



HPI Assessment Report for Ian Sample for the role of Planning Engineer
Private & Confidential

**Hogan Personality Inventory
Assessment Report for**

Ian Sample

for the role of Planning Engineering

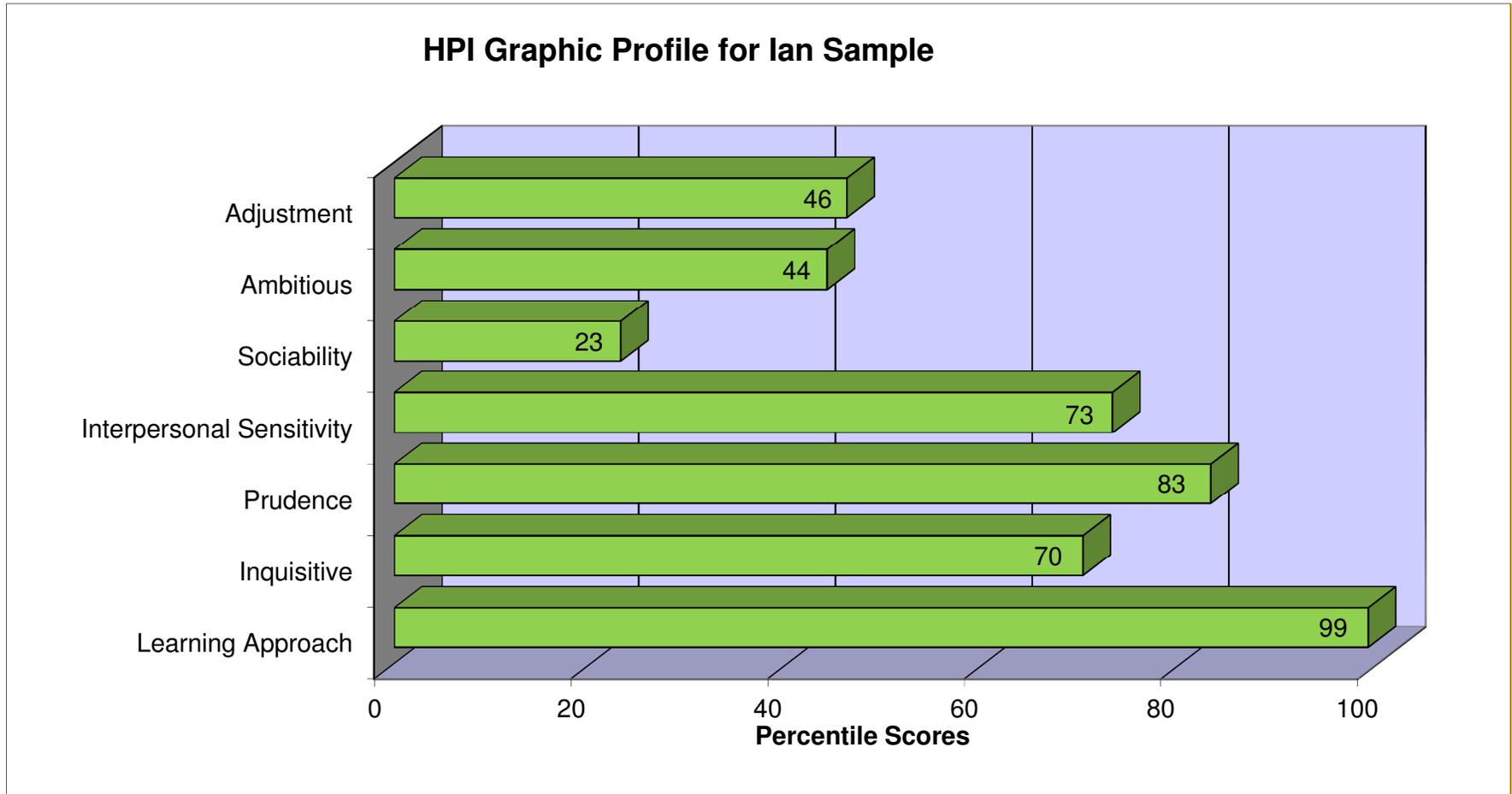
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Produced by HR Profiles Ltd who are certified to use Hogan Assessment Systems products. This report is based on data obtained from the use of the Hogan Personality Inventory.

