



Insight

Hogan Personality Inventory (HPI)

Report For: Aditya Kovvali

ID: HH201345

Date: 10.09.2020





Introduction

The Hogan Personality Inventory is a measure of normal personality that contains seven primary scales and six occupational scales used to describe Mr. Kovvali's performance in the workplace, including how he manages stress, interacts with others, approaches work tasks, and solves problems. Although this report presents scores on a scale-by-scale basis, every scale contributes to Mr. Kovvali's performance. This report notes strengths as well as areas for improvement and provides discussion points for developmental feedback.

- When examining HPI scale scores, it is important to remember that high scores are not necessarily better, and low scores are not necessarily worse. Every scale score reflects distinct strengths and shortcomings.
- HPI scores should be interpreted in the context of the person's occupational role to determine whether these characteristics are strengths or areas for potential development.
- The HPI is based upon the well-accepted Five Factor Model of personality.

Scale Definitions

▶ HPI Scale Name	▶ Low scores tend to be	▶ High scores tend to be
Adjustment	open to feedback candid and honest moody and self-critical	calm steady under pressure resistant to feedback
Ambition	good team players willing to let others lead complacent	energetic competitive restless and forceful
Sociability	good at working alone quiet socially reactive	outgoing talkative attention-seeking
Interpersonal Sensitivity	direct and frank willing to confront others cold and tough	friendly warm conflict averse
Prudence	flexible open-minded impulsive	organized dependable inflexible
Inquisitive	practical not easily bored uninventive	imaginative quick-witted poor implementers
Learning Approach	hands-on learners focused on their interests technology-averse	interested in learning insightful intolerant of the less informed



Executive Summary

Based on Mr. Kovvali's responses to the HPI, on a day-to-day basis, he seems:

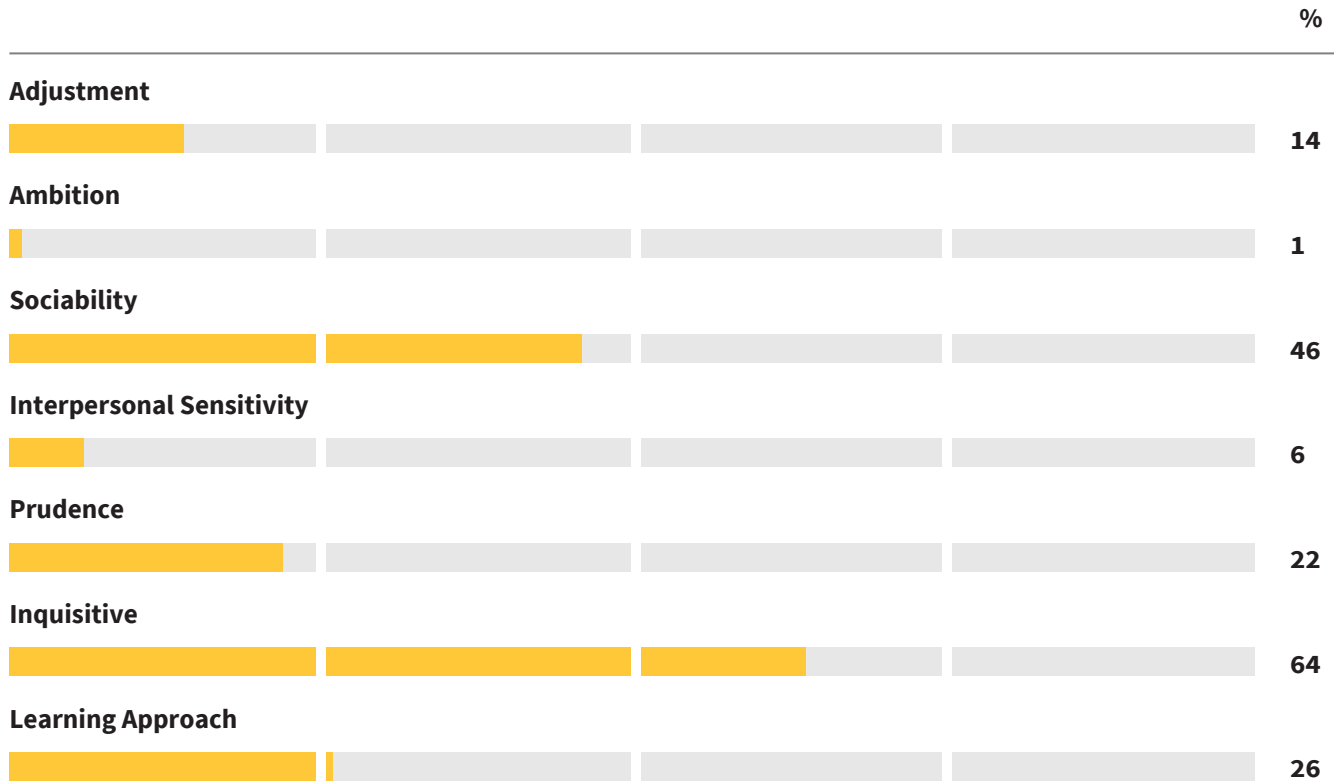
- Irritable when frustrated or under pressure. He will tend to work with a sense of urgency, seek feedback, and worry about his performance.
- Unassertive, indecisive, and satisfied with his career as it is. He will not engage in political behavior and will be content to follow others or serve as a team player.
- To avoid interacting with strangers unless necessary. Although he seems to be a good listener, he may be slow to develop relationships with new people.
- Frank, direct, candid, and willing to challenge others' opinions and performance. Tough-minded and independent, he will rarely let personal issues cloud his judgment.
- Flexible, comfortable with ambiguity, and able to act independently. He may also seem impulsive, limit testing, and not very planful.
- Open-minded, tolerant, and interested in innovation. He should be open to new ideas, but may tend to get distracted from time to time.
- Interested in learning new material only if it relates directly to his work or interests. He likely will do well in informal, hands-on learning environments but should also understand that formal training is sometimes required.



