



Insight

Hogan Personality Inventory (HPI)

Report For: HPI Insight 26-50

ID: UK143348

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Introduction

The Hogan Personality Inventory is a measure of normal personality that uses seven primary scales to describe Ms. 26-50's performance in the workplace, including how she manages stress, interacts with others, approaches work tasks, and solves problems. Although the report presents scores on a scale-by-scale basis, every scale contributes to Ms. 26-50's performance. The report notes strengths as well as areas for improvement and provides discussion points for developmental feedback.

- When examining HPI scale scores, it is important to remember that high scores are not necessarily better, and low scores are not necessarily worse. Every scale score reflects distinct strengths and shortcomings.
- HPI scores should be interpreted in the context of the person's occupational role to determine whether these characteristics are strengths or areas for potential development.
- The HPI is based upon the well-accepted Five Factor Model of personality.

Scale Definitions

▶ HPI Scale Name	▶ Low scores tend to be	▶ High scores tend to be
Adjustment	open to feedback candid and honest moody and self-critical	calm steady under pressure resistant to feedback
Ambition	good team players willing to let others lead complacent	energetic competitive restless and forceful
Sociability	good at working alone quiet socially reactive	outgoing talkative attention-seeking
Interpersonal Sensitivity	direct and frank willing to confront others cold and tough	friendly warm conflict averse
Prudence	flexible open-minded impulsive	organized dependable inflexible
Inquisitive	practical not easily bored uninventive	imaginative quick-witted poor implementers
Learning Approach	hands-on learners focused on their interests technology-averse	interested in learning insightful intolerant of the less informed



Executive Summary

Based on Ms. 26-50's responses to the HPI, on a day-to-day basis, she seems:

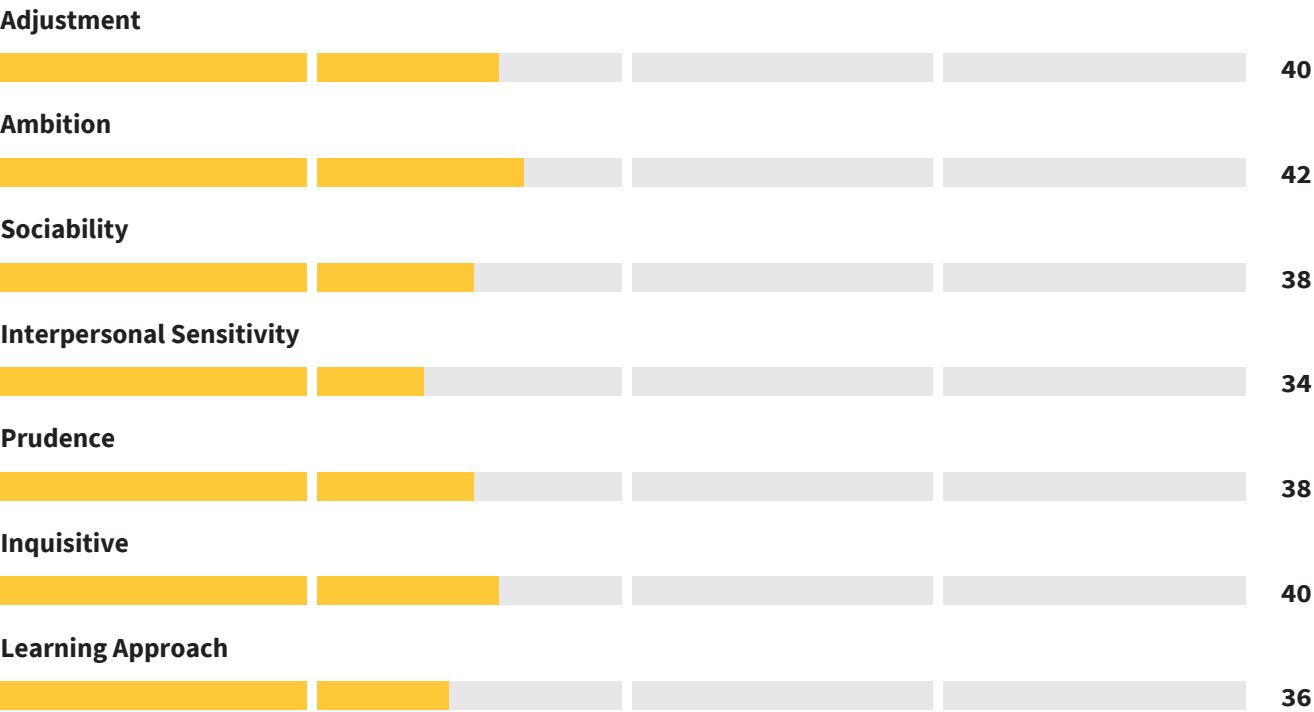
- Occasionally moody or irritable. She will tend to work with a sense of urgency and be interested in feedback on her performance.
- Somewhat unassertive and reluctant to take initiative. She should work well as part of a team and let others take the lead in making decisions and setting the agenda.
- To avoid interacting with strangers unless necessary. Although she seems to be a good listener, she may be slow to develop relationships with new people.
- Direct, straightforward, candid, and willing to take a stand. She should confront poor performance when appropriate and is not easily intimidated.
- Flexible, open to change, and comfortable with ambiguity. She should be able to change directions quickly and work without clear and precise instructions, but she may also be somewhat impulsive.
- Practical, grounded, and more concerned with issues of execution than strategic initiatives. She may not be a source of innovation
- Interested in learning new material only if it relates directly to her work or interests. She likely will do well in informal, hands-on learning environments but should also understand that formal training is sometimes required.



