

Hogan Development Survey Scale Definitions Strengths into Derailers – have you crossed the line?

Enthusiastic – Volatile

Your mood shifts may be sudden and unpredictable...

This scale is concerned with the tendency to develop strong enthusiasms for people, projects or organisations, and then to become disappointed with them. People with high scores tend to let little things bother them, become easily annoyed, and change jobs more frequently than others. Others tend to find people with high scores on this scale hard to work with because they seem moody, irritable and hard to please. Under pressure they may be particularly volatile and unpredictable.

You become annoyed because of major mistakes or other significant problems, but you control your feelings.		You explode over minor mistakes or for reasons you can't articulate.
Feedback tells you that your people know what they can expect from you.		Feedback tells you that your people don't know which you is going to show up from one day to the next.
You generally act one way most of the time.		You move back and forth between optimistic and pessimistic stances.
You consistently generate energy and enthusiasm through your words and deeds.		You create energy and enthusiasm one day and intimidate others the next through your word and deeds.
You consciously modify the way you act, in order to achieve a specific outcome.		You feel like events or your moods create changes in how you normally act.

Shrewd – Mistrustful

You may be over-concerned with the negatives...

This scale is concerned with the tendency to mistrust others' motives and doubt their intentions, to be alert for signs that one is being deceived or mistreated, and to take action to defend oneself when wrongly treated. Although such people are shrewd and difficult to fool, others may find them hard to work with because they take criticism personally, they readily feel misused, they tend to be suspicious, and they are prone to retaliate when they feel they have been wronged.

You assess the potential downside before taking a decision.		You never take action because you always see the downside.
You're alert for people whose actions are motivated by politics or self-interest.		You're constantly looking for confirmation that people are acting out of self-interest or for political reasons.
You can tolerate negative feedback and learn from it on occasion.		You dismiss all negative feedback on the assumption that it's tainted by an individual's ulterior motives.
You mix criticism with positive comments when giving feedback to others.		You're constantly critical when giving feedback.
You anticipate obstacles that might get in your way.		You obsess over what might go wrong.

Careful-Cautious

The next decision you make may be your first...

This scale reflects a tendency to be over-concerned with about making mistakes, and to be reluctant to take the initiative for fear of being criticised or embarrassed. Although such people are usually good corporate citizens, others may find them hard to work with because of their need to stick to the rules and their unwillingness to take chances or express controversial opinions.

You carefully analyse a situation before you make a decision.		You require second and third opinions before making any decision.
You consider worst-case scenarios before moving forward.		You obsess about what might go wrong and eventually get stuck.
You go slowly before deciding because the wrong decision can have serious consequences.		You go slowly before deciding because you believe <i>every</i> decision can have serious consequences.
You turn down requests for projects and resources when you have hard <i>evidence</i> that flaws exist.		You don't give people the go-ahead because of your <i>fears</i> that a proposed project is flawed.

Independent – Detached

You may disconnect and disengage...

This scale is concerned with the tendency to be independent, self-sufficient and indifferent to social feedback or the moods and feelings of others. As a result, such people seem to be unobservant about social cues or office politics, and seem unaware of how their actions affect other people. They may seem uninterested in other people's problems and become rather withdrawn when stressed. Although they seem unafraid of rejection or confrontation, others may find them hard to work with because they are so independent and self-focused.

You create an atmosphere where decisions are made objectively and politics is rarely played.		You create a "cold" culture, where expression of feelings is frowned upon.
You're calm in the midst of crisis and controversy.		You withdraw in the midst of crisis and controversy.
You maintain an outward reserve but can easily connect with people when necessary.		You're stoic to the point that you never show anyone your weaknesses or open yourself up to others.
You delegate most relationship-building activities to others but are willing and able to forge key alliances in crucial situations.		You're unable to work in teams or create alliances.

Focused – Passive Aggressive

Your silence is misinterpreted as agreement...

This scale is concerned with the tendency to want to work according to one's own agenda, timetable and standards of performance. High scorers tend to resist being hurried or instructed by others and become resentful and irritated when asked to increase the speed or quality of their performance, but they are likely to mask their resentment well. Although people with high scores on this scale can be outwardly pleasant and sociable, others may find them hard to work with because of their procrastination, stubbornness and reluctance to be part of a team.

You say one thing and do another only when there's no other option.		Saying one thing and doing another is your standard operating procedure.
People generally know what drives you.		You have a private agenda that you share with no one.
You try to avoid conflict but level with people when it's crucial they know where you're coming from.		You avoid conflict at all costs and rarely express any disagreement.
You have a sense of what other people expect of you and your commitments to them.		You don't know or care what others expect of you.

Confident – Arrogant

You're right and everybody else is wrong...

This scale is concerned with the tendency to overestimate one's talents and to have a strong sense of entitlement. High scorers may tend to place a lot of emphasis on their accomplishments whilst minimising their shortcomings and pushing the responsibility for mistakes onto others. For these reasons, they may have clear but unrealistic career goals. Although such people are often charismatic and typically make a good first impression, others may find them hard to work with because they also tend to be demanding, opinionated, self-absorbed and unwilling to learn from their mistakes.

