



# SUMMARY

**RESULTS-BASED OVERVIEW OF STRENGTHS, VALUES,  
AND CHALLENGES**

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**Report for:** Martina Mustermann

**ID:** HC106694

**Date:** 5.31.2023

PERSONALITY  
GUIDANCE

# INTRODUCTION

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This report summarizes Ms. Mustermann's results from the Hogan Personality Inventory (HPI), the Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The report is organized in five parts: (1) Performance Strengths from the HPI results; (2) Values and Drivers from the MVPI results; (3) Performance Challenges from the HDS results; (4) Career Development tips from across the assessment results, and (5) a tabular summary of these results.

The HPI concerns Ms. Mustermann's overt strengths as they normally appear in an interview or an assessment center. These characteristics are the basis for the impression she makes on others, and they influence her typical style of social interaction and her reputation among her peers. The MVPI concerns her core values and goals, and the activities that give meaning to her life. These are key drivers—what she desires, strives to attain, and her sense of identity. Her values influence her preferences and determine with whom she affiliates and what she appreciates. The HDS concerns behavioral tendencies that could potentially undermine or inhibit Ms. Mustermann's performance. These tendencies emerge when she is tired, pressured, or feeling insecure, or when she lets down her guard. They may impede her effectiveness and erode the quality of her relationships with customers, colleagues, and friends.

These results provide a comprehensive, valid, and in-depth summary of Ms. Mustermann's strengths, values, and challenges. The report is designed to help understand her performance potential, and any barriers to achieving it. While reading this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how she thinks about herself. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. Although the report may seem to contain contradictions, this is the result of the report combining two perspectives: (a) what you see in an interview (HPI); and (b) what you see after prolonged exposure (HDS).

This report can be used in three ways. The report provides: (1) a snapshot of Ms. Mustermann's interpersonal performance; (2) a way to evaluate the fit between her values and those of an organization; and (3) a primer for thinking about performance improvement. Interpret her results in terms of her own career aspirations and goals rather than in absolute terms. A frequently asked question concerns “Can behavior change?” The “yes” response entails knowing what should be changed, deciding to make a change, and then knowing how to change. The information provided in this report will be helpful in this regard.

# PERFORMANCE STRENGTHS

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## **Personal Impact**

Ms. Mustermann is active, hard-working, competitive, and eager to get ahead. She likes leadership positions and enjoys being in charge. She is willing to take initiative in a group and, with the appropriate interpersonal skills, she will be able to assume leadership roles on team projects. These tendencies are particularly important in jobs that require directing others, persuasiveness, and working without supervision. Others, and especially strangers, may see Ms. Mustermann as mannerly and somewhat formal. She should not mind working alone, prefer to communicate in writing rather than face to face, and value her privacy. These characteristics are useful for research work, as well as technology driven jobs, but could be a challenge for people in sales and management.

## **Interpersonal Skill**

Independent and self-reliant, Ms. Mustermann seems unafraid of confrontations and is probably willing to give others negative feedback. She does not mind taking unpopular positions, enforcing rules, or holding others accountable. These characteristics are useful for work involving quality control, maintaining standards of performance, and dealing with difficult people. Flexible and spontaneous, Ms. Mustermann will be able to change directions quickly, work on several problems at the same time, and will not mind being interrupted. She will be comfortable using new and/or non-standard procedures to solve problems, and will probably be willing to challenge rules and take risks. These characteristics are important for jobs in fast-paced environments with changing priorities and possibilities for failure.

## **Working and Learning Style**

Ms. Mustermann is typically calm and able to handle pressure, but at the same time willing to admit faults and errors and listen to feedback. Ms. Mustermann is practical, able to focus her attention, and does not get caught up in pointless abstractions. She doesn't seem to need a lot of variety or change at work, but she will be willing to work in a wide range of environments. These characteristics are important for jobs and tasks that require practical interests and hands-on work. Ms. Mustermann seems uninterested in education or training for its own sake and, relative to most other people, is only moderately motivated by academic pursuits. This does not imply a lack of ability; rather, people with this characteristic are likely to see reading and learning as a means to an end rather than something intrinsically important.