Percentile Scores

The percentile scores indicate the proportion of the population who will score at or below Ms. 26-50. For example, a score of 75 on a given scale indicates that Ms. 26-50's score is higher than approximately 75% of the population.

- Scores of 0 to 25 are considered **low**
- Scores of 26 to 50 are considered **below average**
- Scores of 51 to 75 are considered **above average**
- Scores 76 and above are considered **high**



This report shows a regular assessment pattern. *Norm:Global*



Scale: Adjustment

40

Description

The Adjustment scale predicts the ability to handle stress, manage emotions, and listen to feedback.

Score Interpretation

Ms. 26-50's score on the Adjustment scale suggests she tends to:

- Be somewhat self-critical
- Seek feedback or coaching
- Worry about making mistakes
- Work with a sense of urgency

Discussion Points

The 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 approach to dealing with job stress.
- When and how is it appropriate to seek feedback on your job performance?
- How do the moods of your coworkers affect you?
- How do you typically respond to feedback that others give you?



Scale: Ambition

42

Description

The Ambition scale predicts leadership, drive, competitiveness, and initiative.

Score Interpretation

Ms. 26-50's score on the Ambition scale suggests she tends to:

- Be happy as a team player
- Avoid competing directly with others
- Not proactively seek career advancement
- Be reluctant to engage in office politics or take strong stands on divisive issues

Discussion Points

The 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 role do you typically assume on projects where there is no established leader?
- When and how is it appropriate to engage in office politics to advance one's career?
- How competitive do you tend to be with your colleagues? Has this hurt or helped your career?
- How do you seek and pursue opportunities for career advancement?



Scale: Sociability

38

Description

The Sociability scale predicts a person's interest in frequent and varied social interaction.

Score Interpretation

Ms. 26-50's score on the Sociability scale suggests she seems:

- To prefer to work alone, although she can work as part of a team when required
- To let others drive interactions, causing her to be seen as a good listener
- To avoid being the center of attention and dislike interacting with strangers
- To not take the initiative in social settings

Discussion Points

The 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 important is it for every team member to contribute in a meeting?
- How do you balance talking with listening to engage in effective communication?
- Do you tend to work better on group or individual projects? Why?
- How do you establish and maintain a network of relationships?



Scale: Interpersonal Sensitivity

34

Description

The Interpersonal Sensitivity scale predicts charm, warmth, tact, and social skill.

Score Interpretation

Ms. 26-50's score on the Interpersonal Sensitivity scale suggests she seems:

- To have a direct communication style
- Less concerned about others' feelings and more about their performance
- Unafraid of confrontations
- To not let personal matters affect business decisions

Discussion Points

The 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 approach to confronting others' negative performance issues.
- How do you tend to balance the feelings of coworkers with the needs of the business?
- How important do you feel it is for coworkers to like each other?
- What is your approach to developing relationships with internal or external customers?



Scale: Prudence

38

Description

The Prudence scale predicts self-control, conscientiousness, and work ethic.

Score Interpretation

Ms. 26-50's score on the Prudence scale suggests she seems:

- Flexible, adaptable, and able to change directions quickly
- Informal, spontaneous, and able to multitask
- Somewhat resistant to close supervision and willing to challenge the rules
- Willing to test the limits

Discussion Points

The 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 structured and planful are you with your work? How does this affect your ability to adapt on the fly but also complete objectives on time?
- What is your general orientation to rules and regulations?
- How do you react to quickly changing work conditions?
- How likely are you to work long hours to complete a project?



Scale: Inquisitive

40

Description

The Inquisitive scale predicts curiosity, creativity, and openness to experience and ideas.

Score Interpretation

Ms. 26-50's score on the Inquisitive scale suggests she seems:

- To be practical in planning her work
- Uninterested in hypothetical conversations or exercises
- Not easily bored
- More interested in implementation than innovation

Discussion Points

The 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 strike a balance between innovation and pragmatism?
- How do you respond to routine, yet essential, tasks and responsibilities?
- Describe your approach to linking daily work to strategic goals.
- How do you respond to individuals who are resistant to change and innovation?



Scale: Learning Approach

36

Description

The Learning Approach scale predicts a person's learning style and/or preferred method for acquiring new knowledge.

Score Interpretation

Ms. 26-50's score on the Learning Approach scale suggests she seems:

- To prefer learning new skills on the job in a hands-on manner
- To avoid formal training opportunities unless the business relevance is clear
- Not especially interested in keeping up with technical or industry trends
- Only to seek knowledge that is directly related to her career or hobbies

Discussion Points

The 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 ensure your knowledge and skills remain up to date?
- How do you evaluate the potential usefulness of training opportunities?
- Describe your preferred approach to learning new skills.
- What is more important to you: developing existing skills or learning new skills? Why?