



Insight

Hogan Development Survey (HDS)

Report for: Between 40-69 Sample

ID: UK116235

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Introduction

The Hogan Development Survey evaluates 11 forms of interpersonal behavior that can cause problems at work and in life. Behaviors associated with elevated HDS scores can be strengths, but when overused can derail relationships and careers. Individuals who understand their performance limitations have more successful careers. This report builds self-awareness by highlighting behavioral tendencies of which Mr. Sample may be unaware.

- The HDS identifies behavioral tendencies that emerge when a person is stressed, bored, or fatigued.
- Research shows that people with lower HDS scores have fewer problems at work. High-risk and moderate-risk scores indicate areas of concern, but low scores indicate underused strengths that also deserve attention.
- The average person has five or less moderate and high risk HDS scores.
- Mr. Sample's HDS scores should be interpreted in the context of his everyday performance provided by a measure of normal personality, like the Hogan Personality Inventory.

Scale Definitions

▶ HDS Scale Name	▶ Low scores may seem	▶ High scores may seem
Excitable	to lack passion to lack a sense of urgency	easily annoyed emotionally volatile
Skeptical	naive gullible	mistrustful cynical
Cautious	overly confident to make risky decisions	too conservative risk averse
Reserved	to avoid conflict too sensitive	aloof and remote indifferent to others' feelings
Leisurely	unengaged self-absorbed	uncooperative stubborn
Bold	unduly modest self-doubting	arrogant entitled and self-promoting
Mischievous	over controlled inflexible	charming and fun careless about commitments
Colorful	repressed apathetic	dramatic noisy
Imaginative	too tactical to lack vision	impractical eccentric
Diligent	careless about details easily distracted	perfectionistic micromanaging
Dutiful	possibly insubordinate too independent	respectful and deferential eager to please



Executive Summary

Based on Mr. Sample's responses to the HDS, when he is not proactively managing and monitoring his behavior, he seems:

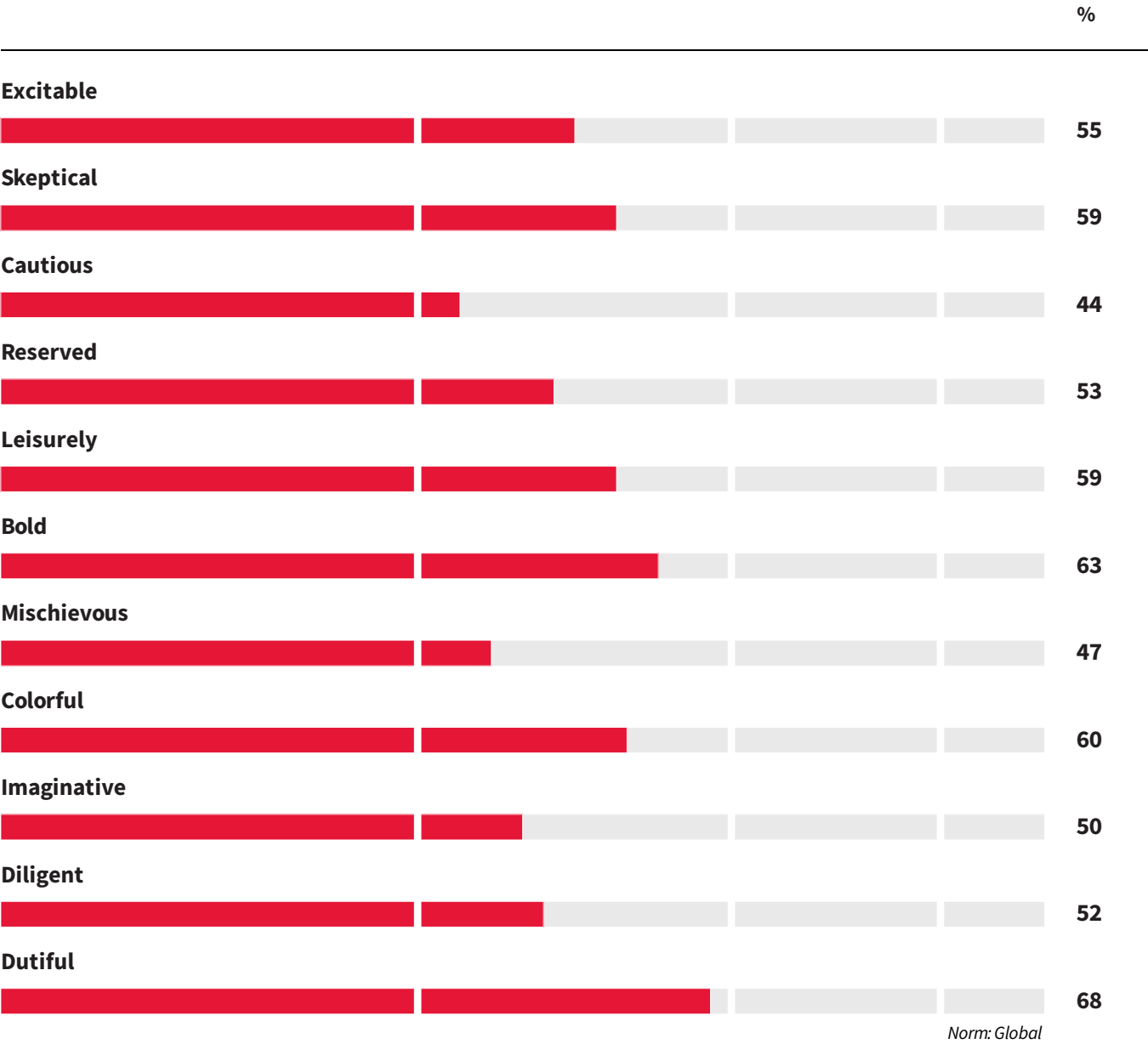
- To manage his emotions appropriately.
- To understand that some people have hidden agendas but that effective relationships depend on trust.
- To make decisions by being aware of what could go wrong without being paralyzed by fear of failure.
- Responsive to the needs and concerns of others, willing to listen and to express concerns.
- Candid, frank, and willing to speak up and express his views when asked.
- Unassertive, restrained, and reluctant to step up and take charge.
- Socially appropriate, restrained, and reluctant to take many chances.
- Quiet, modest, and unlikely to seek attention. He is willing to share the stage with others.
- Practical, grounded, willing to use conventional solutions and respect the status quo.
- Somewhat relaxed regarding rules, schedules, time tables, and standardized procedures, and comfortable with rapid change.
- Independent and willing to make decisions and take action without being superseded.