# VALUES AND DRIVERS

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## **Achievement Motivation**

Ms. Mustermann likes to strike a balance between working hard and playing hard and, although she respects traditional business manners and practices, she is also willing to change with the times. Ms. Mustermann is keenly interested in career advancement, she evaluates herself in terms of her accomplishments, hates wasting time, and wants to make an impact on her organization and her profession. Ms. Mustermann doesn't need to dramatize her achievements, but she appreciates positive feedback and may even enjoy showing off a bit now and then.

## **Social Interests**

Ms. Mustermann enjoys meeting new people, she likes working as part of a team, and she may not like working by herself. She enjoys the entire process of networking, including reaching out and communicating with others and renewing old acquaintances. Ms. Mustermann focuses on her work and takes a practical, matter-of-fact interest in the needs and complaints of staff. She prefers to make staff decisions based on rational business considerations rather than people's wishes and fantasies, and, as a result, she wants meetings to start on time and follow sensible agendas. She seems to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. She is neither liberal nor conservative in management style; she seems to have a natural preference for moderation and compromise. Ms. Mustermann values the lessons of the past but is willing to experiment for the future.

## **Entrepreneurial Values**

Ms. Mustermann seems to have a sensible attitude toward money; although she appreciates its value, she is not preoccupied by compensation issues. She judges herself in part by income potential, but she also takes pride in family, friends, and leisure time activities. Ms. Mustermann has a reasonable attitude toward risk-taking versus risk-avoidance; she will take a chance when the payoff seems to warrant it, but avoids risk for its own sake. She values safety but understands that little in life is perfectly safe.

## **Decision Making Style**

Ms. Mustermann seems more concerned with how well things work than how they look or feel. She prefers no-frills, pragmatic, cost-effective solutions to the problems that come up in business and life—she makes decisions based on functionality rather than appearance. She seems to prefer to make decisions based on experience, intuition, and insight, and she avoids 'paralysis by analysis'. Research is typically no substitute for judgment based on experience, and technology is no substitute for human insight.

# CHALLENGES

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## Reactions to Others

Ms. Mustermann seems calm and not easily frustrated; others may also find that her enthusiasm for new projects and people can be guarded at times. She seems to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see her as mistrustful, uncooperative, or argumentative. Although Ms. Mustermann is confident and willing to accept challenges, she might threaten colleagues who are more risk averse. Ms. Mustermann is a sturdy person who can stand up to criticism and adversity. Nonetheless, because she can be reserved, others may think she is aloof, detached, and unconcerned about their interests. She seems to welcome coaching, which could be a problem if she needs more feedback than others want to provide.

## Personal Performance Expectations

Ms. Mustermann seems confident and assertive, she generally expects her projects to succeed, and she doesn't worry about failure or rejection. However, others may also see her as demanding, overly competitive, resistant to feedback, and tending to blame her mistakes on others. She seems charming, adventurous, fun-loving, quick to make decisions, and willing to test limits. She never expects to fail, and if she does, she expects people won't mind. Others will indeed find her to be a fun person, but they may also see her as testing limits and not always following through on commitments. Ms. Mustermann expects others will find her engaging, and they often do. Over time, however, others may also see her as impulsive, disorganized, and not always delivering on promised work products. Ms. Mustermann may be reluctant to put forward ideas that others may see as radical or different.

## Reactions to Authority

Ms. Mustermann seems willing to let others do their work, but she may not give them needed feedback. She seems independent and self-reliant, and may become tired quickly when working as part of a team.

# CAREER DEVELOPMENT

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## **When Strengths Become Weaknesses; Feedback for Ms. Mustermann**

