

## Descriptions for the 11 Scales of the Hogan Development Survey (HDS)

Please look at the following descriptions of the 11 HDS scales, and think about which may apply to you, to what extent and in which circumstances.

### **Enthusiastic-Volatile**

The concern for high scorers is that such people have a tendency to take things personally, and can become hard to work with as they seem temperamental, unpredictable or hard to please.

### **Shrewd-Mistrustful**

High scorers on this scale are in danger of seeming suspicious, mistrustful, and will become hard to work with if they are always questioning the motives and true intentions of others.

### **Careful-Cautious**

Because they are overly concerned about making mistakes or being criticised, high scorers can become hard to work with if they are perceived to be reluctant to express challenging points of view, to stand up for the valid needs of their team, or to fight their corner.

### **Independent-Detached**

The concern for extreme high scorers is that such people may come across as aloof, uncommunicative and lacking interest in or awareness of the feelings of others.

### **Focused-Passive Aggressive**

The difficulty for high scorers is that they may seem reluctant to work to anyone else's agenda. Such people may be considered hard to work with if they seem set in their ways and determined to work to their own methods and time scales, reluctant to be hurried, ignoring other people's requests, and becoming irritable if they persist.

### **Confident-Arrogant**

The challenge to the extreme high scorer is to ensure that they are not too strident in their views and opinions. Such people may come across as having strong feelings of entitlement and as overestimating their talents or capabilities. They are at risk of being considered overbearing, unwilling to admit mistakes or listen to advice.

### **Charming-Manipulative**

The danger for extreme high scorers is that they may at times seem to use their talent for charm manipulatively. They may also be hard to work with because they seem to enjoy taking risks and testing the limits, are easily bored and have a craving for excitement.

### **Colourful-Dramatic**

The concern for the extreme high scorers is that their pleasure in being the centre of attention can become an end in itself. Such people become hard to work with if they are unable to turn it off, or if they allow themselves to appear self indulgent, attention seeking or shallow.

### **Imaginative-Eccentric**

Having too many ideas can be counterproductive and those with high scores on this scale need to ensure that their contribution remains focused and purposeful. Such people can also be uncomfortable to work with if they misjudge the impact of unconventional ways of thinking and behaving.

### **Diligent-Perfectionistic**

High scorers need to be careful about applying uniformly high standards indiscriminately in tasks where a more approximate or casual approach would have been appropriate. They may also need to guard against being both over critical of the performance of others and reluctant to delegate.

### **Dutiful-Dependent**

The concern for extreme high scorers is that they may appear very eager to please everybody and that this may raise doubts about their ability to make decisions and their capacity to take independent action.