



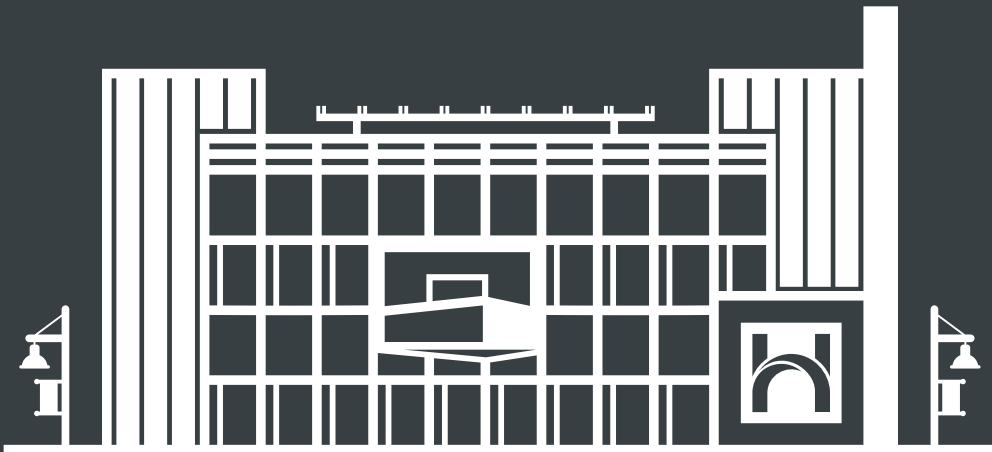
Introduction to Hogan Assessments

Assessments, Applications & Solutions



Who is Hogan?

Who is Hogan Assessments?

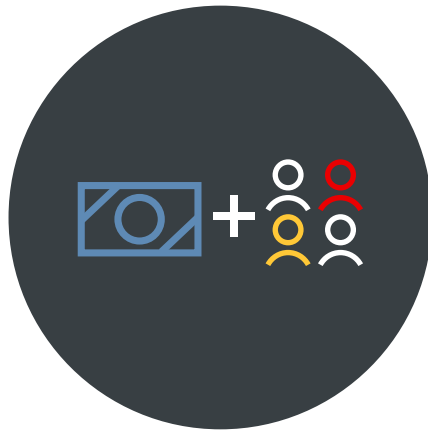


- We provide **premium assessment-based solutions** for making decisions about people.
- Our core assessments **solve problems common to all organizations**—safety solutions, high potential identification, leadership development.
- Our research archive has **performance data for most jobs** in the global economy.
- Our assessments help **individuals, teams, and organizations** across the world.
- Our research team develops **customized assessments to solve unique problems** for our clients.

Five Key Research Contributions



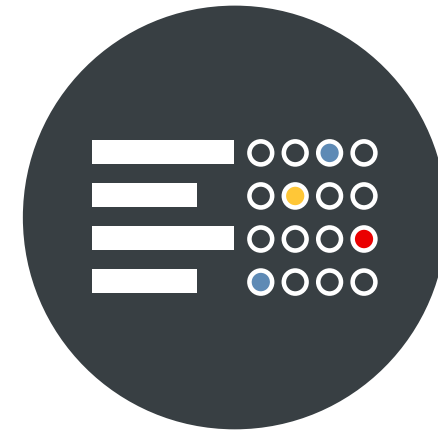
Why Our Research Matters



Business success depends on making good decisions about money and people.



Using data to support decisions about people is always best practice.



Our assessments provide an unbiased and scientific basis for making informed decisions about people.

Why Hogan Assessments?

Research



30+ years of independent research

–

Full **in-house research team** staffed with I/O professionals

Reputation



Hogan tools measure a person's **reputation**

–

How **others** will likely describe an individual

Prediction



Identification of candidates that will **perform** and fit the organization

–

Bottom-line results from **improved performance** to reduced turnover

Context



Framed for workplace **selection & development**

–

Developed & validated using adults in the workplace

H HOGAN

By the Numbers

7
MILLION
ASSESSMENTS

650+

MORE THAN
30K
CERTIFIED

56
Countries

JOBS

+ **-** **⊕** **⚡**
AND JOB FAMILIES

350+

**JOURNAL
ARTICLES
&
BOOK CHAPTERS**

MORE THAN
1.1K
VALIDATION STUDIES

47
LANGUAGES

ESTABLISHED 1987

Global Reach

- Global test publisher and consulting firm
- Helps organizations gain a competitive advantage through people
- Support network spans 56 countries
- Leaders in the field of assessment and measurement



Hogan Speaks Your Language

Our products and services are currently offered in the following languages:



A light gray world map is visible in the background of the text area, showing the outlines of continents and countries.

Arabic*	Danish*	Italian*	Serbian*
Albanian	Dutch*	Japanese*	Slovak*
Bahasa Indonesian	Estonian	Korean*	Spanish, Castilian*
Bahasa Malaysia	Finnish*	Latvian	Spanish*
Bosnian	French, Canadian	Lithuanian	Swedish*
Brazilian-Portuguese*	French, Parisian*	Macedonian	Thai*
Bulgarian*	German*	Montenegrin	Turkish*
Chinese, Simplified*	Greek*	Norwegian*	UK English*
Chinese, Traditional*	Hungarian*	Polish*	US English*
Croatian	Indonesian*	Romanian*	Vietnamese
Czech*	Icelandic*	Russian*	Welsh

* Norms available for these language formats



Personality Overview

Identity vs Reputation



How We See Ourselves

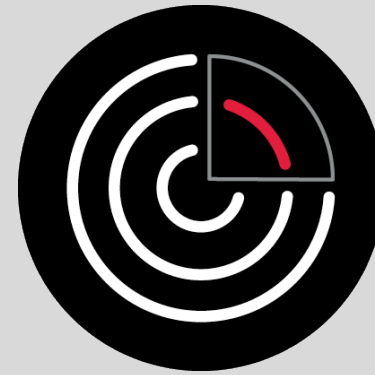


How Others See Us

Personality's Importance in Business



Insight into how we execute business strategies, and manage change, conflict, and people.

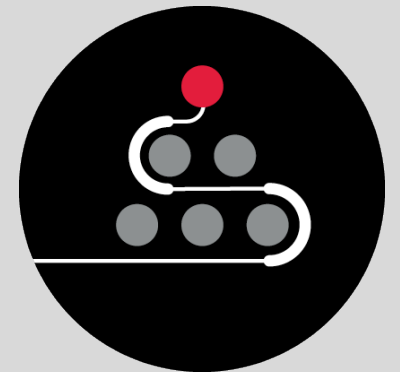


Influences our effectiveness at leading people.

