

# Subscale Interpretive Guide

**HPI**

Hogan Personality Inventory

**HDS**

Hogan Development Survey

**MVPI**

Motives, Values, Preferences Inventory

## Introduction

The Hogan Personality Inventory (HPI) is a measure of normal, day-to-day personality. It provides detailed information regarding the “bright side” of personality: characteristics that facilitate a person’s ability to get along with others and achieve his or her professional, educational and personal goals. Learning and development professionals understand the value of the HPI for measuring personality-based strengths, competency areas and potential development needs. Over the years, we have observed a growing need and customer demand for a subscale format that is easier to interpret and understand, both for Hogan feedback recipients and the professionals debriefing their results. The actual facets measured by the subscales are not changing; just the method in which they’re presented.

## Evolution of HPI Subscales

- Hogan regularly updates the HPI to remain current and align with emerging research and experience. These improvements build on the existing measurement properties of the HPI and ensures more accurate, intuitive interpretation of HPI subscales. New features include:
- Updated Subscale Display: HPI subscales will be presented in a cleaner, more intuitive visual format.
  - HPI subscale updates will appear on the Potential, Flash, and Insight Reports
  - On these reports, each of the HPI subscales are represented by visual bar charts
  - These bar charts will replace the existing raw score “fraction” subscale indicators
- Updated Subscale Interpretive Guidelines: New format makes subscales easier to interpret.
  - Subscale scores are now presented based on cumulative frequencies, indicating the relative frequency of a given score compared to the global working population.
  - This method allows presentation of subscale scores as a histogram organized into quartiles. In other words, the bar charts will indicate the quartile in which an individual’s score falls.
- Psychometric Properties: Enhanced measurement mechanics.
  - New format allows for easier, more seamless updates to HPI norms
  - Smoother process for updating assessment items as needed

## HPI Main Scales

Based on the Five-Factor Model (FFM) of personality, the HPI includes seven primary scales. The assessment items are short statements to which respondents answer “True” if the statement describes them accurately or “False” if it does not. Results for primary scales are presented and interpreted using percentiles, indicating a person’s expected behaviors in relation to the global workforce.

## HPI Scale Summary

Below is a review of the 7 HPI primary scales, including behavioral implications for high and low scores:

SCALE	LOWER SCORE ATTRIBUTES	HIGHER SCORE ATTRIBUTES
<b>Adjustment</b> Measures stress-tolerance, resilience, optimism & composure	<ul style="list-style-type: none"> <li>Pessimistic, tense, &amp; stress-prone</li> <li>Vigilant, self-aware, high sense of urgency</li> </ul>	<ul style="list-style-type: none"> <li>Resilient, optimistic, composed</li> <li>Arrogant &amp; feedback-resistant</li> </ul>
<b>Ambition</b> Measures competitive drive, perceived energy & goal-orientation	<ul style="list-style-type: none"> <li>Lower confidence, drive, &amp; initiative</li> <li>Supportive, team-oriented</li> </ul>	<ul style="list-style-type: none"> <li>Forceful, may over-compete</li> <li>High self-confidence, drive, energy</li> </ul>
<b>Sociability</b> Measures social energy, communication frequency & relationship-building	<ul style="list-style-type: none"> <li>Socially reactive, lower-impact social style</li> <li>Focused, purposeful, task-oriented</li> </ul>	<ul style="list-style-type: none"> <li>Distractible, talks more than listens</li> <li>Socially proactive, team-oriented</li> </ul>
<b>Interpersonal Sensitivity</b> Measures tact, communication style & relationship-maintenance skill	<ul style="list-style-type: none"> <li>Direct, frank, straightforward</li> <li>Low-touch style &amp; potentially abrasive</li> </ul>	<ul style="list-style-type: none"> <li>Potentially “too soft” with feedback</li> <li>Diplomatic, warm, friendly</li> </ul>
<b>Prudence</b> Measures detail-orientation, organizational skills & dependability	<ul style="list-style-type: none"> <li>Resists supervision &amp; inattentive to details</li> <li>Flexible, ambiguity-tolerant</li> </ul>	<ul style="list-style-type: none"> <li>Rigid about details &amp; rules</li> <li>Dependable, process-focused, organized</li> </ul>
<b>Inquisitive</b> Measures idea-orientation, level of curiosity & openness to new ideas	<ul style="list-style-type: none"> <li>Tactical, short-term view</li> <li>Pragmatic, strong implementer</li> </ul>	<ul style="list-style-type: none"> <li>Low process &amp; execution focus</li> <li>Strategic, longer-term, big-picture view</li> </ul>
<b>Learning Approach</b> Measures learning style, propensity to seek new information & stay up-to-date	<ul style="list-style-type: none"> <li>Hands-on, practical, just-in-time learner</li> <li>May seem uninformed</li> </ul>	<ul style="list-style-type: none"> <li>Continuous traditional learning style</li> <li>Possibly seems pedantic or know-it-all</li> </ul>

# Interpreting HPI Subscales

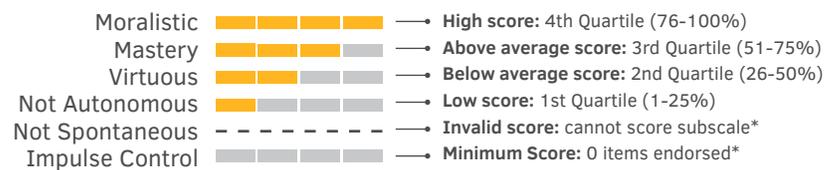
## Introduction

Each of the primary HPI scales breaks down into a group of related subscales. Each of these subscales, otherwise known as Homogenous Item Composites, or HICs, has a label describing the behavioral construct measured. The HPI subscales can be used to deepen one's understanding of how an individual's typical behaviors, strengths, and core personality attributes manifest in the workplace. Subscales contribute immense richness to interpretation above and beyond main scale scores.

## How to Interpret HPI Subscales

Each subscale will be presented in brick form, similar to the sample presented below. Each brick represents approximately one quartile. Quartiles are calculated using a cumulative frequency analysis, indicating the relative frequency of a given score compared to the global working population.

Example: **Prudence**



## Special Cases

**Invalid Subscales:** If a subscale cannot be scored, you will see a dashed line as shown in the Not Spontaneous subscale above. This may happen if the person did not answer enough items on that subscale to generate a valid score. An invalid score does not indicate that the person was inconsistent or dishonest in their responses; rather it is simply an indication that the subscale could not be scored.

**Minimum Scores:** If a person endorsed zero of the items on any given subscale, none of the subscale boxes will appear shaded as shown above in the Impulse Control subscale. This indicates the person received a zero, the minimum possible score on that subscale.

**Validity Scale:** In the HPI section of the Flash Report, you will notice a Validity scale. The Validity scale checks for normal vs. erratic or careless response patterns. This scale should be interpreted as pass/fail. A score of 4 bars represents a normal or “pass” score; a Validity scale score of 0 bars indicates a “fail” score where the individual may have answered items in an erratic or careless manner.

