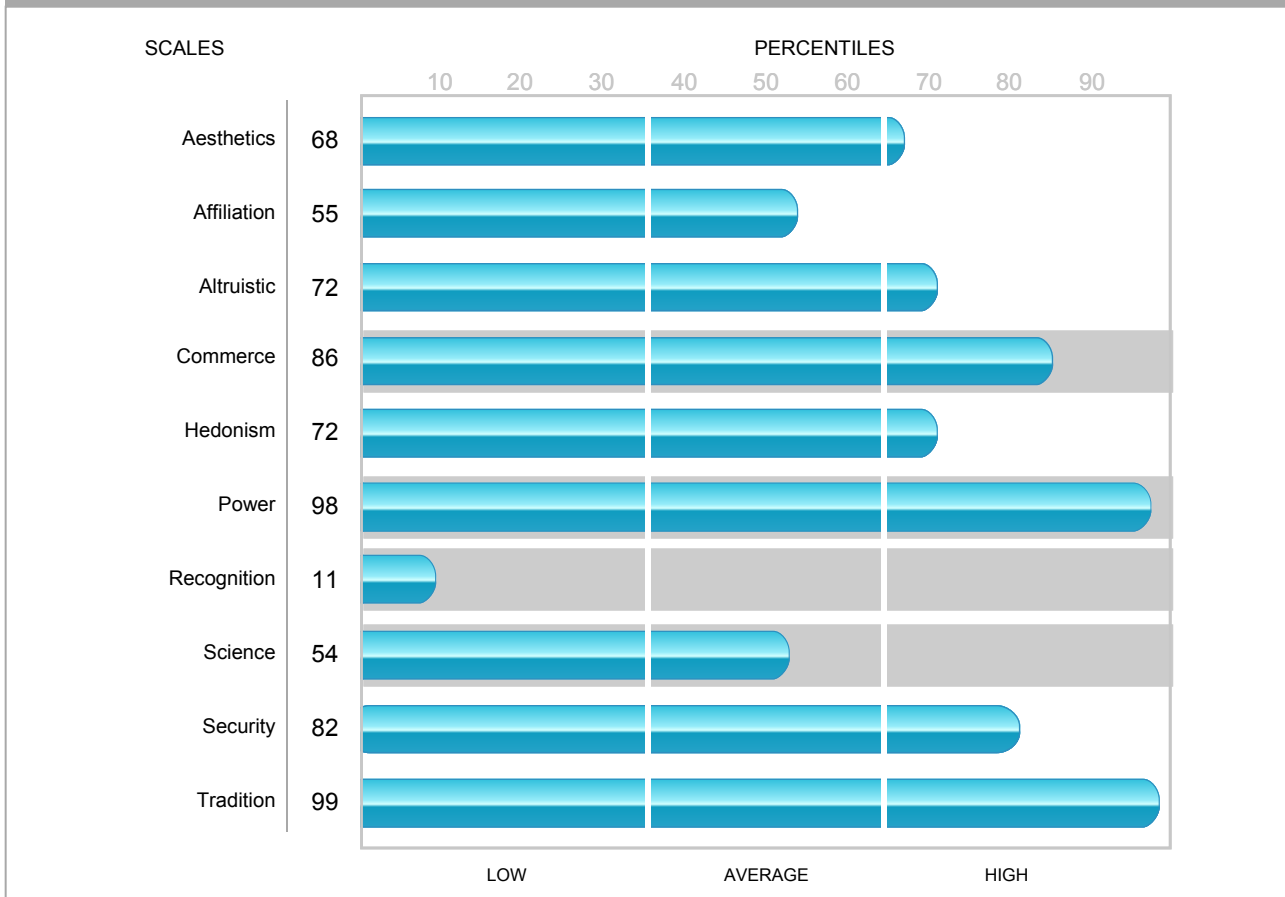
NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.



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



GRAPHIC REPORT - MOTIVES, VALUES, PREFERENCES INVENTORY



NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.



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



Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

Kelly Warren tends to be calm and even tempered, and should easily adjust to fast paced environments and heavy work loads. He/She will express emotions appropriately and handle stress well. He/She usually is conscientious, careful about rules and procedures, and will gather the information needed to make informed decisions. Kelly Warren tends to be achievement oriented, interested in training, and will stay up to date on new developments in business and technology.

Job Fit — Suitability for the Position

Mr./Ms. Warren will be calm, composed, and steady in the face of adversity, will seem unaffected by time pressure and the demands of meeting challenging business objectives, and his/her team will appreciate his/her composure and confidence. He/She will seem energetic, confident, competitive, and driven. He/She will set high expectations for himself/herself and others, and will take the initiative even when it is not necessary. His/Her desire for leadership positions may outrun his/her ability to attract the loyal support that he/she will need. Kelly Warren will seem diplomatic, charming, warm, and friendly. He/She will develop and maintain effective relationships with colleagues and clients. However, his/her desire to avoid conflict may interfere with good business and personnel decisions. He/She will seem self-disciplined, planful, and well-organized and will respect existing policies and procedures. He/She will be conscientious and dependable, but may resist change and will need a lot of structure, guidance, and direction, especially in ambiguous circumstances.