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Norm group: UK Managers and Professionals

Analysis of HPI Primary scales for Ian Sample for role of Planning Engineer

Scale	Ideal score	Acceptable score	Candidate's percentile score	Level of fit	Scale description
Adjustment	>65%*	>35%	46%	Acceptable	Emotional response to events
Ambition	>65%*	>35%	44%	Acceptable	Attitude to achievement and power
Sociability	35% - 65%	25% - 75%	23%	Poor	Attitude to socialising
Interpersonal Sensitivity	35% - 65%	25% - 75%	73%	Acceptable	Style of relating to others
Prudence	35% - 65%	25% - 75%	83%	Poor	Preferred working style
Inquisitive	>75%	>45%	70%	Good	Approach to thinking & analysis
Learning Approach	>65%	>35%	99%	Good	Attitude to formal education and training

*Very high scores (>90%) on the Adjustment or Ambition scales may be problematic (possible arrogance and being overly dominant)

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

Note

This HPI profile requires skilled interpretation, complex interactions between different scales occur and detailed sub scale data not shown in this report is taken into account as part of the interpretive process. The prediction of the overall personality of the candidate may differ from first impressions gained from looking at the scores of the primary HPI scales. It is for this reason caution should be exercised in placing too much emphasis on the level of fit a candidate's HPI scores with the Ideal HPI score.

Summary of behavioural predictions for Ian Sample based on HPI data

Positive attributes	Negative attributes
Reasonably balanced and stable, - he will generally remain calm under stress and pressure He will be neither arrogant nor self-doubting and will listen and apply feedback from others	
Quite persistent, hardworking focussed on personal accomplishment He is probably viewed by others as a good team player He will appreciate advancement and personal recognition without being unduly concerned about status, - the content as much as the status of his work will probably be important to him, and there are indications	He is not particularly comfortable in a leadership role On occasions he may not seem very decisive or strategic in his decision making He may lack a bit of drive to achieve high impact results
Able to work independently on his own He is probably an effective listener Polite, friendly and pleasant, - tactful and quite insightful about interpersonal matters Quite agreeable in style, he will tend to build and maintain coalitions with others	He may fail to initiate contact with other colleagues when appropriate He is unlikely to be a strong networker He is likely to experience difficulty in challenging and confronting others in a direct manner
Holds high standards for his own and others' performance Organised, structured and attentive to details Does not leave things to chance preferring to use tried and tested methods in the field Dependable and reliable in fulfilling his commitments	Tendency to micromanage, - he may be reluctant to delegate tasks to others Can be inflexible in his working methods, - and on occasions be a bit rigid in doing things his own way rather than following others' rules
Quite curious and imaginative, - a resourceful problem solver bringing new technical insights on issues, - able to 'think outside the box' Very well informed, he values education highly, he will keep fully up to date with the latest developments in his field He will also be comfortable with numbers and calculations and can probably readily assimilate numerical information	Quite risk averse and sometimes lacking a bit of drive to achieve high impact results, he may well be reluctant and to push forward new ideas to implementation He may be dogmatic, - a bit of a 'know it all' in his working style

Prediction of competencies of Ian Sample relevant for the post of Planning Engineer

