

THE SEVEN FACTORS OF THE HOGAN PERSONALITY INVENTORY

Why do we have Ambition and Learning Approach?

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AGENDA

1. Socioanalytic Theory
2. Differences between the HPI and the FFM
3. Empirical Evidence

PERSONALITY THEORY

Freud and Company

Everyone is neurotic. The major objective of personality research, therefore, is to help uncover and address each person's individual neurosis.

Interpersonal Approaches

Personality is all about social interactions. We measure personality and interpret results based on relationships with others.

Trait Theory

The objective is to identify where individuals differ and measure those differences. Personality measurement, therefore, is an end in itself.

Socioanalytic Theory

By understanding that we evolved in groups and rely on others, we can better understand how personality drives behaviors, such as those we exhibit at work.

SOCIOANALYTIC THEORY

Three sources that influence Socioanalytic Theory



— ● Evolutionary Theory – we can learn about personality by understanding the environment in which we evolved.



— ● European Depth Psychology – childhood experiences shape personality, and we often don't understand why we do what we do.



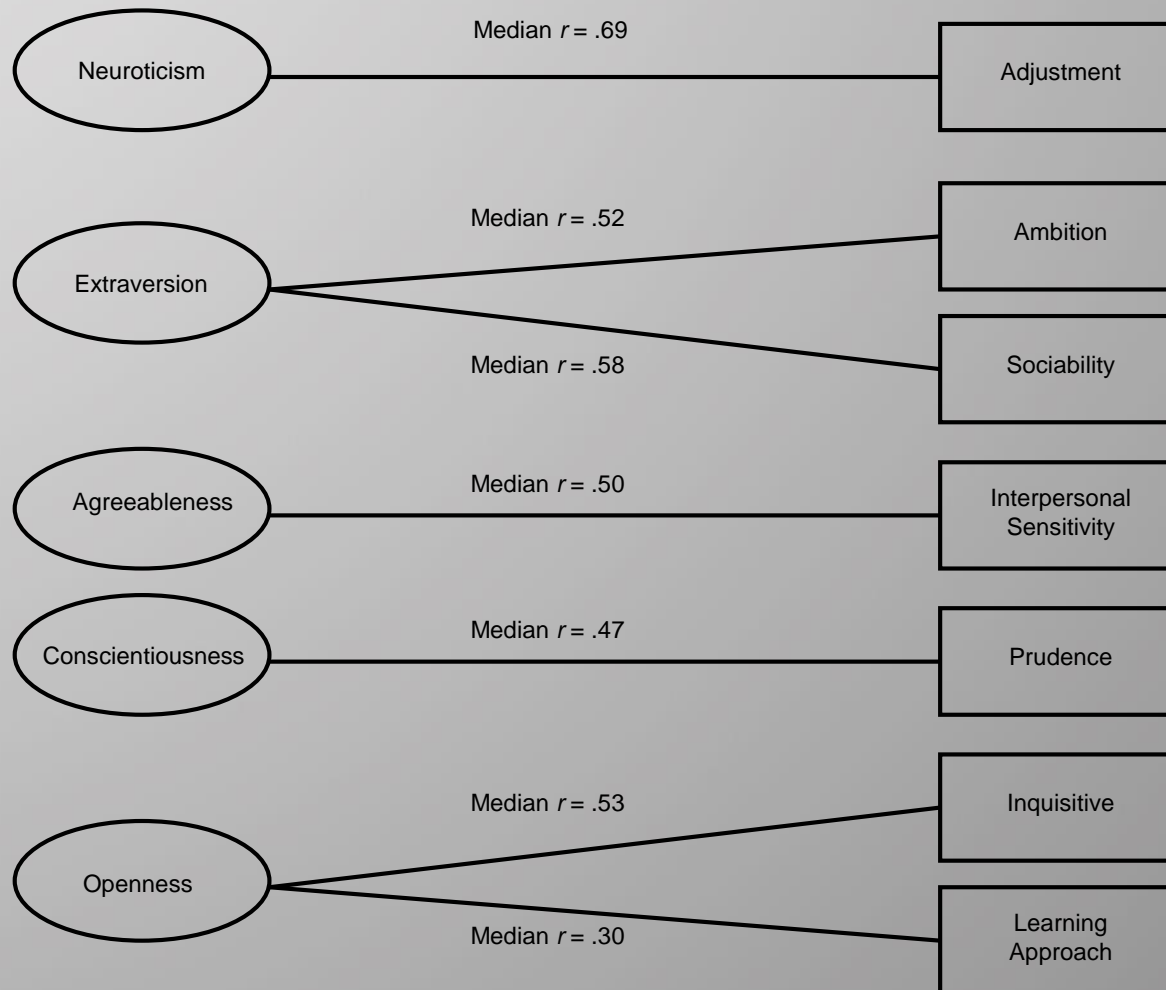
— ● *Mind, Self, and Society* (Mead, 1934) – our desire for interaction is biological, which is what ties Evolutionary Theory to personality.