**Impression Management:** Embedded in the HPI Prudence scale is a series of subscales that captures a person's propensity to closely manage the impression they make on others. This “impression management” cluster of subscales includes the Moralistic, Mastery and Virtuous subscales. Using the new subscale format, the rule of thumb for evaluating whether impression management exists is as follows: Between the three impression management subscales, the maximum possible score is 12 shaded boxes. If 11 or more of the 12 total boxes are shaded, the coach or feedback provider should make a note that the person may be an impression manager.

## Previous Subscale Formats

If you have been using the Hogan assessments for some time now, you may be used to seeing the subscales in a different format shown in the example below. This format is being retired in light of the new subscale bar charts. Below is a side-by-side comparison between the old and new formats.

### Sample Previous Subscale Format:

(Items endorsed / Items in subscale)

1. Validity	13/14
<b>Adjustment</b>	
2. Empathy	2/5
3. Not Anxious	4/4
4. No Guilt	5/6
5. Calmness	4/4
6. Even-tempered	5/5
7. No Complaints	5/5
8. Trusting	2/3
9. Good Attachment	4/5

### Frequently Asked Questions:

#### Q: Why change the subscale format?

A: The main goals are to (1) provide a more intuitive way to interpret subscale scores and (2) drive consistency between HPI and HDS subscale formats.

#### Q: Can I see the conversion between the old subscale format (i.e., raw scores) and the corresponding quartiles or bar charts?

A: No. In order to protect the integrity and intellectual property of the assessment items, we cannot supply a conversion chart. Sample conversions presented below provide a general idea of how the new format compares to the old.

### Examples: Comparison between Old and New Subscale Format

Subscale	Raw Score	Quartile	Subscale Bricks	Notes
<b>Not Anxious</b>	4/4	4		Raw score 4/4 represents full expression of subscale
	3/4	3		Raw score 3/4 is above average
	2/4	2		Raw score 2/4 is at or below average
	1/4	1		Raw score 1/4 is well below average
	0/4	0		No bars are shaded if 0 items are endorsed

Subscale	Raw Score	Quartile	Subscale Bricks	Notes
<b>No Guilt</b>	6/6	4		Raw score 6/6 represents full expression of subscale
	5/6	3		Raw score 5/6 is above average
	4/6	2		Raw score 4/6 is at or below average
	3/6	1		Raw scores ranging from 1/6 to 3/6 are well below average compared to the global working population, and should be interpreted accordingly
	2/6			
	1/6			
0/6	0		No bars are shaded if 0 items are endorsed	

As you can see, the conversions are not exactly linear – the more normally distributed responses are for a given subscale, the more proportional the conversions between raw scores and quartiles. Subscales with skewed distributions result in conversions that are non-linear, which helps account for the skew in the subscale.

In other words, it is relatively rare for individuals to score between 1 and 3 on the No Guilt subscale. Less than 25% of respondents in the global working population score in this range, so whether the raw score is 1, 2, or 3, this score deviates from the population enough to warrant interpretive differences. Now, this information is “built in” to the subscales, drawing the interpreter’s attention to scores that depart significantly from the norm.

## Sample HPI Subscale Profiles

## Example 1

Scale Name	Score	Percentile
<b>Adjustment</b>	<b>23</b>	
<b>Empathy</b>	Absence of irritability	
<b>Not Anxious</b>	Absence of anxiety	
<b>No Guilt</b>	Absence of regret	
<b>Calmness</b>	Lack of emotionality	
<b>Even-Tempered</b>	Not moody or irritable	
<b>No Complaints</b>	Does not complain	
<b>Trusting</b>	Not paranoid or suspicious	
<b>Good Attachment</b>	Good relations with authority figures	

**Interpretation:** This individual scored at the 23rd percentile on Adjustment. This example represents an interesting pattern of subscales, including a lot of contrasting scores. Let's start with the high scores: this individual trusts others easily (high *Trusting*), is usually in a good mood (high *Even-Tempered*), and tends to move on quickly from mistakes and setbacks (high *No Guilt*). However, lower scores suggest this person experiences a lot of anxiety (low *Not Anxious*), has difficulty concealing strong emotions (low *Calmness*) and may struggle somewhat in relationships with figures of authority (low *Good Attachment*).

## Example 2

Scale Name	Score	Percentile
<b>Ambition</b>	<b>30</b>	
<b>Competitive</b>	Being competitive, ambitious, and persistent	
<b>Self-Confidence</b>	Confidence in oneself	
<b>Accomplishment</b>	Satisfaction with one's performance	
<b>Leadership</b>	Tendency to assume leadership roles	
<b>Identity</b>	Satisfaction with one's life tasks	
<b>No Social Anxiety</b>	Social self-confidence	

**Interpretation:** This individual scored at the 30th percentile on Ambition. Although this person is quite competitive and goal-oriented (high *Competitive*), seems leader-like (high *Leadership*), and has focused career direction (high *Identity*), she appears lacking in self-confidence (below average *Self-Confidence*), is not satisfied with her achievements (low *Accomplishment*) and is anxious about expressing her ideas in group settings (low *No Social Anxiety*). This individual's lack of outward confidence does not match her internal drive and competitive energy. Coaching for this person might focus on the ways in which this Ambition subscale pattern may interfere with career progression.

## Sample HPI Subscale Profiles (continued)

## Example 3

Scale Name	Score	Percentile
<b>Sociability</b>	<b>59</b>	
<b>Likes Parties</b>	Enjoys social gatherings	
<b>Likes Crowds</b>	Finds large crowds exciting	
<b>Experience Seeking</b>	Preference for variety and challenge	
<b>Exhibitionistic</b>	Seeks attention	
<b>Entertaining</b>	Being charming and amusing	

**Interpretation:** This individual scored at the 59th percentile, indicating a social style balanced between proactive and reactive communication. This particular configuration of subscales provides more insight into the individual's tendencies when it comes to initiating communication and relationships with others. Although this person enjoys some large-group settings (high *Likes Crowds*) and appears to be relatively charming in interactions with others (above average *Entertaining*), he or she may prefer to be more anonymous in these situations (below average *Exhibitionistic*) and prefer planned, predictable social gatherings, perhaps those in which they know the other people attending quite well (very low *Experience Seeking* and low *Likes Parties*).

## Example 4

Scale Name	Score	Percentile
<b>Interpersonal Sensitivity</b>	<b>7</b>	
<b>Easy to Live With</b>	Tolerant and easygoing nature	
<b>Sensitive</b>	Perceptive and understanding	
<b>Caring</b>	Tends to be kind and considerate	
<b>Likes People</b>	Enjoys being around others	
<b>No Hostility</b>	Generally accepting	

**Interpretation:** This individual scored at the 7th percentile. This particular configuration of subscales provides more insight into the individual's tendencies when it comes to communication style and responsiveness to others' needs. Although this person appears to have an easy-going and agreeable nature (high *Easy to Live With*), and is somewhat sensitive and responsive to others' needs (below average *Caring*), he or she seems willing to confront or criticize others when necessary (below average on *No Hostility*), may seem inconsiderate or lacking in tact when delivering critical feedback (low *Sensitive*), and may prefer working more with data than with people or seem independent and socially withdrawn (low *Likes People*).

