



## The Hogan Development Survey – *The Dark Side*

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### **Features and Benefits**

- Specifically designed to identify potential dysfunctional interpersonal leadership behaviour.
- Provides in-depth information about interpersonal problems that are difficult to identify at interview.
- Identifies career derailing tendencies for coaching and personal development.
- Particularly useful for people in senior positions who manage others, and people engage in high stress occupations.
- Norms based on working adults.
- Anglicised for UK use.
- A choice of computerised interpretive reports.
- Can be administered online, or using an onsite PC, or using traditional paper and pencil approach.
- No invasive or intrusive questions.
- All questions easily read.
- Interpretation and feedback must be undertaken by a person holding British Psychological Society Level B Certificate in Occupational Testing and trained in the use of the instrument.

### **Introduction**

The Hogan Development Survey is a uniquely powerful psychometric based upon research into the derailment of managers. It is a unique instrument for examining *The Dark Side* of our personality, - the way almost all of us will we exhibit extreme behaviour in reaction to certain situations.

Almost all people will display extreme behaviours on occasions, - usually in reaction to particularly stressful situations. Only 11% of people who have completed a Hogan Development Survey have failed to display an extreme aspect of personality. For most of the time we exhibit normal behaviour, - as described by The Bright Side profile. However it is the few (possibly very rare) occasions that we exhibit our Dark Side behaviour, which has a very high negative impact on our performance in work, our social interactions, and indeed our general sense of well being.

Often our Dark Side or extreme behaviour responses can be very different, even opposite to our Bright Side or normal behaviour responses. However, it is often our responses under pressure, rather than every day behaviour we are remembered for. Furthermore, people are often unaware of the dark tendencies they display when under pressure. Examining our potential Dark Side, to consider how we can best manage the impact on others and ourselves, will prove immensely rewarding from both a professional and personal point of view.

### **Applications**

#### **Executive Coaching**

Dark Side profiling is particularly relevant for coaching of senior management. The distinctive aspects of our personality, are often the qualities which have lead us to be successful in our career to date. However, the qualities that have enabled an individual to attain a position of power in an organisation, will also lead to his or her downfall, or cause damage to the organisation, when expressed as Dark Side behaviour.

A person's Dark Side profile, especially when examined in relation to normal (Bright Side) profile, provides a highly penetrating insight into their critical core qualities. It provides an advanced starting point for structured coaching, saving considerable time and effort in "peeling the onion layers" to arrive at the true focus of the coaching intervention.

#### **Selection for senior or sensitive positions**

Normal (Bright Side) behaviour is often independent of extreme (Dark Side) behaviour. A person with an attractive Bright Side profile may have an unattractive Dark Side profile. This means a person may interview well, making a very positive impression. However, over time, his or her Dark Side profile will become apparent, which in the case of a senior manager, could have a huge adverse impact on the organisation. Furthermore, it is often these Dark Side tendencies that can enhance a person's performance at interview.

Examining a candidate's Dark Side profile accomplishes two objectives. Firstly it identifies likely problems which will arise when the applicant deals with critical incidents or stressful circumstances. Whilst relevant to senior management selection, this aspect is highly relevant to appointments of sensitive or critical nature, (e.g. in connection with security or safety). Secondly, examining a candidate's Dark Side profile can help select individuals with particularly strong personality traits, which are helpful for initiating or sustaining organisational change of a particular nature.

The HDS identifies the following eleven styles of extreme behaviour:-

<b>Enthusiastic - Volatile</b>	Concerns seeming moody and hard to please, being enthusiastic about new people or projects and then becoming disappointed with them.
<b>Shrewd - Mistrustful</b>	Concerns seeming cynical, mistrustful, and doubting the true intentions of others.
<b>Careful - Cautious</b>	Concerns seeming reluctant to change and being too concerned about making mistakes.
<b>Independent - Detached</b>	Concerns seeming aloof or uncommunicative and lacking interest in or awareness of the feelings of others.
<b>Focused - Passive (covertly) Aggressive</b>	Concerns seeming independent, refusing to be hurried, ignoring other people's requests, and becoming irritable if they persist.
<b>Confident - Arrogant</b>	Concerns seeming unusually self-confident, having strong feelings of entitlement, being unwilling to admit mistakes, listen to advice, or attend to feedback.
<b>Charming - Manipulative</b>	Concerns seeming to enjoy taking risks and testing the limits, easily bored, and seeking excitement.
<b>Vivacious - Dramatic</b>	Concerns seeming lively, expressive, dramatic, and wanting to be noticed.
<b>Imaginative - Eccentric</b>	Concerns seeming to act and think in unusual and sometimes creative ways.
<b>Diligent - Perfectionistic</b>	Concerns seeming meticulous, precise, and critical of the performance of others.
<b>Dutiful - Dependent</b>	Concerns seeming eager to please and reluctant to take independent action.

*Further information*

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