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Peak Performance Consulting

THE DARK SIDE

Insight Series-- Measures Behavior Under Stress/Pressure.
Executive Summary and Interview Guide.

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Introduction

The Hogan Development Survey evaluates 11 forms of interpersonal behavior that can cause problems at work and in life. Behaviors associated with elevated HDS scores can be strengths, but when overused can derail relationships and careers. Individuals who understand their performance limitations have more successful careers. This report builds self-awareness by highlighting behavioral tendencies of which Mr. Poole may be unaware.

- The HDS identifies behavioral tendencies that emerge when a person is stressed, bored, or fatigued.
- Research shows that people with lower HDS scores have fewer problems at work. High-risk and moderate-risk scores indicate areas of concern, but low scores indicate underused strengths that also deserve attention.
- The average person has three or four high-risk HDS scores.
- Mr. Poole's HDS scores should be interpreted in the context of his everyday performance provided by a measure of normal personality, like the Hogan Personality Inventory.

Scale Definitions

▶ HDS Scale Name	▶ Low scores may seem	▶ High scores may seem
Excitable	to lack passion to lack a sense of urgency	easily annoyed emotionally volatile
Skeptical	naive gullible	mistrustful cynical
Cautious	overly confident to make risky decisions	too conservative risk averse
Reserved	to avoid conflict too sensitive	aloof and remote indifferent to others' feelings
Leisurely	unengaged self-absorbed	uncooperative stubborn
Bold	unduly modest self-doubting	arrogant entitled and self-promoting
Mischievous	over controlled inflexible	charming and fun careless about commitments
Colorful	repressed apathetic	dramatic noisy
Imaginative	too tactical to lack vision	impractical eccentric
Diligent	careless about details easily distracted	perfectionistic micromanaging
Dutiful	possibly insubordinate too independent	respectful and deferential eager to please





Executive Summary

Based on Mr. Poole's responses to the HDS, when he is not proactively managing and monitoring his behavior, he seems:

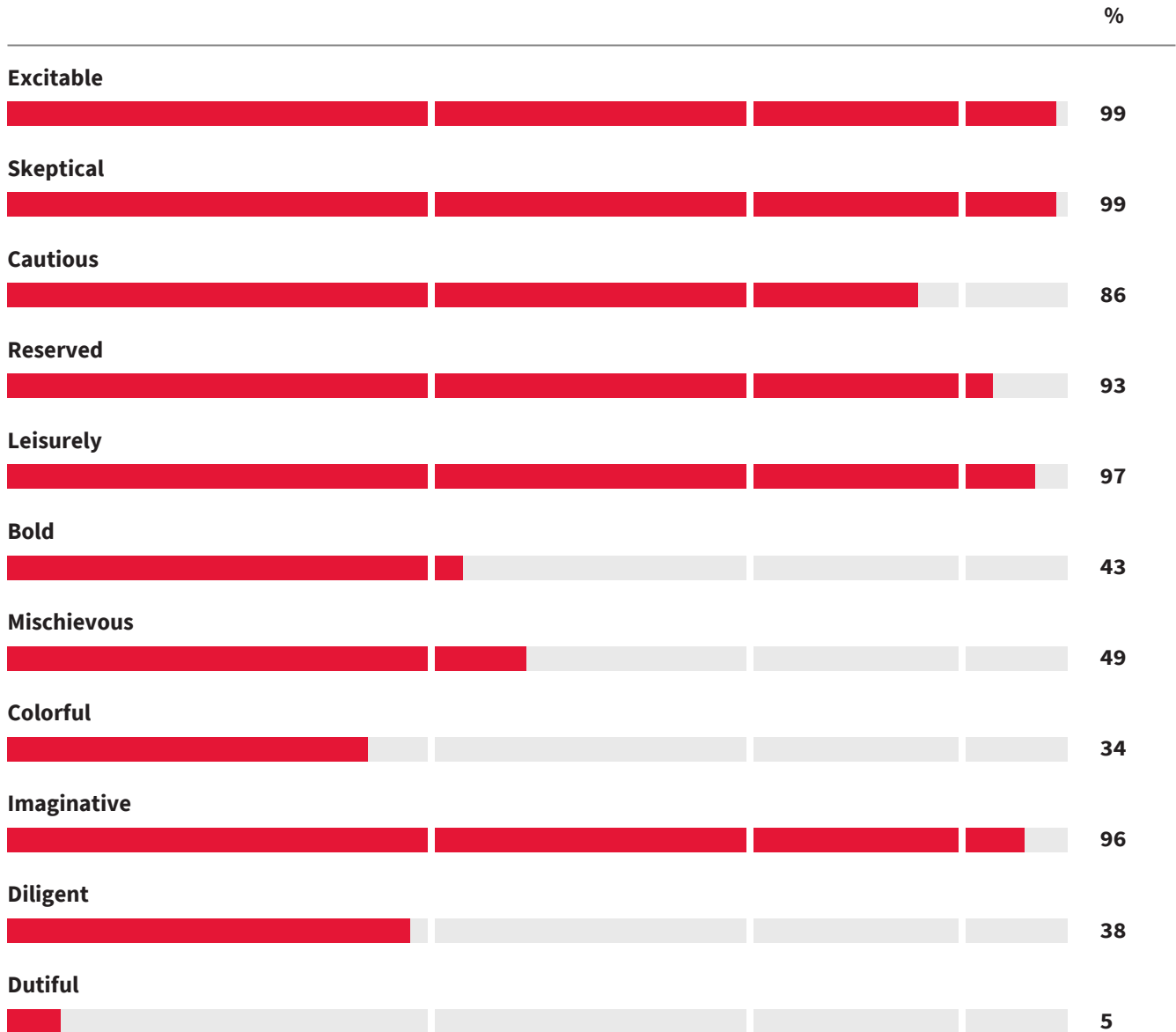
- Moody, irritable, easily disappointed with people and projects, and may use emotional displays to make a point.
- Alert for signs of duplicity and betrayal, and may become vengeful when he feels wronged.
- To need a lot of information before making rather conservative decisions.
- Tough, aloof, and indifferent to the feelings of others. He may be a reluctant communicator.
- Cooperative, but may be stubborn when asked to do things that conflict with his personal priorities.
- Unassertive, restrained, and reluctant to step up and take charge.
- Socially appropriate, restrained, and reluctant to take many chances.
- Reluctant to engage in self-promotion or create dramatic situations starring himself.
- Smart, innovative, creative, eccentric, visionary, and sometimes impractical.
- Unconcerned about rules, procedures, and standardized processes, but flexible, adaptable, and able to change directions quickly.
- Independent, even irreverent, and willing to challenge authority and the status quo.



