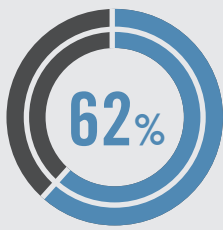


# CONFLICT & CONFIGURATION FREQUENCIES

## KNOWING THE AVERAGES



Most people have fewer than five MVPI drivers ( $>65$ ).

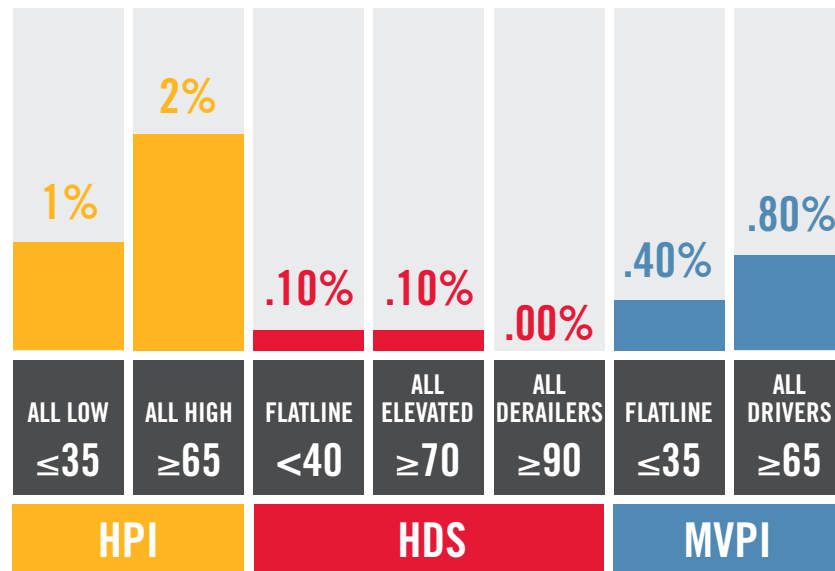


Most people have fewer than two HDS derailers ( $\geq 90$ ).



Most people have fewer than five elevated HDS scales ( $\geq 70$ ).

The percentages in these graphics represent the frequency with which these combinations occur in the general population based on Hogan's large global norm ( $N \approx 171,000$ ).



## HPI SCALES & DEFINITIONS

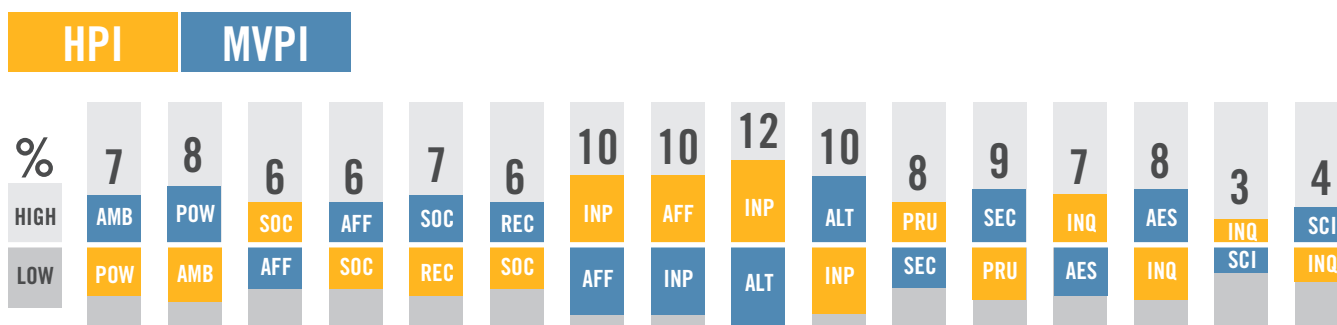
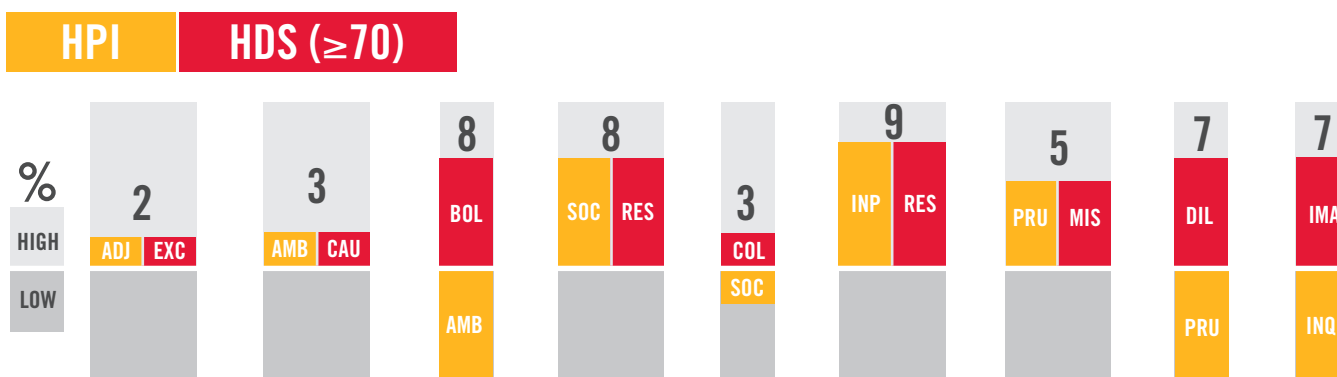
- Adjustment (ADJ)** self-esteem, composure under pressure
- Ambition (AMB)** competitiveness, desire for leadership roles
- Sociability (SOC)** extraversion, need for social interaction
- Interpersonal Sensitivity (INP)** tact, ability to maintain relationships
- Prudence (PRU)** self-discipline, conscientiousness
- Inquisitive (INQ)** imagination, creative potential
- Learning Approach (LRN)** achievement-oriented, current in business and technical matters