## Sample Profile Take-Aways

- Notice that in all four examples, the interpretive focus remains at the primary scale level
- Overall interpretation should not change dramatically based solely on subscale scores
- Instead, the subscales scores should be used to specify which component behaviors contribute the greatest weight, salience, and meaning to the overall scale score and accompanying behavioral implications
- As a general rule of thumb, subscales should only be highlighted when they add interpretive value to the behavioral implications of the primary scales – not all subscales will yield critical information

## Appendix

The next page includes a subscale interpretive table that provides an overview of the behaviors measured by each HPI subscale. Each row includes the subscale name, a short description, sample item, and behavioral implications of both low and high scores.

## HPI Subscale Table

	Subscale	Sample Item	Low Scores	High Scores
Adjustment	Empathy	I am often irritated by the faults of others.	Irritated by others' flaws	Seems empathic
	Not Anxious	I am seldom tense or anxious.	Anxious or tense	Seems relaxed
	No Guilt	I rarely feel guilty about things I have done.	Prono to worry about past mistakes	Does not worry about past mistakes
	Calmness	I keep calm in a crisis.	Gets emotional at times	Is calm
	Even Tempered	I rarely lose my temper.	Is temperamental or moody	Is even-tempered
	No Compliments	I rarely complain to others.	Complains about many issues	Does not complain
	Trusting	People really care about one another.	Questions others' intentions	Trusts others
	Good Attachment	There were times I felt like running away	Hostile towards authority	Has positive attitude toward authority
	Competitive	I am an ambitious person	Laid back	Enjoys competition and works to get ahead
	Self Confident	I am a very self-confident person	Lacks confidence	Confident
Ambition	Accomplishment	I am known as someone who gets things done	Unhappy with accomplishments	Enjoys self and work
	Leadership	In a group I like to take charge of things	Reluctant to assume leadership roles	Willing to assume authority positions
	Identity	I know what I want to be	Lacks career direction	Focused career direction
	No Social Anxiety	I enjoy talking in front of groups of people	Socially retiring	Confident in social settings
	Likes Parties	I enjoy going to parties.	Does not enjoy parties	Enjoys social gatherings
Sociability	Likes Crowds	Being part of a large crowd is exciting.	Prefers smaller groups	Enjoys large groups
	Experience Seeking	I like a lot of variety in my life.	Unadventurous and prefers little variety	Adventurous, actively seeks out experiences
	Exhibitionistic	I like to be the center of attention.	Avoids the limelight	Enjoys attention and "showing off"
	Entertaining	I am often the life of the party.	Not particularly entertaining	Charming, amusing, good sense of humor
	Easy To Live With	I work well with other people	Not always tolerant and kind-hearted	Perceived as easygoing by others
Interpersonal Sensitivity	Sensitive	I try to see the other persons' point of view	Not very tactful or considerate	Tactful, considerate and perceptive
	Caring	I am sensitive to other people's moods	Does not appreciate others' needs	Perceptive and understanding
	Likes People	I enjoy just being with other people	Socially withdrawn	Enjoys others' company
	No Hostility	I don't mind criticizing people when needed	Critical of others	Generally accepting
	Moralistic	I always practice what I preach	Prefers to set his/her own rules	Willing to follow rules/conventions
Prudence	Mastery	I strive for perfection in everything I do	Relaxed attitude about his/her work	Concerned with doing a good job
	Virtuous	I do my job as well as I possibly can	Willing to admit minor faults	Diligent and precise
	Not Autonomous	Other people's opinions of me are important	Independent and feedback resistant	Concerned about how others view him/her
	Not Spontaneous	I always know what I will do tomorrow	Spontaneous	Well-planned in his/her approach
	Impulse Control	I rarely do things on impulse	Tends to act on impulse	Likes to "play it safe"
Inquisitive	Avoids Trouble	When I was in school I rarely caused trouble	Takes unnecessary and negative risks	Considers actions and their consequences
	Science Ability	I am interested in science	Shows little interest in why things happen	Takes an interest in why things happen
	Curiosity	I have taken things apart to see how they work	Low degree of curiosity	High degree of curiosity
	Thrill Seeking	I would like to be a race car driver	Not interested in stimulation/excitement	Wants stimulation, and excitement
	Intellectual Games	I enjoy solving riddles	Not interested in intellectual games	Interested in riddles and puzzles
Learning Approach	Generates Ideas	I am a quick-witted person	Does not see self as an idea generator	Good at generating new ideas
	Culture	I like trying new, exotic types of food	Narrow interests	Wide variety of activities
	Education	As a child, school was easy for me	Does not enjoy traditional education	Positive attitude about traditional education
	Math Ability	I can multiply large numbers quickly	Does not work well with numbers	Works well with numbers
	Good Memory	I can remember details easily	Somewhat forgetful	Can remember things easily
Reading	I would rather read than watch TV	Does not keep up-to-date	Keeps up-to-date; well-informed	

## Introduction

The Hogan Development Survey (HDS) is the industry standard for assessing derailers – counterproductive behavioral tendencies that emerge in times of stress and complacency. Organizations around the world rely on the HDS for identifying behaviors that disrupt or interfere with effective performance. Learning and development professionals understand the value of the HDS for shedding light on critical blind spots, increasing strategic self-awareness, and driving personal growth. They also know coaching, when coupled with HDS results, can help individuals manage problematic tendencies.

## The Evolution of the HDS

Hogan updated items and added subscales to the HDS in keeping with our philosophy of Kaizen Psychometrics, which is the belief in continually improving our assessments based on research and experience. These improvements build on the unique measurement properties of the HDS and bring a new level of precision to the assessment of derailment patterns. New features include:

- 1. Subscales: Derailers are multi-faceted.** Derailment behaviors are complex and multi-faceted. Over the years, we have observed a growing need and customer demand for the inclusion of subscales to assist in the interpretation of HDS profiles. Although inherently embedded within the HDS, subscales were not originally defined or presented in reports. Perhaps the most exciting improvement to the HDS is the new subscales which provide in-depth insight into the many faces of derailment.
  - HDS subscale results are available on the Challenge, Flash, and Insight Reports.
  - On these reports, each of the 11 derailers feature a subset of three underlying behavioral themes.
  - Similar to the scoring of HDS primary scales, each subscale is scored as a risk rating indicating the strength of the behavior and degree to which the theme contributes to the overall score.
- 2. Low Score Implications: Deeper insight into underused strengths.** Although high-risk derailers pose the greatest threat to leadership effectiveness in the form of overused strengths, extreme low scores can represent underused strengths. In other words, high scorers may get fired; low scorers may get overlooked. This does not diminish the view of higher scores, but demonstrates the value of examining the full range of scores on a given scale. New low-score features with the HDS include:
  - Definitions for both high and low scores on each HDS subscale
  - Additional training on low scores in Hogan’s advanced certification workshops
  - New options for coaching individuals whose HDS profiles do not include any elevated scores
- 3. Psychometric Properties: Enhanced measurement mechanics.** Hogan regularly evaluates and updates our inventories to ensure they exceed the highest standards of testing excellence. Enhancements are essential to maintaining our commitment to advancing the science of personality assessment. Psychometric improvements made to the HDS include:
  - Replacement of outdated assessment items
  - Updates to the HDS norms
  - Additional validation work to ensure the effective prediction of workplace behaviors

## Interpretive Guidelines

The HDS predicts behaviors critical to career success. The evolution of the HDS builds on what we have learned from years of research and application of the assessment, resulting in greater prediction of critical behaviors and enhanced ability to interpret results.

