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B A S I S

AN IN-DEPTH SOLUTION FOR CANDIDATE SELECTION

Report For: Martina Mustermann

ID: HC106694

DATE: March 02, 2015

Job Title: Leader

meta
BERATUNG
personality matters.





INTRODUCTION

This is the Pre-Employment Assessment Report for Martina Mustermann. It is divided into different sections, and they are described below.

SECTION I - GRAPHIC REPORT

Hogan Personality Inventory (HPI) Graphic Report

This section provides a graphic report of the candidate's results on the Hogan Personality Inventory (HPI). The HPI evaluates people on seven well-known characteristics that influence occupational success.

Hogan Development Survey (HDS) Graphic Report

This section provides a graphic report for the candidate's results on the Hogan Development Survey (HDS). The HDS identifies 11 potentially derailing characteristics that can cause an otherwise effective individual to struggle in their career.

Motives, Values, Preferences Inventory (MVPI) Graphic Report

This section provides a graphic report of the candidate's results on the Motives, Values, and Preferences Inventory (MVPI). The MVPI evaluates individual fit within a corporate culture; it indicates the kind of jobs, work, and environments people will find most satisfying.

SECTION II - SUMMARY OF ASSESSMENT RESULTS

Employment Fit

This section reviews the candidate's results, focusing on general characteristics relevant to that person's success in most work environments. The review covers the candidate's reaction to stressful situations, how the candidate will manage the assignments associated with a job, and how the candidate will approach learning in a new job.

Job Fit

This section reviews the candidate's assessment results in terms of fit with a particular job. Different characteristics are important for success in different jobs, and characteristics that are important in one job may interfere with performance in others.

Job Risks

This section provides an overview of results from the Hogan Development Survey (HDS) which indicate risk factors that can impede performance effectiveness if not managed.

Organization Fit

This section reviews the candidate's results in terms of fit within a particular organization. The culture of every organization is different, and just because a candidate fits with a specific job, does not mean that he/she will fit within the organization.

Candidate Fit Recommendation

This section provides an overall recommendation regarding the candidate's degree of fit within the job at your organization. This recommendation is based on the assessment data.

Candidate Interview Style

This section summarizes the candidate's interview style. Interview style can impact the evaluation of a candidate's fit for the position. This section indicates what to expect from a candidate in order to minimize the impact of interviewing skills.

