

Feedback Report

Hogan Development Survey

Susan Sample

Purpose for using the Hogan Development Survey

The Hogan Development Survey (HDS) is a questionnaire designed to identify potential characteristics which can be a person's great strength but which, under stress, may become overdone. When overdone, such characteristics can become unhelpful. By identifying these potential tendencies a person has a chance to recognise the behaviours and learn to manage them better.

This report takes the high scores indicated by the profile and provides questions and suggestions for exploring these further with Susan. It also takes the low scores and gives some description and issues to explore. Through discussion it should be possible to establish whether these suggestions will be useful warnings for Susan and whether they may help her learn to better manage aspects of her personality and behaviour.

Background to the Hogan Development Survey

The HDS is designed to identify eleven ways in which people can become less effective when under pressure. Most people can remember times when they did not manage a situation as well as they might or would have liked. This is often, but not always, related to feeling emotional and becoming defensive. At such times behaviour can become exaggerated, negative, disruptive or otherwise less effective.

A major concern for many organisations is what has become known as 'Management Derailment'. This is where people get promoted because they have all the apparent skills to do the job - and then fail to deliver. This is related to the 'Peter Principle', which states that people will be promoted to their level of incompetence. This is because there are times in people's careers where there is a step-change in the nature of the work and the skills required in the past are no longer sufficient to manage the present (and future) - and yet past performance (quite legitimately) is still one of the major factors in appointing people to more senior positions.

The HDS can add some element into this complicated process of predicting performance. This is because it identifies the way an individual may react under pressure. Clearly it does not measure **when** a person is likely to feel pressure or **what form** pressure takes for that individual (we all have differences in what we find stressful). Furthermore, in a job application situation, it **does not address** whether the job under consideration is likely to be a step too far, which would create highly stressful conditions. However, it does give an opportunity to explore Susan's likely reactions if that should be the case. If validated against previous behaviours it may be possible to uncover areas of potential risk. This is supported by the small but significant correlations between HDS high scores and evidence of 'Management Derailment'.

It is important to recognise that the HDS is best used as an indicator in combination with other information that describes how the individual reacts and manages different situations. This will sometimes confirm and sometimes contrast with their general style (i.e. when not under pressure).

Susan's responses to the questionnaire have been compared to a sample of General Population of 1862 UK adults. These people were mostly working adults with ages ranging from 17 to 69 years (mean = 39 years). Of these 68% were men, 32% were women, 98% were White, 0.6% were Black, 0.8% were Indian, and 0.6% were other (HDS manual - page 110).

Reminders about Questionnaire Results

Personality questionnaires try to measure a person's characteristic or preferred behaviours, styles or feelings. They do not measure how well a person does things but only how they do them.