Percentile Scores

The percentile scores indicate the proportion of the population who will score at or below Mr. Poole. For example, a score of 75 on a given scale indicates that Mr. Poole's score is higher than approximately 75% of the population.

- Scores of 0 to 39 are considered **no risk**
- Scores of 40 to 69 are considered **low risk**
- Scores of 70 to 89 are considered **moderate risk**
- Scores at or above 90 are considered **high risk**



Norm: Global





Scale: Excitable

99

Description

The Excitable scale concerns working with passion and enthusiasm, but also being easily frustrated, moody, irritable, and inclined to give up on projects and people.

Score Interpretation

Mr. Poole's score on the Excitable scale suggests he tends to:

- Let his emotions get the best of him when frustrated
- Vacillate between optimism and pessimism
- Seem volatile, unpredictable, and easily upset
- Be the source of drama in the workplace
- Give up easily on people or projects

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe the type of passion you bring to your work.
- Describe the manner in which you regulate your emotions.
- Describe how you usually express your emotions.
- How do you typically approach new projects?
- How do you respond to setbacks or disappointments in a project?

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Volatile *Moody, often angered or annoyed, easily upset and hard to soothe*



Easily Disappointed *Initial passion for people and projects, who inevitably disappoint, and passion then turns to rejection*



No Direction *Lacking few well-defined beliefs or interests, but with regrets about past behavior*





Scale: Skeptical

99

Description

The Skeptical scale concerns being alert for signs of deceptive behavior in others and taking action when they are detected.

Score Interpretation

Mr. Poole's score on the Skeptical scale suggests he tends to:

- Mistrust others' motives and intentions
- Seem suspicious and argumentative
- Expect to be mistreated
- Be shrewd and insightful about organizational politics
- Resist feedback

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you usually establish trust with others?
- How do you remain in tune with office politics?
- Describe your typical approach to giving a coworker feedback.
- How do you foster trust within your team?
- How do you respond to negative feedback?