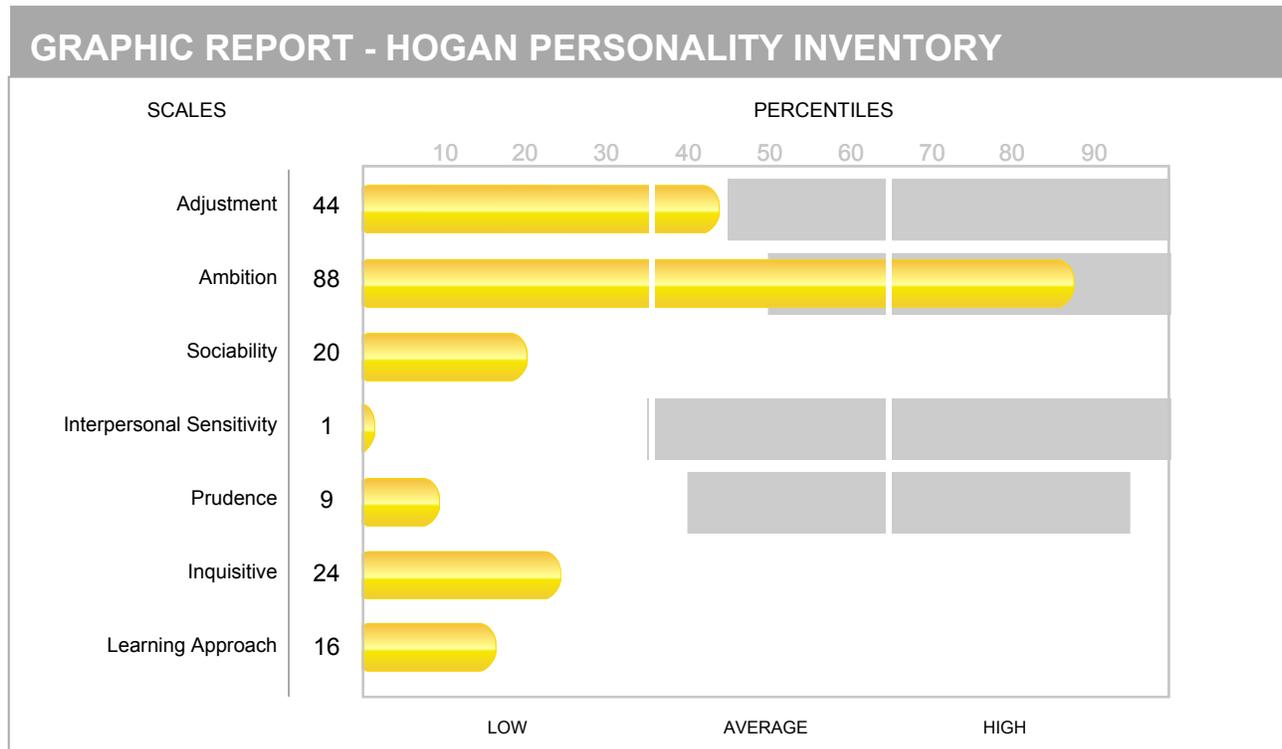


SECTION III - STRUCTURED INTERVIEW GUIDE

This section provides a structured interview guide based on the candidate's assessment results. The interview guide is designed to increase the hiring manager's understanding of the assessment results and allow him/her to probe areas of particular concern regarding the candidate's job fit. The guide also provides a systematic method for making a hiring decision using a combination of the assessment and the interview results.

SECTION IV – OVERALL EVALUATION OF CANDIDATE

This section provides a way in which to combine the candidate's assessment and interview results into an overall evaluation. From this, you will be able to make a more informed hiring decision.



NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.

Adjustment	Reflects the degree to which a person is calm or moody and volatile. High scorers seem confident, resilient, and optimistic. Low scorers seem tense, irritable, and negative.
Ambition	Evaluates the degree to which a person seems leaderlike and values achievement. High scorers seem competitive and hard working. Low scorers seem unassertive and less interested in advancement.
Sociability	Assesses the degree to which a person appears socially self-confident. High scorers seem outgoing and colorful. Low scorers seem reserved and quiet.
Interpersonal Sensitivity	Reflects tact and perceptiveness. High scorers seem friendly, warm, and popular. Low scorers seem independent, frank, and direct.
Prudence	Concerns self control and conscientiousness. High scorers seem organized, dependable, and easy to supervise. Low scorers seem spontaneous and flexible.
Inquisitive	Reflects the degree to which a person seems curious, adventurous, and imaginative. High scorers tend to be quick-witted and visionary, but easily bored. Low scorers tend to be practical, focused, and able to concentrate.
Learning Approach	Reflects the degree to which a person values education as an end in itself. High scorers tend to enjoy reading and studying. Low scorers are less interested in formal education and more interested in hands-on learning on the job.