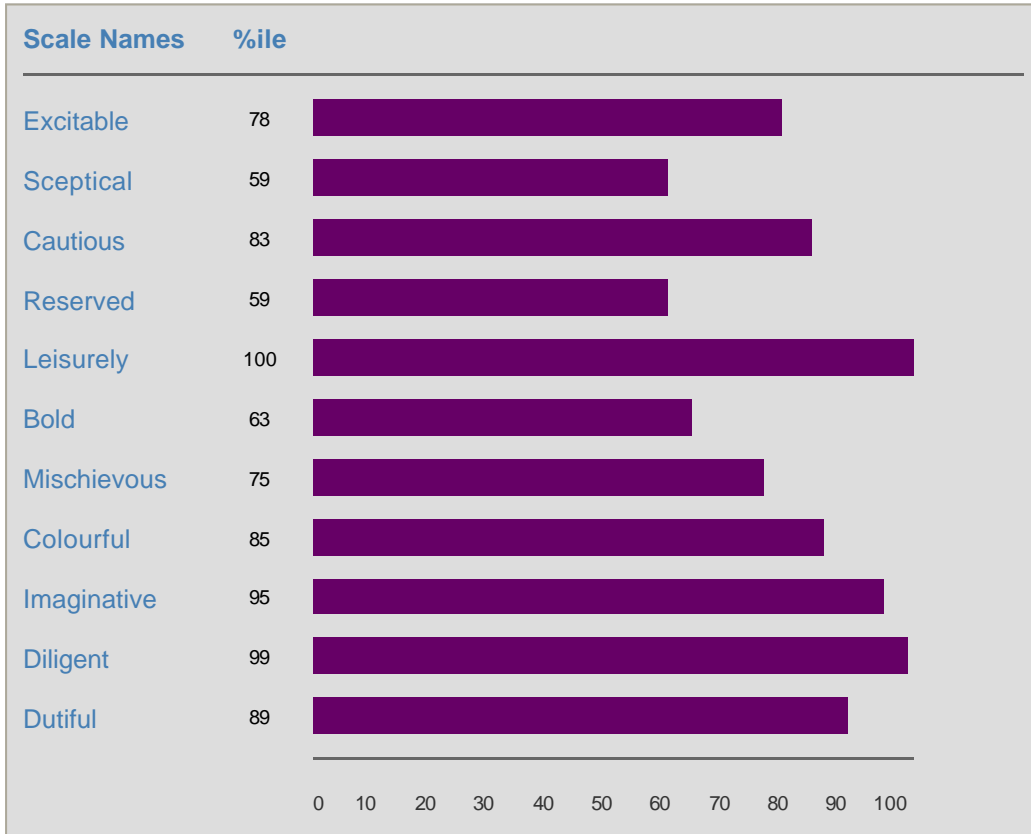
In interpreting this questionnaire it is also important to remember that human behaviours and abilities are complex. It therefore represents only one source of information about Susan. Results are most meaningful when

integrated with other evidence so that as broad a picture as possible can be provided. Just how much questionnaire results should influence any evaluation of Susan will depend upon the purpose and the availability of any other information.

The HDS is a self-report measure that depends, like any other personality instrument, on the frankness with which the questions have been answered. The HDS has a particular slant on describing personality, i.e. it focuses on 'strengths' that may become excessively used or overdone and it should be used in conjunction with a further personality questionnaire to ensure a well-rounded view of personality.

Results

The chart below shows Susan's scores from the HDS.



Description of the results

The results have been compared to a general sample of 1862 UK adults. Scores at or above the 90th percentile ('High') are taken to suggest that the negative behaviours associated with that scale have a significant likelihood of being expressed in a person's current or previous circumstances - either at home or at work. However, scores at or above the 70th percentile ('Elevated') should also be explored since the characteristics may still be expressed to some degree and especially in situations of high stress. The order of Susan's scores, from highest to lowest, is as shown in the table below:

Syndrome Name	International and Team Focus Bi-polar Labels	%ile
High scores (90 - 99th percentile)		
The Resistance Fighter	Leisurely (Co-operative - Resistant)	100
The Fussy Perfectionist	Diligent (Assiduous - Perfectionist)	99
The Outlandish Eccentric	Imaginative (Creative - Eccentric)	95
Elevated scores (70 - 89th percentile)		
The Loyal Pleaser	Dutiful (Loyal - Pleaser)	89
The Opera Star	Colourful (Lively - Sensational)	85
The Safety Officer	Cautious (Safe - Risk Averse)	83
The Changeable Friend	Excitable (Enthusiastic - Changeable)	78
The Charming Manipulator	Mischievous (Charming - Exploiting)	75
Average scores (41 - 69th percentile)		
The Last Word Saloon	Bold (Confident - Overconfident)	63
The Clever Cynic	Sceptical (Astute - Suspicious)	59
The Desert Island	Reserved (Self-sufficient - Aloof)	59
Low scores (1 - 40th percentile)		

Feeding back the results

It can be useful to have a discussion with the person who completed the questionnaire about how they cope with pressure. This might begin quite generally in terms of how they have managed particular difficult situations in the past.

