

- SELECT
- DEVELOP
- LEAD

HOGAN*DEVELOP*

CAREER

DEVELOPMENTAL TIPS ON CAREER MANAGEMENT

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Date: June 18, 2010





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.

The HPI contains a Validity Scale designed to detect careless or inattentive respondents. Three validity scores may be obtained (Valid, Low, Invalid). Definitions of each level are explained below. Valid scores indicate that the respondent was careful and attentive when completing the inventory. Low validity scores indicate that the inventory was completed in a careless or inattentive manner. It may be necessary to confirm the accuracy and completeness of the responses, and interpret these with care. Invalid scores indicate that the inventory was completed in such a careless or inattentive manner that the profile cannot be interpreted with confidence.

The Test is Valid and Interpretable.



STRENGTHS

You are stable and poised, have a positive attitude, and are usually in a good mood; you can easily handle fast paced environments and/or heavy work loads, and will rarely be irritable. Coworkers and team members will appreciate your steadiness under pressure; this is particularly important for jobs or tasks where there is a lot of urgency, physical stress, and potential risk, and where it is necessary to keep your emotions under control. In times of stress, your coworkers can count on you being calm, consistent, and upbeat. You seem confident and willing to take charge of a group or project when necessary, but you are equally comfortable letting others take the lead role.

Others should see you as energetic, talkative, and socially active. You should enjoy meeting the public and working with new people and value a lifestyle and work organized around social interaction. You should perform well in front of groups and like public speaking. This is particularly important for jobs in which one must constantly deal with strangers, and do so in a positive way, for example, sales, training, marketing, and customer service work. You are unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. You will be able to build and maintain friendships. You are concerned about staff morale and you are a good team player. You value encouraging, protecting, and helping others. These characteristics facilitate performance in jobs that require care giving, customer service, and developing long-term relationships.

You are reasonably planful and careful about procedures, but also are able to be flexible and change directions when necessary. You are bright, knowledgeable, and up-to-date concerning current issues and technology. You also seem self-disciplined, achievement-oriented, and productive, and should enjoy pushing tasks to completion. You will value training for yourself and others, will seek opportunities to grow and develop, and will want to apply the latest relevant knowledge to your work. These characteristics are important for most jobs. You are open-minded, curious, and imaginative. You understand the big picture, think quickly on your feet, have ideas for solving problems, and are comfortable with unstructured work that entails design, invention, or change. You are receptive to new ideas and value finding better ways of doing things. This is particularly important in jobs that require creativity, problem solving, strategic planning, and leadership.



SHORTCOMINGS

Because you are very self-confident, you may be hard to coach and too optimistic in your expectations of others. This self-confidence can lead to overestimating your own contributions, ignoring mistakes, and being unwilling to listen to negative feedback. You sometimes seem indifferent as to whom is in charge of projects and work activities. You may not position yourself to take control of tasks or team assignments where you can clearly make an impact. Because you are so energetic and outgoing, you may also tend to be over-committed, distracted, and unable to listen very well. You may dominate meetings, and your need to talk and be recognized may cause you to miss information that could be useful for your projects or organization.

Because you are so pleasant and good natured, you may avoid disagreements, become upset by rejection, tend to promise more than you can deliver, and have problems being decisive. In addition, you may be more concerned with pleasing others than with completing your own work. Think through situations to determine whether rules and procedures or flexibility is more important. Because you are so curious and potentially creative, you may be easily bored unless given new and different assignments. In addition, your coworkers may not share your enthusiasm for experimentation and/or your love of adventure. Because you are so well-informed, you may see through issues more quickly than others and then take action without insuring that others see the point and are ready to move forward.

