



# Insight

## Hogan Development Survey (HDS)

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**Report for:** Richard Oaks

**ID:** HF486168

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## Introduction

The Hogan Development Survey evaluates 11 forms of interpersonal behavior that can cause problems at work and in life. Behaviors associated with elevated HDS scores can be strengths, but when overused can derail relationships and careers. Individuals who understand their performance limitations have more successful careers. This report builds self-awareness by highlighting behavioral tendencies of which Mr. Oaks may be unaware.

- The HDS identifies behavioral tendencies that emerge when a person is stressed, bored, or fatigued.
- Research shows that people with lower HDS scores have fewer problems at work. High-risk and moderate-risk scores indicate areas of concern, but low scores indicate underused strengths that also deserve attention.
- The average person has three or four high-risk HDS scores.
- Mr. Oaks's HDS scores should be interpreted in the context of his everyday performance provided by a measure of normal personality, like the Hogan Personality Inventory.

## Scale Definitions

► HDS Scale Name	► Low scores may seem	► High scores may seem
<b>Excitable</b>	to lack passion to lack a sense of urgency	easily annoyed emotionally volatile
<b>Skeptical</b>	naive gullible	mistrustful cynical
<b>Cautious</b>	overly confident to make risky decisions	too conservative risk averse
<b>Reserved</b>	to avoid conflict too sensitive	aloof and remote indifferent to others' feelings
<b>Leisurely</b>	unengaged self-absorbed	uncooperative stubborn
<b>Bold</b>	unduly modest self-doubting	arrogant entitled and self-promoting
<b>Mischievous</b>	over controlled inflexible	charming and fun careless about commitments
<b>Colorful</b>	repressed apathetic	dramatic noisy
<b>Imaginative</b>	too tactical to lack vision	impractical eccentric
<b>Diligent</b>	careless about details easily distracted	perfectionistic micromanaging
<b>Dutiful</b>	possibly insubordinate too independent	respectful and deferential eager to please



## Executive Summary

Based on Mr. Oaks's responses to the HDS, when he is not proactively managing and monitoring his behavior, he seems:

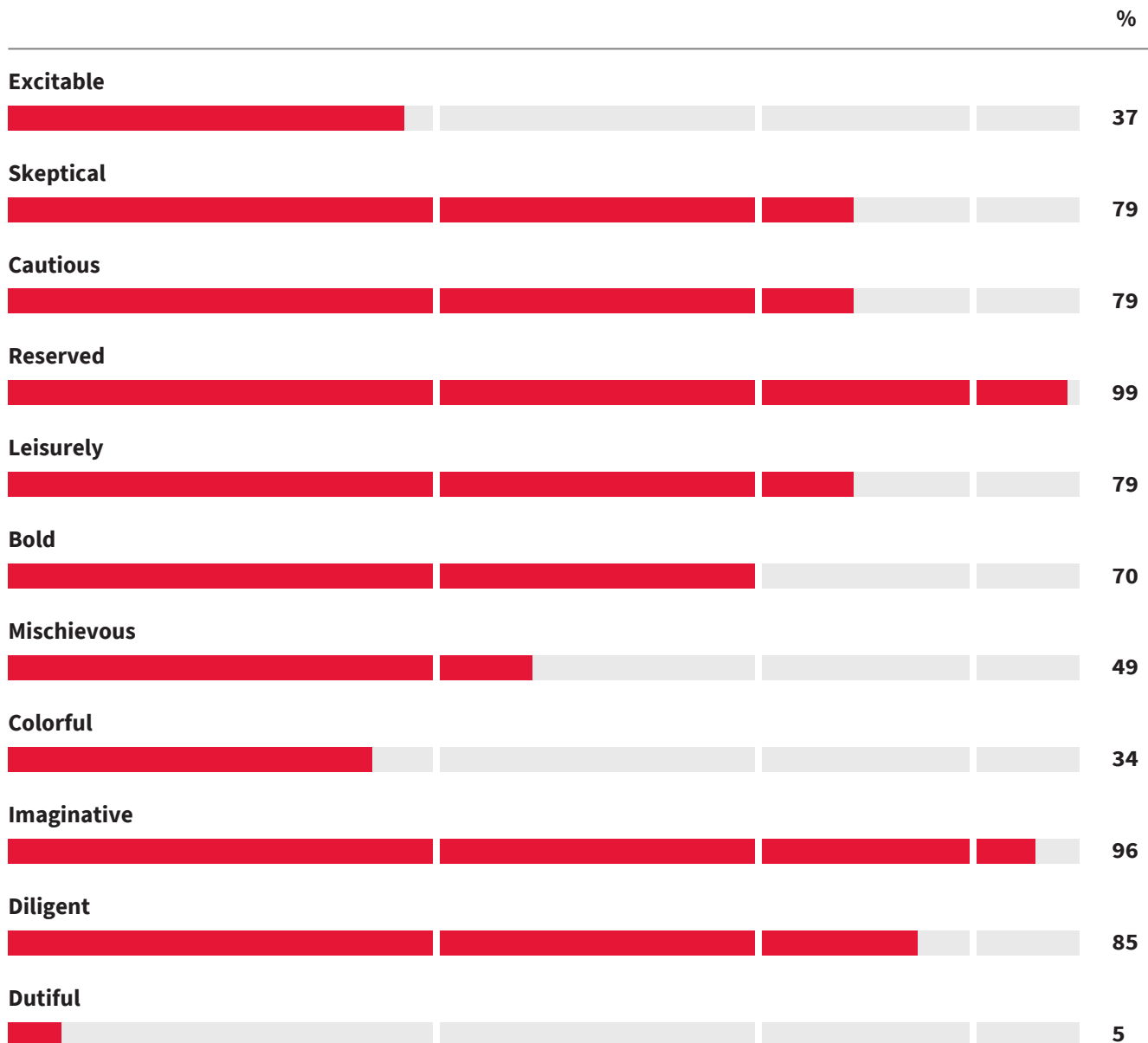
- To lack the passion needed to take action and motivate others toward a common goal.
- To question others' motives and intentions, which may prevent him from trusting others.
- To need a lot of information before making rather conservative decisions.
- Tough, aloof, and indifferent to the feelings of others. He may be a reluctant communicator.
- Overtly cooperative and team oriented, but less so when left alone.
- Self-confident, assertive, entitled, and unwilling to admit mistakes or ask for feedback.
- Socially appropriate, restrained, and reluctant to take many chances.
- Reluctant to engage in self-promotion or create dramatic situations starring himself.
- Smart, innovative, creative, eccentric, visionary, and sometimes impractical.
- Careful, industrious, attentive to detail, somewhat inflexible, and uncomfortable with uncertainty and ambiguity.
- Independent, even irreverent, and willing to challenge authority and the status quo.