It can also be useful to explain that an important factor in determining a person's success is not that they have no faults, but that they are aware of them and have learnt to manage them. This may mean that they have developed strategies for mitigating their own less useful reactions and that this is all part of a continuing process of a person developing their maturity and effectiveness. As part of such a discussion it can be useful to explore the issues in general terms and then to probe more specific suggestions from the HDS profile. It is always useful to probe real and specific examples. Below are some ways to begin:

- Think about a time when you didn't handle things as well as you might. What happened?
- What did you do?
- How did you feel? (and what was externalised or internalised)
- Who noticed? (and what did they notice)
- What effect did it have? (and on who, and who else...)
- What would you do differently? (and how different is this from X years ago)

The following sections provide a more detailed breakdown of Susan's results and consider the scales in order from highest to lowest score.

High scores (90 - 99th percentile)

Leisurely ("The Resistance Fighter")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Co-operative - Resistant***

This is the highest score in this profile (100th percentile)

The score suggests that the ability to be pleasant, unhurried and refusing to get flustered or entangled with the frantic pace of a busy environment may be amongst Susan's key qualities. Perhaps this means not being swayed by the comments and needs of others. However, under pressure, this can become entrenched and stubborn. On the surface there is an impression of acceptance and co-operation but this can be because there is no overt challenge whilst underneath there is a great deal of questioning and negative judgements. Colleagues discover this when their requests, needs or decisions are simply ignored.

To explore the scale further ask about situations such as:

- what do you do when you disagree with a group decision;
- how do you deal with confrontation;
- what is the mismatch between what you say and what goes on inside;
- how and when you speak up for yourself.

To help identify less effective behaviours under pressure, consider whether any of these are recognised. How far do you:

- fail to react or speak up when you disagree with someone?
- find yourself privately resenting decisions that others have made;
- tend to procrastinate and take a tortuous route to making decisions;
- appear superficially compliant;
- hide feelings and reactions;
- dig your heels in and remain quietly stubborn;
- smile obligingly but feel resentful when interrupted;
- ignore others, turn up late and otherwise demonstrate a lack of commitment.

In relation to the role it would be worth considering:

- the need for frank and open exchange of ideas and feelings;
- the balancing of autonomy with the way in which group priorities change - and how these may over-ride personal preferences and priorities.

Diligent ("The Fussy Perfectionist")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Assiduous - Perfectionist***

This is the next highest score in this profile (99th percentile)

The score suggests that being extremely thorough and setting very high standards is amongst Susan's key qualities. These qualities make people appear hard-working, meticulous and well organised. However, under pressure, this can become obsessive involvement in detail and an inability to prioritise. People become fussy, critical and stubborn, failing to delegate, prone to micro-managing and unable to separate the urgent from the important.

To explore the scale further ask about situations such as:

- how do you react to interruptions and multiple tasks?
- how does your style change under pressure - how would you describe what you do and how do you control things in order to deliver?

- how would others describe your ability to organise and your attention to detail?
- when is it appropriate to adapt and be flexible and when is it not?

To help identify less effective behaviours under pressure, consider whether any of these are recognised. How far do you:

- spend time unnecessarily on getting things 100% right?
- insist on doing it yourself rather than trusting others to do it to the right standard?
- become over zealous about the detail and lose the ability to be flexible and spontaneous?
- cross the T's and dot the I's?
- need to get things finished whatever the cost?
- concentrate on the detail and lose the 'big picture'?
- become over procedural and rigid.

In relation to the role it would be worth considering:

- the need to get a lot done using a lower quality standard versus getting a lot less done but at a higher quality;
- the cost of small errors of detail;
- the need for change and flexibility under pressure.

