

# IPSO



## INTEGRATED PERSONALITY SUMMARY



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PREPARED FOR



POWERED BY



# Who you are... is how you lead

**HPI** HOGAN PERSONALITY INVENTORY

- “Bright side” of personality
- How you are seen by others day-to-day
- Behaviors that help and hinder performance

*Your typical approach to work*

**MVPI** MOTIVES, VALUES, PREFERENCES INVENTORY

- “Inside” of personality
- Your values, interests and drivers
- Influence your behavior, beliefs and decisions

*What you want*

**HDS** HOGAN DEVELOPMENT SURVEY

- “Dark Side” of personality
- Blind spots and performance risk factors
- Triggered by adversity or complacency

*What can get in your way*

## YOUR REPUTATION AS A LEADER

# Understanding the Scales

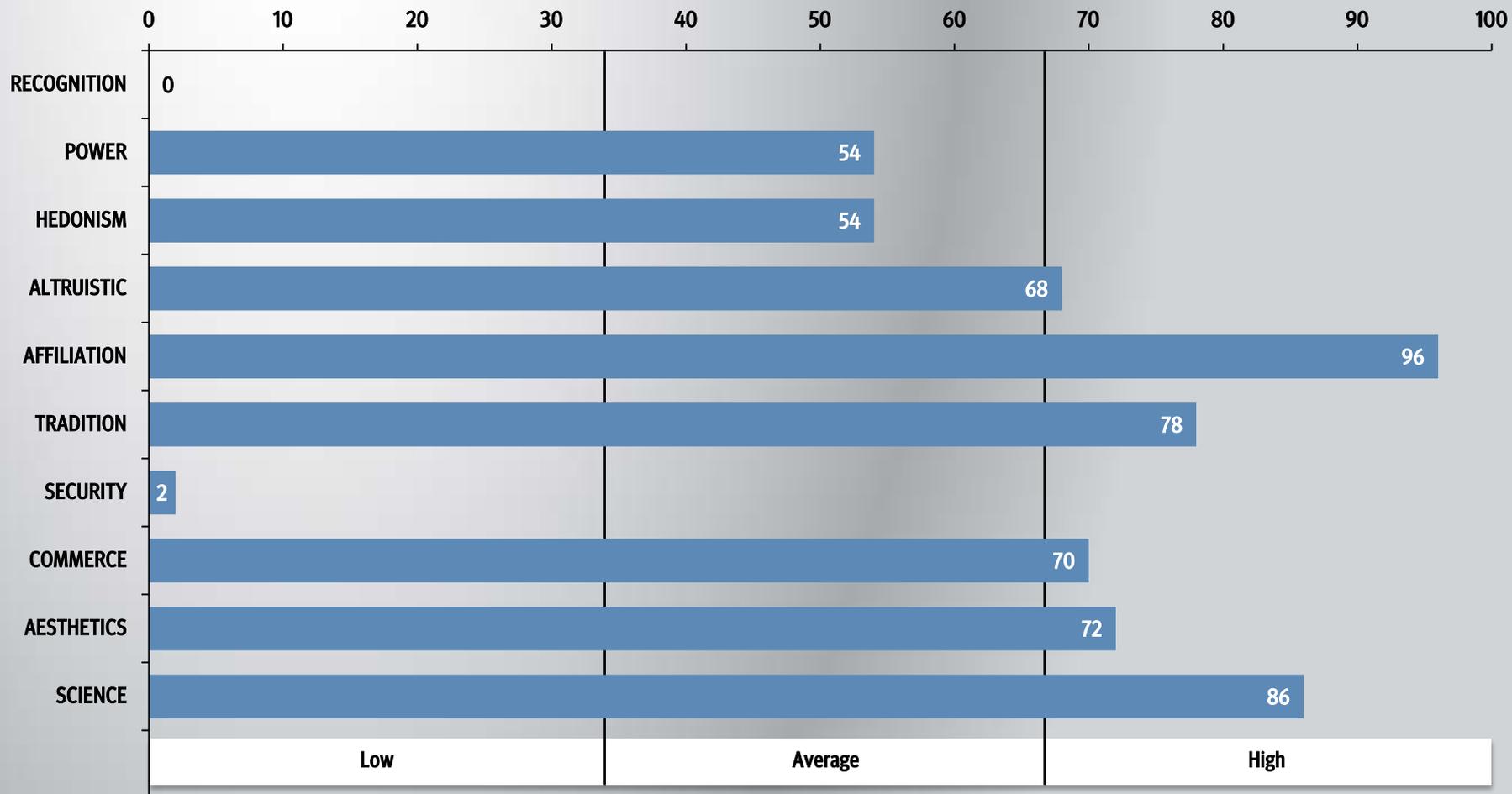
SCALE DEFINITIONS	LOW SCORES	HIGH SCORES
<b>RECOGNITION:</b> Need for public acknowledgment and opportunities for increased visibility	Values keeping a low profile, avoiding calling attention to oneself	Enjoys the spotlight and “pats on the back”
<b>POWER:</b> Wanting to be in charge or “having influence”	Relatively indifferent to “climbing the corporate ladder”	Desire to “call the shots” and being in control
<b>HEDONISM:</b> Preference for a fun and enjoyable work environment	Serious mind-set and approach; compartmentalizes “work” and “fun”	Values having a good time at work; a “work hard/play hard” mentality
<b>ALTRUISTIC:</b> Desire to help others	Emphasizes individual responsibility and self-reliance	Motivated by assisting colleagues; focuses on staff morale and development
<b>AFFILIATION:</b> Need for belonging to a work group, building and maintaining relationships	Recharges via “alone time” vs. socializing	Energized (vs. drained) by interacting with people
<b>TRADITION:</b> Preference for following time-honored practices and well-established principles	Motivated by challenging the status quo and established ways of thinking	Respects policies and procedures; sees value in protecting time-tested norms
<b>SECURITY:</b> Preference for predictability, structure and order	Energized by taking risks; comfortable working in ambiguous situations	Desires a risk-free environment that minimizes ambiguity
<b>COMMERCE:</b> Interest in earning money, realizing profits and identifying business opportunities	Minimally driven by financial considerations	Cares about income and material success; attuned to “the bottom line”
<b>AESTHETICS:</b> Interest in design and quality of products/services	Pragmatic mentality; prioritizes function over form	Emphasizes the importance of “look and feel”
<b>SCIENCE:</b> Preference for an analytical, systematic and data-driven approach to problem solving	Trusts the power of intuition; values looking beyond the numbers	Prefers logic, understanding how things work; places high importance on metrics