GRAPHIC REPORT - HOGAN DEVELOPMENT SURVEY



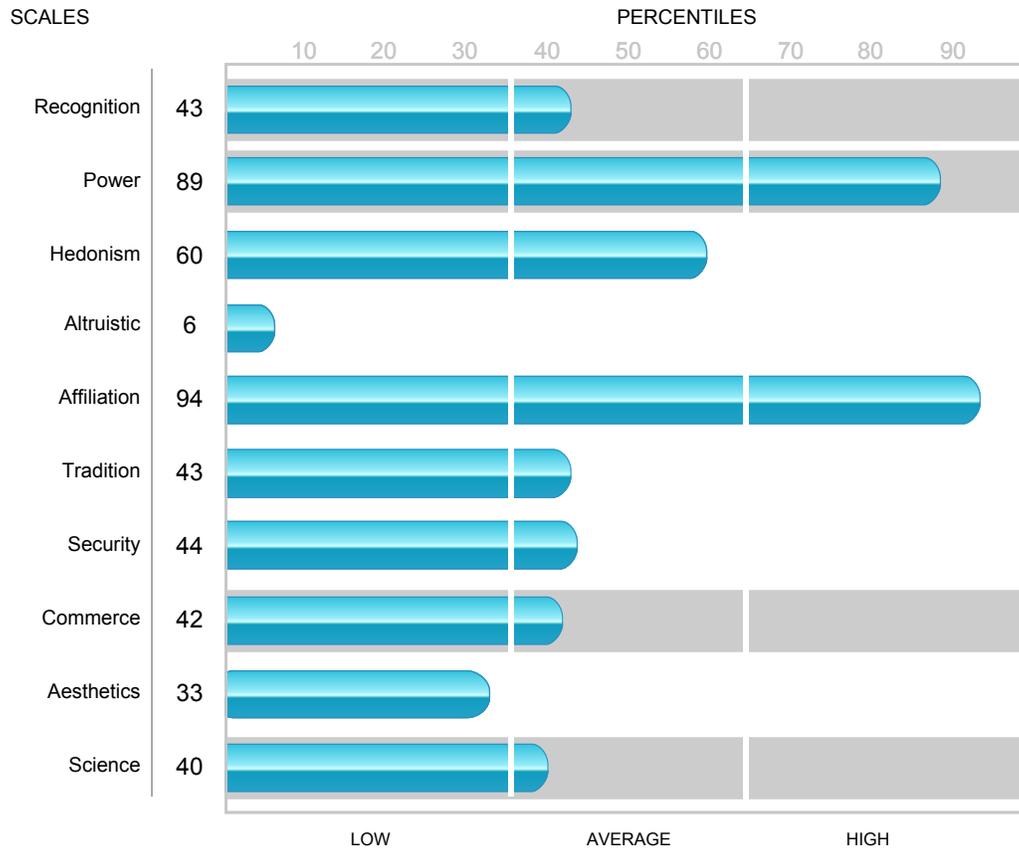
NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.



Excitable	Behavior ranging from emotional calmness to emotional explosiveness.
Skeptical	Behavior ranging from trusting others to believing others usually attempt to deceive.
Cautious	Behavior ranging from flexibility to a cautious reluctance to try new things.
Reserved	Behavior ranging from caring about others to a lack of concern about other people.
Leisurely	Behavior ranging from cooperative and coachable to stubborn, irritable, and hard to coach.
Bold	Behavior ranging from modesty to assertive self-promotion and inflated views of one's value.
Mischievous	Behavior ranging from unassertive and responsible to impulsive and willing to test the limits.
Colorful	Behavior ranging from quiet self-restraint to dramatic and entertaining self-expression.
Imaginative	Behavior ranging from levelheaded and sensible to imaginative, unusual, and unpredictable.
Diligent	Behavior ranging from relaxed and tolerant to detail-oriented, picky, and overly-conscientious.
Dutiful	Behavior ranging from independent to overly conforming and eager to please others.



GRAPHIC REPORT - MOTIVES, VALUES, PREFERENCES INVENTORY



NOTES: Scales with a shaded bar have been identified as important to success. Scores inside the range increase a candidate's probability of success.



