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HOGAN *DEVELOP*

M A N A G E

TECHNIQUES FOR MANAGING AN EMPLOYEE

Report for: Jan Novák

ID: DF178402

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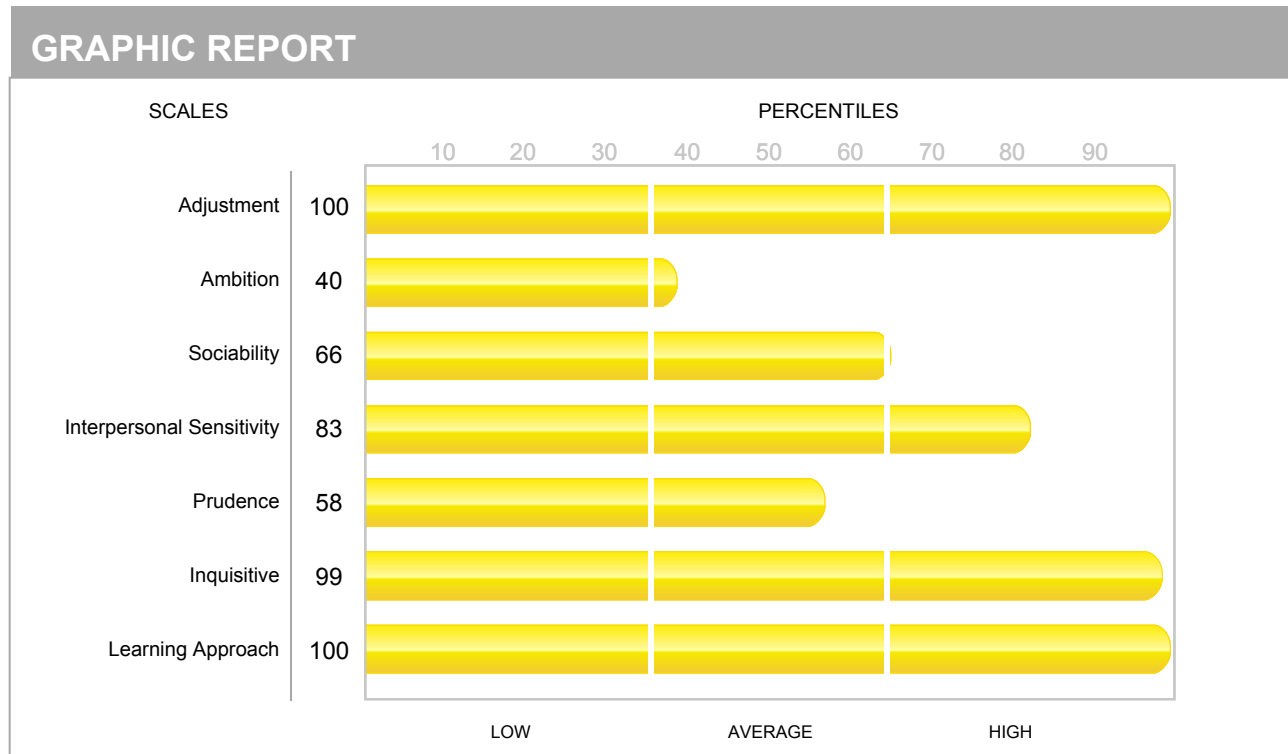


INTRODUCTION

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 the candidate's scores on these dimensions; it describes how he is likely to act in various circumstances, it notes the candidate's strengths and shortcomings, and it makes some suggestions about how to manage his career. The next page contains the HPI graph on which the report is based, and definitions for the seven dimensions.

The Test is Valid and Interpretable.

The HPI evaluates people on seven well-known dimensions or characteristics that influence occupational success.



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.