Below are interpretive guidelines and ground rules to keep in mind:

Best Practices	Cautions
The whole is greater than the sum of its parts; as with all Hogan assessments, the primary interpretative focus should always remain at the main scale level.	Avoid over-emphasizing or over-generalizing subscales. The validity and predictive power of a single subscale is too narrow to stand alone.
Use the subscales for deeper, more nuanced understanding of behaviors driving the overall scale.	Context matters; avoid over-analyzing individual subscales or interpreting their meaning in a vacuum.
Keep in mind the risk rating for each subscale mirrors the risk thresholds for overall scale scores, ranging from no to high risk.	Avoid drawing conclusions about low-risk scores (40-69%); these fall in an interpretive gray area, which means behavioral inferences cannot be made.
Focus on moderate- to high-risk ratings (70-100%). Advanced users may also evaluate no risk scores (0-39%).	Interpret no-risk (0-39%) scores cautiously if you do not have extensive HDS experience and have not attended advanced Hogan certification workshops.
Use the information you gain through analysis of the subscales to identify specific developmental targets/actions that will deliver the greatest impact.	It is not advised to reference subscales directly during a debrief; rather, incorporate the information into your overall analysis and feedback.
Look for opportunities to draw connections between the HDS subscales, as well as to other behavioral themes emerging on the HPI and MVPI assessments.	Remember: there are 125 sub-dimensions across the three Hogan tools: 42 HPI subscales, 33 HDS subscales, and 50 MVPI item theme scores. It is not useful to examine every one; focus on extreme scores and those with the greatest impact.

## Sample HDS Subscale Profiles

### Example 1 – High Skeptical score with subscales

Dimension	Score	Percentile
<b>Skeptical</b>	<b>90</b>	
<b>Cynical</b>	Prone to doubt others' intentions and assume they have bad ulterior motives.	
<b>Mistrusting</b>	Generalized mistrust of people and institutions; being alert for signs of perceived mistreatment.	
<b>Grudges</b>	Holding grudges and being unwilling to forgive real or perceived wrongs.	

**Interpretation:** This individual scored at the 90th percentile on Skeptical. People scoring in the high-risk zone are often described as bright and perceptive, but cynical, fault-finding, and alert for signs of betrayal. This example represents a classic high-risk Skeptical case; all three of the subscales contribute to this individual's scale score. The elevation of all three subscales suggests the full spectrum of negative behavioral themes associated with the main scale are likely to emerge when the person is not actively self-monitoring. The *Grudges* subscale contributes slightly less to the overall score on Skeptical, but is still an area in which the individual should be aware and continue to monitor.

### Example 2 – Low Skeptical score with subscales

Dimension	Score	Percentile
<b>Skeptical</b>	<b>3</b>	
<b>Cynical</b>	Prone to doubt others' intentions and assume they have bad ulterior motives.	
<b>Mistrusting</b>	Generalized mistrust of people and institutions; being alert for signs of perceived mistreatment.	
<b>Grudges</b>	Holding grudges and being unwilling to forgive real or perceived wrongs.	

**Interpretation:** This individual scored at the 3rd percentile on Skeptical. People with extreme low scores are typically viewed as optimistic, positive, trusting, steady, and have minimal risk of exhibiting the behaviors typically associated with the Skeptical derail. With low scores, the challenge is not always found in what the person *is* doing, but rather what he or she is *not* doing. For example, low-score behaviors may include a tendency to let one's guard down quickly or fail to scan the environment for threats. Consequently, they may lack political awareness or be naïve to the point that they allow others to take advantage.

## Sample HDS Subscale Profiles (continued)

### Example 3 – Average Skeptical score with subscales

Dimension	Score	Percentile
<b>Skeptical</b>	<b>58</b>	
<b>Cynical</b>	Prone to doubt others' intentions and assume they have bad ulterior motives.	
<b>Mistrusting</b>	Generalized mistrust of people and institutions; being alert for signs of perceived mistreatment.	
<b>Grudges</b>	Holding grudges and being unwilling to forgive real or perceived wrongs.	

**Interpretation:** This individual scored at the 58th percentile, indicating neither a high-risk nor an extremely low-risk score. Prior to the HDS enhancements, average scores were often deemed uninterpretable; however, this particular configuration of subscales provides more insight into the individual's attitudes towards others. The elevation on the *Cynical* subscale indicates this person is wary of others' true intentions and pauses to consider potential ulterior motives. However, the relatively low scores on *Mistrusting* and *Grudges* indicate no risk of demonstrating generalized mistrust, holding grudges, or retaliating against others when wronged. Overall, we might say this person has a "verify, then trust" approach to evaluating others' objectives, but overall does not demonstrate a high risk of exhibiting the full complement of derailing Skeptical behaviors.

### Sample Profile Take-Aways

Notice that in all three examples, the focus remains on the main scale. The interpretation should not deviate dramatically based on subscale scores alone. Rather, the subscales are used to specify which component behaviors will contribute greatest weight and salience to the overall scale score. Similar to the HPI, subscales should only be highlighted when they add interpretive value to the implications for the main HDS scale score.

The following interpretive guide provides an overview of the behaviors measured by each HDS subscale. Each derailer includes a description, sample item, behavior range from low to high, and subscale descriptions anchored at both the low and high ends of the spectrum. The advantage of this structure is it allows for a more precise interpretation of behaviors contributing to a scale score.

## Subscale Interpretive Guide

### Excitable

**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.

Low scorers seem calm to the point of appearing to lack passion or urgency

**Behavior Range**

High scorers display dramatic emotional peaks and valleys regarding people and projects

Subscale	Low Score	High Score	Sample Item
Volatile	Self-controlled; demonstrates strong emotional regulation but may seem overly restrained	Temperamental, easily angered or upset, tendency to lose control of emotions and react in interpersonally harsh ways	<i>I can get angry quickly.</i>
Easily Disappointed	Tolerant and resilient, but may seem to lack passion or “fire in the belly”	Demonstrates initial passion for people and projects, but may be seen as easily disappointed, frustrated, and losing interest	<i>Few people have met my expectations.</i>
No Direction	Seems steady, self-assured, and clear about beliefs; unlikely to dwell on past mistakes	Cooperative and helpful, but may lack energy or have few well defined beliefs or interests; tends to regret past behavior	<i>Sometimes I am not sure what I really believe.</i>

### Skeptical

**Description:** The Skeptical scale concerns being alert for signs of deceptive behavior in others and taking action when it is detected.

