Hogan Development Survey (HDS) report

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	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Level	Name	Excitable	Skeptical	Cautious	Reserved	Leisurely	Bold	Mischievou	Colorful	Imaginative	Diligent	Dutiful
2	N-1	Exec1	66	29	18	55	35	76	72	26	57	45	21
3	N-1	Exec2	84	96	62	40	89	28	11	44	81	67	18
4	N-1	Exec3	90	23	72	34	13	61	45	8	92	19	13
5	N-1	Exec4	71	88	98	30	97	42	67	6	42	1	9
6	N-1	Exec5	96	33	27	42	87	44	38	35	56	10	2
7	N-1	Exec6	76	58	8	1	75	90	19	14	90	24	58
8	N-1	Exec7	76	17	52	99	88	96	13	43	74	45	68
9	N-2	Exec8	64	81	26	56	81	67	48	33	58	36	84
10	N-2	Exec9	23	33	74	2	54	63	5	39	86	2	51
11	N-2	Exec10	43	90	19	73	55	86	60	66	30	87	82
12	N-2	Exec11	13	22	72	71	22	25	63	100	47	96	83
13	N-2	Exec12	87	97	83	36	93	76	70	57	27	25	38
14	N-2	Exec13	45	24	96	31	26	33	15	8	91	48	18
15	N-2	Exec14	55	89	81	61	63	86	3	31	93	18	20
16	N-2	Exec15	67	84	35	73	35	44	32	26	45	71	77
17	N-2	Exec16	62	20	11	28	29	56	59	48	23	33	96

Team N-1

Name	Exec1	Exec2	Exec3	Exec4	Exec5	Exec6	Exec7	Total score
Excitable	66	84	90	71	96	76	76	79.85714286
Skeptical	29	96	23	88	33	58	17	49.14285714
Cautious	18	62	72	98	27	8	52	48.14285714
Reserved	55	40	34	30	42	1	99	43
Leisurely	35	89	13	97	87	75	88	69.14285714
Bold	76	28	61	42	44	90	96	62.42857143
Mischievous	72	11	45	67	38	19	13	37.85714286
Colorful	26	44	8	6	35	14	43	25.14285714
Imaginative	57	81	92	42	56	90	74	70.28571429
Diligent	45	67	19	1	10	24	45	30.14285714
Dutiful	21	18	13	9	2	58	68	27

Team N-2

Name	Exec8	Exec9	Exec10	Exec11	Exec12	Exec13	Exec14	Exec15	Exec16	Total sore
Excitable	64	23	43	13	87	45	55	67	62	459
Skeptical	81	33	90	22	97	24	89	84	20	540
Cautious	26	74	19	72	83	96	81	35	11	497
Reserved	56	2	73	71	36	31	61	73	28	431
Leisurely	81	54	55	22	93	26	63	35	29	458
Bold	67	63	86	25	76	33	86	44	56	536
Mischievous	48	5	60	63	70	15	3	32	59	355
Colorful	33	39	66	100	57	8	31	26	48	408
Imaginative	58	86	30	47	27	91	93	45	23	500
Diligent	36	2	87	96	25	48	18	71	33	416
Dutiful	84	51	82	83	38	18	20	77	96	549