Recognition	Concerns a desire to be recognized, and a lifestyle guided by a search for opportunities to be noticed.
Power	Concerns the desire to make a difference, and a lifestyle characterized by competition and achievement striving.
Hedonism	Concerns the pursuit of fun, variety, and pleasure, and a lifestyle organized around eating, drinking, traveling, and entertaining.
Altruistic	Concerns a need to help others, and a lifestyle organized around coaching, teaching, and improving the lives of the less fortunate.
Affiliation	Concerns a desire for social contact, and a lifestyle organized around socializing and reaching out to others.
Tradition	Concerns a commitment to family, work, respect for authority, and a lifestyle organized around tradition and old-fashioned values.
Security	Concerns a need for predictability, structure, order, and a lifestyle organized around avoiding risks and minimizing errors and mistakes.
Commerce	Concerns an interest in financial issues, and a lifestyle organized around salary increases and financial planning.
Aesthetics	Concerns quality, and a lifestyle organized around art, music, and fashion.
Science	Concerns being interested in science, enjoying technology, and preferring to make data-based—as opposed to intuitive—decisions.



Section II – Summary of Assessment Results

Employment Fit — Overall Suitability for Work

Martina Mustermann tends to be calm and even-tempered, and should manage her emotions appropriately whether the situation is stressful or relaxed. Although Martina Mustermann may be willing to delegate responsibility and can change directions quickly, she may also be impulsive, somewhat careless, and resist close supervision. Martina Mustermann may not be interested in formal training for herself or others. She may miss chances to enhance skill sets, forego opportunities for new learning, and may not set clear work goals.

Job Fit — Suitability for the Position

Ms. Mustermann seems to have an appropriate sense of urgency and self-confidence; however, in high pressure situations with deadlines, she may show signs of being stressed or worried. She will seem leaderlike and upwardly mobile, and will set high expectations for herself and others. She will work hard to advance her career, and may sometimes overextend herself due to overconfidence. She needs to be sure to bring her supporters along with her as her career advances. She will seem candid, outspoken, and unafraid to deal with conflict. Although others can count on her to provide direct answers, she may be so blunt and outspoken as to annoy her colleagues. Ms. Mustermann tends to dislike routine and close supervision, and may have difficulty following established rules and procedures. Although she may be disorganized and resist planning activities, she should be comfortable with change and new initiatives.

Candidate Strengths

- Will typically listen to others' suggestions and use their feedback to improve performance or business relationships
- Will strike a balance between staying calm and showing a sense of urgency
- Will be seen as an energetic, self-confident, and action-oriented leader
- Enjoys making decisions and meeting difficult challenges
- Is willing to challenge others and ask direct questions
- Communicates in a direct and business-like style
- Is willing to try new methods to solve problems when the old methods don't work
- Easily changes directions to deal with shifting priorities

Candidate Areas of Concern

- May have difficulty deciding what to do during periods of heavy pressure
- May become tense and indecisive during stressful times
- May tend to compete with colleagues, team members, and subordinates
- May become dissatisfied if opportunities for advancement don't come quickly enough
- May annoy colleagues as a result of being so objective and frank
- May seem indifferent to the needs and feelings of others
- May be easily bored and have trouble following schedules
- Will tend to disregard rules and standard operating procedures, which may inhibit performance

Job Risks - Tendencies that Could Undermine Performance Success

Martina Mustermann has the following potential risks that need to be managed:

- She is likely willing to make decisions independently and will probably look to balance risk with reward when doing so.
- Although she seems tolerant and relaxed, she may be unwilling to hold others to high performance standards.
- Ms. Mustermann tends to persist even when frustrated while also demonstrating appropriate levels of passion.
- She can be tough, insensitive, and detached. She will tend to ignore morale issues and communicate poorly.



Organization Fit - Suitability for the Culture

She wants opportunities to succeed and make an impact at work. She strongly prefers to lead and will dislike roles that lack decision-making discretion. Ms. Mustermann will prefer environments that allow her to work with others, share credit, and receive some acknowledgment. She prefers to avoid politics, will value recognition for a job well done, but will not seek out approval if it is not naturally forthcoming. Martina Mustermann likely will value work environments where she can apply an appropriate degree of interest to business issues (e.g., profitability) while maintaining a balance between business and personal issues. She will be most comfortable in an organization where decisions are made on the basis of data and research when they are available, but where decisions can be made quickly and intuitively when the pressure is on.

