










Appendix: HPI, MVPI, HDS Scores

Scale	%	Scale Interpretations
Hogan Personality Inventory (HPI)		
Adjustment	19	the degree to which a person appears confident, self-accepting and stable under pressure.
Ambition	47	the degree to which a person seems socially self-confident, leader-like, competitive and energetic.
Sociability	85	the degree to which individuals seem approachable, talkative and task-oriented when interacting with others.
Interpersonal Sensitivity	7	the degree to which a person is seen as perceptive, tactful and politically astute.
Prudence	9	the degree to which a person seems conscientious, conforming and dependable.
Inquisitive	39	the degree to which a person is perceived as bright, creative and big-picture or short-term focused.
Learning Approach	88	the degree to which a person values learning and stays up to date with business and technology.
Motives, Values and Preferences (MVPI)		
Recognition	79	Seeking fame, appreciation, and acknowledgment.
Power	44	Driving to achieve results, control resources, and gain responsibility.
Hedonism	30	Wanting fun, variety, and enjoyment in the workplace.
Altruistic	13	Wanting to help people who are struggling or in need.
Affiliation	36	Seeking opportunities to build social networks and collaborate with people.
Tradition	24	Respecting structure, rules, and authority.
Security	27	Wanting stability, structure, and order.
Commerce	4	Seeking wealth and financial success.
Aesthetics	74	Creating work products with a focus on innovation, style, and appearance.
Science	58	Preferring a rational, objective approach to decision-making.
Hogan Development Survey (HDS)		
Excitable	98	Concerns being overly enthusiastic about people or projects, and then becoming disappointed with them.
Skeptical	83	Concerns being socially insightful, but cynical and overly sensitive to criticism.
Cautious	87	Concerns being overly worried about being criticized.
Reserved	88	Concerns lacking interest in or awareness of the feelings of others.
Leisurely	97	Concerns being independent, ignoring others' requests, and becoming irritable if they persist.
Bold	47	Concerns having inflated views of one's competency and worth.
Mischievous	50	Concerns being charming, risk-taking, and excitement-seeking.
Colorful	87	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	80	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	59	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	22	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	19										
Ambition	47										
Sociability	85										
Interpersonal Sensitivity	7										
Prudence	9										
Inquisitive	39										
Learning Approach	88										
		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)

Adjustment 2. Empathy 2/5 3. Not Anxious 2/4 4. No Guilt 2/6 5. Calmness 4/4 6. Even Tempered 3/5 7. No Complaints 3/5 8. Trusting 2/3 9. Good Attachment 2/5	Interpersonal Sensitivity 21. Easy To Live With 4/5 22. Sensitive 3/4 23. Caring 3/4 24. Likes People 3/6 25. No Hostility 2/3	Inquisitive 33. Science Ability 3/5 34. Curiosity 2/3 35. Thrill Seeking 4/5 36. Intellectual Games 1/3 37. Generates Ideas 2/5 38. Culture 1/4
Ambition 10. Competitive 5/5 11. Self-Confident 2/3 12. Accomplishment 5/6 13. Leadership 5/6 14. Identity 0/3 15. No Social Anxiety 6/6	Prudence 26. Moralistic 0/5 27. Mastery 1/4 28. Virtuous 0/5 29. Not Autonomous 2/3 30. Not Spontaneous 4/4 31. Impulse Control 2/5 32. Avoids Trouble 4/5	Learning Approach 39. Education 3/3 40. Math Ability 2/3 41. Good Memory 3/4 42. Reading 4/4
Sociability 16. Likes Parties 4/5 17. Likes Crowds 3/4 18. Experience Seeking 3/6 19. Exhibitionistic 4/5 20. Entertaining 4/4		



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

Avoidant ■ ■ ■
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 ■