

- SELECT
- DEVELOP
- LEAD

# HOGAN DEVELOPMENT SURVEY

O V E R V I E W   G U I D E



THE SCIENCE OF PERSONALITY

## INTRODUCTION

The Hogan Development Survey (HDS) identifies personality-based performance risks and derailers of interpersonal behavior. These behaviors are most often seen during times of stress and may impede work relationships, hinder productivity, or limit overall career potential. These derailers—deeply ingrained in personality—affect an individual’s leadership style and actions. If these behavior patterns are recognized, however, they can be compensated by development and coaching.

Under normal circumstances, the escalated scores on the HDS scales may actually be strengths. However, when an individual is tired, pressured, bored, or otherwise distracted, these risk factors may impede effectiveness and erode the quality of relationships with customers and colleagues.

The HDS concerns characteristics not covered by the Five-Factor Model. The HDS is a high-quality psychometric evaluation of the personality characteristics that can derail success in careers, relationships, education, and life.

Whether you are implementing an organizational assessment processes or enhancing your executives’ development, the HDS reports can help you identify the fundamental factors that distinguish personalities and determine career success.

**performance  
risks and derailers  
of interpersonal behavior**

## FEATURES & BENEFITS

The Hogan Development Survey provides valuable feedback for strategic self-awareness, which is the key to avoiding the negative consequences associated with these tendencies. The HDS is the only business-related inventory that measures these dysfunctional behavioral patterns.

- Designed to predict barriers to a successful career
- Identifies problematic aspects of behavior that are hard to detect during an interview
- Concerns characteristics not covered by the Five-Factor Model
- User-friendly reports available for employee selection or development
- Identifies career derailing tendencies so they can be addressed and coached
- Developed exclusively on working adults
- Normed on over 45,000 working managers
- Validated in over 50 *Fortune 500* organizations
- No invasive or intrusive items
- Is not a medical exam – not clinically oriented
- No adverse impact
- Online administration by protected access
- Test items and reports available in multiple languages
- Instantaneous scoring and reporting output

**valuable feedback for  
strategic  
self-awareness**

## PRIMARY SCALES & INTERPRETATIONS

The HDS assesses eleven behavioral tendencies that impede success. The scales are interpreted in terms of risk—higher scores indicate greater potential for problems on the job. If these behaviors are recognized, however, a person can be coached to compensate for them.

- **Excitable** - moody, easily annoyed, hard to please, and emotionally volatile
- **Skeptical** - distrustful, cynical, sensitive to criticism, and focused on the negative
- **Cautious** - unassertive, resistant to change, risk-averse, and slow to make decisions
- **Reserved** - aloof, indifferent to the feelings of others, and uncommunicative
- **Leisurely** - overtly cooperative, but privately irritable, stubborn, and uncooperative
- **Bold** - overly self-confident, arrogant, with inflated feelings of self-worth
- **Mischievous** - charming, risk-taking, limit-testing and excitement-seeking
- **Colorful** - dramatic, attention-seeking, interruptive, and poor listening skills
- **Imaginative** - creative, but thinking and acting in unusual or eccentric ways
- **Diligent** - meticulous, precise, hard to please, and tends to micromanage
- **Dutiful** - eager to please and reluctant to act independently or against popular opinion

**DILIGENT**  
The Diligent Scale concerns being uncommunicative, unassertive, and hard to please.

• **Delegating downward:** When you feel a problem is urgent, you may try to solve it yourself, rather than delegating the problem downward, even when it is appropriate to do so.

**“Just let me get the dam thing done.”**

Every leader has personality characteristics that threaten his or her success. The Hogan Development Survey is the only business-related assessment that measures performance risks that impede work relationships, hinder productivity and limit overall career potential. The HDS provides valuable feedback for strategic self-awareness, which is the key to overcoming these tendencies and achieving success in the workplace. At Hogan, we have the tools to help your employees work together.

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**BOLD**  
The Bold Scale concerns having inflated views of one's competency and worth.

• **Drive for Results:** Although you have high expectations for yourself, your coworkers may regard you as dominating and overly aggressive.

