

# Hogan Scale Definitions

HPI	Lower Score Behaviors:	Higher Score Behaviors:
<b>Adjustment</b>	Vigilant, self-aware, strong sense of urgency Pessimistic, tense/moody, stress-prone	Resilient, optimistic, composed, stress-tolerant Overly self-assured, resists feedback, arrogant
<b>Ambition</b>	Supportive, team-oriented, great team player Lower confidence, competitive energy, drive	Self-confident, driven, energetic, persistent, leader-like Forceful, competitive, becomes restless easily
<b>Sociability</b>	Task-focused, businesslike, good listening skills Low-impact communication style, socially reactive	Socially proactive, team-oriented, communicative Distractible, overtalks, poor listening skills
<b>Interpersonal Sensitivity</b>	Direct, frank, straightforward communication potentially insensitive, imperceptive, or abrasive	Diplomatic, friendly, perceptive, sensitive Potentially “too soft” with feedback, conflict-avoidant
<b>Prudence</b>	Flexible, ambiguity-tolerant, comfortable with change Inattentive to details, disorganized, impulsive	Rule-following, process-focused, organized Rigid/inflexible, change-resistant, overly compliant
<b>Inquisitive</b>	Pragmatic, levelheaded, strong implementer Overly tactical, short-term view of problems	Strategic, idea-oriented, creative, curious Low process/execution focus, easily bored
<b>Learning Approach</b>	Hands-on, application-focused, practical learner “Just in time” learner, may seem uninformed	Up-to-date, continuous, “traditional” learner Possibly too pedantic or a “know-it-all”
HDS	From Strength...	...To Strength Over-Used
<b>Excitable</b>	Intense, passionate, energetic	Volatile, moody, unpredictable
<b>Skeptical</b>	Perceptive, shrewd, insightful	Cynical, distrustful, fault-finding
<b>Cautious</b>	Careful, compliant, thorough	Risk-averse, tentative, fears failure
<b>Reserved</b>	Thick-skinned, tough, objective	Withdrawn, harsh, uncommunicative
<b>Leisurely</b>	Independent, cooperative, agreeable	Stubborn, irritable, passive-aggressive
<b>Bold</b>	Confident, aggressive, assertive	Arrogant, overconfident, feedback-resistant
<b>Mischievous</b>	Charming, daring, interesting	Risk-taking, impulsive, untrustworthy
<b>Colorful</b>	Outgoing, dynamic, socially-skilled	Dramatic, attention-seeking, distractible
<b>Imaginative</b>	Innovative, experimental, creative	Eccentric, flighty, impractical, lacks follow through
<b>Diligent</b>	Detailed, hardworking, conscientious	Micromanaging, perfectionistic, difficulty delegating
<b>Dutiful</b>	Supportive, eager to please, loyal	Deferential, ingratiating, afraid to act independently
MVPI	Lower Scores Value:	Higher Scores Value:
<b>Recognition</b>	Modesty, sharing credit, “behind the scenes” roles	Notoriety, public praise, high-visibility roles
<b>Power</b>	Cooperation, democratic decision-making	Authority, advancement, competition, influence
<b>Hedonism</b>	Professionalism, self-discipline, formality	Fun, variety, excitement, lighthearted cultures
<b>Altruistic</b>	Personal responsibility, self-reliance, productivity	Helping others, coaching, providing service
<b>Affiliation</b>	Privacy, task focus, minimal interruptions	Networking, relationships, teamwork, belongingness
<b>Tradition</b>	Progress, change, diversity, autonomy	Conservatism, convention, principled standards of conduct
<b>Security</b>	Risk-taking, limit-testing, flexibility	Structure, order, predictability, minimizing risk
<b>Commerce</b>	Generosity, people over profits, less focus on bottom line	Profitability, making money, focus on bottom line
<b>Aesthetics</b>	Functionality, pragmatics, substance over form	Quality, style, brand image, product “look and feel”
<b>Science</b>	Action, intuition, experience-based decisions	Analysis, data-driven decisions, rational arguments