










# Appendix: HPI, MVPI, HDS Scores

Scale	%	Scale Interpretations
<b>Hogan Personality Inventory (HPI)</b>		
Adjustment	51	the degree to which a person appears confident, self-accepting and stable under pressure.
Ambition	58	the degree to which a person seems socially self-confident, leader-like, competitive and energetic.
Sociability	32	the degree to which individuals seem approachable, talkative and task-oriented when interacting with others.
Interpersonal Sensitivity	18	the degree to which a person is seen as perceptive, tactful and politically astute.
Prudence	52	the degree to which a person seems conscientious, conforming and dependable.
Inquisitive	31	the degree to which a person is perceived as bright, creative and big-picture or short-term focused.
Learning Approach	33	the degree to which a person values learning and stays up to date with business and technology.
<b>Motives, Values and Preferences (MVPI)</b>		
Recognition	71	Seeking fame, appreciation, and acknowledgment.
Power	76	Driving to achieve results, control resources, and gain responsibility.
Hedonism	11	Wanting fun, variety, and enjoyment in the workplace.
Altruistic	3	Wanting to help people who are struggling or in need.
Affiliation	36	Seeking opportunities to build social networks and collaborate with people.
Tradition	48	Respecting structure, rules, and authority.
Security	73	Wanting stability, structure, and order.
Commerce	42	Seeking wealth and financial success.
Aesthetics	66	Creating work products with a focus on innovation, style, and appearance.
Science	24	Preferring a rational, objective approach to decision-making.
<b>Hogan Development Survey (HDS)</b>		
Excitable	37	Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.
Skeptical	21	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	58	Concerns being overly worried about being criticized.
Reserved	66	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	54	Concerns being independent, ignoring others' requests, and becoming irritable if they persist.
Bold	43	Concerns having inflated views of one's competency and worth.
Mischievous	64	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	15	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	34	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	85	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	57	Concerns being eager to please and reluctant to act independently.



# Appendix: HPI Scores and Subscales

SCALES	SCORE	PERCENTILES									
		10	20	30	40	50	60	70	80	90	
Adjustment	51										
Ambition	58										
Sociability	32										
Interpersonal Sensitivity	18										
Prudence	52										
Inquisitive	31										
Learning Approach	33										
		low average high									

Note: scales with a shaded orange bar have been identified as important to success.  
Scores inside the range increase a candidate's probability of success.



# Appendix: HPI Scores and Subscales

The HPI subscales are provided below to assist with the interpretation of individual scale results. This information is to be reviewed by certified Odgers Berndtson consultants in preparing analysis and individual feedback only.

Subscale Scores (No. items endorsed / No. items in subscale)

<b>Adjustment</b> 2. Empathy 3/5 3. Not Anxious 4/4 4. No Guilt 6/6 5. Calmness 3/4 6. Even Tempered 2/5 7. No Complaints 5/5 8. Trusting 2/3 9. Good Attachment 4/5	<b>Interpersonal Sensitivity</b> 21. Easy to Live With 2/5 22. Sensitive 3/4 23. Caring 3/4 24. Likes People 6/6 25. No Hostility 3/3	<b>Inquisitive</b> 33. Science Ability 3/5 34. Curiosity 2/3 35. Thrill Seeking 3/5 36. Intellectual Games 1/3 37. Generates Ideas 1/5 38. Culture 3/4
<b>Ambition</b> 10. Competitive 5/5 11. Self-Confident 2/3 12. Accomplishment 6/6 13. Leadership 5/6 14. Identity 2/3 15. No Social Anxiety 6/6	<b>Prudence</b> 26. Moralistic 4/5 27. Mastery 3/4 28. Virtuous 3/5 29. Non Autonomous 1/3 30. Non Spontaneous 3/4 31. Impulse Control 3/5 32. Avoids Trouble 4/5	<b>Learning Approach</b> 39. Education 3/3 40. Math Ability 1/3 41. Good Memory 3/4 42. Reading 1/4
<b>Sociability</b> 16. Likes Parties 3/5 17. Likes Crowds 1/4 18. Experience Seeking 4/6 19. Exhibitionistic 3/5 20. Entertaining 1/4		



# Appendix: Leadership Challenge Profile

## Subscale Scores

### Excitable

HIGH RISK

Volatile ■■■  
Easily Disappointed  
No Direction

### Bold

HIGH RISK

Entitled ■■■■  
Overconfidence ■  
Fantasized Talent ■■

### Diligent

HIGH RISK

Standards ■■■  
Perfectionistic ■■■■  
Organized ■■■

### Skeptical

HIGH RISK

Cynical  
Mistrusting  
Grudges ■

### Mischievous

HIGH RISK

Risky ■■  
Impulsive ■■■  
Manipulative ■■■

### Dutiful

HIGH RISK

Indecisive ■■■  
Ingratiating ■■  
Conforming ■■■

### Cautious

HIGH RISK

Avoidantxx ■  
Fearful ■  
Unassertive ■■

### Colorful

HIGH RISK

Public Confidence  
Distractible ■■  
Self Display ■

### Reserved

HIGH RISK

Introverted ■  
Unsocial ■  
Tough ■■■

### Imaginative

HIGH RISK

Eccentric  
Special Sensitivity ■■■■  
Creative Thinking

### Leisurely

HIGH RISK

Passive Aggressive ■■  
Unappreciated  
Irritated ■