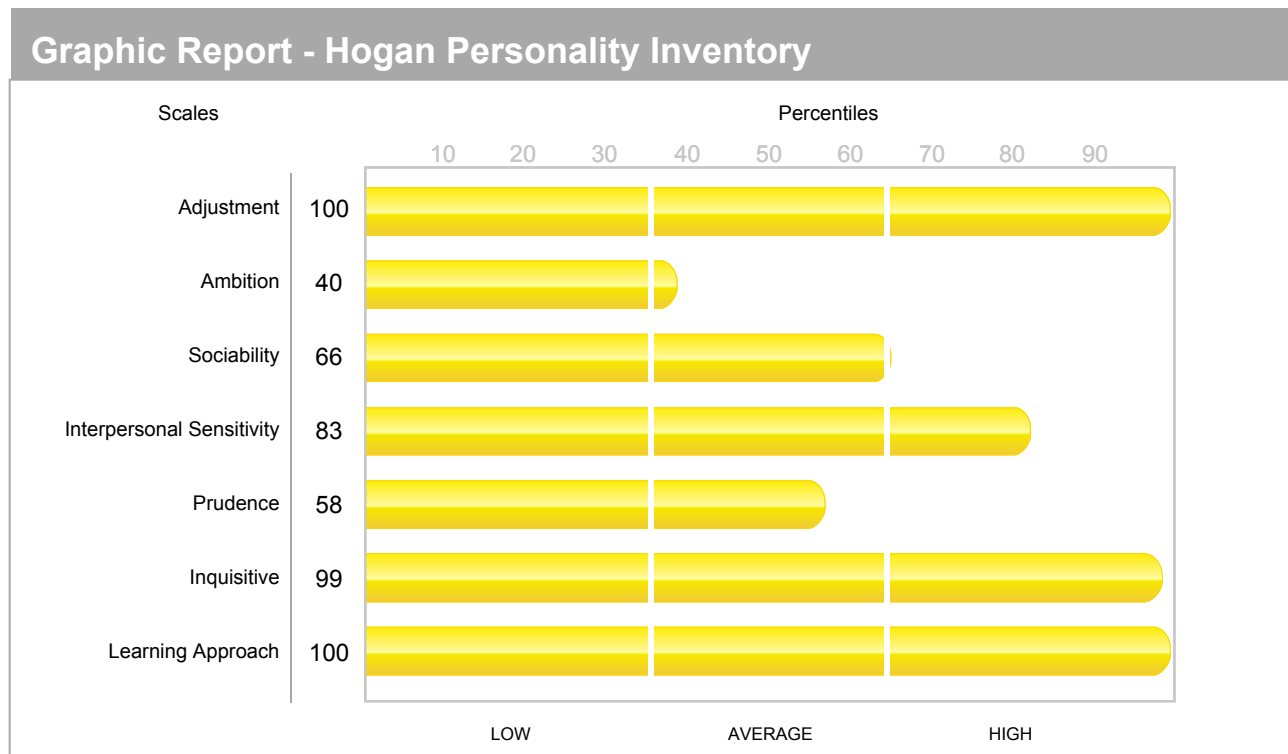


TIPS FOR CAREER DEVELOPMENT

In view of your unusual resilience and ability to handle pressure, you need to remember your errors and missteps in order to learn from them, and be aware that others may be stressed when you are not. Step up to challenges, take initiative, and be enthusiastic. At the same time, stay focused on important organizational or group tasks and be results-oriented. You should look for opportunities to assume leadership roles while supporting your coworkers through both words and actions.

You are so extraverted and enthusiastic that you may need to remember to listen carefully to what others are saying and not interrupt them—especially when dealing with inexperienced or more junior people and with clients. You should also make a point to share credit with others for successes achieved. Because you value getting along with others, you will tend to avoid taking unpopular positions. Be careful not to promise more than you can deliver, to confront problems promptly before they become unmanageable, and let people know where you stand.

Stay open to change and be flexible in uncertain situations. When making decisions, remember that you may never have all the information you need, so be prompt. Prioritize your work, keeping in mind that not every task requires equal effort or attention. Although you are imaginative and visionary, you may be easily bored with routine tasks; you need to remember to stay with tasks until they are finished. You value being well-informed; consequently, you should seek training opportunities and you may be frustrated when they are not available. Moreover, you will enjoy setting your own performance goals because you are very achievement oriented.



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

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.