## Percentile Scores

The percentile scores indicate the proportion of the population who will score at or below Mr. Oaks. For example, a score of 75 on a given scale indicates that Mr. Oaks's score is higher than approximately 75% of the population.

- Scores of 0 to 39 are considered **no risk**
- Scores of 40 to 69 are considered **low risk**
- Scores of 70 to 89 are considered **moderate risk**
- Scores at or above 90 are considered **high risk**



Norm: Global



## Scale: Excitable

37

### Description

The Excitable scale concerns working with passion and enthusiasm, but also being easily frustrated, moody, irritable, and inclined to give up on projects and people.

### Score Interpretation

Mr. Oaks's score on the Excitable scale suggests he tends to:

- Manage his emotions appropriately
- Seldom get excited or upset
- Be in a good mood
- Not give off strong emotional cues
- Lack passion or enthusiasm

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe the type of passion you bring to your work.
- Describe the manner in which you regulate your emotions.
- Describe how you usually express your emotions.
- How do you typically approach new projects?
- How do you respond to setbacks or disappointments in a project?



## Scale: Skeptical

79

### Description

The Skeptical scale concerns being alert for signs of deceptive behavior in others and taking action when they are detected.

### Score Interpretation

Mr. Oaks's score on the Skeptical scale suggests he tends to:

- Be suspicious and uncooperative
- Seem sensitive and defensive
- Be critical and argumentative
- Be insightful about others' motives
- Be preoccupied with organizational politics

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you usually establish trust with others?
- How do you remain in tune with office politics?
- Describe your typical approach to giving a coworker feedback.
- How do you foster trust within your team?
- How do you respond to negative feedback?



## Scale: Cautious

79

### Description

The Cautious scale concerns risk aversion, fear of failure, and avoiding criticism.

### Score Interpretation

Mr. Oaks's score on the Cautious scale suggests he tends to:

- Seem careful to avoid being criticized for mistakes
- Be conservative and reluctant to innovate
- Seek others' approval before making decisions
- Avoid risky choices and decisions
- Make few dumb mistakes

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your decision-making process when all of the facts are not known.
- How do you respond to risky projects or decisions?
- How do you balance the positive and negative risks of a decision?
- How do you typically respond to failure?
- How do you determine the best time to make a decision?



## Scale: Reserved

99

### Description

The Reserved scale concerns seeming tough, aloof, remote, and unconcerned with the feelings of others.

### Score Interpretation

Mr. Oaks's score on the Reserved scale suggests he tends to:

- Be unconcerned about building relations with others
- Not communicate frequently or well
- Seem unconcerned about others' problems
- Seem unfazed by stress, pressure, and criticism
- Seem like a loner

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you typically respond when a colleague comes to you with a problem?
- When is it beneficial to keep others at a distance?
- How do you balance the feelings of others with business needs?
- How emotionally engaged do you feel a manager should be with their team?
- What are the benefits and shortcomings of having to work closely with others?