Imaginative ("The Outlandish Eccentric")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Creative - Eccentric***

This is the next highest score in this profile (95th percentile)

The score suggests that one of Susan's key qualities is to consider a wide range of different ideas and possibilities. This can be a great strength - especially in situations where there is a need to stimulate change. However, under pressure, this can become a little over the top, perhaps throwing in too many alternative or even 'odd' suggestions. It can become a way to avoid 'getting down to business' and may be driven by a strong desire to be seen as either creative or at least different and this becomes more important than what is to be achieved.

To explore the scale further ask about situations such as:

- how do you feel about being seen as different?
- do you like the idea of being creative - what kind of contribution do you make in discussions
- brainstorming sessions?
- reflect back on some of your best
- worst ideas
- suggestions?
- what happens when your ideas are rejected?
- when is some of your behaviour in such circumstances useful and when is it counterproductive?

To help identify less effective behaviours under pressure, consider whether any of these are recognised. How far do you:

- feel the need to say things to show how clever and original you are?
- enjoy the idea of being different, unusual or even odd - and use words or appearance to express this?
- get absorbed in your own world of ideas and feel superior when others don't understand or appreciate their value?
- recognise that your ideas are sometimes too whimsical or far out to be appropriate?
- when criticised, find yourself blaming others because you just don't understand how individual and different you are?
- consider most other people as boring?
- get lost in a myriad of ideas and lose track of what you should be doing?

In relation to the role it would be worth considering:

- the potential impact that lots of ideas could have on performance;
- the way in which critical stakeholders would react and handle potentially strange and unusual ideas;
- what is the benefit of having too many 'out of the box' suggestions versus having too few?

Elevated scores (70 - 89th percentile)

Dutiful ("The Loyal Pleaser")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Loyal - Pleaser***

This is the next highest score in this profile (89th percentile)

The score suggests that an ability to be very pleasant, loyal and eager to please is amongst Susan's key qualities. This style appears tactful and does not invite many enemies. However, under pressure, this can become increasingly dependent on doing what is expected, seeking assurance of being on the right track and failing to commit to anything which is not prescribed. It may manifest itself as excessively conformist and unwilling to challenge or take any personal initiatives.

To explore the scale further ask about situations such as:

- how do you react to doing things that are not usual or 'in the rules'?
- how do you view your boss or the organisation - and what is your attitude to authority?
- when and how do you challenge people - and do you do this enough?
- how do you know you are doing 'the right thing'?

To help identify less effective behaviours under pressure, consider whether any of these are recognised. How far do you:

- tend to flatter rather than to challenge?
- be over compliant?
- solicit too many views before making a decision?
- need to know that what you do will be accepted by 'authority' before being comfortable to forge ahead?
- fail to speak up and state a contrary position?
- try very hard to please?
- seek too much acceptance and approval?

In relation to the role it would be worth considering:

- the need to stick within the guidelines;
- Balancing loyalty with independence and challenge;
- the need to challenge authority.

Colourful ("The Opera Star")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Lively - Sensational***

This is the next highest score in this profile (85th percentile)

The score suggests that Susan demonstrates a lot of energy when under pressure. In normal circumstances, this could be seen as a very positive quality. However, the danger is that this becomes dominated by a need to be recognised. Whilst this is something that everyone feels to some degree, the danger is that it becomes a strategy for gaining recognition and attention. Some people can achieve this by being excessively loud; taking centre stage, being prone to exaggerate, engaging in highly visible and, perhaps, dramatic behaviours. Others manage this by being more subtle but the aim is the same in both cases - avoiding being ignored. Under normal circumstances the behaviour can be accepted, managed and even entertaining, but under pressure there is a danger that it becomes a rigid need leading to behaviour which is disruptive or inappropriate.

To explore the scale further ask about situations such as:

- how do you think others see you?
- do you like being the centre of attention and can you think of examples?
- how do you get yourself noticed and can you think of examples?
- what happens when you don't get the attention you want or deserve?
- consider what is useful about your behaviour in such circumstances and whether it can be counterproductive?