Percentile Scores

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

- Scores of 0 to 25 are considered **low**
- Scores of 26 to 50 are considered **below average**
- Scores of 51 to 75 are considered **above average**
- Scores 76 and above are considered **high**



This report is valid and interpretable.

Norm:Global



Scale: Adjustment

14

Description

The Adjustment scale predicts the ability to handle stress, manage emotions, and listen to feedback.

Score Interpretation

Mr. Kovvali's score on the Adjustment scale suggests he tends to:

- Be self-critical
- Worry about his performance
- Want feedback on his performance
- Take criticism personally
- Work with passion and intensity

Discussion Points

The 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 approach to dealing with job stress.
- When and how is it appropriate to seek feedback on your job performance?
- How do the moods of your coworkers affect you?
- How do you typically respond to feedback that others give you?

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's unique personality characteristics.

Empathy *Absence of irritability*



Not Anxious *Absence of anxiety*



No Guilt *Absence of regret*



Calmness *Lack of emotionality*



Even-tempered *Not moody or irritable*



No Complaints *Does not complain*



Trusting *Not paranoid or suspicious*



Good Attachment *Good relations with authority figures*





Scale: Ambition

1

Description

The Ambition scale predicts leadership, drive, competitiveness, and initiative.

Score Interpretation

Mr. Kovvali's score on the Ambition scale suggests he tends to:

- Let others lead
- Seem unconcerned about personal advancement and office politics
- Be comfortable in supporting roles
- Let others take initiative

Discussion Points

The 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 role do you typically assume on projects where there is no established leader?
- When and how is it appropriate to engage in office politics to advance one's career?
- How competitive do you tend to be with your colleagues? Has this hurt or helped your career?
- How do you seek and pursue opportunities for career advancement?

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's unique personality characteristics.

Competitive *Being competitive, ambitious, and persistent*



Self-confident *Confidence in oneself*



Accomplishment *Satisfaction with one's performance*



Leadership *Tendency to assume leadership roles*



Identity *Satisfaction with one's life tasks*



No Social Anxiety *Social self-confidence*





Scale: Sociability

46

Description

The Sociability scale predicts a person's interest in frequent and varied social interaction.