Item	HPI Rating	Notes	Quick Guide
Analysing and Using Evidence - making informed decisions based on clear analysis of relevant evidence and information	Strong	Organised, structured and attentive to details, he will be thorough in his analysis of available evidence He will make informed decisions based on up to date best practice	
Team work - working together with others in a productive, open and supportive way	Moderate - strong	Polite, friendly, pleasant and attentive to the needs of others in the team He will tend to build and maintain coalitions with others, - overall he will be viewed as a supportive and dependable member of the team He may avoid challenging others colleagues in the team when it was necessary to do so	
Communicating and Influencing - sharing the right information with others to support agreed courses of action	Moderate	Tending to be reserved, on occasions he may fail to be pro-active in initiating contact with others when appropriate, to share information Polite, agreeable and accommodating towards others Not sufficiently outgoing and direct on occasions to influence as strongly as may be desirable	
Managing Clients and Suppliers - developing productive relationships with customers and suppliers that give value for money	Moderate	Not a particularly strong networker, he will contact customers and suppliers when it is necessary to have contact, rather than when it is desirable to have contact He will be polite and agreeable, - attentive to the needs of customers but possibly reluctant to confront performance issues with suppliers	
Improvement and Change - committed to improving the business, turning visions for change into reality and adapting well to change	Strong	Imaginative, generating lots of ideas, he is likely to be a resourceful problem solver, - able to 'think outside the box' He strikes a balance in being innovative and the same time quite cautious in implementing untried solutions Committed to improvement and change but sometimes lacking a bit of drive to push things through Keeps fully up to date with the latest developments in his field	

Issues to scrutinise during interview and suggested competency based interview questions

Corroboration of predicted strengths

Predicated strength:	Polite, agreeable and attentive to the needs of others, - he is likely to be a supportive team member and have a strong service orientation towards customers
Suggested questions:	Ask for examples of when he recognised that colleagues/customers needed support. <ul style="list-style-type: none"> • What were the signs? • What support did he provide? • How was the support received by colleagues/customers?
Predicated strength:	Dependable, organised and structured with an attention to details
Suggested questions:	Ask for examples of when other colleagues depended upon him <ul style="list-style-type: none"> • What were the circumstances? Ask for examples of when he needed to be structured and attentive to details <ul style="list-style-type: none"> • What were the circumstances? • How did he manage to introduce structure to the task(s) and manage the details? • What was the response of his colleagues/customers?
Predicated strength:	Imaginative and technically minded, - able to identify new insights and solutions to problems whilst cautious in implementing untried solutions ('balanced approach')
Suggested questions:	Ask for examples of when he came across a challenging technical issue that demanded an unusual solution <ul style="list-style-type: none"> • What was the issue? • What did he do to identify a solution? • How did he implement the solution? • What were the risks and what did he do to manage the risks?

Predicated strength:	Keeps fully up to date with the latest developments in his field
Suggested questions	Ask him for examples of something new he recently learnt that is relevant to his job <ul style="list-style-type: none"> • What was it? • How did he come across this new information?

Scrutiny of predicted areas of concern

Predicated concern:	He is not particularly outgoing and may fail to pro-actively make contact and share information with others when required
Suggested questions:	Ask him for examples of when he has proactively (without asking) approached others to provide information or advice <ul style="list-style-type: none"> • Who was he communicated with? • What was it he communicated? (Ask for several examples – note how readily he is able to provide examples)

Predicated concern:	He may be reluctant to be direct and challenge others when required, for example there is a need to confront suppliers over performance issues
Suggested questions:	Ask him for examples of when he has challenged or confronted others about a (work) issue <ul style="list-style-type: none"> • Who was he confronted? • What was the issue? • What did he do to confront? • What was the response of the person(s) he confronted

(Continued)

Predicated concern:	Although innovative in his thinking, he is risk averse and may lack a bit of drive on occasions to achieve high impact results, - he may be a bit inflexible in his working methods
Suggested questions:	<p>Ask him for examples of when he has deliberately held back taking a new or different course of action, or working in a different way to complete a task/solve a problem</p> <ul style="list-style-type: none"> • What were the circumstances? • What did he do to evaluate the risks and benefits of taking the new course of action? • What was the outcome? (What risk did he avoid? What benefit did he potentially miss out on?) <p>(For the examples he provides did it seem valid from a business perspective that he held back? Or was it more a case of his natural aversion to risk without objective evaluation of business risk?)</p>

Footnote for all candidates:

The Hogan Personality Inventory does not measure intelligence or functional competence

The results are based on the participant's response and focus in on their behaviour when compared with a similar population (Norm Group: UK Managers and Professionals)