# MVPI

MOTIVES, VALUES,  
PREFERENCES  
INVENTORY

*What you want*

## Your Scores



## Core Values and Motivators

### What's important to you:

- Optimizing multiple strongly held values; cherishing key convictions and principles but demonstrating flexibility and willingness to take risks in all other areas (*pattern of predominantly high and low MVPI scores, high Tradition, low Security; also see HPI Prudence 'moralistic' subscale*)
- Relationships, connecting at a meaningful level, and being well liked (*high Affiliation; also see high HPI Interpersonal Sensitivity*)
- Discreetly giving back, social responsibility, and making a difference in people's lives, in part due to focusing on the bottom line and profitability (*low Recognition, high Commerce and Altruistic*)
- Balancing focus on the concrete and conceptual, "what is" and "what could be" (*high Science, Commerce, Aesthetics*)
- Venturing into uncharted territory and opportunities to innovate (*low Security, high Aesthetics*)
- "Getting ahead", but most definitely not at the expense of "getting along" (*moderate Power, high Affiliation, high Altruistic; also see high HPI Ambition and Interpersonal Sensitivity*)

### What might get overlooked:

- Reluctant to fully capitalize on his charisma and presence; may under-appreciate the motivating power of praise and opportunities for visibility (*low Recognition, moderate Power*)
- May trivialize or underestimate others' needs for structure and predictability (*low Security*)

