



About Hogan

In a data-driven world, personality assessments are people analytics. Personality drives human behavior, often in highly predictable ways. Hogan's personality assessments were developed to evaluate all facets of personality — the bright side, the dark side, and the inside — and to provide employers with an objective lens through which to understand people.

For decades, we've demonstrated personality's impact on organizational success. We also pioneered the use of personality assessments to improve workplace performance. As a result of our research and experience, we have solutions to address every important talent management initiative, from talent acquisition to executive development and everything in between. We know how personality predicts performance, and we have the data to prove it.

► Why Personality Matters

Evolution has taught us that humans are driven by three main objectives: to get along with other people, get ahead in the social hierarchy, and find meaning in life. Individual personality differences have always determined how people approach these goals.

In the modern working world, personality assessments provide essential insight into job candidates that cannot be uncovered by interviews alone. Personality assessments allow us to look beyond education, experience, and technical skill to predict how job candidates will perform in a particular job role; how they will interact with teammates, superiors, and subordinates; and if their values are aligned with the hiring organization's culture and values. With assessment results in hand, employers can make strategic decisions about new hires and existing employees.

Assessment results benefit assessment takers too. Results can help guide discussions around professional development and cultivate strategic self-awareness, enabling people to perform at their best, manage their professional reputations, and achieve their career goals.

► Why Reputation Matters

You can think about personality in two ways: identity and reputation. Most assessments on the market measure identity — who you think you are. While this can be useful for introspection, we are generally poor judges of ourselves. For example, most people like to think of themselves as being good drivers. However, a trip during rush-hour traffic will show you that this is not true. In other words, we like to think of ourselves as the heroes of our own stories, but sadly that often doesn't line up with reality.

In contrast, Hogan measures personality in terms of reputation — who others think you are. Reputation is far more consequential in the world of work because your career trajectory depends on how others evaluate you. For example, it's how others see you and measure your performance that determines how you do in a performance appraisal or whether you get that promotion.

Moreover, reputation is a superior way to measure personality for a few reasons. First, past behavior is the best predictor of future behavior. Second, reputation is easy to study; we simply ask other people to describe a person. Lastly, a wealth of research exists that links reputation to occupational performance. Therefore, focusing on reputation, rather than identity, allows us to predict job performance.

► Hogan Assessments

Hogan's three primary personality assessments include a variety of scales that create profiles to reveal competencies, potential challenges, values, and leadership characteristics. Employers can use these assessments to make sure the right people are in the right roles and provide opportunities for self-awareness and development.

HPI

The Hogan Personality Inventory describes everyday personality, or the bright side of personality — qualities that describe how we relate to others when we are at our best. The HPI provides critical insights regarding a person's fit for a particular job role and key job-specific responsibilities. Whether the goal is to assess a potential new hire or develop stronger leaders, assessing day-to-day personality characteristics provides valuable insight into how people work, how they lead, and how successful they will be in the workplace.

As the first inventory of everyday personality based on the five-factor model developed specifically for the business community, the HPI is the industry standard. It has a decades-long history of successfully predicting employee performance and helping companies improve retention, engagement, productivity, and customer service..

HDS

The Hogan Development Survey describes the dark side of personality — 11 counterproductive behavioral tendencies that emerge during times of increased stress or pressure. Under typical circumstances, these characteristics may actually be strengths. However, when people are tired, pressured, bored, or otherwise distracted, these are qualities that can damage reputation, disrupt relationships with colleagues and customers, hinder productivity, and limit career potential.

The HDS is the only business-related inventory that measures these dysfunctional behavioral patterns. The inventory is unique because it concerns characteristics that are not covered by the five-factor model, and it's available in multiple languages. Most importantly, it allows employers and assessment takers to recognize and mitigate performance risks before they become a problem.

MVPI

The Motives, Values, Preferences Inventory describes personality from the inside — the core goals, values, motives, and unconscious biases that determine what people desire and strive to attain. Insights provided by the MVPI can help recruiters and hiring managers understand what drives candidates to succeed, the types of positions and environments that will make them most productive, and if their values are aligned with those of the organization.

► How Can I Use Hogan?