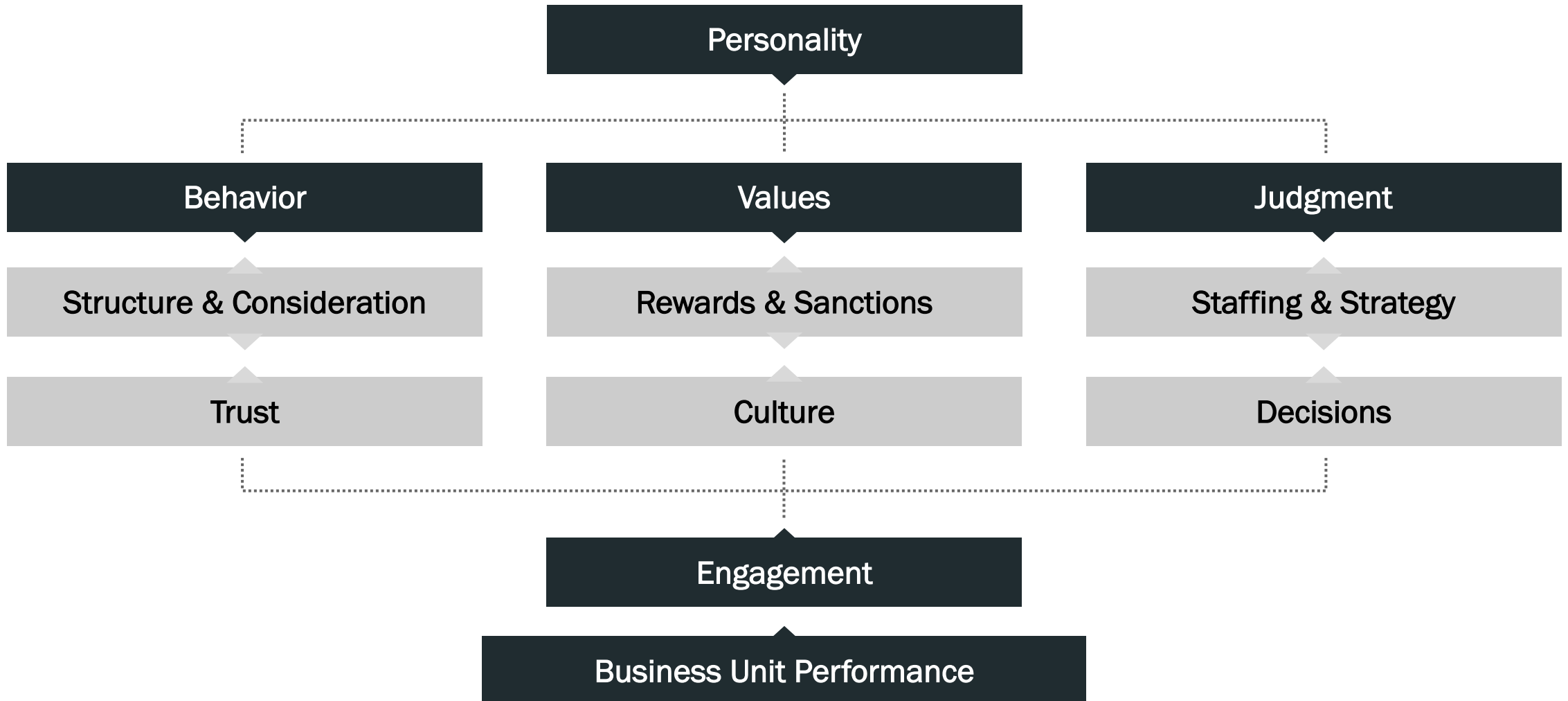
Underlies our behavior, actions, reactions, and interactions.



Information on a person's strengths, watch-outs, decision-making processes, and organizational culture.



Why Personality Matters



How Can Personality Assessments Benefit Organizations?



Greater Employee Engagement



Increased sales and revenue



Reduced Turnover



Higher performance



Fewer Accidents



Increased retention



Improved Productivity



Lower recruiting costs

Talent Management Tools For the Life Cycle of the Employee

1

Recruitment & Hiring

Selecting the best people for the right jobs

2

On-boarding

Getting employees up to speed and productive quickly

3

Employee & Leadership Development

Improving the performance of employees

4

High Potential Programs

Identifying and managing high potentials

5

Succession Planning

Determining who can move into different roles in the organization

6

Feedback & Coaching

Providing insights and focused plans for development and leadership effectiveness



What the Assessments Evaluate

What We Measure

Behavior and Values



Everyday strengths and weaknesses

Can you do the job?



Personal goals, interests, and drivers

Will you like the job?



Overused strengths that derail careers

What will get in your way?



The ability to solve problems and make business decisions

How do you solve problems?



The ability to learn, decide, and adapt

Do you make good decisions?

Decision-Making & Reasoning Style

Our Core Assessments



The MVPI describes an individual's core values – the goals and interests that determine satisfaction and drive careers.



The HPI describes how individuals manage stress, interact with others, approach work tasks, and solve problems.



The HDS describes behaviors that emerge during times of stress, damaging relationships and derailing careers.

Our Core Assessments Define:

Values



MVPI

Motives, Values,
Preferences
Inventory

Inside Values

Will you like the job?

The work environment
you will strive to create

Strengths



HPI

Hogan
Personality
Inventory

Bright Side Strengths

Can you do the job?

Characteristics you
possess to create it

Risks



HDS

Hogan
Development
Survey

Dark Side Risks

What will get in your way?

Performance risks that
could get in the way

The Bright Side of Personality

Hogan Personality Inventory

HPI

**Describes normal, day-to-day
personality characteristics**

Developed specifically for the business community, the HPI predicts the ability to get along and get ahead, which determines success in careers, relationships, education, and life.

Organizations around the world rely on the HPI to provide insight into how people will work, how they will lead, and how successful they will be in their careers.

The Bright Side of Personality

The Hogan Personality Inventory (HPI) assesses the bright side of personality using seven scales to predict how people behave when they are at their best.

Adjustment	Confidence, self-esteem, and composure under pressure
Ambition	Initiative, competitiveness, and desire for leadership roles
Sociability	Extraversion, gregarious, and need for social interaction
Interpersonal Sensitivity	Tact, perceptiveness, and ability to maintain relationships
Prudence	Self-discipline, responsibility, and thoroughness
Inquisitive	Imagination, curiosity, and creative potential
Learning Approach	Achievement orientation, valuing education

The Bright Side of Personality

	Low scorers tend to be:	High scorers tend to be:	Sample Item:
Adjustment	Responsive, easy to coach; susceptible to stress	Stress tolerant, resilient; feedback resistant	<i>In school, teachers liked me.</i>
Ambition	Team-player; stays within comfort zone	Assertive, self-initiating; overly competitive	<i>I expect to succeed at everything.</i>
Sociability	Good listener; Socially reactive rather than proactive	Outgoing; can be perceived as attention-seeking	<i>I sometimes show off in front of others.</i>
Interpersonal Sensitivity	Direct & objective; can be overly critical, harsh	Warm, agreeable and friendly; averse to conflict	<i>I am sensitive to others' feelings.</i>
Prudence	Adapts to ambiguity well, impulsive	Detail oriented, follows rules, executes plans; inflexible	<i>I seldom make the same mistake twice.</i>
Inquisitive	Grounded in practicality; but 'short-sighted'	Open, curious, seen as strategic; lacks pragmatism	<i>I ask other people a lot of questions.</i>
Learning Approach	Hands-on learner; endures training	Traditional 'book-learner'; can be perceived as know-it-all	<i>I am always reading.</i>

The Dark Side of Personality

Hogan Development Survey



**Identifies critical blind spots
that lead to career derailment**

The HDS concerns behavioral tendencies that are strengths under normal circumstances. However, when these behaviors are not being managed and/or are overused, they become problematic, often degrade leadership effectiveness and erode the quality of business and personal relationships.

Organizations around the world rely on the HDS to identify derailers that disrupt or interfere with effective performance.

The Dark Side of Personality

The Hogan Development Survey (HDS) assesses the dark side of personality using **11 scales** that concern how people behave when they stop self-managing.

Excitable	Moody, hard to please, and emotionally volatile
Skeptical	Suspicious, sensitive to criticism, and expecting betrayal
Cautious	Risk averse, resistant to change, and slow to make decisions
Reserved	Aloof, uncommunicative, and indifferent to the feelings of others
Leisurely	Overtly cooperative, but privately irritable, stubborn, and uncooperative
Bold	Overly self-confident, arrogant, and entitled
Mischievous	Charming, risk-taking, and excitement-seeking
Colorful	Dramatic, attention-seeking, and interruptive
Imaginative	Creative, but thinking and acting in unusual or eccentric ways
Diligent	Meticulous, precise, hard to please, and micromanaging
Dutiful	Eager to please and reluctant to act independently or against popular opinion

The Dark Side of Personality

	Everyday Strengths	Stress - Induced Derailers	Sample Item:
Excitable	Intense & energetic	Moody & prone to overreacting	<i>I frequently argue with my family and friends.</i>
Skeptical	Perceptive & shrewd	Cynical & mistrustful	<i>You can't trust anyone but yourself.</i>
Cautious	Careful & thorough	Extremely reluctant to take risks	<i>I worry about what the future might bring.</i>
Reserved	Independent & businesslike	Stoic & disconnected	<i>I enjoy my private time at work.</i>
Leisurely	Cooperative & agreeable	Covertly resistant & insincere	<i>When others annoy me at work, I try not to let them know.</i>
Bold	Confident & assertive	Stubborn, arrogant, & smug	<i>I rarely attend work parties.</i>
Mischievous	Charming & jocular	Irreverent & untrustworthy	<i>At work I often act on impulse.</i>
Colorful	Outgoing & animated	"Showboating" & overwhelming	<i>I enjoy performing in front of an audience.</i>
Imaginative	Innovative & creative	Off-the-wall & unrealistic	<i>I often sense things before others do.</i>
Diligent	Detail oriented & hardworking	Perfectionistic & demanding	<i>It bothers me when others don't proofread their work.</i>
Dutiful	Supportive & loyal	Ingratiating & deferential	<i>It is often smart to tell your boss what he/she wants to hear.</i>

The Inside of Personality

Motives, Values, Preferences Inventory



**Describes core values
and drivers**

The MVPI concerns personal values and motives.

