



## Hogan Personality Inventory (HPI) Scale Definitions

HPI Scale	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”