**Do you have a problem with that?**

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## TECHNICAL FACTS

- 168 true and false items that have been carefully reviewed for invasive or intrusive content
- 15- to 20-minute completion time
- Simple and comprehensible items based on a 5th-grade reading level
- Research indicates no adverse impact by age, race, ethnicity or gender
- HDS scores are stable over time; test-retest reliabilities range from .64 to .75 (mean = .70)
- Normed on over 100,000 employed adults from a variety of industries
- Over 300,000 individuals have completed the HDS
- Validated in over 50 organizations across a wide range of occupational categories
- Validation research links HDS scores with ratings of managerial competencies
- Personality-based inventory designed to measure potential leadership derailers

For more technical information, the HDS Technical Manual provides detailed and technical information around HDS construction, reliability, validity, interpretation, administration, and norms. For ordering information, visit [hoganpress.com](http://hoganpress.com).

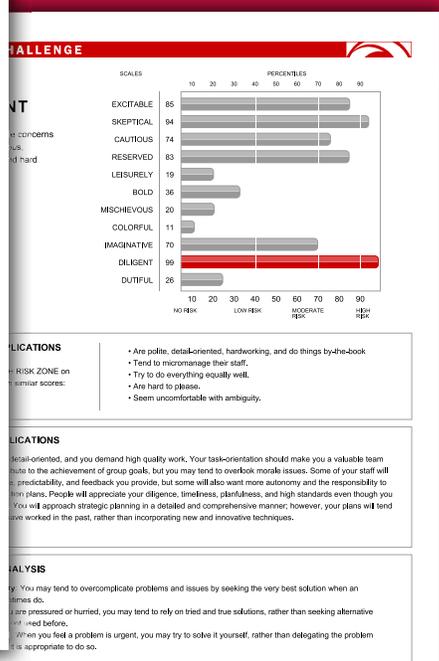
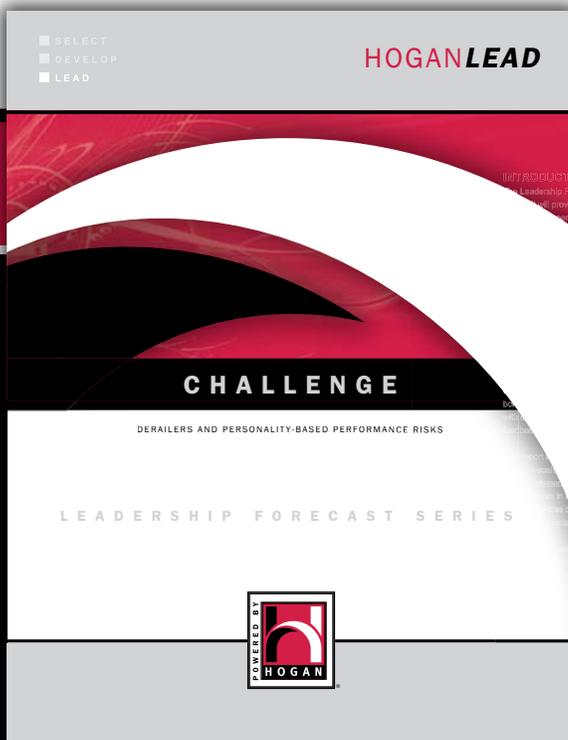
**validated** across  
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## REPORTS & APPLICATIONS

Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

The results of the Hogan Development Survey are obtained through a variety of report formats that range in terms of scope and complexity. The reports provide detailed HDS graphs and also provide the following information:

- Identifies how the candidate is likely to act in various circumstances
- Notes strengths and shortcomings
- Makes suggestions about how to manage the individual's career
- Pinpoints characteristics and tendencies that might lead to career derailment
- Identifies tendencies that impede work relationships and hinder productivity
- Provides a graphic report of the candidate's assessment results
- Identifies factors relevant to one's own strategic self-awareness



## ADMINISTRATION

The HDS is self-administered and may be taken individually or in a group setting, using either online computer administration or paper-and-pencil.

Hogan's state-of-the-art online assessment platform supports the administration of the inventories in multiple languages, 24/7. Customers can log on to the Hogan site, access the HDS, complete the inventory online, and receive a report within seconds after completion. The process is fast, user friendly, and convenient.

## ORDERING INFORMATION

For more information on the Hogan Development Survey or to purchase reports based on the HDS, contact us at [info@hoganassessments.com](mailto:info@hoganassessments.com) or 800-756-0632.

**state-of-the-art** online  
**assessment platform**



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