Organizations around the world use the MVPI to evaluate the fit between individuals and work environments; this fit is critical for engagement and productivity.

The Inside of Personality

The MVPI assesses the inside of personality using 10 scales that concern core values which are often unconscious, but determine career satisfaction.

Recognition	Responsive to attention, approval, and praise
Power	Desiring success, accomplishment, status, and control
Hedonism	Orientated for fun, pleasure, and enjoyment
Altruistic	Wanting to help others and contribute to society
Affiliation	Enjoying and seeking out social interaction
Tradition	Dedicated to strong personal beliefs
Security	Needing predictability, structure, and order
Commerce	Interested in money, profits, investment, and business opportunities
Aesthetics	Needing self-expression, concerned over look, feel, and design of work products
Science	Wanting knowledge, research, technology, and data

The Inside of Personality

High scorers tend to value:

Sample Item:

Recognition	Public acknowledgement and “pats on the back”	<i>Everyone should have their 15 minutes of fame.</i>
Power	Being in charge and being perceived as influential	<i>Life is about winning.</i>
Hedonism	Fun, lighthearted, and open-minded work environments	<i>I believe in working hard and playing hard.</i>
Altruistic	Actively helping others and providing excellent customer service	<i>I wish I could do more to eliminate hunger in the world.</i>
Affiliation	Networking, building relationships, belonging to work group	<i>I have always enjoyed being a part of a group.</i>
Tradition	Conservative org. cultures and personal-workplace values match	<i>I prefer to work with people who respect positions of authority.</i>
Security	Secure, predictable, and risk-free work environments	<i>There is no such thing as being too careful.</i>
Commerce	Making and saving money and involvement in org. finances	<i>My goal in life is to make lots of money.</i>
Aesthetics	Focusing on quality and product “look & feel”	<i>I pay attention to new trends in fashion.</i>
Science	Analytic problem solving and working with technology	<i>I base my decisions on reason, logic, and evidence.</i>

Decision Making

Hogan Judgment Assessment

JUD

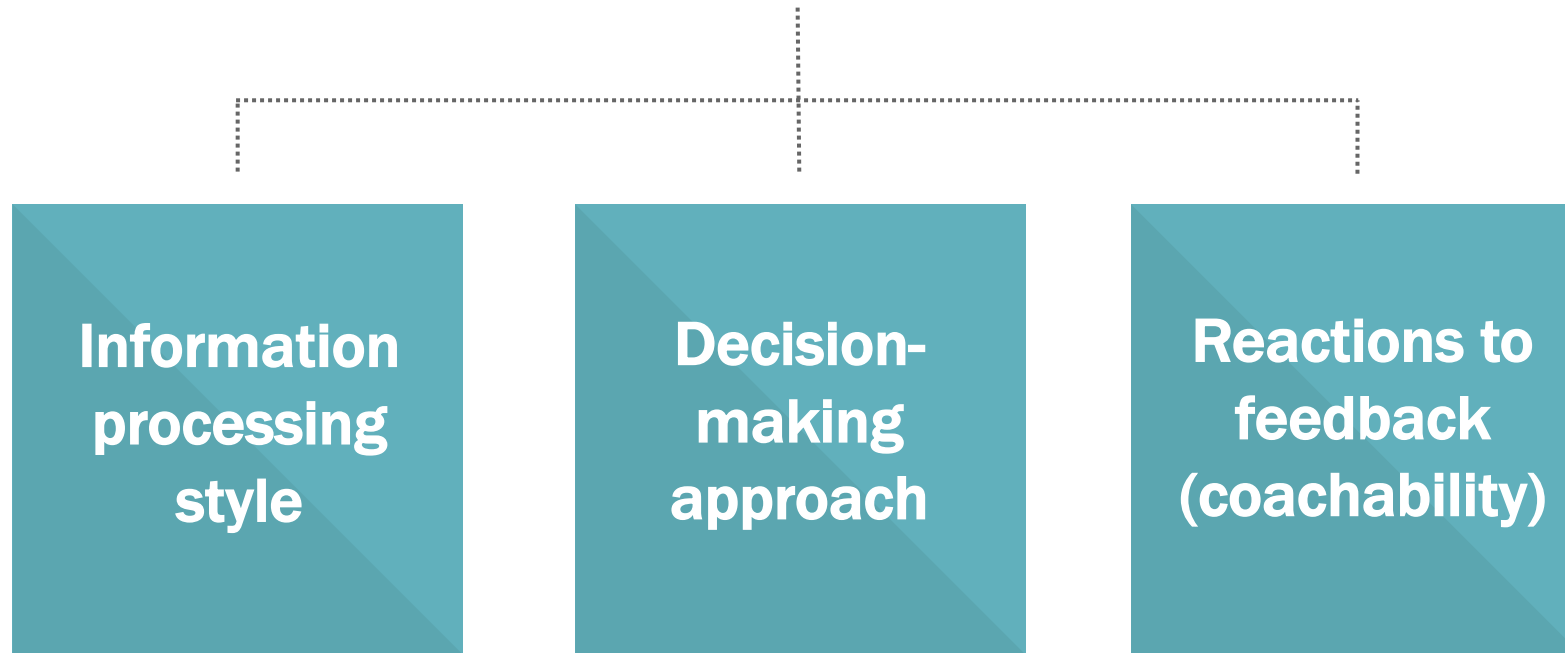
Describing how you learn, make decisions, and react to feedback

The Hogan Judgment Assessment combines cognitive ability, bright- and dark-side personality, and values to measure participants' information-processing style, decision-making approach, decision-making style, reactions to feedback, and openness to feedback and coaching.

Good judgment involves being willing to acknowledge and fix bad decisions, and learn from experience.

Three Components of Decision Making

We analyze decision-making in terms of three components:



Hogan Judgment Model



Information Processing

How people process information

Verbal Information
vs.
Numerical Information



Decision-Making Approaches

How people approach decisions

Threat Avoidance
vs.
Reward Seeking

Tactical Thinking
vs.
Strategic Thinking

Data-Driven Decisions
vs.
Intuitive Decisions



Reactions to Feedback

How people react to feedback about their decisions

Defensive
vs.
Cool-headed

Denial
vs.
Acceptance

Superficial Engagement
vs.
Genuine Engagement

Problem Solving & Business Reasoning

Hogan Business Reasoning Inventory

HBRI

Measuring the ability to solve problems and make business-related decisions

The HBRI describes reasoning style – the ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes.

By assessing reasoning style, you can identify candidates' problem-solving style, understand their capacity, and identify areas for development.

About the HBRI

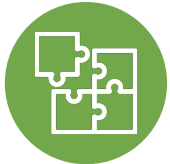
Quick Facts

- Designed to predict occupational success
- Evaluates reasoning style
- Used for candidate screening, career and leadership development

Answers

- How individuals identify and solve problems
- How individuals approach real-world problem solving

Two Measures of Business Reasoning



Tactical Reasoning

The ability to solve problems and come to sensible conclusions once the facts are known. High scorers tend to be disciplined, steady, and precise.