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Cynical *Prone to doubt others' intentions and assume they have bad ulterior motives*



Mistrusting *Generalized mistrust of people and institutions; being alert for signs of perceived mistreatment*



Grudges *Holding grudges and being unwilling to forgive real or perceived wrongs*





Scale: Cautious

Description

The Cautious scale concerns risk aversion, fear of failure, and avoiding criticism.

Score Interpretation

Mr. Poole's score on the Cautious scale suggests he tends to:

- Seem careful to avoid being criticized for mistakes
- Be conservative and reluctant to innovate
- Seek others' approval before making decisions
- Avoid risky choices and decisions
- Make few dumb mistakes

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- Describe your decision-making process when all of the facts are not known.
- How do you respond to risky projects or decisions?
- How do you balance the positive and negative risks of a decision?
- How do you typically respond to failure?
- How do you determine the best time to make a decision?

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Avoidant *Avoiding new people and situations to avoid imagined potential embarrassment*



Fearful *Afraid of being criticized for making mistakes and being reluctant to act independently or make decisions*



Unassertive *Unwilling to act assertively and therefore prone to being overlooked or ignored*





Scale: Reserved

93

Description

The Reserved scale concerns seeming tough, aloof, remote, and unconcerned with the feelings of others.

Score Interpretation

Mr. Poole's score on the Reserved scale suggests he tends to:

- Be unconcerned about building relations with others
- Not communicate frequently or well
- Seem unconcerned about others' problems
- Seem unfazed by stress, pressure, and criticism
- Seem like a loner

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you typically respond when a colleague comes to you with a problem?
- When is it beneficial to keep others at a distance?
- How do you balance the feelings of others with business needs?
- How emotionally engaged do you feel a manager should be with their team?
- What are the benefits and shortcomings of having to work closely with others?

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Introverted *Valuing one's private time and preferring to work alone*



Unsocial *Keeping others at a distance, limiting close relationships, and being generally detached*



Tough *Indifferent to the feelings and problems of others, focused on tasks rather than people*





Scale: Leisurely

Description

The Leisurely scale concerns appearing to be friendly and cooperative, but actually following one's own agenda and quietly but stubbornly resisting those of others.

Score Interpretation

Mr. Poole's score on the Leisurely score suggests he tends to:

- Seem cooperative even when he strongly disagrees
- Pretend to agree while following his own agenda
- Resist feedback and coaching
- Procrastinate in completing work that does not interest him
- Resist strongly, but quietly, being required to change his agenda or priorities

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you feel when you are interrupted?
- How do you hide your feelings when annoyed?
- How transparent are you about your priorities and agenda?
- How accommodating are you to the requests of others?
- Describe your approach to attending to your own priorities.

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Passive Aggressive *Overtly pleasant and compliant, but privately resentful and subversive regarding requests for improved performance*



Unappreciated *Believing that one's talents and contributions are ignored; perceiving inequities in assigned workloads*



Irritated *Privately but easily irritated by interruptions, requests, or work-related suggestions*





Scale: **Bold**

43

Description

The Bold scale concerns seeming fearless, confident, and self-assured, always expecting to succeed, unable to admit mistakes or learn from experience.

Score Interpretation

Mr. Poole's score on the Bold scale suggests he tends to:

- Seem modest and unassuming
- Be appropriately self-assertive
- Seem unpretentious when taking initiative
- Be willing to admit his mistakes
- Be able to disagree in a productive manner

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you assert your position in meetings?
- How confident are you in your ability to deliver on challenging projects?
- Should everyone be treated equally, regardless of their contributions or performance?
- Describe your typical reaction to a colleague dominating a meeting or project.
- What is the appropriate level of assertiveness to display in the workplace?

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Entitled *Feeling that one has special gifts and accomplishments and, consequently, deserves special treatment*



Overconfidence *Unusually confident in one's abilities; belief that one will succeed at anything one chooses to undertake*



Fantasized Talent *Believing that one has unusual talents and gifts and that one has been born for greatness*





Scale: Mischievous

49

Description

The Mischievous scale concerns seeming bright, attractive, adventurous, risk-seeking, and limit-testing.

Score Interpretation

Mr. Poole's score on the Mischievous scale suggests he tends to:

- Seem reliable and trustworthy
- Think before talking or taking action
- Keep his commitments
- Not take unnecessary chances
- Understand when and how rules can be challenged

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- What is your view on rules and regulations?
- How do you persuade others to do something they otherwise might not do?
- How do you handle mistakes that you make?
- What role should charm play in business discussions?
- Describe your approach to making commitments to projects you are not sure you can deliver on.