## Scale: Leisurely

79

### Description

The Leisurely scale concerns appearing to be friendly and cooperative, but actually following one's own agenda and quietly but stubbornly resisting those of others.

### Score Interpretation

Mr. Oaks's score on the Leisurely score suggests he tends to:

- Seem cooperative and interested in feedback
- Be stubborn and unwilling to change
- Work according to his own timetable
- Put his own work in front of the requests of others
- Resist requests for changed or enhanced performance

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you feel when you are interrupted?
- How do you hide your feelings when annoyed?
- How transparent are you about your priorities and agenda?
- How accommodating are you to the requests of others?
- Describe your approach to attending to your own priorities.



## Scale: Bold

70

### Description

The Bold scale concerns seeming fearless, confident, and self-assured, always expecting to succeed, unable to admit mistakes or learn from experience.

### Score Interpretation

Mr. Oaks's score on the Bold scale suggests he tends to:

- Think his success is guaranteed
- Have difficulty admitting mistakes
- Expect special treatment
- Do what it takes to advance his career
- Intimidate junior people

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you assert your position in meetings?
- How confident are you in your ability to deliver on challenging projects?
- Should everyone be treated equally, regardless of their contributions or performance?
- Describe your typical reaction to a colleague dominating a meeting or project.
- What is the appropriate level of assertiveness to display in the workplace?



## Scale: Mischievous

49

### Description

The Mischievous scale concerns seeming bright, attractive, adventurous, risk-seeking, and limit-testing.

### Score Interpretation

Mr. Oaks's score on the Mischievous scale suggests he tends to:

- Seem reliable and trustworthy
- Think before talking or taking action
- Keep his commitments
- Not take unnecessary chances
- Understand when and how rules can be challenged

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- What is your view on rules and regulations?
- How do you persuade others to do something they otherwise might not do?
- How do you handle mistakes that you make?
- What role should charm play in business discussions?
- Describe your approach to making commitments to projects you are not sure you can deliver on.



## Scale: Colorful

34

### Description

The Colorful scale concerns seeming gregarious, fun, entertaining, and enjoying being in the spotlight.

### Score Interpretation

Mr. Oaks's score on the Colorful scale suggests he tends to:

- Seem quiet and unassuming
- Be willing to be part of the audience and not the star on stage
- Avoid the limelight
- Need to take a higher profile in the organization
- Need to be more self-promoting

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you respond to attention from others?
- How active of a role do you play in meetings?
- How do you work to share credit for successes?
- How do you respond to others being dramatic at work?
- Do you prefer to focus on one project or several projects at one time?



## Scale: Imaginative

96

### Description

The Imaginative scale concerns seeming innovative, creative, possibly eccentric, and sometimes self-absorbed behavior.

### Score Interpretation

Mr. Oaks's score on the Imaginative scale suggests he tends to:

- Offer creative solutions to problems, even when not needed
- Have many ideas about how to do things better
- Communicate in a complicated and abstract manner
- Get lost in his own thoughts
- Seem unaware of how his ideas might impact others

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How frequently should organizations innovate?
- How do you gather buy-in for your ideas?
- How do you balance creativity with practicality?
- Describe your approach to process improvement.
- How unique should an individual strive to be?





## Scale: Diligent

85

### Description

The Diligent scale concerns being hardworking, detail-oriented, and having high standards of performance for self and others.

### Score Interpretation

Mr. Oaks's score on the Diligent scale suggests he tends to:

- Seem somewhat perfectionistic
- Focus on the details and ignore the big picture
- Expect too much from others
- Be stubborn and inflexible with regard to how work gets done
- Prefer to do things himself

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you decide what work or projects should be delegated to others?
- Describe the performance standards you place on yourself and others.
- How do you balance the quality of a work product with the need for completion?
- When is it appropriate for yourself or others to put in extra hours to get a project done?
- What is the typical explanation for deadlines you miss?



## Scale: Dutiful

5

### Description

The Dutiful scale concerns seeming to be a loyal and dependable subordinate and organizational citizen.

### Score Interpretation

Mr. Oaks's score on the Dutiful scale suggests he tends to:

- Not worship authority
- Seem honest but incapable of blind loyalty
- Do things his way
- Be a maverick
- Appear willing to challenge the boss

### Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How much respect should upper management be afforded?
- How do you make sure to keep your boss happy?
- How often do you consult with your boss before making decisions?
- How do you balance the needs of management with that of your team or subordinates?
- Describe your approach to expressing disagreement with your boss.