Strategic Reasoning

The ability to detect errors, gaps, and logical flaws in graphs, memos, diagrams, written reports, numerical projections, and tables of data. High scorers tend to be curious and interested in feedback.



Applications & Solutions

Talent Acquisition Solutions



Hogan solutions for talent acquisition use personality assessment to:

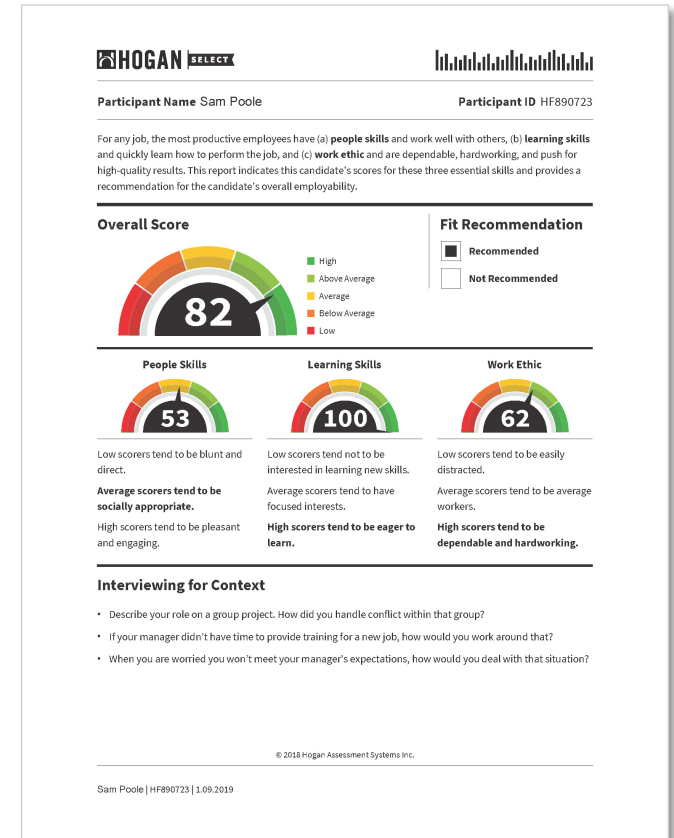
- Identify candidates' work style
- Understand their core drivers
- Recognize patterns of behavior that could get in the way

Armed with this powerful insight, you can improve hiring, increase productivity, and impact the bottom line.



General Employability

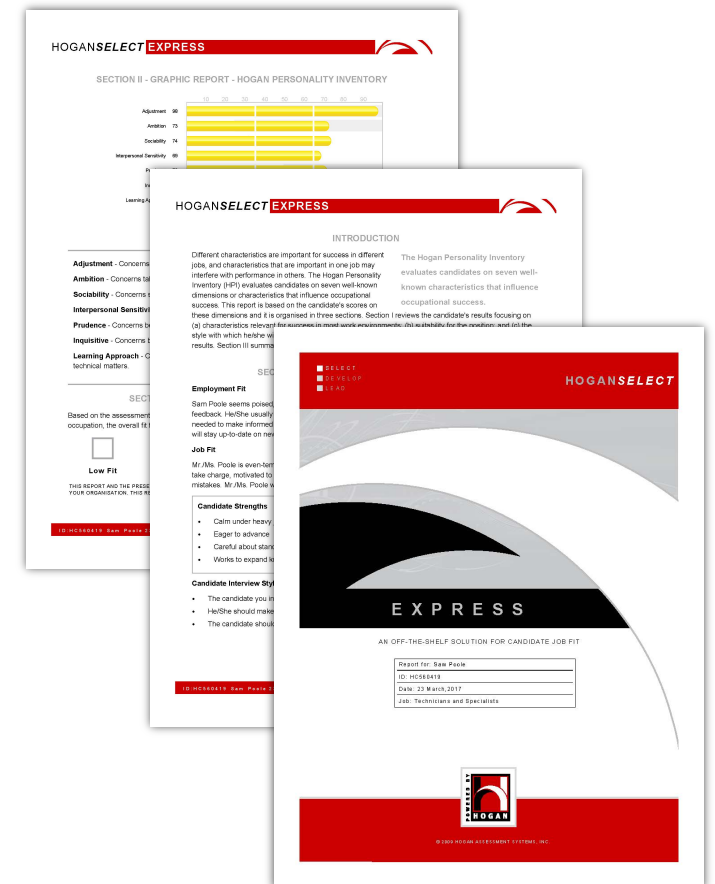
- Off-the-shelf hiring solution
- Measures three competencies of general employability:
 - People skills
 - Learning skills
 - Work ethic
- Provides overall score, individual competency scores, fit recommendation, and dynamic interview questions
- Driven by HPI

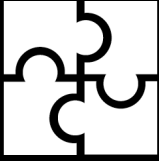




Express

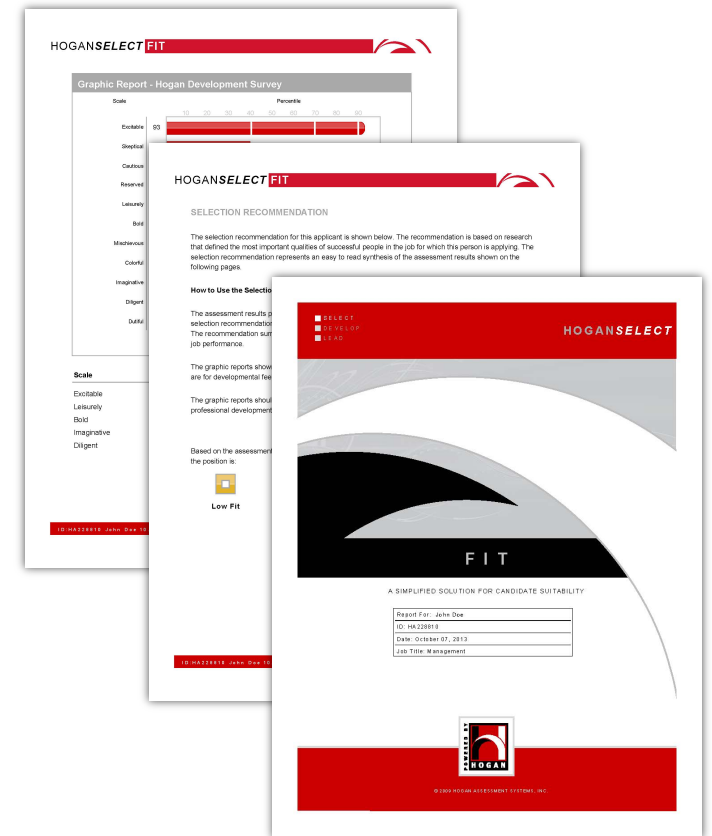
- Off-the-shelf solution
- Generates selection recommendation
- Identifies the candidate's strengths, areas of concern, and interview style
- Driven by HPI

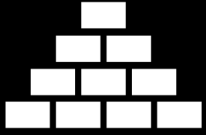




Fit

- High-volume employee selection
- Provides a hiring recommendation
- Graphical display of scale and cut-score performance
- Customized report option
- Driven by HPI, HDS, MVPI

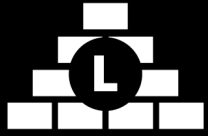




Basis

- Custom research-based solution that describes a candidate's fit to the job and organization
- Provides a hiring recommendation behavioral interview guide, and overall evaluation and comparison tools
- Driven by HPI, HDS, MVPI

