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HOGAN *DEVELOP*

# M A N A G E

TECHNIQUES FOR MANAGING AN EMPLOYEE

Report for: Jan Novák

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Date: October 27, 2010



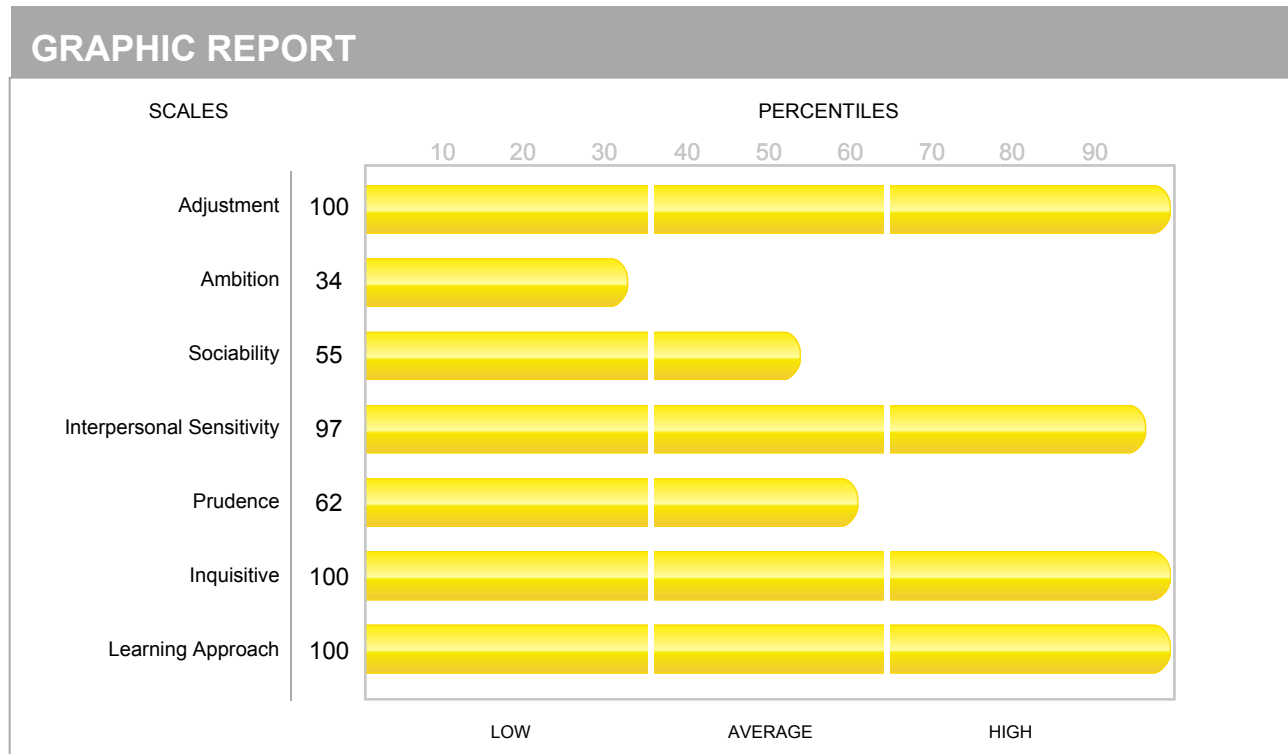


## INTRODUCTION

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 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.

<b>ADJUSTMENT</b>	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.
<b>AMBITION</b>	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.
<b>SOCIABILITY</b>	Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.
<b>INTERPERSONAL SENSITIVITY</b>	Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
<b>PRUDENCE</b>	Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.
<b>INQUISITIVE</b>	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.
<b>LEARNING APPROACH</b>	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

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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

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Mr. Novák is low-keyed and doesn't mind letting others be in charge. As a result, he tends to:

- try to advance through technical competence
- prefer following rather than leading
- be content with limited opportunities for advancement
- collaborate rather than compete

### SOCIABILITY

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Mr. Novák seems friendly and approachable, but not overly gregarious. He is:

- willing to listen and let others talk
- doesn't feel compelled to express his point of view
- comfortable working alone or with others
- appropriately outspoken

### INTERPERSONAL SENSITIVITY

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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

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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

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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

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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

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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

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Mr. Novák may be reluctant to take initiative. He tends to:

- rely on others for decisions
- be satisfied with the status quo
- be reluctant to speak up in a group setting
- be unassertive

### SOCIABILITY

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Mr. Novák will be comfortable working alone or with others; he may also:

- not know when to speak up and when to be quiet
- not make a strong first impression
- not communicate well

### INTERPERSONAL SENSITIVITY

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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

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

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

### INQUISITIVE

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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

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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

This person tends to avoid taking charge. For development, he should consider training in assertiveness and/or public speaking--if needed for the job--to enhance his leadership skills and willingness to take initiative.

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 should be encouraged to talk with his coworkers, and ask their advice regarding problems at work. He should be sure to make his opinions known at business meetings.