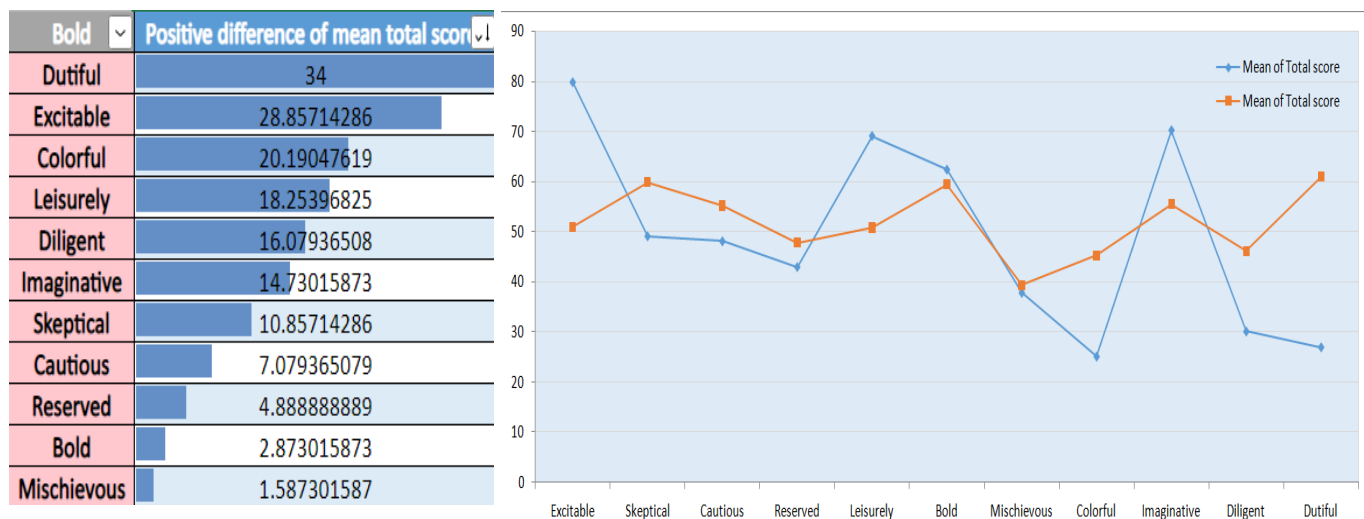**Q1. What are the major risk factors for the N-1 team?**

The Major Risk factors for the N-1 team which could occur during stressful situations are ranked below in decreasing order with 1st being the most occurrence and the last being the least occurrence. (Mean total scores column shows the mean of the total scores of each derailer for each executive)

Team N-1	
Name	**Mean total score**
Excitable	79.85714286
Imaginative	70.28571429
Leisurely	69.14285714
Bold	62.42857143
Skeptical	49.14285714
Cautious	48.14285714
Reserved	43
Mischievous	37.85714286
Diligent	30.14285714
Dutiful	27
Colorful	25.14285714

It is clear from the figure that the "Excitable" personality trait is the major risk factor for derailer when team N-1 is under stress.

Q2. In what ways do the two teams differ significantly? How might these two teams work together? What tensions might they experience?

These teams differ majorly in the "Dutiful" personality trait under stress since the difference in the total scores for their respective derailer is significantly large. These derailers are ranked below with the first being the most different and the last being the least different/most common.

Bold	Positive difference of mean total score
Dutiful	34
Excitable	28.85714286
Colorful	20.19047619
Leisurely	18.25396825
Diligent	16.07936508
Imaginative	14.73015873
Skeptical	10.85714286
Cautious	7.079365079
Reserved	4.888888889
Bold	2.873015873
Mischievous	1.587301587

Group N-1 & N-2 can work together when the "Colorful" personality trait is prevalent since the total scores for the particular derailer are lowest and vice versa they might face tensions in areas where the "Excitable" personality trait is most common.

Bold	Total mean scores of team N1 & N2 score
Excitable	130.8571429
Imaginative	125.8412698
Bold	121.984127
Leisurely	120.031746
Skeptical	109.1428571
Cautious	103.3650794
Reserved	90.88888889
Dutiful	88
Mischievous	77.3015873
Diligent	76.36507937
Colorful	70.47619048

Method 2 – By Correlation coefficient comparison between derailers of executives for Team N1 & N2.

Q3. How is the N-2 team most similar? How is it most different? What are the implications of these findings?

N-2 team is most similar for the "Bold" personality trait when under stress since the standard deviation (SD - a measure of dispersion or the spread of data within distribution) for executives in this personality trait is lowest and thus most executives experience this common trait when under stress.

The N-2 team is most different for the "Skeptical" personality trait since it has the highest SD (since the spread in the values for each executive score for a particular derailer is significantly large).

These inferences signify that Team N-2 can work together in situations where a "Bold" personality is most prevalent since the difference among their scores is least among the given derailers.

Team N-2

Name	Std dev
Bold	22.05170691
Excitable	22.87465847
Reserved	24.90203026
Leisurely	25.09703391
Mischievous	26.30166873
Colorful	26.74883175
Imaginative	28.07183246
Dutiful	29.77834784
Diligent	32.09274754
Cautious	32.13945308
Skeptical	33.90427702