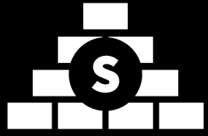




Leader Basis

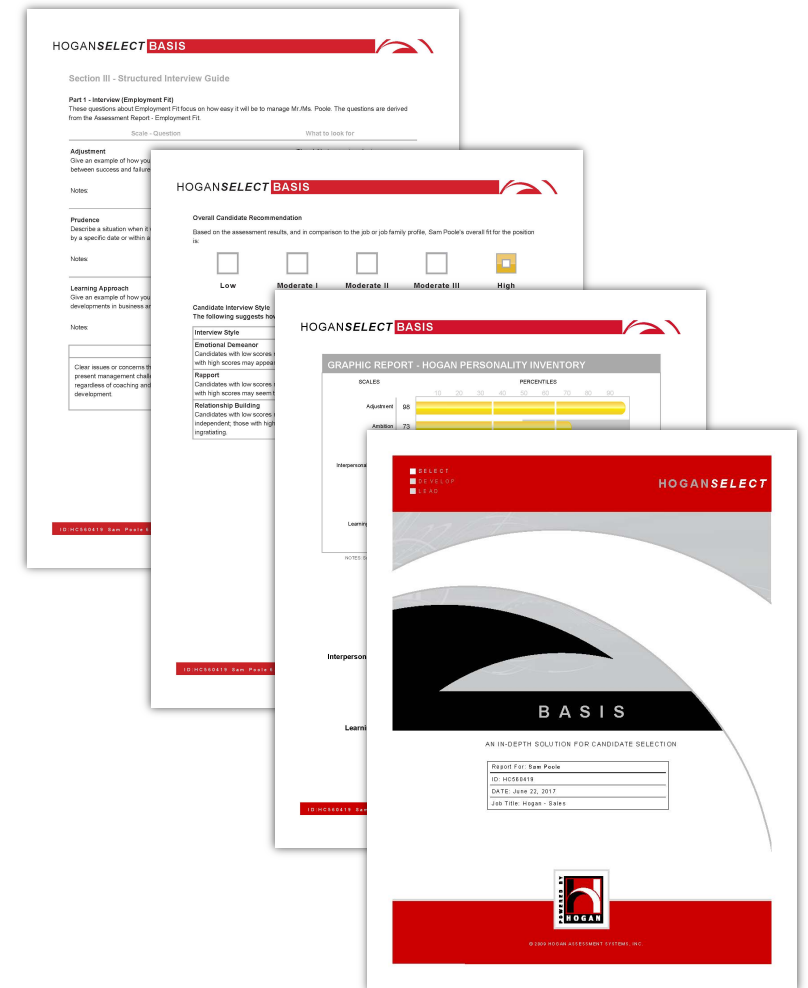
- Off-the-shelf solution that identifies a candidate's strengths and potential areas of weakness for leadership roles
- Measures job and organizational fit
- Provides hiring recommendation, candidate fit recommendation, interview guide, and overall evaluation and comparison tools
- Driven by HPI, HDS, MVPI





Sales Basis

- Off-the-shelf solution for hiring high revenue-generating sales professionals, used for a broad range of sales jobs across industries
- Measures job and organizational fit
- Provides candidate fit recommendation, interview guide, and overall evaluation and comparison tools
- Driven by HPI and MVPI





Configure

Talent Decoded

The only competency solution that puts Hogan's predictive power and scientific rigor at your fingertips. Configure's three-step process helps you determine key attributes, qualities, and skills, allowing you to accurately evaluate potential talent in prospective and incumbent employees.



Create

Start from scratch, or from a pre-designed job family template proven to predict what it takes to get the job done.



Customize

Add or remove competencies to capture the nuances of a particular position or corporate culture.



Compare

View candidates side by side to understand the strengths and shortcomings each brings to the table, and who stands out.



Configure



Start from scratch, or from a pre-designed job family template proven to predict what it takes to get the job done.



Add or remove competencies to capture the nuances of a particular position or corporate culture.



View candidates side by side to understand the strengths and shortcomings each brings to the table, and who stands out.

The screenshots illustrate the software's configuration and reporting capabilities. The dashboard allows users to select from pre-designed templates or create custom ones. The details view shows how specific competencies are mapped to domains and how they are tracked. The feedback workshop provides a clear, side-by-side comparison of candidate performance across multiple competencies.

Talent Development



Hogan solutions for talent development use personality assessment to:

- Identify work strengths, shortcomings, and core values
- Provide development and managerial tips
- Ensure that you get the most from your leaders and employees
- Leaders and employees get the most out of their careers

Leadership Forecast Series



POTENTIAL

CHALLENGE

VALUES

COACHING



Gives leaders a clear understanding of their performance capabilities, challenges, and core drivers

Leadership Forecast Series includes:

- Potential Report
- Challenge Report
- Values Report
- Coaching Report and/or
- Summary Report
- Flash Report



Potential

- Measures seven dimensions of leadership performance
- Outlines day-to-day leadership style, behavioral and leadership implications
- Provides development recommendations and competency analysis
- Driven by HPI

Leadership Forecast™ Potential Report

INQUISITIVE

DEVELOPMENTAL RECOMMENDATIONS

CREATIVITY:

- You are likely to be good at developing novel approaches to solving problems. However, not every problem requires a novel solution. Try to determine when innovation and creative ideas are truly needed.
- Keep track of the projects and when you

MANAGING INNOVATION:

- Technology may not be as a solution.
- Don't become so taken

CURIOSITY:

- Effective leaders like to learn, however, further out some things you

VISION:

- You probably enjoy solving problems.
- Make sure that you have vision their constructive

PROBLEM SOLVING:

- Solve the problem
- Understand when a pro

Scales

Scale	Score
ADAPTIVENESS	98
AMBITION	87
SECURITY	70
INTERPERSONAL SENSITIVITY	60
PERSISTENCE	75

Subscale Scores

Adjustment

- Inquisitive
- Not Inquisitive
- Not Inquisitive
- Inquisitive
- Not Inquisitive
- Inquisitive
- Not Inquisitive
- Inquisitive
- Not Inquisitive

Interpersonal Sensitivity

- Very Low Sensitivity
- Sensitivity
- Sensitivity
- Low Sensitivity
- No Sensitivity

Learning Approach

- Factual
- Math/Logic
- Good Memory
- Blending

Report for: John Doe
ID: HCS60419
Date: 1.04.2017

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Challenge

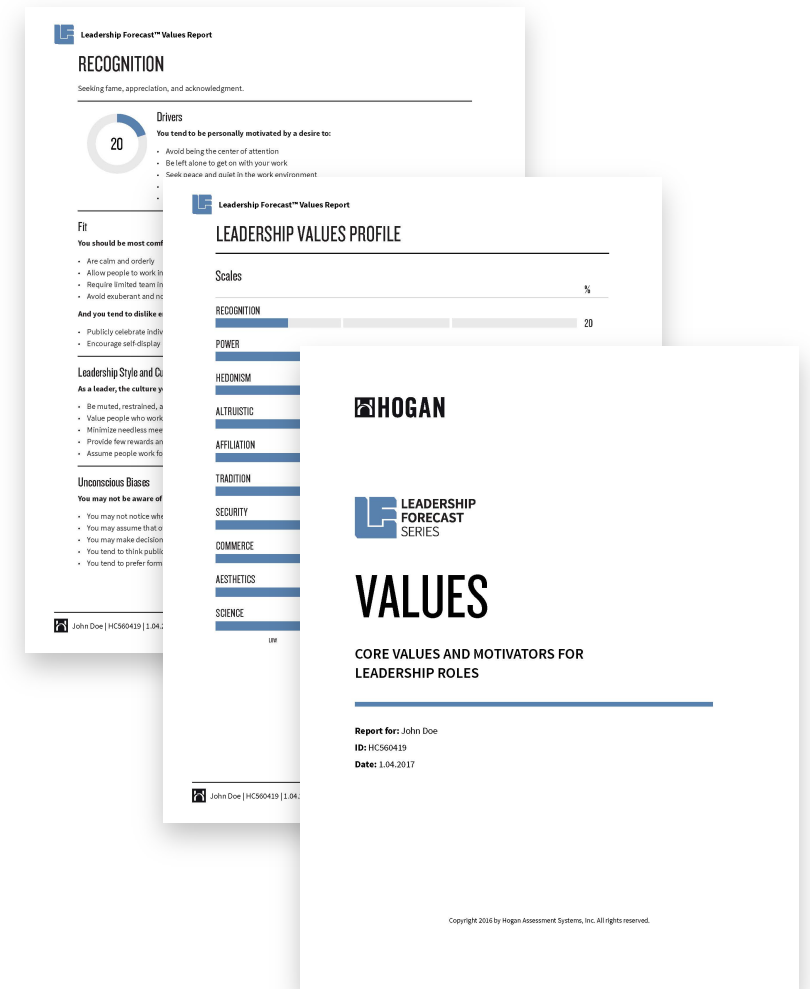
- Highlights stress- or complacency-induced response tendencies capable of impeding a leader's performance
- Predicts career derailing behaviors that interfere with the ability to build a cohesive team
- Outlines behavioral and leadership implications
- Provides development recommendations and competency analysis
- Driven by HDS