Percentile Scores

The percentile scores indicate the proportion of the population who will score at or below Mr. Sample. For example, a score of 75 on a given scale indicates that Mr. Sample's score is higher than approximately 75% of the population.

- Scores of 0 to 39 are considered **no risk**
- Scores of 40 to 69 are considered **low risk**
- Scores of 70 to 89 are considered **moderate risk**
- Scores at or above 90 are considered **high risk**





Scale: Excitable

55

Description

The Excitable scale concerns working with passion and enthusiasm, but also being easily frustrated, moody, irritable, and inclined to give up on projects and people.

Score Interpretation

Mr. Sample's score on the Excitable scale suggests he tends to:

- Deal well with frustrations and setbacks
- Manage his emotions
- Persist even when frustrated
- Be appropriately passionate
- Be tolerant of others' shortcomings

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe the type of passion you bring to your work.
- Describe the manner in which you regulate your emotions.
- Describe how you usually express your emotions.
- How do you typically approach new projects?
- How do you respond to setbacks or disappointments in a project?



Scale: Skeptical

59

Description

The Skeptical scale concerns being alert for signs of deceptive behavior in others and taking action when they are detected.

Score Interpretation

Mr. Sample's score on the Skeptical scale suggests he tends to:

- Take people at face value
- Listen to criticism without becoming defensive
- Trust other people appropriately
- Understand that people have their own agendas
- Not worry about office politics

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you usually establish trust with others?
- How do you remain in tune with office politics?
- Describe your typical approach to giving a coworker feedback.
- How do you foster trust within your team?
- How do you respond to negative feedback?



Scale: Cautious

44

Description

The Cautious scale concerns risk aversion, fear of failure, and avoiding criticism.

Score Interpretation

Mr. Sample's score on the Cautious scale suggests he tends to:

- Balance risk with reward in decision-making
- Be willing to try new methods
- Be unafraid to make mistakes
- Be willing to make decisions independently
- Be willing to modify existing organizational procedures

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your decision-making process when all of the facts are not known.
- How do you respond to risky projects or decisions?
- How do you balance the positive and negative risks of a decision?
- How do you typically respond to failure?
- How do you determine the best time to make a decision?



Scale: Reserved

53

Description

The Reserved scale concerns seeming tough, aloof, remote, and unconcerned with the feelings of others.

Score Interpretation

Mr. Sample's score on the Reserved scale suggests he tends to:

- Build appropriate relations with others
- Avoid conflict
- Communicate effectively
- Balance others' feelings with business needs
- Consider the needs of others

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you typically respond when a colleague comes to you with a problem?
- When is it beneficial to keep others at a distance?
- How do you balance the feelings of others with business needs?
- How emotionally engaged do you feel a manager should be with their team?
- What are the benefits and shortcomings of having to work closely with others?



