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BASIS

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Candidate Moderate

ID: HC132154

DATE: May 18, 2015

Job Title: Leader



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INTRODUCTION

This is the Pre-Employment Assessment Report for Candidate Moderate. 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.

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.

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.

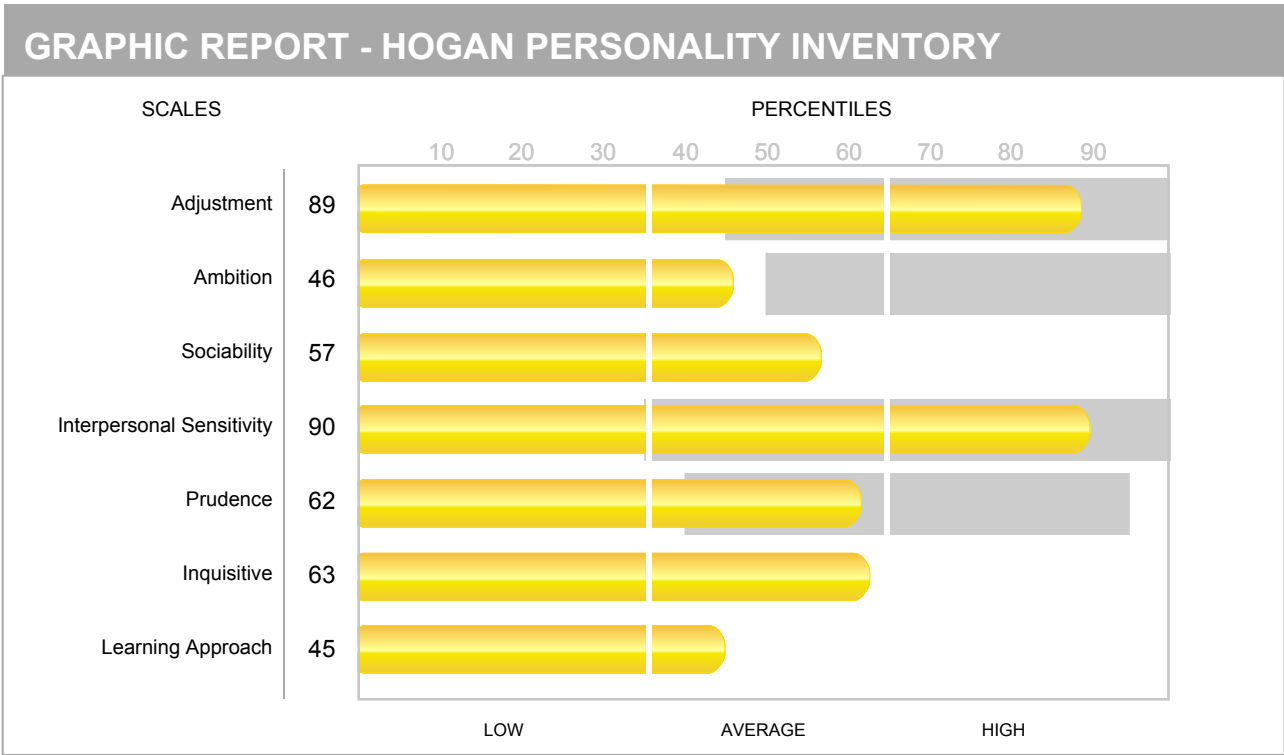


SECTION III - STRUCTURED INTERVIEW GUIDE

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.