To help identify less effective behaviours under pressure, consider whether any of these are recognised. How far do you:

- expect people to be interested in you or even demand that they are?
- enjoy taking the stage, holding forth, taking the limelight?
- prepare your entrances and exits to ensure impact?
- use charm and flirtation and over-emphasise outward appearances?
- get easily bored, have difficulty sticking to one thing, paying attention?
- have difficulty sharing the credit, need to boast about your own achievements, make sure that people know what you did?
- find it hard to accept feedback which is critical, dismiss others' opinions that don't coincide with your own?

In relation to the role it would be worth considering:

- the potential impact that exaggeration could have on performance;
- the way in which critical stakeholders would react and handle potentially energetic and demanding behaviour;
- what mechanisms you use for mitigating possible negative consequences.

Cautious ("The Safety Officer")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Safe - Risk Averse***

This is the next highest score in this profile (83rd percentile)

The score suggests that being suitably careful, using proven procedures, maintaining order and working within the rules of the organisation may be amongst Susan's key qualities. This can appear gracious and obliging. However, under pressure, this can become overly cautious which can mean shying away from confrontations and failing to tackle delicate issues.

To explore the scale further ask about situations such as:

- how do you react to change - emotionally as well as behaviourally?
- how do you react to the idea (and reality) of making mistakes?
- do you avoid taking things on for fear of getting things wrong?
- looking at what you currently do, what have you changed, improved or innovated?
- how do you balance the need to be cautious and get things right with the need to try new things and experiment?

To help identify less effective behaviours under pressure, consider whether any of these are recognised. How far do you:

- want things to stay as they are?
- accept things as they are even when they could be improved?
- dismiss new ideas and approaches?
- follow rather than lead?
- avoid confronting others for fear of disagreement?
- prefer the tried-and-tested?
- back down too easily if challenged?

- get easily embarrassed when things go wrong?

In relation to the role it would be worth considering:

- the potential impact excessive caution could have on performance;
- the degree of change required and how this needs to be generated and then managed;
- the balance of stability and caution versus change and risk.

Excitable ("The Changeable Friend")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Enthusiastic - Changeable***

This is the next highest score in this profile (78th percentile)

The score suggests that energy and enthusiasm may be amongst Susan's key qualities. However, the danger is that under pressure this enthusiasm becomes short-lived. People with high scores have a tendency to wax and wane, to enthuse and then lose interest, to begin something and then feel disappointed. They may come across as being easily irritated, oversensitive, prone to becoming upset and some may call this "moody". Such variability in their moods and reactions can make them unpredictable, hard to read and difficult to manage.

To explore the scale further ask about situations such as:

- What do you get excited about - and how do you demonstrate your enthusiasm and motivation?
- What are some of your biggest disappointments?
- What is your pattern in relation to starting new projects and seeing them through?
- How do others describe your energy, enthusiasm, moods and sensitivity - when are you up, when are you down and how does this affect those around you?

To help identify less effective behaviours under pressure, consider whether any of these are recognised. How far do you:

- feel disappointed or let down by others?
- get easily annoyed and irritated?
- start things and then lose interest, motivation or commitment?
- find that people do not live up to your expectations from first impressions?
- find that people hold back from approaching you or giving you feedback because they are worried that you will react badly?
- receive feedback that you are over-sensitive?
- experience mood swings?

In relation to the role it would be worth considering:

- what support do you need when you are feeling down?
- how much your work benefits from a steady and regular approach compared to bursts of energy and enthusiasm?
- the way in which critical stakeholders would react to your potential moodiness or irritability.

Mischievous ("The Charming Manipulator")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Charming - Exploiting***

This is the next highest score in this profile (75th percentile)

The score suggests that playfulness, confidence, charm, persuasiveness and social adeptness may be amongst Susan's key qualities. However, under pressure, this may come across as overly self-centred and leaving people with a feeling that they have been taken advantage of or used. People who demonstrate this are sometimes described as manipulative, people who serve their own interests first and prove to be very able to justify or

rationalise their actions without showing any recrimination or guilt.