# Understanding the Scales

SCALE DEFINITIONS	LOW SCORES		HIGH SCORES	
	PRO	CON	PRO	CON
<i>Degree to which a person seems...</i>				
<b>ADJUSTMENT:</b> Calm and composed under pressure	Attuned to potential problems	May overreact or come across as tense, irritable and negative	Unflappable, optimistic and resilient; high stress tolerance	Insufficient sense of urgency; resistant to feedback
<b>AMBITION:</b> Leader-like, competitive and self-starting	Good team player; responds well to guidance and direction	Passive, unassertive	Driven, confident and assertive; takes initiative and sets direction	Too competitive, overly controlling; may set unrealistic goals
<b>SOCIABILITY:</b> Outgoing and seeks social interactions	Focused; likely a good listener	Socially distant; inhibited and uncommunicative	Gregarious, energetic and visible; skilled at initiating social interactions	Appears easily distractible; over-talks and under-listens
<b>INTERPERSONAL SENSITIVITY:</b> Diplomatic, tactful and considerate	Frank and candid	Insensitive or inconsiderate; may be abrasive	Communicates with tact and consideration	Too nice or conflict avoidant
<b>PRUDENCE:</b> Detail-oriented, self-disciplined and rule-abiding	Spontaneous and flexible; comfortable with ambiguity and change	Impulsive; resists following rules; disorganized	Dependable, conscientious and organized	Inflexible or resistant to change
<b>INQUISITIVE:</b> Creative, forward-thinking and focused on “big picture”	Practical and reliable; hands-on approach to problem-solving	Pragmatic to a fault; locked into the past	Creative problem-solver; strategic thinker	Impractical and easily bored; seeks change for the sake of change
<b>LEARNING APPROACH:</b> To enjoy learning and staying up-to-date professionally	“Street smart”, learns by doing	Relies too much on existing knowledge and skills	Continuous learner; knowledgeable	“Book smart” but impractical; can come across as a “know-it-all”

# Your Scores



# Performance Facilitators

- Big personality—quickly and easily makes a strong, favorable, and lasting first impression (*consistent pattern of high HPI scores*)
- Confidence inspiring—poised, resilient, self-starting, decisive, comfortable at the helm, and rarely at a loss for ideas or information (*high Adjustment, Ambition, Inquisitive, Learning Approach*)
- Self-assured, authoritative, and assertive without seeming domineering or arrogant; can be forceful and enabling but rarely uses one approach without a healthy dose of the other (*high Ambition and Interpersonal Sensitivity, low HDS Bold*)
- Effortlessly connects with people—approachable, socially proactive, outgoing, unselfish with his time, and skilled at perspective taking (*high Sociability and Interpersonal Sensitivity, high MVPI Altruistic*)
- Diplomatic, tactful, and courteous but rarely (if ever) to the point of seeming insincere or blatantly deferential or obsequious (*high Interpersonal Sensitivity, low HDS Leisurely, low HDS Dutiful*)
- Sharp, analytical, quick-on-the-draw, and impressively knowledgeable without seeming arrogant, pretentious, or impatient (*high Inquisitive and Learning Approach, low HDS Bold and Imaginative*)
- Visionary, forward-thinking, and inventive but typically tempers his creativity with consideration for practical considerations (*high Inquisitive, moderate Prudence, low HDS Imaginative*)
- Flexible, adaptable, quick to act and make things happen, and doesn't shy away from risk or ambiguity; seems to fluidly and gracefully roll with punches (*average Prudence, high Adjustment*)