Low scorers seem trusting to the point of naïveté

**Behavior Range**

High scorers are negative or cynical and expect to be betrayed

Subscale	Low Score	High Score	Sample Item
Cynical	Seems positive and steady, but may not examine others' true intentions carefully enough; prone to naïveté	Perceptive about others' intentions but tends to assume they have bad ulterior motives; prone to negativity, quarrelsome	<i>When someone does me a favor, I wonder what he/she wants.</i>
Mistrusting	Generally trusting, seems practical and cooperative; follows-through but may get taken advantage of by others	Generalized mistrust of people and institutions; worrisome and alert for signs of perceived mistreatment	<i>People who are in charge will take advantage of you if you let them.</i>
Grudges	Forgiving of others and understanding; others may take advantage of this accepting nature	Prone to holding grudges and unwilling to forgive real or perceived wrongs; unsympathetic and fault-finding	<i>There are some people I will never forgive.</i>

## Cautious

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

Low scorers are willing to take risks without adequate risk assessment



High scorers are reluctant to take risks regardless of risk assessment

Subscale	Low Score	High Score	Sample Item
Avoidant	Open, warm, enthusiastic, and eager to meet new people but may overpower others or seem uninhibited	Avoids new people and situations to prevent potential embarrassment; may seem aloof, inhibited, and disinterested in others	<i>I feel awkward around strangers.</i>
Fearful	Willing to try new things, seems original, inventive, and confident; may be overly forceful when expressing opinions and ideas	Afraid of being criticized for making mistakes and reluctant to act or make decisions independently; may seem unoriginal	<i>People sometimes think I am timid.</i>
Unassertive	Decisive, assertive, and willing to express opinions; may come across as abrasive, inconsiderate, or unsympathetic	Unwilling to act assertively; tendency to be indecisive and slow to act; may seem cooperative but overly compliant	<i>People tell me I'm not assertive enough.</i>

## Reserved

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

Low scorers are too concerned about the feelings of others



High scorers are indifferent to the feelings of others

Subscale	Low Score	High Score	Sample Item
Introverted	Socially engaging, enthusiastic, and enjoys being around others; may be seen as socially boisterous	Values private time and prefers to work alone; may seem withdrawn, unapproachable, or lacking in energy	<i>I consider myself a loner.</i>
Unsocial	Relationship-oriented, accessible, warm, and highly cooperative; may seem conflict-avoidant	Keeps others at a distance, limits close relationships, and seems generally detached, aloof, and potentially argumentative	<i>I prefer to keep people at a distance.</i>
Tough	Sympathetic, sensitive to others' feelings, but may seem overly diplomatic or too soft on people issues	Seems indifferent to others' feelings and problems; focused on tasks rather than people; may seem cold or unfeeling	<i>Other people's problems don't concern me.</i>

## 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.

Low scorers appear to lack an agenda or direction

**Behavior Range**

High scorers are passive-aggressive and agenda driven

Subscale	Low Score	High Score	Sample Item
Passive Aggressive	Seems steady, cooperative, and forgiving; comfortable expressing feelings and opinions	Overtly pleasant and compliant but privately resentful and subversive regarding requests for improved performance; seems moody and easily upset	<i>I sometimes put off doing things for people I don't like.</i>
Unappreciated	Cooperative, efficient, reliable, and willing to help others; likely to believe hard work will speak for itself	Believes that one's talents and contributions are ignored or under-appreciated; perceives inequities in assigned workloads	<i>People at work expect me to do everything.</i>
Irritated	Open to feedback, willing to assist others; may readily agree to help others which could ultimately distract from work tasks and agendas	Privately but easily irritated by interruptions, requests, or work-related suggestions; not easily coached	<i>It irritates me to be interrupted when I am working on something.</i>

## Bold

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

Low scorers appear to lack self-confidence and resolve

**Behavior Range**

High scorers seem assertive, self-promoting, and overly self-confident

Subscale	Low Score	High Score	Sample Item
Entitled	Unassuming, unpretentious, and helpful; may lack in outward confidence, or not actively seek out more challenging work assignments	Feels that one has special gifts and accomplishments and therefore deserves special treatment; seems combative, self-important, and unrealistically expectant of deference from others	<i>I would never take a job that is beneath me.</i>
Overconfidence	Seems modest and realistic about abilities, but may have low standards for work quality or seem to lack focus and drive	Unusually confident in one's abilities; believes that one will succeed in anything; highly organized and systematic, but overestimates one's level of competence and worth	<i>I do many things better than almost everyone I know.</i>
Fantasized Talent	Practical, content, and realistic about abilities; may seem to prefer more routine work or come across as uninventive	Believing that one has unusual talents or has been born for greatness; seems original and inventive, but arrogant, hyper-competitive, and unrealistic	<i>I was born to do great things.</i>

## Mischievous

**Description:** The Mischievous scale concerns seeming bright, impulsive, adventurous, risk seeking, and limit-testing.

Low scorers are conservative, compliant, and likely unadventurous



High scorers are impulsive, limit-testing, and at times, devious

Subscale	Low Score	High Score	Sample Item
Risky	Compliant, conservative, and cooperative; avoids unnecessary risk and makes few mistakes; may seem unadventurous or overly conforming	Prone to taking risks and testing limits; deliberately bending or breaking inconvenient rules; may seem unconcerned with risk	<i>I try things that other people think are too risky.</i>
Impulsive	Dependable, reliable, and focused; may seem overly structured, conventional, or predictable	Tending to act without considering the long-term consequences of one's actions; seems disorganized, impetuous, and unpredictable	<i>I often do things on the spur of the moment.</i>
Manipulative	Seems genuine, straightforward, and trustworthy; may seem overly inhibited, struggle to gain influence or persuade others	Uses charm to manipulate others and demonstrates little remorse for doing so; may be persuasive and interesting but potentially seem insincere or deceptive	<i>When I want to get my way, I know how to "turn on the charm."</i>

## Colorful

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

Low scorers are modest, unassuming, quiet, and self-restrained



High scorers are attention-seeking, dramatic, and socially prominent

Subscale	Low Score	High Score	Sample Item
Public Confidence	Self-restrained, quiet, and controlled; may seem socially inhibited and lacking in outward confidence	Outgoing, socially confident, and engaging; presents ideas with energy and enthusiasm, but is attention-seeking, dominates conversation, and talks over others	<i>In a group, I am often the center of attention.</i>
Distractible	Focused, task-oriented, and methodical; may seem unable to shift gears quickly or multitask effectively	Energetic, curious, and idea-oriented; but is also easily bored, distractible, and needs constant stimulation	<i>I like to have several things going on at the same time.</i>
Self-Display	Restrained, adherent to social norms and expectations, may not make a strong impression on others	Expressive, entertaining, and dynamic; enjoys the spotlight; uses dramatics to attract attention to oneself; may seem self-absorbed	<i>I sometimes dress so as to stand out from the crowd.</i>

## Imaginative

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

Low scorers are practical, rely on routine, and often lack new ideas



High scorers may seem impractical, unpredictable, and offer unusual ideas

Subscale	Low Score	High Score	Sample Item
Eccentric	Conventional, practical, and organized; may seem unoriginal or lacking in creativity	Curious and imaginative, but disorganized, unfocused, and lacking in follow-through; expresses unusual views that may be creative or strange	<i>People describe me as unconventional.</i>
Special Sensitivity	Seems open to others' ideas and perspectives, but others may not perceive a strong sense of vision	Belief that one has special abilities to see things others don't and understand complex issues that others cannot	<i>I sometimes feel I have special talents and abilities.</i>
Creative Thinking	Pragmatic and grounded; may seem uninspired or lacking in curiosity and creativity	Highly creative, inventive, and idea-oriented; easily bored and potentially overconfident in one's problem-solving ability	<i>Many of my ideas are ahead of their time.</i>

