

HPI & HDS Assessment Report for James Sample
for the post of Director of Performance

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HPI & HDS Assessment Report for

James Sample

For the posts of Director of Performance

CONFIDENTIAL: Intended for the Appointments Panel only, - not for general circulation

16th January 2014

Produced by HR Profiles Ltd who are certified to use Hogan Assessment Systems products. This report is based on data obtained from the use of the Hogan Personality Inventory and the Hogan Development Survey

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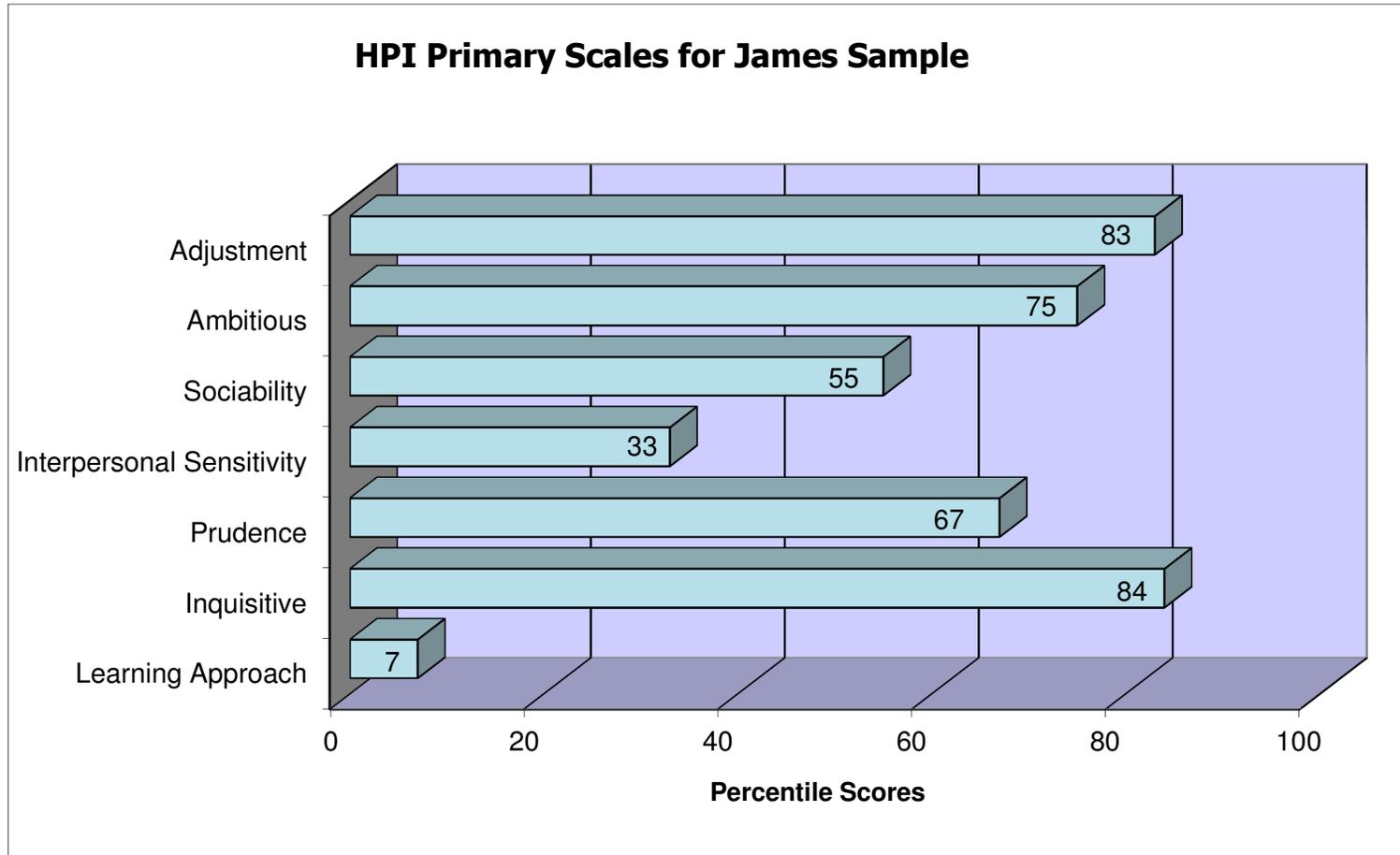
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Norm group: UK Managers and Professionals

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Analysis of HPI Primary scales for James Sample for role of Executive Director of Performance

Scale	Ideal/good score	Acceptable score	Candidate's percentile score	Level of fit	
Adjustment	>50%	>35%	83%	Good	Emotional response to events
Ambition	>50%	>35%	75%	Good	Attitude to achievement and power
Sociability	35% - 65%	25% - 75%	55%	Good	Attitude to socialising
Interpersonal Sensitivity	35% - 65%	25% - 75%	33%	Acceptable	Style of relating to others
Prudence	35% - 65%	25% - 75%	67%	Acceptable	Preferred working style
Inquisitive	>65%	>35%	84%	Good	Approach to thinking & analysis
Learning Approach	>65%	>35%	7%	Poor	Attitude to formal education and training