Overall Candidate Recommendation

Based on the assessment results, and in comparison to the job or job family profile, Martina Mustermann's overall fit for the position is:



Low Fit



Moderate Fit



High Fit

Candidate Interview Style

The following suggests how Martina Mustermann is likely to behave during the interview.

Interview Style	Low	Moderate	High
Emotional Demeanor Candidates with low scores may appear tense and nervous; those with high scores may appear calm and relaxed.		X	
Rapport Candidates with low scores may seem quiet and even shy; those with high scores may seem talkative and approachable.	X		
Relationship Building Candidates with low scores may appear challenging and independent; those with high scores may seem agreeable and ingratiating.	X		



Section III - Structured Interview Guide

Part 1 - Interview (Employment Fit)

These questions about Employment Fit focus on how easy it will be to manage Ms. Mustermann. The questions are derived from the Assessment Report - Employment Fit.

Scale - Question	What to look for						
<p>Adjustment Give an example of how your ability to keep a "level head" made the difference between success and failure.</p> <p>Notes:</p>	<p>The ability to remain calm in pressure-filled situations, to avoid responding emotionally, and to learn from past mistakes.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Prudence Describe a situation when it was important for you to complete an assignment by a specific date or within a specific time frame.</p> <p>Notes:</p>	<p>The ability to meet and follow-through on commitments, to complete a high quality task or assignment within a specified time frame.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Learning Approach Give an example of how you remain up-to-date with respect to new developments in business and technology that affect your job.</p> <p>Notes:</p>	<p>Evidence of being willing to acquire knowledge specific to your industry and company in order to be more effective in performing the job.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
Employment Fit Rating							
<p>Clear issues or concerns that may present management challenges regardless of coaching and development.</p>	<p>Some potential management challenges that could be overcome through coaching and development.</p>	<p>Candidate would be easy to manage based on an ability to handle stress, dependability, and a willingness to learn.</p>					



Part 2 - Interview (Job Fit)

Questions about Job Fit focus on Ms. Mustermann's ability to perform in the job. The questions are derived from the Assessment Report - Job Fit.

Scale - Question	What to look for	
<p>Adjustment Give an example of a time when you used an emotional response to successfully convey a point you were trying to make to a colleague, client, or business contact.</p> <p>Notes:</p>	<p>Sometimes emotions can be used to get a message across; look for evidence that the person can appropriately use emotional appeals to convey a point or idea.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Adjustment Give an example of a time when your emotions got the better of you when working with a colleague or client.</p> <p>Notes:</p>	<p>Judge the answer both on the magnitude of the stressful situation (was it really that stressful?) and the applicant's ability to problem solve instead of react emotionally.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Ambition Give an example of a time when your impatience interfered with your ability to reach a goal.</p> <p>Notes:</p>	<p>Looking for the ability to modulate her drive to keep others motivated.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
<p>Interpersonal Sensitivity Tell me about a time when you realized you responded to an individual in an overly harsh or insensitive manner. What was your response and the result of the interaction?</p> <p>Notes:</p>	<p>Look for answers suggesting the applicant may be oblivious to potential interpersonal sensitivity deficits.</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Question Rating: Low Moderate High </div>	
Job Fit Rating		
<p>Poor or missing examples of successful performance of the job.</p>	<p>Some positive examples associated with the successful performance of the job.</p>	<p>Specific, positive examples in each of the areas associated with successful performance of the job.</p>



Part 3 - Interview (Organization Fit)

Questions about Organization Fit focus on Martina Mustermann's fit with the values and culture of the organization. The questions are derived from the Assessment Report - Organization Fit.