Score Interpretation

Mr. Kovvali's score on the Sociability scale suggests he seems:

- To prefer to work alone, although he can work as part of a team when required
- To let others drive interactions, causing him to be seen as a good listener
- To avoid being the center of attention and dislike interacting with strangers
- To not take the initiative in social settings

Discussion Points

The 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 important is it for every team member to contribute in a meeting?
- How do you balance talking with listening to engage in effective communication?
- Do you tend to work better on group or individual projects? Why?
- How do you establish and maintain a network of relationships?

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's unique personality characteristics.

Likes Parties *Enjoys social gatherings*



Likes Crowds *Finds large crowds exciting*



Experience Seeking *Preference for variety and challenge*



Exhibitionistic *Seeks attention*



Entertaining *Being charming and amusing*





Scale: Interpersonal Sensitivity

6

Description

The Interpersonal Sensitivity scale predicts charm, warmth, tact, and social skill.

Score Interpretation

Mr. Kovvali's score on the Interpersonal Sensitivity scale suggests he seems:

- Task-oriented, direct, and matter of fact
- Willing to confront poor performers and provide honest feedback
- Unconcerned with others' feelings
- Good at dealing with conflict and difficult people

Discussion Points

The 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 approach to confronting others' negative performance issues.
- How do you tend to balance the feelings of coworkers with the needs of the business?
- How important do you feel it is for coworkers to like each other?
- What is your approach to developing relationships with internal or external customers?

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's unique personality characteristics.

Easy to Live With *Tolerant and easygoing nature*



Sensitive *Thoughtful and considerate*



Caring *Concerned about others*



Likes People *Enjoys being around others*



No Hostility *Generally accepting*





Scale: Prudence

22

Description

The Prudence scale predicts self-control, conscientiousness, and work ethic.

Score Interpretation

Mr. Kovvali's score on the Prudence scale suggests he seems:

- Flexible and able to change directions quickly
- Spontaneous, impulsive, and willing to challenge rules
- Comfortable with rapid change, ambiguity, and non-standard procedures for problem solving
- Impatient with details and perhaps hasty and disorganized at times
- To not consider the consequences of his actions

Discussion Points

The 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 structured and planful are you with your work? How does this affect your ability to adapt on the fly but also complete objectives on time?
- What is your general orientation to rules and regulations?
- How do you react to quickly changing work conditions?
- How likely are you to work long hours to complete a project?

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's unique personality characteristics.

Moralistic *Adhering strictly to conventional values*



Mastery *Being hardworking*



Virtuous *Being principled*



Not Autonomous *Concern about others' opinions of oneself*



Not Spontaneous *Preference for predictability*



Impulse Control *Lack of impulsivity*



Avoids Trouble *Professed probity*





Scale: Inquisitive

64

Description

The Inquisitive scale predicts curiosity, creativity, and openness to experience and ideas.

Score Interpretation

Mr. Kovvali's score on the Inquisitive scale suggests he seems:

- Creative, curious, open-minded, and possibly distractible
- To enjoy variety, change, and new experiences
- Good at relating present activities to the bigger picture
- Sometimes unconcerned about practical implementation issues

Discussion Points

The 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 strike a balance between innovation and pragmatism?
- How do you respond to routine, yet essential, tasks and responsibilities?
- Describe your approach to linking daily work to strategic goals.
- How do you respond to individuals who are resistant to change and innovation?

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's unique personality characteristics.

Science Ability *Interest in science*



Curiosity *Curious about the world*



Thrill Seeking *Enjoyment of adventure and excitement*



Intellectual Games *Interested in riddles and puzzles*



Generates Ideas *Ideational fluency*



Culture *Wide variety of interests*





Scale: Learning Approach

26

Description

The Learning Approach scale predicts a person's learning style and/or preferred method for acquiring new knowledge.

Score Interpretation

Mr. Kovvali's score on the Learning Approach scale suggests he seems:

- To prefer learning new skills on the job in a hands-on manner
- To avoid formal training opportunities unless the business relevance is clear
- Not especially interested in keeping up with technical or industry trends
- Only to seek knowledge that is directly related to his career or hobbies

Discussion Points

The 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 ensure your knowledge and skills remain up to date?
- How do you evaluate the potential usefulness of training opportunities?
- Describe your preferred approach to learning new skills.
- What is more important to you: developing existing skills or learning new skills? Why?

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's unique personality characteristics.