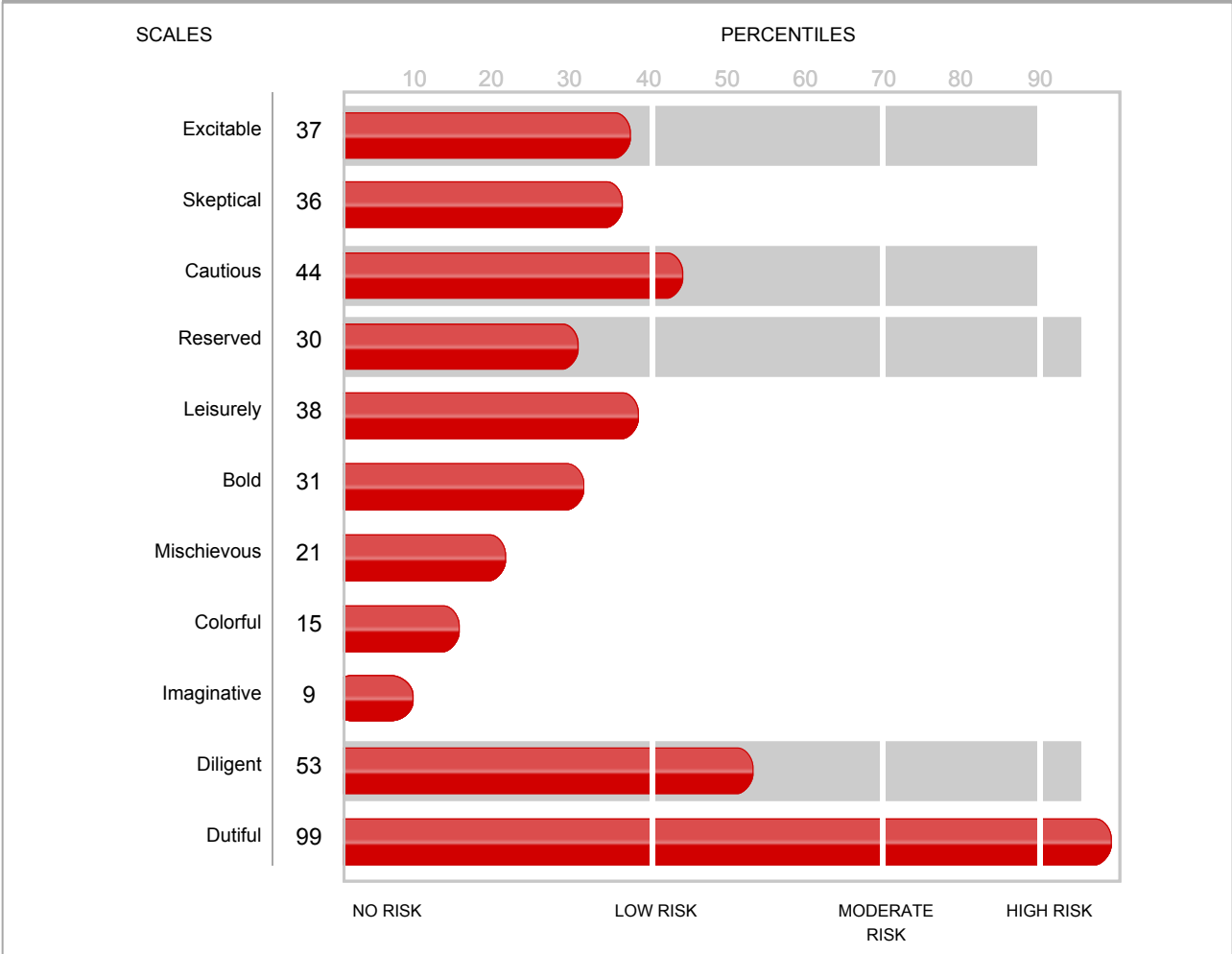


NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

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.



Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

Candidate Moderate usually is poised, confident, and self-assured but also may overestimate his abilities, and may ignore feedback. He usually is conscientious, careful about rules and procedures, and will gather the information needed to make informed decisions. Candidate Moderate may be interested in training and staying up to date. However, he may prefer to learn on the job rather than in a formal training situation.

Job Fit — Suitability for the Position

Mr. Moderate will remain calm, steady, and focused when under stress. Others will appreciate his confidence and poise, but he may, at times, not seem appropriately concerned about impending problems. He will seem flexible about adopting leadership positions; he will happily take charge when appropriate, but defer to the judgment of others if he finds himself out of his comfort zone. He will be perceived as tactful, warm, friendly, and tolerant, and will have real skill at managing relationships. Because he wants to please everyone, he will attempt to avoid conflict and avoid confronting performance issues. Mr. Moderate will consistently support standard policies and procedures, but can also change direction promptly to deal with unexpected contingencies. He will work in a reasonably planful and organized manner.

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 flexible about issues of authority and responsibility
- Will rarely overstep his appropriate lines of authority
- Will read social and political cues quickly and easily
- Will work hard in an effort to please everyone
- Seems able to be flexible while working within organizationally-accepted guidelines
- Seems conscientious but adaptable; should complete most tasks promptly but thoroughly

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 hesitate to take charge when it is necessary
- May not be willing to push others for results when necessary
- May seem conflict-averse and have difficulty confronting staff when performance issues arise
- May have difficulty giving subordinates negative feedback
- May have trouble knowing when to stop gathering information and make a decision
- May be reluctant to act without clear guidelines

Job Risks - Tendencies that Could Undermine Performance Success

Candidate Moderate has the following potential risks that need to be managed:

- He is likely willing to make decisions independently and will probably look to balance risk with reward when doing so.
- He likely pays appropriate attention to the details while also being able to delegate work when needed.
- Mr. Moderate tends to persist even when frustrated while also demonstrating appropriate levels of passion.
- He should seem polite, considerate, and concerned with issues of staff morale. However, during periods of stress, he may be unwilling to place strong demands on his staff.



Overall Candidate Recommendation

Based on the assessment results, and in comparison to the job or job family profile, Candidate Moderate's overall fit for the position is:



Low Fit



Moderate Fit



High Fit

Candidate Interview Style

The following suggests how Candidate Moderate 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. Moderate. 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. Moderate'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 you sought additional leadership responsibilities or work assignments.</p> <p>Notes:</p>	<p>Seeking additional responsibilities; taking the initiative to step beyond existing work requirements.</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 (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 Candidate Moderate

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

Candidate Moderate's BASIS Employment Assessment Report is complete.