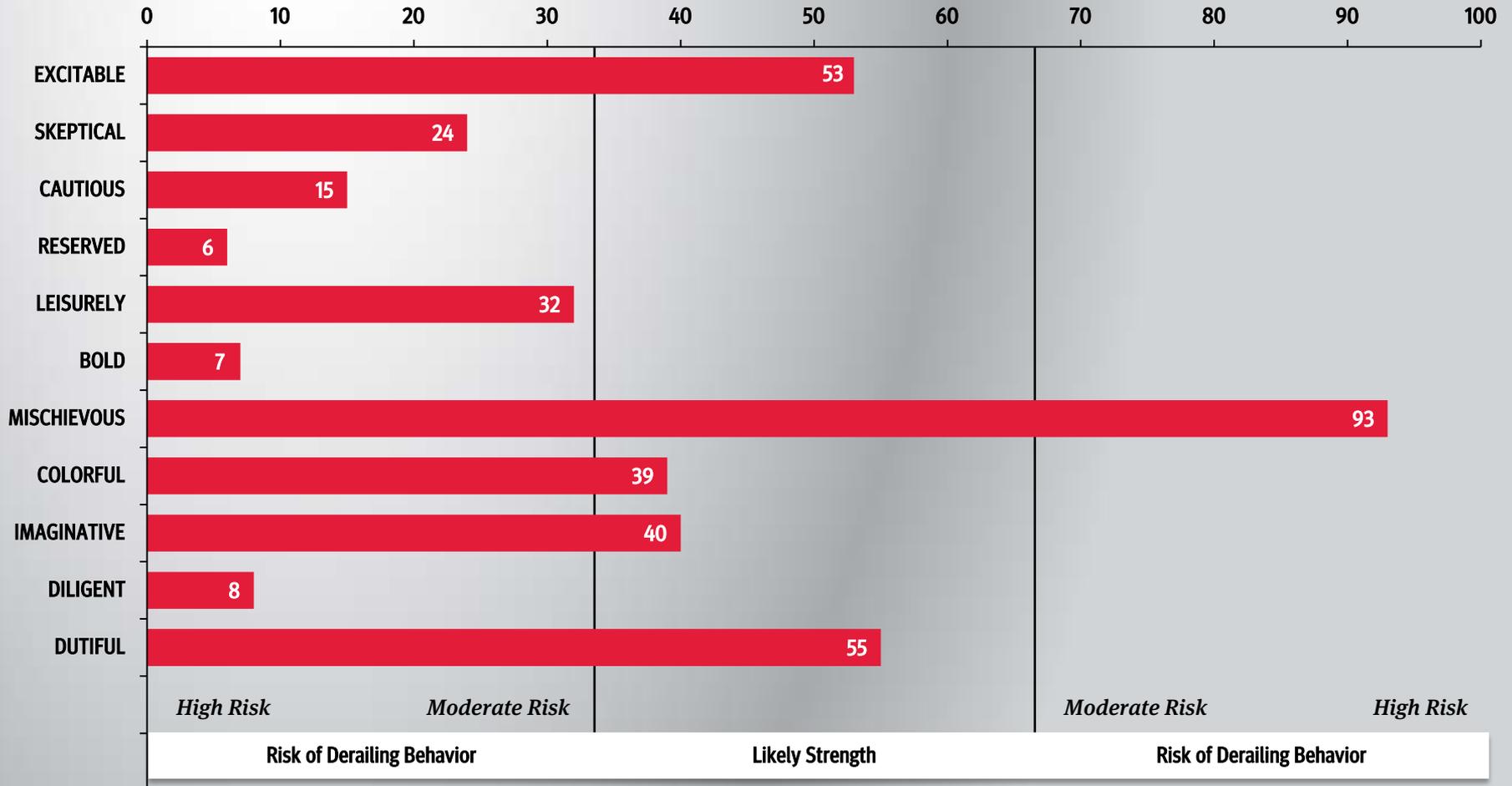
# Performance Detractors

- His composure, resilience, confidence, and ability to let stressors roll off his back may occasionally be interpreted as nonchalance or an insufficient sense of urgency (*high Adjustment, high Ambition, low HDS Excitable*)
- Stops short of blatantly attention-seeking behavior, but may over-talk and under-listen or easily succumb to social distractions (*high Sociability but low ‘exhibitionistic’ subscale score, low HDS Colorful*)
- Occasionally too diplomatic, sympathetic, and compassionate for his own good—may tread too lightly around “sensitive” issues, be too eager to please, or too willing to make allowances for others’ mistakes (*high Interpersonal Sensitivity, low HDS Leisurely, high MVPI Affiliation*)
- Unlikely to seem bigheaded, but may minimize others’ opportunities to contribute by jumping in too quickly with answers or ideas (*high Sociability, Ambition, Inquisitive, Learning Approach, low HDS Bold*)
- More of a strategist and idea person than an implementer, may benefit from devoting more attention to planning, premeditation, and organization and pushing himself to be more systematic, detail-oriented, and thorough (*moderate Prudence, high Inquisitive, low HDS Diligent*)
- Occasionally jumps in headfirst without fully considering the implications—prone to hastiness and impulsivity and may seem to test limits (*low ‘not spontaneous’ and ‘impulse control’ Prudence subscales, high HDS Mischievous*)

