

- SELECT
- DEVELOP
- LEAD

HOGAN *DEVELOP*

CAREER

DEVELOPMENTAL TIPS ON CAREER MANAGEMENT

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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 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.

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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 are active, hard-working, competitive, and eager to get ahead. You like leadership positions and enjoy being in charge. Generally, you are willing to take initiative in a group and, with the appropriate interpersonal skills, you will be able to assume lead roles on team projects. These tendencies are particularly important in jobs that require taking initiative, being persuasive, and working without supervision.

You appear friendly, outgoing, and approachable, but also willing to listen and let others talk. 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 typically planful, self-controlled, careful, conscientious, and good with details. You also will be a hardworking and solid organizational citizen (i.e., reliable and dependable). You are concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time. You value providing high quality work products and meeting high performance standards. This is particularly important in jobs requiring accuracy, precision, and attention to detail. 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. Because you are strongly motivated to succeed, you may compete with and/or intimidate colleagues without realizing it. You should remember to think about other peoples' agendas when working jointly on projects. Although you may feel comfortable working both by yourself and with others, take time to evaluate when it is important for you to be recognized and make your opinion known versus when it is important for you to listen and comment at a later time.

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. You have high standards for yourself and others and may have trouble delegating or prioritizing, thereby increasing your workload and possible level of stress. You may tend to criticize others' performance, worry unnecessarily about details, and have trouble changing direction because you are so convinced your methods are correct. 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. You seem keenly interested in opportunities for advancement. Stay alert for these in your own organization and look for opportunities to make your interests known. You need to remember not to intimidate inexperienced or more junior team members, to practice letting others be in charge, and to be patient with others who are less eager to succeed than you are.

You should talk regularly with your coworkers, ask them questions, and seek their advice. Try to achieve a balance between the social and technical aspects of work. 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.

Because you are so conscientious, you should remember that you won't be able to do everything yourself and that it won't be possible to do every job equally well. You should learn how to delegate and how to prioritize work, and be sure to be flexible when it is called for—for example, allow people to interrupt you when necessary. 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.