To explore the scale further ask about situations such as:

- how do you approach situations where you need to persuade and influence - whose agenda are you really working to?
- your attitude to being transparent and open and when it is acceptable to be 'economical with the truth';
- whether you see yourself as diplomatic - and whether this entails an element of obfuscation or deceit?
- examples of decisions made that were unorthodox or did not follow protocol - and how they were justified?

To help identify less effective behaviours under pressure, consider whether any of these are recognised. How far do you:

- feel like enhancing the truth to make yourself look better?
- tell 'little white lies' to make things easier?
- find yourself persuading others against their better interests?
- overdo the encouragement for others to break the rules or take risks?
- justify not following the rules because they are 'small and petty'?
- rely on your spontaneity and ability to 'make it up on the spot' rather than prepare thoroughly?
- jump in, make quick decisions and justify yourself afterwards?
- act as a charmer although inside this is devoted to achieving your own ends?

In relation to the role it would be worth considering:

- the potential consequences of over-confidence and under preparation;
- persuasion without necessarily winning hearts and minds;
- testing the limits of protocol.

Average scores (41 - 69th percentile)

Bold ("The Last Word Saloon")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Confident - Overconfident***

This is the next highest score in this profile (63rd percentile)

The score suggests that Susan is not characterised by any strong tendency to become self-promoting, argumentative and insistent on being right. The profile suggests a typical balance between wanting to put themselves forward and boasting about her abilities (and perhaps over-estimating her talents in the process) and being more modest and unpretentious.

Sceptical ("The Clever Cynic")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Astute - Suspicious***

This is the next highest score in this profile (59th percentile)

The score suggests that Susan does not react to pressure by becoming overly suspicious. Like most people, she can feel trusting, open and co-operative but at other times she can feel defensive, suspicious and prone to hold grudges. It is true that, when people feel defensive and suspicious, they usually can describe why and hence feel that they have "due cause." However, this profile suggests that Susan is unlikely to provide this justification in an excessively subjective way. There is no evidence to indicate that the balance between being open and trusting versus being cautiously sceptical and defensive is any different from the way most people manage these issues.

Reserved ("The Desert Island")

*Alternative labels that describe this scale as a strength which can tip into being overdone are **Self-sufficient - Aloof***

This is the lowest score in this profile (59th percentile)

The score suggests that Susan does not react to pressure by becoming detached and aloof. Like most people, she is likely to remain involved, connected and willing to participate. This means that, whilst she can take a stand on matters that are important to her, she can accommodate to the needs of the situation and go with the pressures of the moment. There may be times when she chooses to withdraw or distance herself from what is going on and, at times, this may be a defensive reaction, but there are no indications that this is particularly characteristic or different from the way most of us protect ourselves.

Further thoughts

The HDS questionnaire suggests possible reactions to pressure and stress as described above. The higher the score the stronger the possibility. However, these suggestions are not always recognised either by the person who answered the questionnaire or by 'observers' (i.e. colleagues, friends etc.). It is therefore important to consider the different reasons for why this might be. These are as follows:

- The profile can be inaccurate. With any questionnaire we need to be open to the possibility that the items 'did not work for that individual'.
- The person may recognise their own 'derailers' but have developed a level of self-awareness which has given them the insight needed to manage themselves either less defensively or more effectively (e.g. "biting their lip and counting to ten").
- The negative behaviours are latent - i.e. the profile is accurate and there is a risk of expressing the negative behaviours but they have not been sufficiently stretched for this to have occurred to any significant degree.
- The person is in denial - they do not acknowledge the behaviours or they do not recognise how negative or disruptive they are. This can be because they are very good at rationalising their reactions - perhaps there is always someone to blame or they take the 'sour grapes' attitude (e.g. when a relationship is broken they explain it in terms of the person not being worthy in any case).