## Diligent

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

Low scorers have poor attention to detail and tend to over delegate



High scorers are picky, overly conscientious, and tend to micromanage

Subscale	Low Score	High Score	Sample Item
Standards	Seems relaxed and forgiving with respect to performance standards; may seem careless and disorganized	Exceptionally high standards of performance for oneself and others; practical, systematic, and exacting	<i>I have high standards for my performance at work.</i>
Perfectionistic	Action-oriented, works quickly, may neglect important details or seem expedient	Perfectionistic about the quality of work products and obsessed with the details of their completion; precise and competitive	<i>I tend to be a perfectionist about my work.</i>
Organized	Flexible, able to work comfortably in ambiguous situations; seems inattentive to rules/policies, may not demonstrate strong planning skills or adequate follow through	Meticulous and inflexible about schedules, timing, rules, and procedures; organized, thorough, efficient, but management style marked by excessive control	<i>I am fussy about schedules and timing.</i>

## Dutiful

**Description:** The Dutiful scale concerns being compliant, conforming, and eager to please others.

Low scorers are overly independent and seem to resent authority



High scorers are excessively eager to please superiors

Subscale	Low Score	High Score	Sample Item
Indecisive	Independent and self-sufficient; may fail to solicit advice or gain buy-in from others when making decisions; may be too quick to dismiss others' input	Overly reliant on others for advice and reluctant to act independently; careful to seek approval and/or consensus before making decisions	<i>On important issues, I dislike making decisions on my own.</i>
Ingratiating	Self-reliant and tough-minded; may seem insubordinate, may contradict others, or seem unwilling to play politics	Excessively eager to please one's superiors, telling them what they want to hear; seems overly deferential and hesitant to express strong opinions	<i>There is nothing wrong with flattering your boss.</i>
Conforming	Challenging, willing to express opinions, but may come across as rebellious, defiant, or disloyal at times; may be inappropriately challenging or contentious	Takes pride in supporting one's superiors and following their orders regardless of one's personal opinion; seems overly cooperative, obedient, and excessively concerned with compliance	<i>I take pride in being a good follower.</i>

## Introduction

The Motives, Values, Preferences Inventory (MVPI) identifies the core goals, values, drivers, and interests that determine what kind of work people find fulfilling, how they fit into an organization, what motivates them, and the type of people they like to interact with. The MVPI consists of 10 primary scales, which are further divided into five subscales or item themes. The MVPI item themes provide additional interpretive power by categorizing individuals' responses to the questions that compose each MVPI scale. Over the years, we have observed a growing need and customer demand for a subscale format that is easier to interpret and understand, both for Hogan feedback recipients and the professionals debriefing their results. The actual facets measured by the subscales are not changing; just the method in which they're presented.

## Evolution of MVPI Subscales

Hogan regularly updates the MVPI to remain current and align with emerging research and experience. These improvements build on the existing measurement properties of the MVPI and ensures more accurate, intuitive interpretation of MVPI subscales. New features coming in early 2016 include:

- Updated Subscale Display: MVPI subscales will be presented in a cleaner, more intuitive visual format.
  - MVPI subscale updates will appear on the Values, Flash, and Insight Reports
  - On these reports, each of the MVPI subscales are represented by visual bar charts
  - These bar charts will replace the existing raw score "fraction" subscale indicators
- Updated Subscale Interpretive Guidelines: New format makes subscales easier to interpret.
  - Subscale scores are now presented based on cumulative frequencies, indicating the relative frequency of a given score compared to the global working population.
  - This method allows presentation of subscale scores as a histogram organized into quartiles. In other words, the bar charts will indicate the quartile in which an individual's score falls.
- Psychometric Properties: Enhanced measurement mechanics.
  - New format allows for easier, more seamless updates to MVPI norms
  - Smoother process for updating assessment items as needed

## MVPI Main Scales

The MVPI consists of 10 main scales and five subscale themes that repeat for each main scale. The assessment items are short statements to which respondents answer “Agree”, “No Opinion”, or “Disagree” based on how they think the item describes them. Results for primary scales are presented and interpreted using percentiles, indicating a person’s values in relation to the global workforce.

## MVPI Scale Summary

Below is a review of the MVPI primary scales, including behavioral implications for high and low scores:

SCALE	LOWER SCORE ATTRIBUTES	HIGHER SCORE ATTRIBUTES
<b>Recognition</b> Measures responsiveness to attention, approval, and praise	<ul style="list-style-type: none"> <li>• Prefer to share credit</li> <li>• Avoid calling attention to themselves</li> </ul>	<ul style="list-style-type: none"> <li>• Value public acknowledgment</li> <li>• Prefer high-visibility projects</li> </ul>
<b>Power</b> Measures desire for success, accomplishment, status, and control	<ul style="list-style-type: none"> <li>• Prefer to let other people lead</li> <li>• Avoid confrontation and competition</li> </ul>	<ul style="list-style-type: none"> <li>• Value leadership positions</li> <li>• Prefer opportunities to get ahead</li> </ul>
<b>Hedonism</b> Measures orientation for fun, pleasure, and enjoyment	<ul style="list-style-type: none"> <li>• Value business-like and professional settings</li> <li>• Prefer serious and formal work environments</li> </ul>	<ul style="list-style-type: none"> <li>• Value colorful and entertaining environments</li> <li>• Prefer fun and open-minded settings</li> </ul>
<b>Altruistic</b> Measures desire to help others and contribute to society	<ul style="list-style-type: none"> <li>• Place more value on their own work</li> <li>• Prefer productivity over morale</li> </ul>	<ul style="list-style-type: none"> <li>• Value helping other people</li> <li>• Prefer customer-focused environments</li> </ul>
<b>Affiliation</b> Measures enjoyment and preference for social interaction	<ul style="list-style-type: none"> <li>• Prefer working alone or in isolation</li> <li>• Value independence</li> </ul>	<ul style="list-style-type: none"> <li>• Prefer working with others or on teams</li> <li>• Value social interaction</li> </ul>
<b>Tradition</b> Measures dedication to strong personal beliefs	<ul style="list-style-type: none"> <li>• Prefer flexibility and autonomy</li> <li>• Value challenging established procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Prefer the status quo</li> <li>• Avoid people that do not share beliefs</li> </ul>
<b>Security</b> Measures need for predictability, structure, and order	<ul style="list-style-type: none"> <li>• Value risk taking and experimentation</li> <li>• Prefer adventurous settings</li> </ul>	<ul style="list-style-type: none"> <li>• Prefer consistency and predictability</li> <li>• Avoid taking unnecessary risks</li> </ul>
<b>Commerce</b> Measures interest in money, profits, investment, and business opportunities	<ul style="list-style-type: none"> <li>• Value relationships over profitability</li> <li>• Less concerned about financial issues</li> </ul>	<ul style="list-style-type: none"> <li>• Prefer environments that focus on bottom line</li> <li>• Value activities related to financial matters</li> </ul>
<b>Aesthetics</b> Measures need for self-expression, concern over look, feel, and design of work products	<ul style="list-style-type: none"> <li>• Value practicality over appearance</li> <li>• Prefer routines and repetition</li> </ul>	<ul style="list-style-type: none"> <li>• Value innovation and creativity</li> <li>• Prefer individual style and appearance</li> </ul>
<b>Science</b> Measures interest in knowledge, research, technology, and data	<ul style="list-style-type: none"> <li>• Prefer people over technology</li> <li>• Value intuition and experience</li> </ul>	<ul style="list-style-type: none"> <li>• Value analysis and problem solving</li> <li>• Prefer working with data and objective facts</li> </ul>