# Understanding the Scales

SCALES	LOW SCORE WATCH-OUTS	MODERATE SCORE STRENGTHS	HIGH SCORE WATCH-OUTS
<b>EXCITABLE</b>	Too little excitement or passion; lack of urgency	Enthusiastic and energetic; expresses emotions in a mature manner	Moody, emotional highs and lows; prone to overreacting
<b>SKEPTICAL</b>	Naive or gullible; does not conduct reasonable due diligence	Perceptive and shrewd; “trusts but verifies”	Hyper-vigilant, cynical and mistrustful; holds grudges; fault-finding
<b>CAUTIOUS</b>	Takes unnecessary chances; underestimates down-side risks	Thorough and deliberate; takes calculated risks	Reluctant to take risks; concerned about making mistakes, being criticized or embarrassed
<b>RESERVED</b>	Inappropriate self-disclosure; overly sensitive to others’ feelings	Calm under pressure; resolute; discreet	Aloof and disconnected from others; insensitive; uncommunicative; avoids necessary socializing
<b>LEISURELY</b>	Uptight, anxious about outcomes	Relaxed and easygoing, cooperative and accommodating	Passive-resistant; indirect, privately resentful of and irritated by interruptions/requests
<b>BOLD</b>	Self-doubting and unassertive; easily pushed and challenged by others	Confident and assertive	Can seem smug or arrogant; overestimates own skills or abilities; may shirk responsibility for mistakes
<b>MISCHIEVOUS</b>	Rigid adherence to rules or procedures; risk-averse	Charming and engaging; flexible; takes calculated risks	Impulsive; manipulative; may test limits; cavalier about commitments
<b>COLORFUL</b>	Isn’t visible enough; low profile diminishes impact	Outgoing and dynamic; strong “stage presence”	Attention-seeking, flamboyant and melodramatic; self-promoting
<b>IMAGINATIVE</b>	Pragmatic to the point of stifling creativity	Unconventional, innovative and creative; “out-of-the-box” thinker	Excessive ideation; impulsively changes direction; fails to consider practicality of ideas before acting on them
<b>DILIGENT</b>	Inattention to details; provides insufficient oversight and guidance	Detail-orientated and hardworking; high performance standards	Perfectionistic, nitpicky and micromanaging
<b>DUTIFUL</b>	Rebellious; indifferent to needs of others; authority issues	Supportive and loyal; strong service-orientation	Excessively concerned with pleasing people, especially superiors; indecisive, difficulty taking a stand

## Your Scores



# Risk factors and “overused strengths”

- **Over-uses the gas, under-uses the brakes, particularly when he hits rough terrain**—far from hotheaded and unlikely to blatantly disregard rules, conventions, and norms, but may occasionally fly by the seat of his pants, take chances with the hope that everything will work out in the end, or throw caution to the wind; occasionally seems to lack sufficient restraint; may not respond to situations with the seriousness they warrant (*high risk Mischievous, no risk Cautious; related scales: low Excitable, high HPI Adjustment, low HPI Prudence ‘not spontaneous’ and ‘impulse control’ subscales, low MVPI Security*)
- **Profusely positive, but occasionally unrealistically optimistic**—far from cynical, jaded, uptight, or anxiety-driven, but occasionally too idealistic, hopeful, trusting, or happy-go-lucky (*low Skeptical and Cautious, low Excitable; related scales: high HPI Adjustment*)
- **Impressive (but not infallible) presence**—when put on the spot, out of his comfort zone, or under pressure, his typical confidence, assertiveness, and resoluteness may seem to waver; may have a difficult time sustaining his typically confidence-inspiring leadership presence in difficult situations; when pushed, he may occasionally need to push back more forcefully (*low Bold; related scales: high HPI Ambition*)
- **Unlikely to micromanage, but his team may want more direction**—unlikely to overprescribe, “nitpick”, or succumb to an “its just easier to do it myself” mentality, but may benefit from providing his team more explicit instruction and checking in more frequently (*low Diligent; related scales: low MVPI Security, average HPI Prudence*)

**Values and motivators:** Optimization of multiple strongly held values; building and nurturing relationships; channeling financial success into socially responsible causes; innovating, experimenting, and exploring without encroaching on personally important principles; equal appreciation for (and reliance on) objectivity, metrics, and the power of intuition; discreetly using his influence to help others.

**STRENGTHS THAT ENHANCE PERFORMANCE**

- Confidence-inspiring, huge leadership presence
- Resilient, stress tolerant, and optimistic
- Driven, proactive, assertive, and secure without seeming heavy handed, arrogant, or likely to sacrifice relationships to achieve goals
- Excels at relationship building and maintenance
- Sharp, knowledgeable, and resourceful
- Strategic, visionary, and forward-thinking, but also conscious of practical considerations
- Flexible and comfortable forging new paths

**RISK FACTORS AND OVERUSED STRENGTHS**

- Powerfully influenced by a desire to be well liked
- May land in sticky situations due to hastiness, limit testing, or insufficient forethought
- Happy-go-lucky, idealistically optimistic, and occasionally lacks a sufficient sense of urgency
- Occasionally allows his typical charisma, assertiveness, and steadfastness to waver
- Offers his team a longer leash than necessary and less direction than desired
- May impede others' opportunities to contribute