Candidate Strengths

- Will be calm and even-tempered despite heavy workloads and ambiguous task demands
- Tends to approach challenging work with confidence and optimism
- 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
- Will have a keen eye for detail, provide staff with step-by-step instructions, and follow procedures
- Should have high standards regarding timeliness, quality, and adherence to rules

Candidate Areas of Concern

- May overestimate own talents and abilities and ignore criticism and negative feedback
- May underestimate challenges that are more critical than they initially appear
- 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 difficulty prioritizing work due to a tendency to consider all details as critical
- May have problems changing direction quickly and being flexible



Job Risks - Tendencies that Could Undermine Performance Success

Kelly Warren has the following potential risks that need to be managed:

- He/She may seem indecisive and unwilling to act for fear of making a mistake. He/She may tend to be motivated by avoiding negative outcomes and may be reluctant to try new business activities due to a fear of failure. This potentially risk-averse style could lead him/her to avoid taking the strategic risks that often lead to successful outcomes.
- Although he/she maintains high standards of performance for himself/herself and others, he/she may have a tendency to supervise others too closely.
- Mr./Ms. Warren 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/She should seem polite, considerate, and concerned with issues of staff morale. However, during periods of stress, he/she may be unwilling to place strong demands on his/her staff.

Organization Fit - Suitability for the Culture

He/She will prefer to work in an environment where he/she is able to make decisions, set goals for himself/herself and others, and make a difference. He/She may become dissatisfied in jobs where there are few opportunities for personal success. Kelly Warren will enjoy working behind the scenes, has little need for the public spotlight, and may be indifferent to praise for jobs well done. He/She prefers to take a low profile, share credit, and avoid the limelight, and will avoid office politics and striving to be noticed. Kelly Warren is likely motivated to find ways to make money, both for himself/herself and the organization. He/She probably is focused on bottom-line results, return on investment, and budgetary goals. Mr./Ms. Warren likes to balance analysis with action. He/She 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.

Overall Candidate Recommendation

Based on the HPI, HDS and MVPI assessment results, and in comparison to the job family profile, Kelly Warren's overall fit for the position is:



Low Fit



Moderate Fit



High Fit

Candidate Interview Style

The following suggests how Kelly Warren is likely to behave during the interview.

Interview Style	Low	Moderate	High
Emotional Demeanor 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./Ms. Warren. 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./Ms. Warren'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 Tell me about a time when someone provided you with constructive feedback that had a notable impact on your performance.</p> <p>Notes:</p>	<p>Answers suggesting that the applicant hears and will pay attention to feedback in order to make appropriate behavioral changes.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Adjustment How do you decide when to solicit feedback and from whom?</p> <p>Notes:</p>	<p>Looking for the ability to scan the environment and align strategy and interpersonal approach.</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 impatience interfered with your ability to reach a goal.</p> <p>Notes:</p>	<p>Looking for the ability to modulate his/her drive to keep others motivated.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Interpersonal Sensitivity Tell me about a time when a difficult interpersonal situation delayed your ability to make a decision or to address it in a direct and timely manner.</p> <p>Notes:</p>	<p>Looking for answers suggesting the applicant may avoid confronting difficult situations.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Job Fit Rating		
<p>Poor or missing examples of successful performance of the job.</p>	<p>Some positive examples associated with the successful performance of the job.</p>	<p>Specific, positive examples in each of the areas associated with successful performance of the job.</p>



Part 3 - Interview (Organization Fit)

Questions about Organization Fit focus on Kelly Warren's fit with the values and culture of the organization. The questions are derived from the Assessment Report - Organization Fit.

Scale - Question	What to look for	
<p>Power Give an example of a time of when you took charge of a situation and led an initiative even though you were not supposed to be the leader.</p> <p>Notes:</p>	<p>Look for signs of the ability to step forward, take control and direct others even if not part of the original plans.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Power Give an example of a time when you completed work yourself that, practically and realistically, you should have delegated to others.</p> <p>Notes:</p>	<p>Answers suggesting the applicant will tend to be reluctant to assign work to others.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Recognition Describe a situation in which someone else received credit for a success that you actually made the greatest contribution to. How did you respond?</p> <p>Notes:</p>	<p>Answer demonstrates the candidate's ability to push for recognition when it is due.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Commerce Give me an example of a time that you paid too much attention to the bottom line and lost focus on staff needs as a result. How did you remedy the situation?</p> <p>Notes:</p>	<p>Answer suggests the candidate has learned from past mistakes in balancing people and profitability, and will know where to draw the lines in the future.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Organization 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 organization 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 behavior associated with position fit.	Some positive examples of behavior associated with position fit.	Specific, positive examples of behavior associated with position fit.



Section IV – Overall Evaluation for Kelly Warren

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				
Organization 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)	
<input type="checkbox"/> 1= Low	The candidate was outside the ranges on key scales indicating a low probability of success.
<input type="checkbox"/> 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
<input checked="" type="checkbox"/> 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		
<input type="checkbox"/> 1= Low	One of the worst candidates that I have seen. Would lower our standards.	
<input type="checkbox"/> 2= Moderate	An acceptable candidate.	
<input type="checkbox"/> 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?		<input type="checkbox"/> YES <input type="checkbox"/> NO
Provide an overall rationale for your rating.		

Kelly Warren's BASIS Employment Assessment Report is complete.