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Risky *Prone to taking risks and testing limits; deliberately bending or breaking inconvenient rules*



Impulsive *Tending to act impulsively without considering the long-term consequences of one's actions*



Manipulative *Machiavellian tendencies--using charm to manipulate others and no remorse about doing so*





Scale: Colorful



Description

The Colorful scale concerns seeming gregarious, fun, entertaining, and enjoying being in the spotlight.

Score Interpretation

Mr. Poole's score on the Colorful scale suggests he tends to:

- Seem quiet and unassuming
- Be willing to be part of the audience and not the star on stage
- Avoid the limelight
- Need to take a higher profile in the organization
- Need to be more self-promoting

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you respond to attention from others?
- How active of a role do you play in meetings?
- How do you work to share credit for successes?
- How do you respond to others being dramatic at work?
- Do you prefer to focus on one project or several projects at one time?

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Public Confidence *Expecting others to find one's public performances fascinating and not knowing when to be quiet*



Distractible *Easily distracted, minimal focus, needing constant stimulation, confusing activity with productivity*



Self-Display *Wanting to be the center of attention and using dramatic costumes and gestures to attract attention to oneself*





Scale: Imaginative



Description

The Imaginative scale concerns seeming innovative, creative, possibly eccentric, and sometimes self-absorbed behavior.

Score Interpretation

Mr. Poole's score on the Imaginative scale suggests he tends to:

- Offer creative solutions to problems, even when not needed
- Have many ideas about how to do things better
- Communicate in a complicated and abstract manner
- Get lost in his own thoughts
- Seem unaware of how his ideas might impact others

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How frequently should organizations innovate?
- How do you gather buy-in for your ideas?
- How do you balance creativity with practicality?
- Describe your approach to process improvement.
- How unique should an individual strive to be?

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Eccentric *Expressing unusual views that can be either creative or merely strange; tendency to be absorbed in these ideas*

Special Sensitivity *Believing that one has special abilities to see things others do not and understand things others cannot*

Creative Thinking *Believing that one is unusually creative, easily bored, and confident in one's imaginative problem-solving ability*





Scale: Diligent

38

Description

The Diligent scale concerns being hardworking, detail-oriented, and having high standards of performance for self and others.

Score Interpretation

Mr. Poole's score on the Diligent scale suggests he tends to:

- Not pay close attention to details
- Have a somewhat relaxed attitude toward rules and procedures
- Miss deadlines
- Not plan his work very carefully in advance
- Seem somewhat disorganized

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How do you decide what work or projects should be delegated to others?
- Describe the performance standards you place on yourself and others.
- How do you balance the quality of a work product with the need for completion?
- When is it appropriate for yourself or others to put in extra hours to get a project done?
- What is the typical explanation for deadlines you miss?

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Standards *Having exceptionally high standards of performance for oneself and others*



Perfectionistic *Perfectionistic about the quality of work products and obsessed with the details of their completion*



Organized *Meticulous and inflexible about schedules, timing, rules, and procedures*





Scale: Dutiful



Description

The Dutiful scale concerns seeming to be a loyal and dependable subordinate and organizational citizen.

Score Interpretation

Mr. Poole's score on the Dutiful scale suggests he tends to:

- Not worship authority
- Seem honest but incapable of blind loyalty
- Do things his way
- Be a maverick
- Appear willing to challenge the boss

Discussion Points

The discussion points below are designed to facilitate discussion with a coach or feedback provider to explore assessment results and reflect on opportunities for development based on the context of the participant's role.

- How much respect should upper management be afforded?
- How do you make sure to keep your boss happy?
- How often do you consult with your boss before making decisions?
- How do you balance the needs of management with that of your team or subordinates?
- Describe your approach to expressing disagreement with your boss.

Subscale Composition

The subscales below should be interpreted by a certified coach or feedback provider. They are designed to provide more detailed insight into Mr. Poole's unique personality characteristics.

Indecisive *Overly reliant on others for advice and reluctant to make decisions or act independently*



Ingratiating *Excessively eager to please one's superiors, telling them what they want to hear, and never contradicting them*



Conforming *Taking pride in supporting one's superiors and following their orders regardless of one's personal opinion*