IMPLICATIONS

- Because we evolved in groups, both approval and status are critical.
- This drives our need to get along with and get ahead of others.
- These motives are largely unconscious and vary in strength across people.
- Assessment has a job to do (beyond just describing assessment responses).
- The HPI was the first personality measure built for work settings.

HPI AND THE FIVE FACTOR MODEL

THE HPI AND THE FFM



THE HPI & THE BIG FIVE MARKERS

Scale	ADJ	AMB	SOC	INP	PRU	INQ	LRN
Surgency	.04	.55*	.44*	.31*	-.24*	.29*	-.03
Agreeableness	.13	-.11	.02	.56*	.23*	-.12	-.17
Conscientiousness	.10	.24*	-.26*	-.07	.36*	-.17*	-.08
Emotional Stability	.70*	.39*	-.04	.27*	.01	.28*	.11
Intellect	.05	.22*	-.04	-.01	.03	.33*	.35*

Note. $N = 168$. ADJ = Adjustment; AMB = Ambition; SOC = Sociability; INP = Interpersonal Sensitivity; PRU = Prudence; INQ = Inquisitive; LRN = Learning Approach. $p < .01$ *.

THE HPI & THE PCI

Scale	ADJ	AMB	SOC	INP	PRU	INQ	LRN
Extraversion	.04	.39*	.64*	.26*	-.09	.18	.04
Agreeableness	.50*	.25*	.09	.61	.21	-.03	.50*
Conscientiousness	.24*	.39*	-.06	.17	.59*	.08	.24*
Stability	.69*	.59*	-.02	.46*	.25*	.06	.69*
Openness	.12	.36*	.15	.17	-.05	.57*	.12

Note. $N = 154$. ADJ = Adjustment; AMB = Ambition; SOC = Sociability; INP = Interpersonal Sensitivity; PRU = Prudence; INQ = Inquisitive. * $p < .01$.

THE HPI & THE NEO-PI-R

Scale	ADJ	AMB	SOC	INP	PRU	INQ	LRN
Extraversion	.16*	.54*	.63*	.44*	-.06	.22*	.08
Agreeableness	.31*	-.12*	-.24*	.47*	.46*	-.20*	-.08
Conscientiousness	.24*	.37*	-.05	.08	.42*	.05	.16*
Neuroticism	-.72*	-.53*	-.08	-.27*	-.22*	-.15*	-.17*
Openness	.01	.20*	.38*	.19*	-.31*	.52*	.24*

Note. N = 679. ADJ = Adjustment; AMB = Ambition; SOC = Sociability; INP = Interpersonal Sensitivity; PRU = Prudence; INQ = Inquisitive; LRN = Learning Approach. * p < .01.

PREDICTING BUSINESS OUTCOMES

PREDICTION OF JOB FAMILIES

Job Family	K	N	AMB	PRU
Admin. and Clerical	23	2065	0.13	0.20
Managers and Execs.	36	4414	0.32	0.11
Ops. and Trades	40	2697	0.10	0.24
Professionals	13	1424	0.17	0.10
Sales and Cust. Ser.	51	3763	0.28	0.06
Service and Support	29	2784	0.11	0.23
Techs. and Specs.	11	1404	0.13	0.13

Note: Results are corrected for range restriction and unreliability in criterion-items, but not predictor scales; K = number of studies; N = number of participants across K studies.

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PREDICTION - SYNTHETIC EXAMPLES

Competency	K	N	AMB	PRU
Influence	12	1573	0.32	0.07
Self Confidence	18	2134	0.42	0.16
Strategic Planning	11	1491	0.38	0.11
Presentation Skills	7	777	0.36	-0.03
Safety	29	2653	0.08	0.22
Trustworthiness	36	3774	0.05	0.25
Following Procedures	46	4131	0.01	0.23
Active Listening	31	3109	0.04	0.19
Organizational Commitment	32	2771	0.20	0.23
Resource Management	14	1416	0.17	0.23

PREDICTION - SYNTHETIC EXAMPLES

Competency	K	N	Most Predictive	Least Predictive
Self Development	41	3934	Competitive	Identity
Trustworthiness	32	3263	Accomplishment	No Social Anxiety
Political Awareness	4	599	Leadership	Competitive
Org Commitment	27	2382	Accomplishment	No Social Anxiety
Managing Change	8	780	No Social Anxiety	Identity
Business Acumen	5	331	Leadership	No Social Anxiety
Employee Development	31	3407	Leadership	Accomplishment
Managing Performance	12	995	Leadership	Competitive
Managing Conflict	16	1643	Leadership	Competitive
Delegation	4	643	Self Confidence	Leadership

QUESTIONS?



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