No talent management initiative is too big or too small — our off-the-shelf and custom solutions are designed with your unique business needs in mind. We can offer you data-driven talent insights to achieve a wide range of talent objectives:

- **Predict job performance** – hire people whose personalities, work styles, and values are suited to the role, team, and organization.
- **Evaluate career derailers** – identify and mitigate behaviors that can degrade leadership success, erode relationships, and damage professional reputation.
- **Identify high potentials** – find and develop your organization’s next generation of top talent.
- **Develop leaders** – leverage the strategic self-awareness gained through Hogan’s assessment process with executive development and coaching.
- **Cultivate an inclusive culture** – help employees and leaders understand their behavioral tendencies, and how those are shaped by their values, motives, and unconscious biases.
- **Boost employee retention** – know which candidates will be able to reskill and upskill when needed and give incumbents the development opportunities they need to succeed.
- **Improve your organizational reputation** – stand out as an attractive employer in a competitive talent market.

► Where Can I Use Hogan?

Our global reach spans 66 countries and six continents. We have a broad network of international partners who are established locally and are experts in their regions. We work closely with our partners and licensed distributors to provide culturally relevant services and support.

Our assessments and products are available in 51 languages and dialects and have been rigorously translated and localized. We have local, language-specific norms for most of the markets in which we operate.

► How Will Hogan Help My Business?

An important factor for any talent management solution is the return on investment. Our research team constantly monitors the success of our assessments by focusing on a range of measurable outcomes.

We have the data to show that Hogan can help your business in a variety of ways, such as increased profits, improved performance ratings, greater advancement potential, increased retention, fewer work-related accidents, higher customer satisfaction, and more. No matter your desired business outcome, we can help.

► Assessment Scale Definitions

HPI	Low scorers tend to seem...	Highscorers tend to seem...
Adjustment	vigilant, self-aware, and open to feedback, but also pessimistic, moody, and tense.	resilient, optimistic, and composed, but also arrogant and feedback resistant.
Ambition	supportive and team oriented, but also lacking confidence, drive, and initiative.	self-confident, driven, and energetic, but also forceful and inclined to overcompete.
Sociability	focused, purposeful, and inclined to listen more than talk, but also socially reactive.	socially proactive and team oriented, but also distractible and inclined to talk more than listen.
Interpersonal Sensitivity	direct, frank, and willing to maintain unpopular positions, but also tough, critical, and lacking tact.	diplomatic, warm, and friendly, but also avoidant of confrontation and reluctant to give negative feedback.
Prudence	flexible and ambiguity tolerant, but also feedback resistant, impulsive, and inattentive to details.	dependable, process focused, and organized, but also rigid about details and rules.
Inquisitive	pragmatic, capable, and tactical, but also less creative, curious, and inclined to see the big picture.	strategic, inclined to see the big picture, and clever, but also prone to impractical ideas.
Learning Approach	hands-on, practical, and willing to improve existing skills, but also less informed and training averse.	driven to learn and forward-thinking, but also pedantic and disinclined to do mundane tasks.
HDS	On an everyday basis, high scorers may seem ...	But under pressure, high scorers may become ...
Excitable	intense and energetic.	moody, inconsistent, volatile, and unpredictable.
Skeptical	perceptive and insightful.	cynical, negative, distrustful, and fault finding.
Cautious	careful and thorough.	risk averse, overly careful, and fearful of failure.
Reserved	independent and objective.	socially withdrawn, tough, and uncommunicative.
Leisurely	cooperative and agreeable.	stubborn, privately irritable, and passive-resistant.
Bold	confident and assertive.	entitled, arrogant, and overconfident.
Mischievous	charming and interesting.	risk taking, limit testing, and untrustworthy.
Colorful	outgoing and socially skilled.	attention seeking, self-promoting, and dramatic.
Imaginative	innovative and creative.	eccentric, impractical, and unfocused.
Diligent	detailed and conscientious.	micromanaging, perfectionistic, and nitpicking.
Dutiful	supportive and loyal.	overeager to please, deferential, and ingratiating.
MVPI	Low scorers tend to value ...	High scorers tend to value ...
Recognition	modesty and behind-the-scenes roles.	public acknowledgment and visibility.
Power	cooperation and democratic decision-making.	authority, top-down influence, and impact.
Hedonism	professional, formal work environments.	fun, lighthearted, open-minded work environments.
Altruistic	personal responsibility and self-reliance.	helping others, coaching, and providing service.
Affiliation	privacy, minimal interruptions, and independent work.	networking, relationships, teamwork, and belonging.
Tradition	progress, diversity, and autonomy.	rules, standards, and convention.
Security	risk taking, limit testing, and experimentation.	structure, order, and predictability.
Commerce	relationships and cooperation over the bottom line.	making money and finding business opportunities.
Aesthetics	functionality and substance over form.	quality, the look and feel of a product, and self-expression.
Science	experience-based, intuitive decisions.	analytics and data-driven decision-making.