Education *Being a good student*



Math Ability *Being good with numbers*



Good Memory *Remembers things easily*



Reading *Keeps up to date*





Occupational Scales

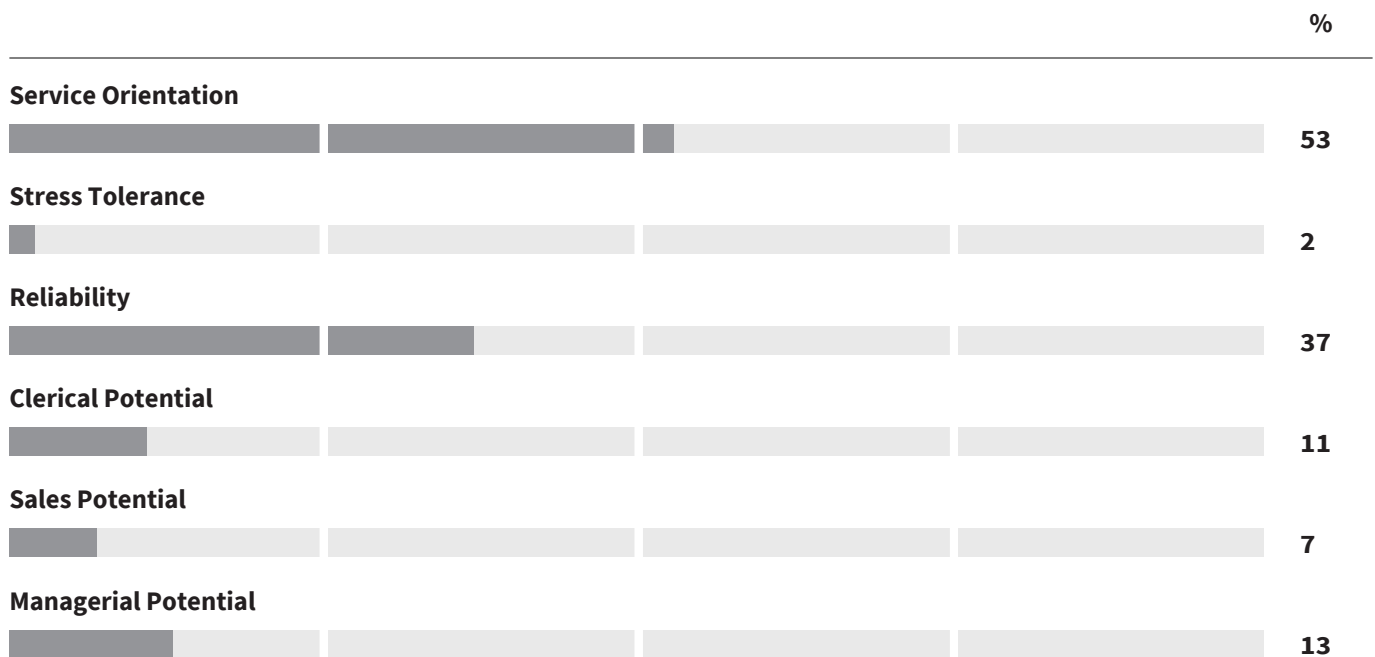
The HPI occupational scales predict a person's competency to perform in six general occupational roles. The scales are based on research comparing high and low performers in each of the job categories. The scales assess qualities that distinguished the high-rated performers from the low-rated performers. *Note: This information is designed for use in employee selection and hiring. It is not recommended for use in employee development.*

The HPI occupational scales include:

- **Service Orientation** Concerns potential for performance in jobs requiring customer service
- **Stress Tolerance** Concerns being able to deal with stress and pressure at work
- **Reliability** Concerns being a good organizational citizen
- **Clerical Potential** Concerns potential for performance in administrative and clerical jobs
- **Sales Potential** Concerns potential for performance in sales jobs
- **Managerial Potential** Concerns potential for performance in managerial jobs

The scores indicate the proportion of the population who will score at or below Mr. Kovvali.

- Scores of 0 to 25 are considered **low**
- Scores of 26 to 50 are considered **below average**
- Scores of 51 to 75 are considered **above average**
- Scores 76 and above are considered **high**





Scale: Service Orientation

53

Description

The Service Orientation scale identifies people who treat customers and colleagues in a courteous and helpful manner. High scorers seem kind, considerate, and tactful. Low scorers seem abrupt, tense, irritable, and preoccupied.