Scale - Question	What to look for						
<p>Power Can you give an example of a time when you competed directly with others to meet an important goal? Describe how you handled the situation.</p> <p>Notes:</p>	<p>Look for signs of the ability to step forward, take control and direct others even if not part of the original plans.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Power Give an example of a time when you completed work yourself that, practically and realistically, you should have delegated to others.</p> <p>Notes:</p>	<p>Answers suggesting the applicant will tend to be reluctant to assign work to others.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Recognition Describe a situation in which someone else received credit for a success that you actually made the greatest contribution to. How did you respond?</p> <p>Notes:</p>	<p>Answer demonstrates the candidate's ability to push for recognition when it is due.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
<p>Commerce Give me an example of a time that you did not pay close enough attention to the budget and ended up with a problematic deficit or surplus. How did you handle the situation?</p> <p>Notes:</p>	<p>Answer suggests the candidate has learned from past mistakes in managing budgets.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="3">Question Rating:</td> </tr> <tr> <td>Low</td> <td>Moderate</td> <td>High</td> </tr> </table>	Question Rating:			Low	Moderate	High
Question Rating:							
Low	Moderate	High					
Organization Fit Rating							
Poor or missing examples of successful performance of the job.	Some positive examples associated with the successful performance of the job.	Specific, positive examples in each of the areas associated with successful performance of the job.					



Part 3 - Interview (Position Fit)

Use this part of the interview guide to ask questions that are specific to the requirements of an open position. These questions can range from specific requirements unique to a particular unit of the organization to technical skills that are needed to perform the basic function of the job.

QUESTION:		
QUESTION:		
QUESTION:		
QUESTION:		
Position Fit Rating		
Poor or missing examples of behavior associated with position fit.	Some positive examples of behavior associated with position fit.	Specific, positive examples of behavior associated with position fit.



Section IV – Overall Evaluation for Martina Mustermann

Part 4 is designed to evaluate the candidate's probability of success in the open position. Complete steps A, B, and C to reach a final hiring decision.

A. Review of the interview results

Transfer your ratings from Section III to the table below by placing an (X) in the appropriate box and note any comments you have on the candidate's performance.

Interview Area	Low	Moderate	High	Comments
Employment Fit				
Job Fit				
Organization Fit				
Position Fit				

Based on your interview ratings, evaluate the candidate's overall probability of success.

Probability of Success (Interview)	
___ 1= Low	Several areas of fit are low and indicate concern regarding the candidate's probability of success.
___ 2= Moderate	Most areas of fit are moderate to high with only minor concerns regarding the candidate's probability of success.
___ 3= High	Moderate to high fit across all areas indicate that the candidate has a high probability of success.



B. Review of the assessment results

Below is the assessment rating the candidate received indicating the probability of success in the position.

Probability of Success (Assessment)	
<input checked="" type="checkbox"/> 1= Low	The candidate was outside the ranges on key scales indicating a low probability of success.
<input type="checkbox"/> 3= Moderate	The candidate was inside the range on key scales, indicating a moderate probability of success.
<input type="checkbox"/> 5= High	The candidate was inside virtually all ranges on key scales indicating a high probability of success.

C. Hiring Decision

Considering all the information you have on this candidate (resume, training and experience, assessment results, interview results), how would you rate this candidate in comparison to other candidates you have seen for this position (or other similar positions)?

Comparing Candidates		
<input type="checkbox"/> 1= Low	One of the worst candidates that I have seen. Would lower our standards.	
<input type="checkbox"/> 2= Moderate	An acceptable candidate.	
<input type="checkbox"/> 3= High	One of the best candidates I've seen. Would raise our standards.	
Considering all of the information, will you offer this candidate the position?		<input type="checkbox"/> YES <input type="checkbox"/> NO
Provide an overall rationale for your rating.		

Martina Mustermann's BASIS Employment Assessment Report is complete.