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HOGAN*REPORTS*

GRAPHIC

HOGAN DEVELOPMENT SURVEY

Report For: Jan Novák

ID: DF178402

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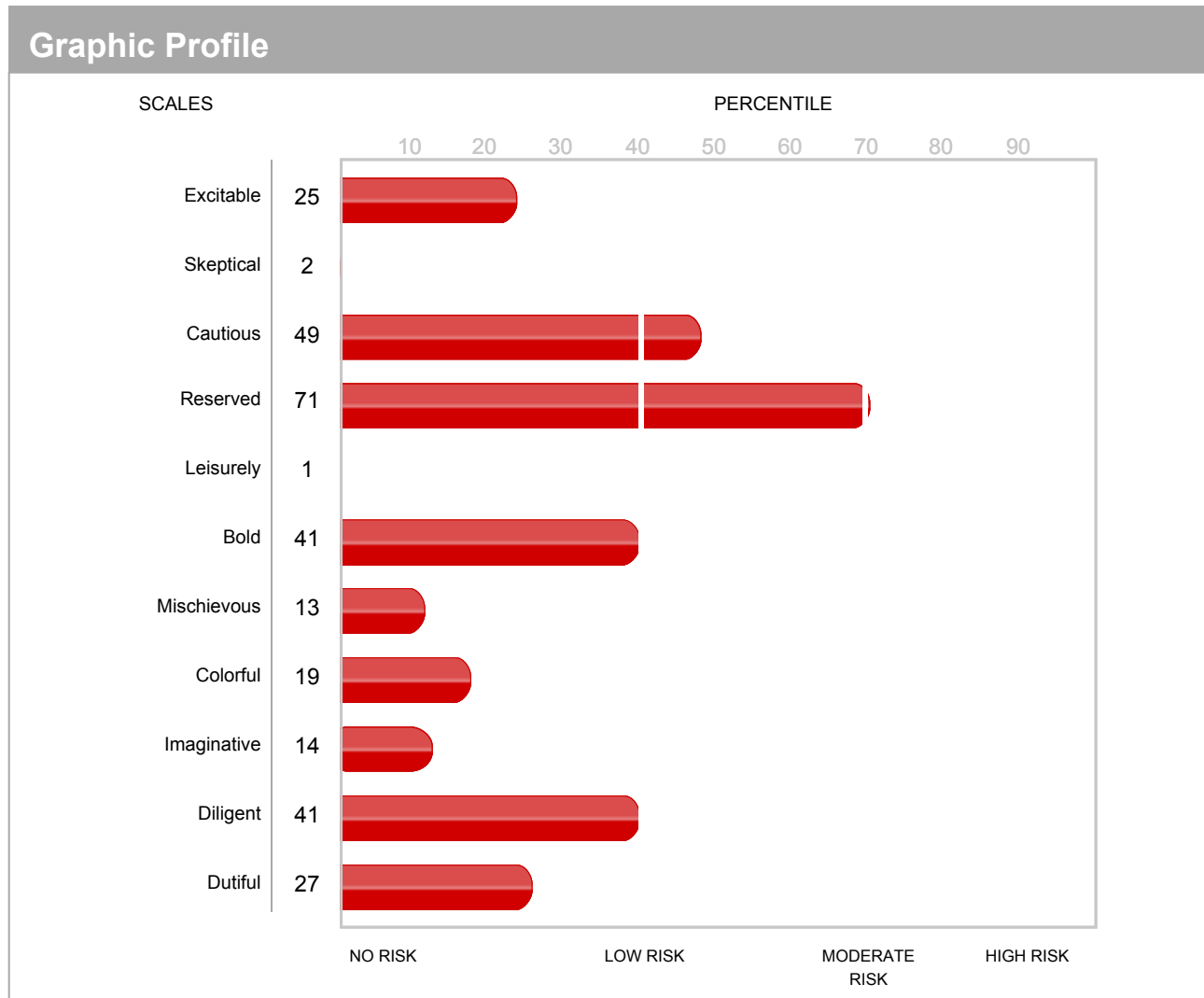
INTRODUCTION

The Hogan Development Survey (HDS) measures eleven patterns of interpersonal behavior that tend to appear when a person is stressed, tired, or distracted. Although these tendencies may limit peoples' careers, they are often unaware of them. The HDS highlights these tendencies so that they can be managed.

This information will be a useful foundation for personal and professional development.

The HDS dimensions are defined below, the next page contains your profile on these dimensions.

Excitable	Concerns seeming moody, easily irritated, and hard to please, and dealing with stress by quitting or ending relationships.
Skeptical	Concerns mistrusting others' intentions, being alert for signs of mistreatment, and then challenging or blaming others when it seems to occur.
Cautious	Concerns being overly concerned about making mistakes or being embarrassed, and becoming defensive and conservative when stressed.
Reserved	Concerns seeming independent, uncaring, aloof, uncomfortable with strangers, and dealing with stress by withdrawing and being uncommunicative.
Leisurely	Concerns wanting to work according to one's own pace and standards, and feeling put upon when asked to work faster or differently.
Bold	Concerns the tendency to over evaluate one's talents, not admit mistakes or take advice, and blustering and bluffing when under pressure.
Mischievous	Concerns taking risks, testing limits, making hasty decisions, not learning from experience, and demanding to move on when confronted with mistakes.
Colorful	Concerns expecting to be seen as talented and interesting, ignoring others' requests, and becoming very busy when under pressure.
Imaginative	Concerns being eccentric-acting and thinking in creative and sometimes unusual ways-and becoming unpredictable when stressed.
Diligent	Concerns having high standards of performance for self and others, being meticulous, precise, picky, critical, and stubborn when under pressure.
Dutiful	Concerns being cordial, agreeable, and eager to please, reluctant to take independent action, and conforming when under pressure.



The graph above shows Mr. Novák's scores on each scale. Scores shown are in percentiles. The percentile scores indicate the percentage of people from a comparison (or 'norm') group who score at or below Mr. Novák's obtained score.