Social Desirability/Faking scale ***confirms the test is valid and interpretable***

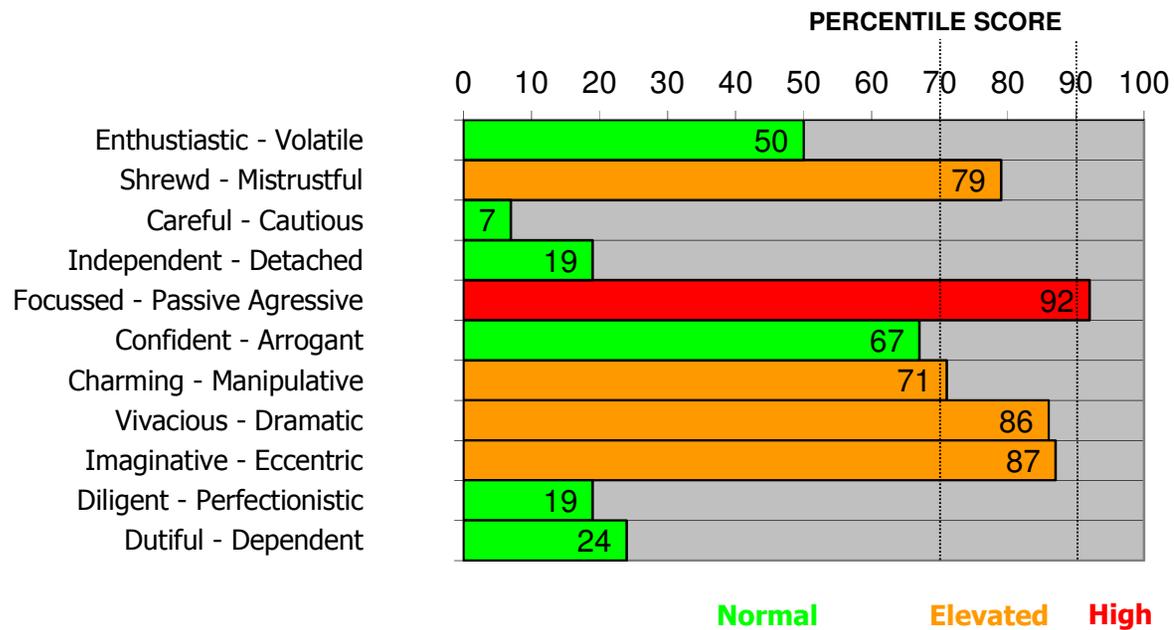
Important considerations:

- This HPI profile requires skilled interpretation, complex interactions between different scales occur and detailed sub scale data not shown in this report is be taken into account as part of the interpretive process.
- Strengths and weaknesses associated with the above HPI profile are incorporated along with HDS to produce the predictions of the candidate contained in this report.

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HDS Graphic Profile for James Sample



Private & Confidential**Summary of HDS Profile for James Sample*****Number of scales with a high risk score (90% & higher) = 1******Number of scales with an elevated risk score (70% - 90%) = 4***

Level of concern regarding the likelihood of James Sample engaging in dysfunctional behaviours:-

NO RISK	LOW RISK	NORMAL RISK	HIGH RISK
			X

Important considerations:

- This HDS profile provides an insight into one very specific aspect of personality and requires skilled interpretation.
- A candidate assessed as presenting a high risk of engaging in dysfunctional behaviour, is also likely to have certain strong personality traits which may, depending upon the specific requirements of the posts, be desirable qualities for the post. Certain strengths are associated with every high risk score.
- A candidate with a no risk score may lack certain personality traits that are desirable for the post.
- Strengths and weaknesses associated with the above HDS profile are incorporated along with HPI predictions and included in the Summary of predictions for the candidate.

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Summary of behavioural predictions for James Sample

Positive attributes	Negative attributes
Under normal working situations, calm, stable, steady and even tempered	Under high levels of stress he will act in a less consistent and more unpredictable manner
Driven, determined, results focussed Confident, - willing to confront and challenge others Will take the initiative and provide a sense of direction Willing to make quick decisions, is unafraid of risk, and does not dwell on mistakes.	On occasions may be over demanding, opinionated, and self-absorbed. Under high levels of stress whilst outwardly cooperative and pleasant, he may become stubborn in working to his own agenda and ignore requests from other colleagues May fail to evaluate fully the consequences of his own behaviour
Quite social and outgoing without the need to be with people at every opportunity, - able to work independently when required Will make connections with others and network effectively Friendly, engaging and affable Others will view him as charming, interesting, entertaining, and lively, - he will make a strong first impression	On occasions inappropriately impulsive and dramatic in his behavioural response May fail to listen fully to others, - especially under high levels of stress
Organised, conscientious, thorough and structured in his working style Considers actions and consequences from an organisational perspective	Despite a generally structured and systematic approach, under high levels of stress he may act impulsively
Curious, analytical and strategic in his thinking Imaginative, - definitely 'thinks outside the box', - unconventional Independently minded, - will be sceptical of proclaimed best practice from other authorities Questioning of the value of formal training and education, - he will need good evidence of benefits before engaging in formal training opportunities	May make impractical decisions Can be over theoretical On occasions will 'go off on inappropriate tangents' unaware he is losing the engagement of colleagues Inclined to solve problems from his own resources rather than consult others about best practice to engage fully and appropriately in CPD activities.