# Interpreting MVPI Subscales

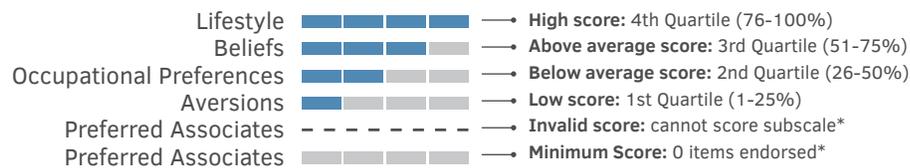
## Introduction

Each of the primary MVPI scales breaks down into a group of related subscales. Each of these subscales has a label describing the item themes underlying the subscale. The MVPI subscales can be used to deepen one's understanding of how an individual's values and motivations influence behavior in the workplace. Subscales contribute immense richness to interpretation above and beyond main scale scores.

## How to Interpret MVPI Subscales

Each subscale will be presented as a bar chart, similar to the sample presented below. Each shaded box (or bar) represents approximately one quartile. Quartiles are calculated using a cumulative frequency analysis, indicating the relative frequency of a given score compared to the global working population.

Example: **Science**



## Special Cases

**Invalid Subscales:** If a subscale cannot be scored, you will see a dashed line as shown in the first Preferred Associates subscale above. This may happen if the person did not answer enough items on that subscale to generate a valid score. An invalid score does not indicate that the person was inconsistent or dishonest in their responses; rather it is simply an indication that the subscale could not be scored.

**Minimum Scores:** : If a person endorsed zero of the items on any given subscale, none of the subscale boxes will appear shaded as shown above in the second Preferred Associates subscale example. This indicates the person received a zero, the minimum possible score on that subscale.

## Previous Subscale Formats

If you have been using the Hogan assessments for some time now, you may be used to seeing the subscales in a different format shown in the example below. This format is being retired in light of the new subscale bar charts. Below is a side-by-side comparison between the old and new formats.

### Sample Previous Subscale Format:

Minimum / **Observed** / Maximum

#### Recognition

1. Lifestyle	5/11/15
2. Beliefs	3/8/9
3. Occupational Preferences	4/8/12
4. Aversions	4/9/12
5. Preferred Associates	4/10/12

### Frequently Asked Questions:

#### Q: Why change the subscale format?

*A: The MVPI scoring system made it difficult to use and understand raw scores. The new subscale display provides a more intuitive way to interpret subscale scores. This will also drive consistency across HPI, HDS, and MVPI subscale presentation.*

#### Q: Can I see the conversion between the old subscale format (i.e., raw scores) and the corresponding quartiles or bar charts?

*A: No. In order to protect the integrity and intellectual property of the assessment items, we cannot supply a conversion chart. Sample conversions presented below provide a general idea of how the new format compares to the old.*

### Examples: Comparison between Old and New Subscale Format Using *Science* as an Example

Subscale	Raw Score	Quartile	Subscale Bricks	Notes
Lifestyle	12/12	4		Raw score 12/12 represents full expression of subscale
	11/12	3		Raw score 11/12 is above average
	10/12	3		Raw score 10/12 is above average
	9/12	2		Raw score 9/12 is at or below average
	8/12	2		Raw score 8/12 is at or below average
	7/12	1		Raw score 7/12 is well below average
	6/12	1		Raw score 6/12 is well below average
	5/12	1		Raw score 5/12 is well below average
	4/12	0		No bars are shaded if minimum score

From this example, we see that it is relatively rare for individuals to score between 4 and 7 on the Lifestyle subscale for Science. Less than 25% of respondents in the global working population score in this range, so whether the raw score is 4, 5, 6, or 7, this score deviates from the population enough to warrant interpretive differences. Now, this information is “built in” to the subscales, drawing the interpreter’s attention to scores that depart significantly from the norm.

## MVPI Subscale item themes

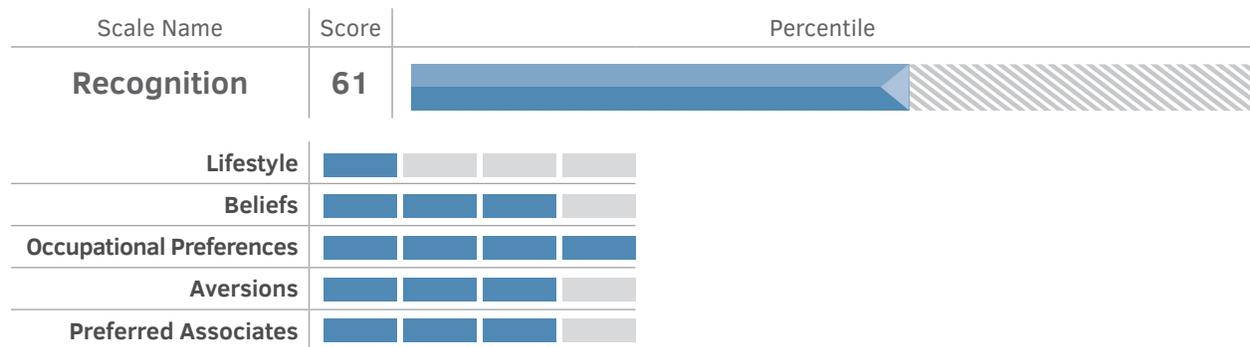
The MVPI consists of ten primary scales, which contain the same five subscales: Lifestyle, Beliefs, Occupational Preferences, Aversions, and Preferred Associates. Scores on these subscales may enhance the interpretation and application of the MVPI.

When interpreting MVPI item themes, look for trends or inconsistencies. A trend indicates all high, all middle, or all low item theme scores for a main scale. When you detect a trend, the item theme scores are not likely to provide additional interpretive depth, so your interpretation can remain at the main scale level. An inconsistency exists when one or a few of the item theme scores differ from the main scale's other item theme scores. A profile with inconsistencies can lead to a different or enhanced interpretation of the main scale score. The table below provides some simple interpretation of high and low MVPI subscale scores.

