



# Why Hogan?

In a data-driven world, personality assessments are people analytics. Personality drives human behavior, often in highly predictable ways. Hogan's assessments were developed to evaluate all facets of personality: the bright side, the dark side, and the inside.

Founded in 1987, we were the first to demonstrate personality's impact on organizational success and have pioneered the use of personality assessments to improve workplace performance. In other words, personality predicts performance and we have the data to prove it.



## Why Personality Matters

Centuries of evolution have taught us that humans are driven by three main objectives: to get along, get ahead, and find meaning in life. The ways in which we accomplish these goals are the result of individual personality differences. In the work environment, personality predicts how a person will approach work—diligently, intelligently, cheerfully, cooperatively, etc. For employers, personality is important because it provides essential insight into a candidate that cannot be uncovered by interviews alone. It allows employers to be strategic in hiring the right person for the role and the company culture. For the individual, personality assessments increase strategic self-awareness, which allows for better management of professional reputation and improved decision-making around career development.

## Why Reputation Matters

You can think about personality in two ways: identity and reputation. Most assessments on the market measure identity—a self-assessment of who you think you are. While this can be useful for introspection and self-reflection, we are generally poor judges of ourselves. For example, everyone likes to think of themselves as being good drivers. However, a trip during rush hour traffic will tell you that this is not true. In other words, we like to think of ourselves as the hero or heroine of our own story, but sadly that often doesn't line up with reality.

In contrast, Hogan measures personality in terms of reputation—who others think you are. Reputation is far more consequential in the world of work because your career trajectory is based upon how others evaluate you. Moreover, reputation is a superior way to measure personality for a few reasons. First, past behavior is the best predictor of future behavior. Therefore, your reputation is the best way to predict how you will behave in the future. Secondly, reputation is easy to study—we simply ask other people to describe you. Lastly, a wealth of research exists that links reputation to occupational performance. Therefore, focusing on reputation, rather than identity, allows us to predict job performance.

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## What Does Hogan Do?

Our personality assessments are designed to do three things: 1) evaluate basic employability, 2) evaluate job fit, and 3) provide a solid basis for coaching around career development.

We rely on a suite of assessments to evaluate the whole person, including normal personality characteristics, career derailment risks, core value drivers, and cognitive style. Our selection and development solutions are driven by a targeted mix of the following assessments:

**Hogan Personality Inventory (HPI)** – measures normal, or bright-side personality—qualities that describe how we relate to others when we are at our best. Provides insight on how people work, lead, and how successful they will be.

**Hogan Development Survey (HDS)** – describes the dark side of personality, or qualities that emerge in times of increased strain and can disrupt relationships, damage reputation, and derail people’s chances for success. The HDS is the industry standard for measuring career-derailing personality characteristics and helps individuals recognize and mitigate performance risks before they become a problem.

**Motives, Values, Preferences Inventory (MVPI)** – reveals the core values, goals, and interests that determine what we desire and strive to attain. Provides insight on organizational fit and environments in which individuals will be motivated and satisfied.

**Hogan Judgment (JUD)** – combines cognitive ability, bright- and dark-side personality, and values to measure a participant’s information processing style, decision-making approach and style, and receptivity to feedback and coaching.

**Hogan Business Reasoning Inventory (HBRI)** – describes a person’s reasoning style—the ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes. Provides insights on problem-solving style, and areas for development.

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## How Can I Use Hogan?

Our extensive product portfolio is designed with your unique business needs in mind, from pre-hire selection to executive-level development. The depth of our core assessments gives us the ability to accomplish a wide variety of tasks, such as developing high-potential managers into executive-level leaders, and determining how to maximize productivity across the organization. Our nearly 30 off-the-shelf and custom product options can be used to:

- **Predict job performance** – hire better people by measuring basic employability, work style, safety consciousness, and organizational fit.
- **Evaluate career derailers** – identify and mitigate performance risks that can degrade leadership success, erode relationships, and damage professional reputation.
- **Identify potential** – find and develop your organization’s next generation of top talent.
- **Develop leaders** – leverage the strategic self-awareness gained through Hogan’s assessment process with executive development and coaching.
- **Pair with other performance indices** – reveal the underlying characteristics in a company’s hiring process.

## Where Can I Use Hogan?

Our global reach spans over 50 countries and six continents. We have a broad-reaching network of **international partners** that are established locally and are experts in their regions. We work closely with our partners and licensed distributors to provide culturally relevant services and support.

Our assessments and products are available in nearly 50 languages and have been rigorously translated and adapted to the target culture. We have local, language-specific norms for most of the markets in which we operate.

## How Will Hogan Help My Business?

An important factor for any talent management solution is the return on investment. Our research team constantly monitors the success of our assessments by focusing on a range of key, measurable outcomes. We have the data to show that **Hogan can help your business** in a variety of ways, such as increased profits, improved performance ratings, greater advancement potential, reduced turnover, fewer work-related accidents, improved skills, higher customer satisfaction, etc. No matter your desired business outcome, we can help.

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