Ms. Mustermann should solicit feedback about her performance from coworkers and pay attention to the negative feedback--not just dismiss it. Make sure she understands the importance of contributing appropriately to team efforts. Ms. Mustermann is keenly interested in career advancement. Work with her to stay alert and look for opportunities to make these interests known. She needs 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 motivated to succeed. To overcome her natural tendency to be reserved and private, she should be coached to get out of her office and talk with her coworkers in their work places or offices; this is especially important for managers or people who aspire to supervisory roles. Moreover, after meetings, she should check with others to ensure everyone received the same message she did. Ms. Mustermann can be tough, hard-nosed, stubborn, and easily annoyed by others' shortcomings or lack of performance. In these situations, her first impulse is to confront the person directly. Work with her to be more patient with others, think about the impact of her words, and try to choose the most diplomatic course of action. Because Ms. Mustermann sometimes doesn't pay attention to details, encourage her to make a list each day of things to accomplish. Be sure there is a system in place to follow-up on loose ends and commitments to customers and coworkers. She should make a special effort to complete tedious tasks and be sure to gather enough information before making important decisions. From time to time, remind Ms. Mustermann to think and talk about the big picture, the vision, or the strategy that drives the company or business unit. She also may benefit from remembering how research and innovation helps the organization compete. Because she is not particularly interested in traditional education, she should make an effort to read, to take advantage of training opportunities, and encourage others to do the same. She should identify her preferred modes of learning (e.g., videotapes, audio tapes, on-the-job, etc.) and incorporate these in her development planning process.

## **Dealing with Derailment Tendencies**

- First, Ms. Mustermann probably uses displays of emotion as a way of making a point. There are better ways to make a point and repeated emotional outbursts may annoy others.
- Second, she should practice active listening and be careful not to interrupt. When others have finished speaking, paraphrasing what they have said can be used as a way of showing active listening. This will enhance credibility and show respect for the opinion of others.
- Third, Ms. Mustermann should not confuse activity with productivity, and should try hard not to waste people's time with unnecessary meetings.
- Fourth, remember her strengths--at her best, she is an interesting and entertaining person who can do several things at once, and who can galvanize others to action with ideas and the ability to sell them.

# SUMMARY OF PERSONALITY ASSESSMENT SCALES

SCALE	%	SCALE INTERPRETATION
<b>Hogan Personality Inventory</b>		
<b>Adjustment</b>	53	Concerns composure, optimism, and stable moods.
<b>Ambition</b>	95	Concerns taking initiative, being competitive, and seeking leadership roles.
<b>Sociability</b>	24	Concerns seeming talkative, socially bold, and entertaining.
<b>Interpersonal Sensitivity</b>	2	Concerns being agreeable, considerate, and skilled at maintaining relationships.
<b>Prudence</b>	7	Concerns being conscientious, dependable, and rule-abiding.
<b>Inquisitive</b>	25	Concerns being curious, imaginative, visionary, and easily bored.
<b>Learning Approach</b>	18	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
<b>Motives, Values, Preferences Inventory</b>		
<b>Recognition</b>	46	Desire to be known, seen, visible, and famous.
<b>Power</b>	89	Desire for challenge, competition, achievement, and success.
<b>Hedonism</b>	57	Desire for fun, excitement, variety, and pleasure.
<b>Altruistic</b>	5	Desire to serve others, to improve society, and to help the less fortunate.
<b>Affiliation</b>	94	Need for frequent and varied social contact.
<b>Tradition</b>	49	Concerns for morality, family values, and devotion to duty.
<b>Security</b>	39	Need for structure, order, and predictability.
<b>Commerce</b>	42	Interest in earning money, realizing profits, and finding business opportunities.
<b>Aesthetics</b>	35	Interest in the look, feel, sound, and design of products and artistic work.
<b>Science</b>	33	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
<b>Hogan Development Survey</b>		
<b>Excitable</b>	55	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
<b>Skeptical</b>	87	Concerns being socially insightful, but cynical and overly sensitive to criticism.
<b>Cautious</b>	44	Concerns being overly worried about being criticized.
<b>Reserved</b>	79	Concerns lacking interest in or awareness of the feelings of others.
<b>Leisurely</b>	54	Concerns being charming, but independent, stubborn, and hard to coach.
<b>Bold</b>	81	Concerns having inflated views of one's competency and worth.
<b>Mischievous</b>	77	Concerns being charming, risk-taking, and excitement-seeking.
<b>Colorful</b>	89	Concerns being dramatic, engaging, and attention-seeking.
<b>Imaginative</b>	49	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
<b>Diligent</b>	0	Concerns being conscientious, perfectionistic, and hard to please.
<b>Dutiful</b>	24	Concerns being eager to please and reluctant to act independently.