Scale: Leisurely

59

Description

The Leisurely scale concerns appearing to be friendly and cooperative, but actually following one's own agenda and quietly but stubbornly resisting those of others.

Score Interpretation

Mr. Sample's score on the Leisurely score suggests he tends to:

- Seem open, candid, and direct
- Pay attention to others' requests
- Be patient with interruptions
- Know how to prioritize his own work and others' requests
- Tell others what he is trying to do and why

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you feel when you are interrupted?
- How do you hide your feelings when annoyed?
- How transparent are you about your priorities and agenda?
- How accommodating are you to the requests of others?
- Describe your approach to attending to your own priorities.



Scale: Bold

63

Description

The Bold scale concerns seeming fearless, confident, and self-assured, always expecting to succeed, unable to admit mistakes or learn from experience.

Score Interpretation

Mr. Sample's score on the Bold scale suggests he tends to:

- Seem modest and unassuming
- Be appropriately self-assertive
- Seem unpretentious when taking initiative
- Be willing to admit his mistakes
- Be able to disagree in a productive manner

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you assert your position in meetings?
- How confident are you in your ability to deliver on challenging projects?
- Should everyone be treated equally, regardless of their contributions or performance?
- Describe your typical reaction to a colleague dominating a meeting or project.
- What is the appropriate level of assertiveness to display in the workplace?



Scale: Mischievous

47

Description

The Mischievous scale concerns seeming bright, attractive, adventurous, risk-seeking, and limit-testing.

Score Interpretation

Mr. Sample's score on the Mischievous scale suggests he tends to:

- Seem reliable and trustworthy
- Think before talking or taking action
- Keep his commitments
- Not take unnecessary chances
- Understand when and how rules can be challenged

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- What is your view on rules and regulations?
- How do you persuade others to do something they otherwise might not do?
- How do you handle mistakes that you make?
- What role should charm play in business discussions?
- Describe your approach to making commitments to projects you are not sure you can deliver on.



Scale: Colorful

60

Description

The Colorful scale concerns seeming gregarious, fun, entertaining, and enjoying being in the spotlight.

Score Interpretation

Mr. Sample's score on the Colorful scale suggests he tends to:

- Seem quiet and unassuming
- Be willing to listen while others speak
- Be willing to share credit for success with others
- Not need to be the center of attention
- Need to take a higher profile sometimes

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you respond to attention from others?
- How active of a role do you play in meetings?
- How do you work to share credit for successes?
- How do you respond to others being dramatic at work?
- Do you prefer to focus on one project or several projects at one time?



Scale: Imaginative

50

Description

The Imaginative scale concerns seeming innovative, creative, possibly eccentric, and sometimes self-absorbed.

Score Interpretation

Mr. Sample's score on the Imaginative scale suggests he tends to:

- Seem practical, grounded, and matter of fact in his thinking
- Be most comfortable thinking inside the box
- Not spend much time thinking about what might happen in the future
- Balance the practical with the hypothetical
- Seem more focused on implementation than creating new ideas

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How frequently should organizations innovate?
- How do you gather buy-in for your ideas?
- How do you balance creativity with practicality?
- Describe your approach to process improvement.
- How unique should an individual strive to be?



Scale: Diligent

52

Description

The Diligent scale concerns being hardworking, detail-oriented, and having high standards of performance for self and others.

Score Interpretation

Mr. Sample's score on the Diligent scale suggests he tends to:

- Have standards but is not a perfectionist
- Pay appropriate attention to the details
- Prioritize his work
- Delegate work appropriately
- Seem willing to put in extra hours and effort when necessary

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you decide what work or projects should be delegated to others?
- Describe the performance standards you place on yourself and others.
- How do you balance the quality of a work product with the need for completion?
- When is it appropriate for yourself or others to put in extra hours to get a project done?
- What is the typical explanation for deadlines you miss?



Scale: Dutiful

68

Description

The Dutiful scale concerns seeming to be a loyal and dependable subordinate and organizational citizen.

Score Interpretation

Mr. Sample's score on the Dutiful scale suggests he tends to:

- Make independent decisions while remaining loyal to the organization
- Respect, but is willing to challenge, authority
- Speak up on important issues
- Balance needs from above and below
- Seek approval for decisions when required

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How much respect should upper management be afforded?
- How do you make sure to keep your boss happy?
- How often do you consult with your boss before making decisions?
- How do you balance the needs of management with that of your team or subordinates?
- Describe your approach to expressing disagreement with your boss.