You're willing to fight for what you believe in.		You're unwilling to give up a fight, no matter what.
You believe that your perspective is the correct one after evaluating other points of view.		You believe that your perspective is the correct one <i>before</i> evaluating other points of view.
You hold yourself accountable when your strategy or ideas don't work out.		You refuse to take responsibility when your strategy or ideas don't work out, blaming others for your own shortcomings.
You adapt your strongly held viewpoint to accommodate new information or developments.		You reinterpret events to fit your point of view.
You possess a powerful ego that allows you to make an impact on others.		You possess a powerful ego that causes you to dominate others

Charming – Manipulative

You think that rules are only suggestions...

This scale is concerned with the tendency to appear charming, friendly, fun-loving and insightful, but also to be impulsive, excitement-seeking, manipulative and carefree. High scorers usually make a favourable first impression because of their charm, but others may find them hard to work with because they tend to test the limits, ignore mistakes and take risks that may be ill-considered. Although they may seem decisive, they can make bad decisions because they are often impatient and hard to advise and don't fully evaluate the consequences of their choices.

You test the limits and push at boundaries to foster innovation.		You break the rules because you believe rules are boring and unnecessary.
You are impulsively creative.		You are destructively impulsive.
You enjoy risk-taking and don't dwell on mistakes.		You make decisions and take risks without considering the consequences.
You use charm and creativity to achieve your ambitions and objectives.		You use charm and creativity as a matter of personal style and not to achieve specific goals.
You make provocative statements in order to foster debate and discussion.		You speak your mind for your own amusement or without any real objective.
You sometimes "stretch the facts" to help win people over in important situations.		You tell the occasional "little white lie" or are "economical with the truth" if it serves your purposes.

Colourful – Dramatic

You like to be the centre of attention...

This scale characterises people who have a talent for impressing others and who expect others to see them as interesting and worthwhile. They enjoy selling their vision but may misjudge the degree to which others are interested in what they have to say. They are not necessarily outgoing – some are actually shy and reserved – but they know how to create an aura, they want to be listened to, and they usually perform well in public. They typically make a strong first impression, and they may well do well in sales. Although they appear charismatic and confident, others may find them hard to work with because they can be impulsive, over committed and hard to reach, unwilling to listen – especially to negative feedback, and too quick to take the credit.

You command attention when you speak.		You dominate meetings by speaking constantly.
You use charisma to involve and motivate people.		You use attention-getting style to create unquestioning compliance.
Your showmanship helps attract constructive outside attention from e.g. media, funding sources and prospective recruits.		Your highly theatrical style creates the impression that your style of leadership is the issue for discussion.
You know exactly when to be charming or deliver an eloquent talk to achieve a key goal.		You are consistently flamboyant rather than strategically dramatic.
You can turn off the style and listen and learn from others.		You're always "on" and rarely reflect on what you're trying to achieve and how.

Imaginative – Eccentric

It's fun to be different just for the sake of it...

This scale is concerned with the tendency to think and act in ways that are unusual, different, striking and perhaps at times odd. People with high scores tend to be entertaining, creative and often quite visible. They tend to be either very socially insightful, or else entirely socially inappropriate, and others may find them hard to work with because they can be impulsive, eccentric, and unaware of how unusual their own ideas may be.

You have a million great ideas.		You have a million great ideas, few of which are ever brought to fruition.
You keep people on their toes with your unpredictable and offbeat style.		You confuse and confound people with your style.
You've launched many important initiatives.		You launched many important initiatives but don't follow up on them.
You blend your original and sometimes unconventional style with a more conforming approach when necessary.		You refuse to change who you are by conforming in any way to organisational norms.

Diligent – Perfectionistic

You get the little things right while the big things go wrong...

This scale is concerned with the tendency to be unusually conscientious, orderly and attentive to detail. People with high scores on this scale tend to be organised, careful and hard-working. Nonetheless, others may find them hard to work with because they can also be fussy, critical and stubborn about their work. They may create stress for themselves by trying to do too much, by not delegating and by trying to do every task equally well.

You focus on the details.		Detail focus prevents you from seeing the bigger picture.
You find it worthwhile to make sure that presentations look and sound great.		You pay more attention to the form of presentations than to their substance.
You feel uncomfortable with uncertainty and ambiguity.		You try to impose structure in every situation to get rid of uncertainty and ambiguity.
You manage process with skill and determination.		You spend so much time managing processes that people's needs become secondary.
You are conscientious about your responsibilities.		You can't let go of any task no matter how small until it's completed exactly as you had wanted.

Dutiful – Dependent

You are afraid of disharmony and need to be accepted by everyone...

This scale is concerned with the tendency to be eager to please others, to gain their approval, and to defer to their judgement in order to maintain an amicable relationship with them. Such people seem pleasant, agreeable and compliant, and they usually make a positive first impression. Because of this desire for acceptance, they may end up being taken advantage of by others at work. Others may find them hard to work with because they are reluctant to make decisions on their own, and they are excessively careful to please their superiors.

You believe that happy employees are productive employees.		You believe that one unhappy employee can spoil the whole organisation.
The teams you create get things done through consensus.		The teams you create quickly stifle different, dissenting or anxiety-raising ideas.
You're able to adapt to new events and circumstances.		You're so flexible that no one, including you, is sure where you stand on issues.
You confront with compassion.		If you confront at all, you do it apologetically.
You like to keep disagreements from disrupting the atmosphere and relationships.		You communicate that disagreement and conflict are frowned upon, to the point that strong emotions are rarely expressed and that differences of opinion are suppressed and allowed to fester.