STRENGTHS ON WHICH A MANAGER CAN BUILD

ADJUSTMENT

Mr. Novák tends to be confident and poised, has a positive attitude, and is generally in a good mood. He also seems:

- steady under pressure
- tolerant of others' mistakes
- resilient, calm, and upbeat
- able to handle heavy workloads
- to express emotions appropriately

AMBITION

Mr. Novák is assertive without being pushy. He is:

- willing to take charge when necessary
- an effective team member
- reasonably ambitious and hard-working
- comfortable letting others be in charge

SOCIABILITY

Mr. Novák seems outgoing, talkative, and socially self-confident. He should:

- seem lively and energetic
- enjoy the limelight
- be friendly and approachable
- make a strong first impression
- be comfortable meeting strangers

INTERPERSONAL SENSITIVITY

Mr. Novák seems warm, friendly, and responsive to the needs and feelings of others. He:

- builds and maintains relationships
- values helping others
- is concerned about staff morale
- is liked and trusted by others
- is considerate and pleasant

PRUDENCE

Mr. Novák is reasonably planful and careful about procedures, but is also flexible and adaptable when necessary. He:

- is responsible and dependable
- will not get bogged down by details
- works well under supervision
- seems reasonable about rules

INQUISITIVE

Mr. Novák is open-minded, curious, and imaginative. He will:

- think well on his feet
- understand the big picture
- be receptive to new ideas
- be a resource for problem solving
- be comfortable with innovation and change



LEARNING APPROACH

Mr. Novák is bright, well-informed, stays up-to-date on current issues and technology, and:

- seeks training opportunities
- is self-disciplined, achievement oriented, and productive
- enjoys challenges
- sets and achieves goals
- is a resource for problem solving advice



SHORTCOMINGS THAT MAY CHALLENGE A MANAGER

ADJUSTMENT

Mr. Novák is unusually self-confident and may:

- ignore or not admit mistakes
- not believe negative feedback
- be seen as arrogant
- overestimate his contribution

AMBITION

Mr. Novák may not care who is in charge of projects and work activities. He may:

- avoid taking control of tasks or team assignments
- be perceived exclusively as a team player
- not take initiative when opportunities arise

SOCIABILITY

Because Mr. Novák is so extraverted, he may:

- need continuous interaction
- interfere with others' work due to socializing
- talk more than listen
- be more active than productive

INTERPERSONAL SENSITIVITY

Mr. Novák is unusually pleasant, good natured, eager to please. As a result he may:

- avoid confrontations
- promise more than is possible to achieve
- become upset by rejection
- avoid giving unpleasant feedback

PRUDENCE

Mr. Novák seems to have a balanced attitude towards authority. He should:

- be reasonably flexible about rules
- plan appropriately
- be easy to supervise

INQUISITIVE

Mr. Novák is unusually curious and imaginative and may:

- become easily bored
- be seen as unpredictable and flighty
- ignore or downplay operational or process matters
- prefer to work on unique rather than practical problems

LEARNING APPROACH

Mr. Novák is so bright and well-informed that others may see him as a "know-it-all" who:

- takes action before insuring others are on board
- neglects others' input
- tries to fix things that are not broken
- relies excessively on technical solutions



Tips for managing Mr. Novák

Mr. Novák needs to be reminded to step up to challenges and take initiative. He may also need to be reminded to be persistent and results-oriented when working on tasks. He should look for opportunities to increase leadership while supporting his coworkers in both word and deed.

Mr. Novák is bright and well-informed, interested in opportunities to learn, and may be unhappy when they are not available. In addition, he will respond positively to performance goals because he is so achievement driven.

Mr. Novák should be reminded to stay flexible in ambiguous situations. He should remember that he may never have all the information needed to make decision. He should prioritize his work, keeping in mind that not every task requires equal effort or attention.

This person is unusually eager to please, and he will tend to avoid confrontations and disagreement; consequently, he needs to be reminded to be careful not to promise more than he can deliver, to be consistent in enforcing rules, and to confront problems promptly.

Mr. Novák is unusually self-confident, and needs to be reminded periodically to listen to negative feedback, to pay attention to his inevitable mistakes in order to learn from them, and to understand that others may be stressed when he is not.

This person is curious and imaginative, and may be easily bored with routine tasks; he will thrive in problem solving situations and should be reminded to stay with tasks until they are finished.

Mr. Novák is so outgoing and socially self-confident that he may need to be reminded to listen to others and not to interrupt them. He also needs to prepare for public performances, not shoot from the hip, and share credit for successes.