Values

- Explores the core values and goals that drive a leader's behavior, aspirations, and expectations
- The report summarizes:
 - Key drivers
 - Fit
 - Leadership style and culture
 - Unconscious biases
- Outlines development opportunities
- Driven by MVPI





Coaching

- Integrates Potential, Challenge, and Values results into a five-step development plan
- Self-guided tool for individual leadership development and professional growth
- Driven by HPI, HDS, MVPI





Summary

- Self-guided interpretation of individual strengths, values, and challenges
- Summarizes results from Potential, Challenge, and Values results
- Driven by HPI, HDS, MVPI

Leadership Forecast™ Summary

VALUES AND DRIVERS

Achievement Motivation
Although Mr. Doe is serious about work, he also enjoys entertaining others, likes variety in his life, and knows how to have a good time. Mr. Doe is keenly interested in career advancement, he evaluates himself in terms of his accomplishments, hates wasting time, and comments on his accomplishments.

Social Interests
Mr. Doe enjoys the entire process of enjoys assisting others. He also thinks to encourage and stability and unity preference for me.

Entrepreneurial
Mr. Doe is keenly like. He is alert to sympathy for this. He doesn't need.

Decision Making
Mr. Doe seems to perform reliably making decisions comfortable with information—his.

Dealing with Dis

- First, remain intensity and express emotion.
- Second, make persevere with participation.
- Third, help his tendency and being frustrated.
- Fourth, point performance.
- Finally, encourage he might get used to detail problems, the

John Doe | HCS

Leadership Forecast™ Summary

CAREER DEVELOPMENT

When Strengths Become Weaknesses; Feedback for Mr. Doe
In view of Mr. Doe's unusual resilience and ability to handle pressure, help him remember his previous errors and mistakes in order to learn from them, and make sure he is aware that others may be stressed when he is not. Mr. Doe is keenly interested in career advancement remember not to patient with others taken carefully to colleagues and to anticipate others gain others' trust mistakes—typical able to do every prioritize work, a to interrupt him, him remember to opportunities. Be performance goal.

Dealing with Dis

- First, remain intensity and express emotion.
- Second, make persevere with participation.
- Third, help his tendency and being frustrated.
- Fourth, point performance.
- Finally, encourage he might get used to detail problems, the

John Doe | HCS

Leadership Forecast™ Summary

PERFORMANCE STRENGTHS

Personal Impact
Mr. Doe is active, hard-working, competitive, and eager to get ahead. He likes leadership positions and enjoys being in charge. He is willing to take initiative in a group and, with the appropriate interpersonal skills, he will be able to assume leadership roles on team projects without supervision create a strong, e should perform consistently deal w.

Interpersonal Skills
Mr. Doe is a pleasant, controlled, careful, and dependable, well and on time, particularly impose.

Working and Learning
Mr. Doe is stable heavy work loads important for job emotions under mind, curious, is comfortable with better ways of do leadership. Mr. Doe disciplined, achieve himself and other work setting. The

John Doe | HCS

HOGAN

LEADERSHIP FORECAST SERIES

Summary

RESULTS-BASED OVERVIEW OF STRENGTHS, VALUES, AND CHALLENGES

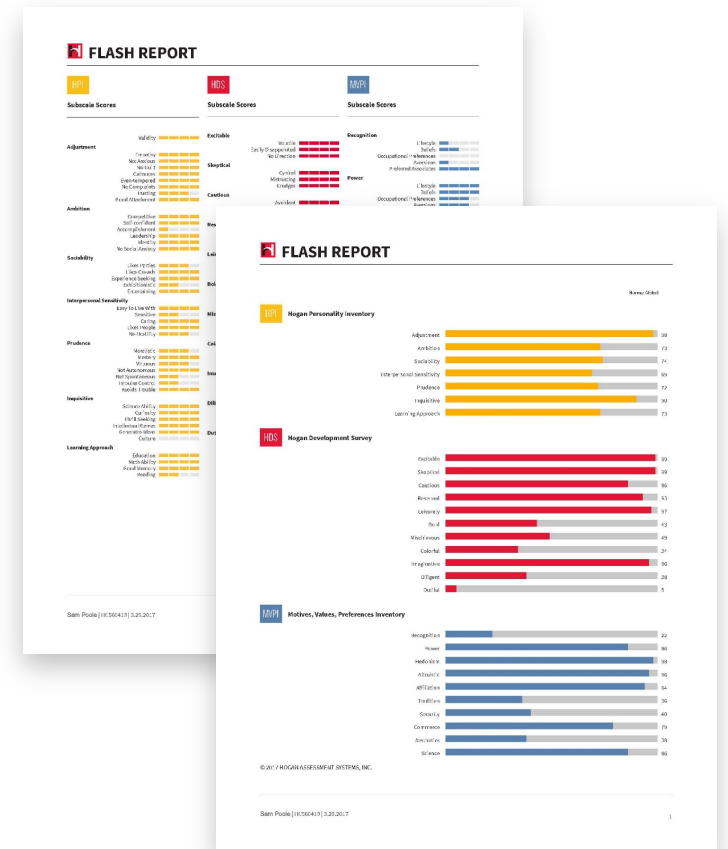
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Flash

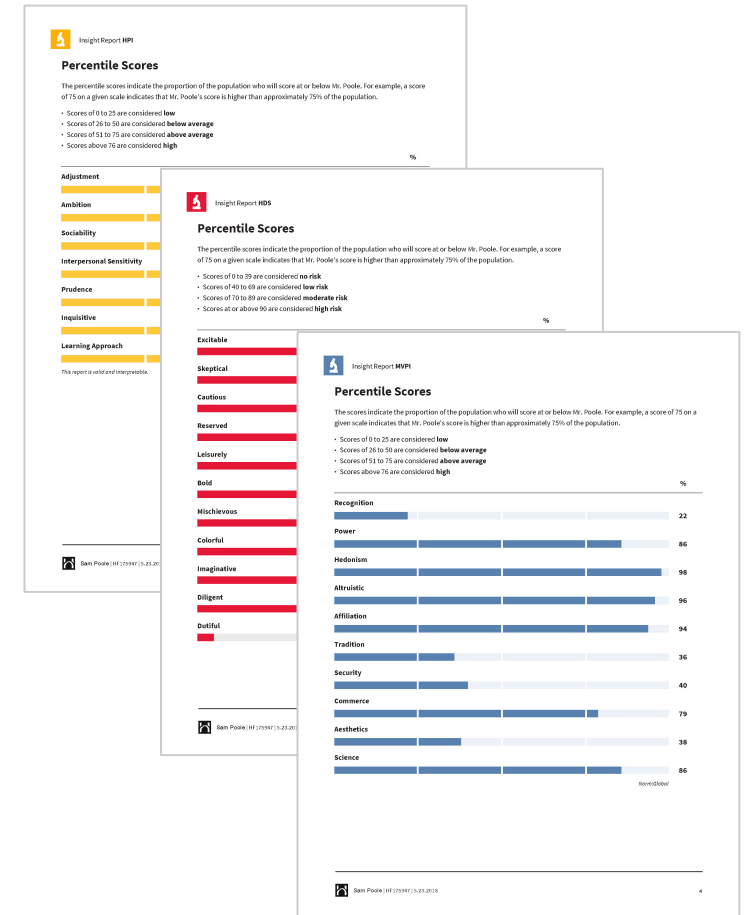
- Graphically displays the HPI, HDS, and MVPI main scale and subscale scores
- Designed to be used by certified coach or user with expertise to interpret based on scale scores alone
- Driven by HPI, HDS, MVPI