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**Assessment of HPI & HDS profiles for James Sample in relation to skills, abilities
& personal qualities for the post of Executive Director of Performance**

Skills and Abilities

Item	HPI & HDS Rating	Notes	Quick Guide
Ability to analyse and interpret information to assess issues, anticipate problems and provide workable solutions	Moderate - high	Analytical and original in his thinking Systematic in assessing data Strategic in anticipating problems Imaginative in identifying solutions He may be impulsive in pushing impractical solutions on occasions	
Ability to influence senior leaders of external partners	High	Will have presence and make a strong first impression Creative in arguing and selling ideas	
Able to articulate a clear vision and set strategic direction with strong networking and high level interpersonal skills	High	Strategic and articulate in establishing and communicating a clear vision Strong networker	
Project and time management skills that are evidenced by delivery to deadlines	Moderate	Organised, systematic and thorough Very strongly results focussed A concern is that 'when the pressure is on' he may act impulsively and ignore important feedback from colleagues	

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Personal Qualities

Item	HPI & HDS Rating	Notes	Quick Guide
High level of self-awareness and self-knowledge	Moderate	Analytical and thoughtful, never the less he may fail to evaluate fully the consequences of his own behaviour He is likely to be inwardly sceptical and resistive towards self-development programs or coaching, although outwardly he may appear cooperative	
Ability to cope with rapid and sustained change	Moderate	Quick to evaluate and act, - willing to make quick decisions Under pressure he may act impulsively without listening fully to others	
Able to manage and resolve conflict	Moderate	Approachable and engaging towards others in dealing with difficult issues Able to provide valuable insights into complex issues Under pressure he may jump to judgement too quickly and fail to recognise concerns from others	
Self-confident, motivated and able to bring out the best in others	Moderate - high	Very self-confident, energetic and achievement focussed Demanding of others Able to sell the vision	
Team worker, able to collaborate and delegate	Moderate	Outwardly friendly and engaging with other colleagues On occasions he may fail to recognise the needs of others, becoming stubborn in working to his own agenda	
Excellent interpersonal skills and the ability to develop effective relationships with a wide range of other people	High	Strong communicator, - an excellent 'sales person' Will make a strong first impression Strong networker Over time colleagues may experience some frustration in his focus on achieving his own agenda rather than listening fully to other's concerns	

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Personal Qualities (continued)

Item	HPI & HDS Rating	Notes	Quick Guide
Commitment to continuous self-development	Low	He is likely to be resistive to self-development of a personal nature and questioning of the value of attending formal training for himself Independently minded and confident, his tendency is to use his own cognitive abilities to solve issues; - he may fail to listen to feedback of a personal nature from colleagues that could be beneficial for his self-development	

Areas of concern to scrutinise during interview and suggested competency based interview questions

Commitment to continuous self-development

Ask him to describe:-

- Circumstances in the past which he has made significant advances in his own self development.
- Specific instances in which he received valuable personal feedback from a colleague upon which he acted. What were the circumstances he received the feedback? (Did he ask for it? Was it volunteered to him?) What was the feedback (excluding anything of a particularly private nature)? How exactly did he respond to what his colleague said to him? What was the outcome?
- Specific instances in which he received valuable personal feedback from a colleague with which at the time he disagreed. What were the circumstances he received the feedback? (Did he ask for it? Was it volunteered to him?) What was the feedback? How exactly did he respond to what his colleague said to him? What was the outcome?

Use follow up probing questions as appropriate to search for evidence that the candidate places appropriate focus on self-development of a personal nature, - not just on gaining knowledge and skills relevant functional and business process. Is there evidence the candidate is open to personal feedback?

Private & ConfidentialPossible stubbornness in working to his own agenda and tendency to be self absorbed

Ask the candidate for examples when he took a course of action against the general consensus in the team

- What were the circumstances?
- What were the concerns from other team members?
- How exactly did he manage the expectation of team members?

Ask the candidate for examples when he took a course of action against the general consensus in the team and subsequently changed his mind/approach in response to feedback from the team

- What were the circumstances?
- What were the concerns from other team members?
- How exactly did he respond to the team members?

Possible impulsiveness

Ask the candidate for examples in which he made a decision/took action too slowly

- What were the circumstances?
- What exactly were the detrimental consequences of the slow decision/action

Ask the candidate for examples in which he made a decision/took action too quickly

- What were the circumstances?
- What were the detrimental consequences of the too quick a decision/action?

Footnote for all candidates: *the Hogan Personality Inventory and Hogan Development Survey do not measure intelligence or functional competence.*