Subscale	Description	Low Score	High Score
<b>Lifestyle</b>	The manner in which a person would like to live their life	Individual is indifferent to living their life according to the value	Individual is strongly motivated to live their life according to the value
<b>Beliefs</b>	"Shoulds", ideals, and universal life goals	Individual does not have any strong beliefs or opinions related to the value	Individual holds strong opinions and convictions related to the value
<b>Occupational Preferences</b>	The work an individual would like to do and what constitutes a good job	Individual is indifferent to working in fields related to the value	Individual wants to work in a field that is closely related to the value
<b>Aversions</b>	Reflects attitudes and behaviors that are either disliked or distressing	Individual does not hold negative feelings or perceptions toward things that run counter to the value	Individual holds negative feelings or perceptions toward things that run counter to the value
<b>Preferred Associates</b>	The kind of people desired as coworkers and friends	Individual is indifferent to interacting and associating with others who have this value	Individual wants to interact and associate with others who have this value

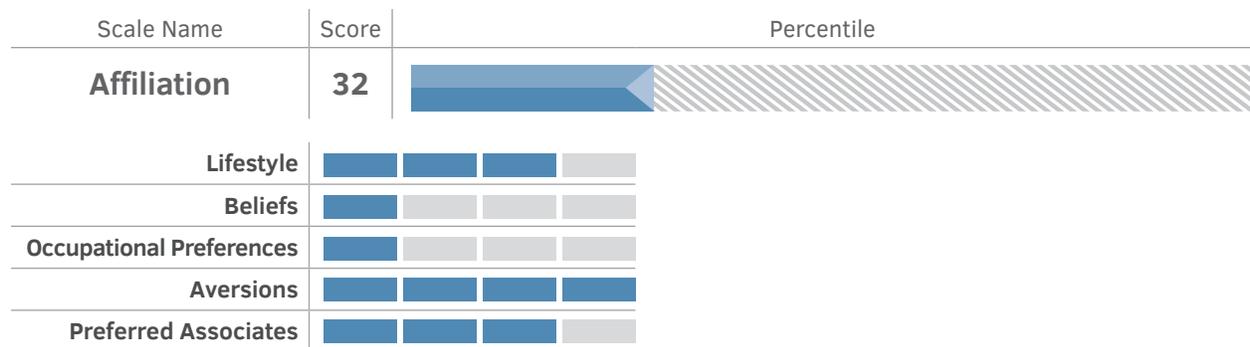
## Sample MVPI Subscale Profiles

### Example 1



**Interpretation:** This individual scored at the 61st percentile, indicating an above average score on Recognition. Most of the subscales are above average in this example. In general, this individual has a strong interest in working in a job that provides recognition (high *Occupational Preferences*). We also see above average scores on *Beliefs*, *Aversions*, and *Preferred Associates*. This suggests that this individual believes others should seek out recognition, they may get annoyed if that are not provided recognition, and they tend to enjoy the company of others who seek out recognition. On the other hand, we see that this person scores low on the *Lifestyle* subscale. This suggests that the person may not orient his or her life to consistently seek out opportunities to receive recognition.

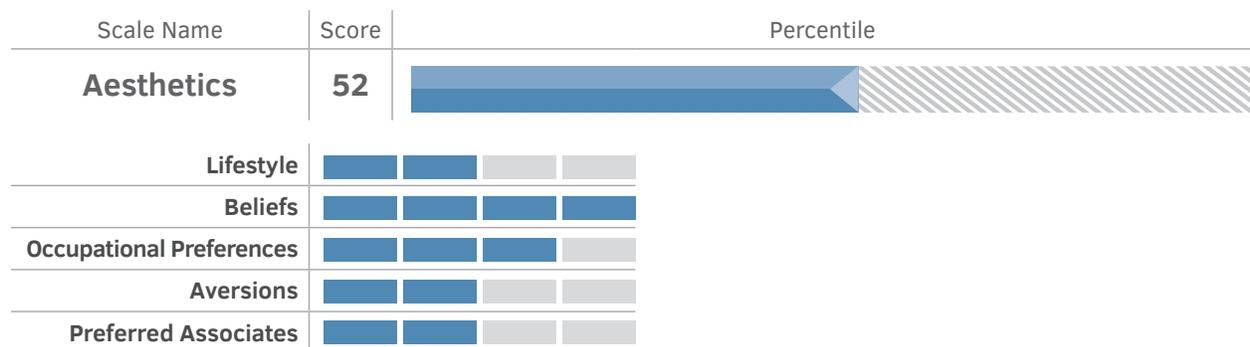
### Example 2



**Interpretation:** This individual scored at the 32nd percentile, indicating a below average value for Affiliation. The individual scored high on the *Aversions* subscale suggesting that he or she is likely to become frustrated or annoyed when not allowed the opportunity to interact and network. The individual also scored above average on *Lifestyle* and *Preferred Associates* indicating that he or she generally organizes their life in a way that provides opportunities to interact and collaborate, and that he or she has an above average need to associate with other people that seek out affiliation. However, this individual also scored low on the *Beliefs* and *Occupational Preferences* subscales. This indicates that the individual does not strongly believe that other people should also be seeking out opportunities to network and collaborate, and also does not need a job or career that provides similar opportunities. It may be possible that Affiliation needs are being met outside the workplace.

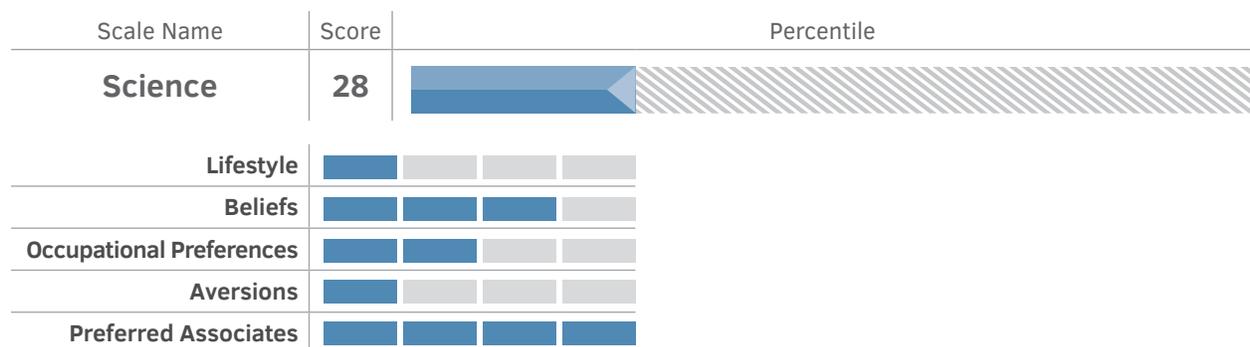
## Sample MVPI Subscale Profiles (continued)

## Example 3



**Interpretation:** This individual scored at the 52nd percentile, indicating a slightly above average score on Aesthetics. The individual scored high on *Beliefs*, indicating a strong value towards others and society being aesthetically oriented. This individual also scored above average on *Occupational Preferences*, indicating a preference for jobs or careers that focus on aesthetics. However, we see below-average scores on the remaining scales. This suggests that *Aesthetics* is a weaker driver for this individual as it relates to his or her *Lifestyle*, *Aversions*, and *Preferred Associates* when compared to a global working population.

## Example 4



**Interpretation:** This individual scored at the 28th percentile, indicating a below average value for Science. This individual scored high on *Preferred Associates* suggesting that he or she has a strong interest in interacting with other science-minded individuals. This individual also scored above average on *Beliefs*, indicating a tendency to believe that other people and society at large should value Science. However, the individual scored low to below average on *Lifestyle*, *Occupational Preferences*, and *Aversions*, indicating more tolerance and flexibility around the need for Science and data.

## Sample Profile Take-Aways

- Overall interpretation should not change dramatically based solely on subscale scores and should instead be focused on the main scale interpretation
- Subscale scores should be used to specify which component behaviors contribute the greatest weight, salience, and meaning to the overall scale score and accompanying behavioral implications
- As a general rule of thumb, subscales should only be highlighted when they add interpretive value to the behavioral implications of the primary scales – not all subscales will yield critical information