Insight Series

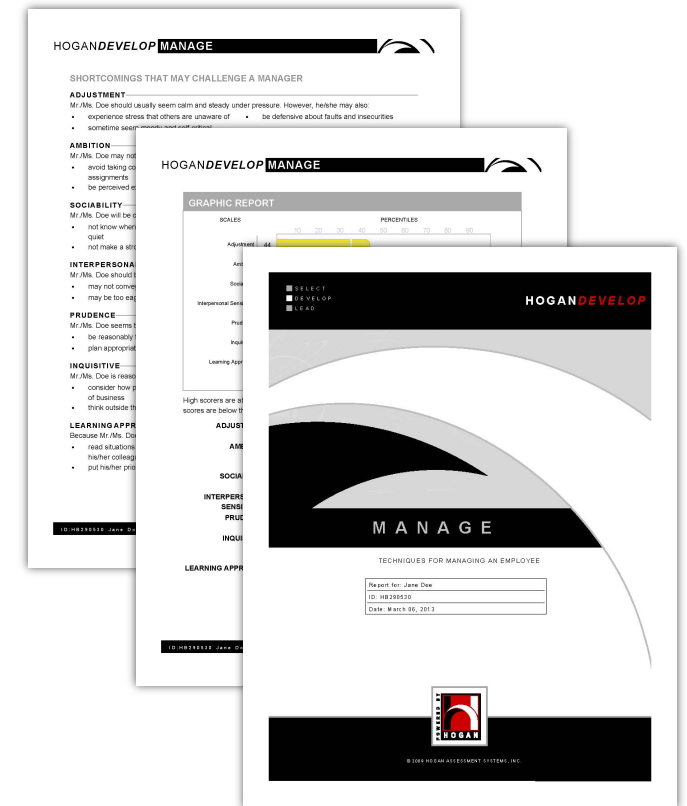
- Provides information about an individual's strengths, performance risks, and core values
- Geared toward emerging and mid-level managers
- Can be used for selection and development
- Individual reports driven by HPI, HDS and MVPI





Manage

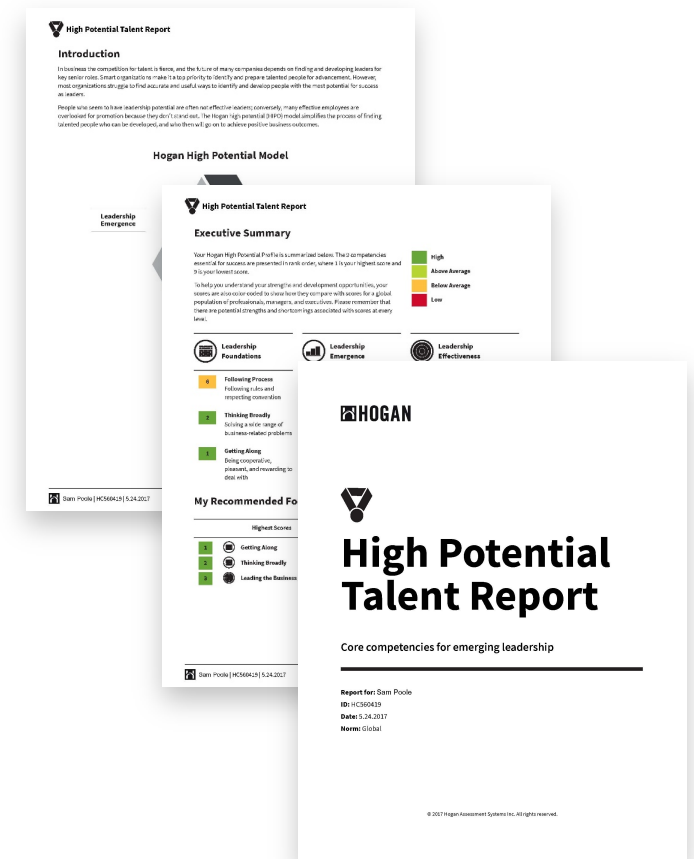
- Identifies employees' strengths and shortcomings and provides techniques for managing employees based on their personalities
- Designed to provide management tips to optimize employee performance
- Driven by HPI





High Potential

- Solution to develop high-potential talent based on a three-part model
- Designed for an organization's selected high-potential talent population
- Focused on readiness to assess and close the skills gap between what your organization requires in a leader and what is in your talent pipeline today
- Driven by HPI, HDS and MVPI





Leader Focus

- Provides insight into six leadership dimensions that influence leadership style and leadership effectiveness
- Designed to help leaders understand their reputation and unique personal brand
- Prepares leaders to leverage their strengths to be a more effective leader
- Driven by HPI and MVPI

Leader Focus

Results Leader

LOW HIGH

You are likely seen as a person who drives results in your organization. Although others will appreciate your goal focus and willingness to take charge, you may also intimidate some people. Your strong focus on competition, status and achievement may result in a tendency to prioritize results and personal advancement over cooperation and team effort. When working toward important goals, you will likely bounce back easily from setbacks and seem confident in your ability to succeed, but may not

Qualities

Ambition

Power

Development Tips

- Your drive to succeed drive for results, some
- You have the energy a team can get done an
- You tend to have high staff will understand it

Unconscious Biases

- Don't let your desire to compete with your pe
- It is important to focus organization. Be willi line.
- Your drive for results v that others can contri

Sam Poole | HC560419 | 8.11.2017

Leader Focus

Executive Summary

Results Leader

Focus on: Cooperation, collaboration

Focus on: Competition, goal attainment

People Leader

Focus on: Transparency, task completion

Process Leader

Focus on: Flexibility, autonomy

Thought Leader

Focus on: Pragmatic, idea implement

Social Leader

Focus on: Autonomy, efficiency

Data Leader

Focus on: Experience, intuition

Sam Poole | HC560419 | 8.11.2017

HOGAN

Leader Focus

Viewing Leadership Through the Right Lens

Report for: Sam Poole
ID: HC560419
Date: 8.11.2017

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Career

- Identifies how people will act in various business circumstances,
- Identifies strengths and shortcomings
- Includes detailed tips to help manage one's career
- Driven by HPI





Compass

- Identifies employees' core values
- Compares values with various occupations and cultures
- Describes the type of environment in which one will be comfortable working and living
- Driven by MVPI