Score Interpretation

Mr. Kovvali's score on the Service Orientation scale suggests he has above average potential to perform in roles requiring strong customer service.

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's Service Orientation score.

Virtuous *Being principled*



Empathy *Absence of irritability*



Sensitive *Thoughtful and considerate*





Scale: Stress Tolerance

2

Description

The Stress Tolerance scale identifies people who easily handle stress, pressure, and heavy workloads. High scorers seem calm, resilient, and even-tempered. They are not bothered by disruptions or unexpected reversals and rarely turn crises into personal dramas. Low scorers seem moody, self-critical, and easily upset.

Score Interpretation

Mr. Kovvali's score on the Stress Tolerance scale suggests he may struggle in stressful roles.

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's Stress Tolerance score.

Not Anxious *Absence of anxiety*



No Guilt *Absence of regret*



Accomplishment *Satisfaction with one's performance*



No Complaints *Does not complain*



Calmness *Lack of emotionality*





Scale: Reliability

37

Description

The Reliability scale identifies people who willingly follow rules and respect corporate values in the workplace. High scorers are good organizational citizens who will seem dependable, responsible, and self-disciplined. Low scorers will tend to be less compliant and rule observant.

Score Interpretation

Mr. Kovvali's score on the Reliability scale suggests he may resist following rules and accepting feedback with which he disagrees.

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's Reliability score.

Good Attachment *Good relations with authority figures*



Impulse Control *Lack of impulsivity*



Avoids Trouble *Professed probity*



No Hostility *Generally accepting*





Scale: Clerical Potential

11

Description

The Clerical Potential scale identifies people with talent for clerical work and administrative responsibilities. High scorers seem mature, hardworking, socially skilled, and willing to take charge. Low scorers seem tense, indecisive, and anxious.

Score Interpretation

Mr. Kovvali's score on the Clerical Potential scale suggests he may struggle in clerical or administrative roles.

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's Clerical Potential score.

Not Anxious *Absence of anxiety*



No Complaints *Does not complain*



Avoids Trouble *Professed probity*



Leadership *Tendency to assume leadership roles*



Caring *Concerned about others*





Scale: Sales Potential

7

Description

The Sales Potential scale identifies people with talent for sales. High scorers seem to enjoy being the center of attention and are described as self-confident, sociable, and quick-witted. They also seem talkative, outgoing, and assertive. Lower scorers tend to be shy, quiet, and reserved.

Score Interpretation

Mr. Kovvali's score on the Sales Potential scale suggests he may struggle in sales roles.

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's Sales Potential score.

Self-confident *Confidence in oneself*



No Social Anxiety *Social self-confidence*



Likes Parties *Enjoys social gatherings*



Likes Crowds *Finds large crowds exciting*



Experience Seeking *Preference for variety and challenge*



Exhibitionistic *Seeks attention*



Entertaining *Being charming and amusing*



Easy To Live With *Tolerant and easygoing nature*



Likes People *Enjoys being around others*



Impulsivity *Acting on impulse*



Thrill Seeking *Enjoyment of adventure and excitement*



Generates Ideas *Ideational fluency*



No Self-focus *Being attentive to others*



Impression Management *Concerned with making a positive impression*





Scale: Managerial Potential

13

Description

The Managerial Potential scale identifies people with talent for building and maintaining effective teams. High scorers are described as ambitious, competitive, hardworking, and wanting to be in charge. They are seen as trustworthy, planful, and efficient. Low scorers seem passive, reactive, or lazy.

Score Interpretation

Mr. Kovvali's score on the Managerial Potential scale suggests he may struggle in managerial roles.

Subscale Composition

The subscales below should be interpreted by a certified Hogan coach or feedback provider. They are designed to provide more detailed insight into Mr. Kovvali's Managerial Potential score.

Education *Being a good student*



Accomplishment *Satisfaction with one's performance*



No Complaints *Does not complain*



Identity *Satisfaction with one's life tasks*



Mastery *Being hardworking*



Avoids Trouble *Professed probity*



Leadership *Tendency to assume leadership roles*



Competitive *Being competitive, ambitious, and persistent*