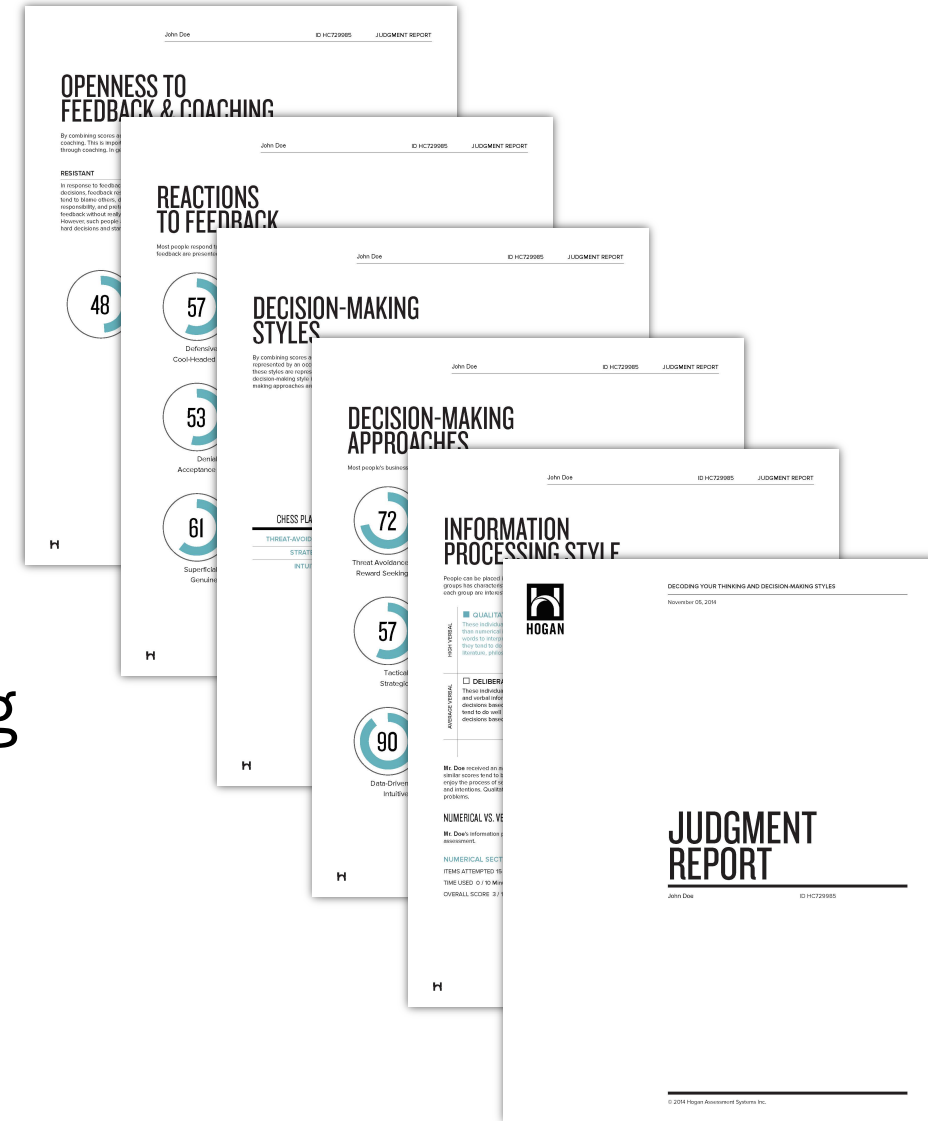


Judgment

Provides an in-depth description of participants'

- Information processing style
- Decision-making approach
- Decision-making style
- Reactions to feedback
- Openness to feedback and coaching

Driven by Judgment assessment





HBRI Interpret

- Identifies problem-solving style to predict occupational success
- Evaluates tactical and strategic reasoning for selection and development purposes
- Driven by HBRI assessment

HOGANDEVELOP INTERPRET

INTRODUCTION

The history of a business and the progress of individual careers reflect the kinds of decisions people make. Decision making—i.e., deciding how to prioritize issues, how to allocate resources, how to resolve conflicts, etc.—depends on problem solving. The Hogan Business Reasoning Inventory (HBRI) evaluates peoples' ability to solve different business related problems, and these solutions then drive decision making. It is important to note that factors other than problem solving ability influence decision making. For example, experienced people typically make better decisions than newcomers. Moreover, technology aids decision making in many jobs (e.g., airline pilots). Finally, experience will determine the long term person's interest in problem solving, the making style.

The HBRI evaluates two kinds of problem solving problems once they have been identified: Strategic Reasoning concerns identifying problems and Critical Thinking—the ability to analyze agendas. The HBRI evaluates Strategic Reasoning based on conversational verbal information from tables, data in financial reports, charts, graphs, and figures. The

The HBRI evaluates peoples' ability to solve different business related problems, and these solutions then drive decision making.

STRUCTURE

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REPORT

This report is organized in three sections:

- Section I presents a graph of your HBRI scores and defines them.
- Section II interprets the business relevance of your HBRI scores as presented in the graph.
- Section III describes the way your scores for Tactical and Strategic Reasoning interest.

SECTION I - GRAPHIC REPORT

Scores

Scale	Score
Strategic Reasoning	82
Tactical Reasoning	100
Critical Reasoning	72

PERCENTILES

Legend: SELECT, DEVELOP, LEAD

Strategic Reasoning
Constrains on the business

Tactical Reasoning
Constrains on the business

Critical Reasoning
Constrains on the business

INTERPRET

HOGAN BUSINESS REASONING INVENTORY

Report for: Saw Poole
ID: HCS02419
Date: March 30, 2017

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Hogan Safety

- Uses personality assessment to evaluate workers along six safety-related competencies
- Identify safety-minded candidates, focus and improve training, and recognize and repair safety-related gaps in your organizational culture
- Can be used for selection or development
- Driven by HPI

HOGANREPORTS SAFETY

SECTION III - DEVELOPMENTAL RECOMMENDATIONS BY SAFETY COMPONENT

The following presents the candidate's scores on the safety dimensions where a moderate or critical challenge exists. The percentages below represent the percent of items endorsed for each dimension. Dimensions with a (R) are reverse weighted so that higher percentage reflect lower scores.

SAFETY COMPONENT	RECOMMENDATION	PERCENT ENDORSED
COMPLIANT		
Attention Seeking (R)		
Adventurous (R)		
Outgoing (R)		
CHEERFUL		
Attention Seeking (R)		
Composed		
Agreeable		
VIGILANT		
Focused (R)		
Outgoing (R)		
Curious (R)		
CAUTIOUS		
Focused (R)		
Adventurous (R)		
Outgoing (R)		

HOGANREPORTS SAFETY

SECTION I - THE COMPONENTS OF SAFETY-RELATED BEHAVIOR

Defiant - Compliant: This component concerns a person's willingness to follow rules. Low scorers may ignore rules; high scorers follow them effortlessly.

Paranoid - Strong: This component concerns handling stress. Low scorers are stress prone, may panic under pressure and make mistakes; high scorers typically remain steady.

Irritable - Cheerful: This component concerns anger management. Low scorers may lose their temper easily and make mistakes; high scorers control their temper.

Distractible - Vigilant:

Reckless - Cautious:

Arrogant - Trainable:

Scores are in terms of people assessed.

GRAPHICAL SUMMARY

- Compliant
- Strong
- Cheerful
- Vigilant
- Cautious
- Trainable

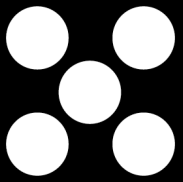
HOGANREPORTS SAFETY

SAFETY-RELATED BEHAVIOR IN A WORK ENVIRONMENT

Report for: Jane Doe
ID: 01234567
Date: November 02, 2009

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Team Report

- Understand team roles based on personality and values
- Pinpoint team derailers and barriers to success
- Highlight team culture and the foundation for goal alignment
- Explore individual scores and how they contribute to team roles
- Driven by HPI, HDS, MVPI



Hogan Assessments Certification

**Hogan Assessment
Certification**

Workbook

 HOGAN

Hogan Assessments Certification

- Learn to use the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and the Motives, Values, Preferences Inventory (MVPI)
- Enhance interpretive skills through case studies, applied feedback & coaching
- Insights provided will challenge and change the way you think about human nature, leadership and performance

Hogan Advanced Interpretation Certification

**Hogan Advanced Interpretation
Certification**

Workbook

 **HOGAN**

Hogan Advanced Interpretation

- Helps the learner analyze themes and connect scales across the Hogan profile
- Ideal for people who want to develop deeper Hogan scale and subscale interpretation expertise
- Practice interpreting scale combinations
- Learn how to resolve competing or complex scale combinations
- Compare and contrast your own interpretive insights with Hogan expert interpretations

Hogan Advanced Feedback Certification

**Hogan Advanced Feedback
Certification**

Workbook

 **HOGAN**

Hogan Advanced Feedback

- Helps the learner better structure and deliver a successful Hogan debrief or feedback session
- Ideal for people who may not have experience providing feedback from psychometric tools
- Obtain information about feedback best practices
- Learn how to troubleshoot common problems
- Practice conducting feedback sessions

Feedback & Coaching



Hogan Coaching Network (HCN)

- Network of coaches with advanced education and certification on the Hogan instruments
- Provide executive-level leadership development and coaching experience

Hogan's Approach to Coaching

- Connect what participants learn about themselves from assessment results to their key business goals
- Provide meaningful insights and focused plans for continued development and leadership effectiveness



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