## HDS SCALES & DEFINITIONS

- Excitable (EXC)** moody, easily annoyed, hard to please, emotionally volatile
- Skeptical (SKE)** distrustful, cynical, sensitive to criticism
- Cautious (CAU)** unassertive, resistant to change, risk-averse
- Reserved (RES)** aloof, indifferent to the feelings of others, and uncommunicative
- Leisurely (LEI)** overtly cooperative, privately irritable, stubborn
- Bold (BOL)** overly self-confident, arrogant, inflated feelings of self-worth
- Mischievous (MIS)** charming, risk-taking, limit-testing and excitement-seeking
- Colorful (COL)** dramatic, attention-seeking, poor listening skills
- Imaginative (IMA)** creative, thinks and acts in unusual or eccentric ways
- Diligent (DIL)** meticulous, precise, tends to micromanage
- Dutiful (DUT)** eager to please, reluctant to act against popular opinion

## BETWEEN-ASSESSMENT CONFLICTS

HPI/HDS conflicts represent seeming contradictions between our normal day-to-day behavior (HPI) and qualitatively related coping mechanisms (HDS). HPI/MVPI conflicts represent contradictions between our motives and drivers (MVPI) and the normal day-to-day behavior (HPI) that would best fulfill them. For more information on the interpretation of these patterns, refer to Chapter 9 of the Hogan Guide.



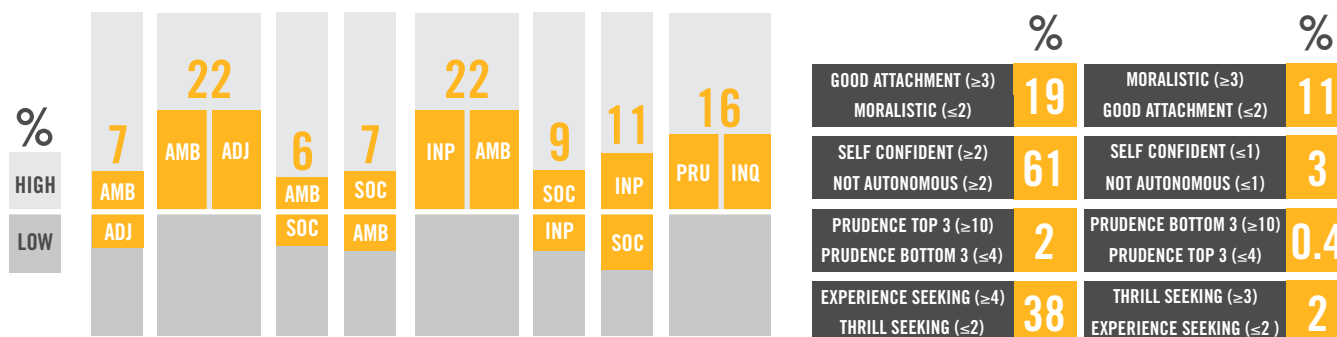
## MVPI SCALES & DEFINITIONS

- Recognition (REC)** responsive to attention, approval, and praise
- Power (POW)** desire for success, accomplishment, status
- Hedonism (HED)** orientation for fun, pleasure, and enjoyment
- Altruistic (ALT)** desire to help others and contribute to society
- Affiliation (AFF)** desire for and enjoyment of social interaction
- Tradition (TRA)** dedication, strong personal beliefs, and obligation
- Security (SEC)** need for predictability, structure, and order
- Commerce (COM)** interest in money, profits, business opportunities
- Aesthetics (AES)** need for self-expression, concern for look, feel, design
- Science (SCI)** quest for knowledge, research, technology, and data

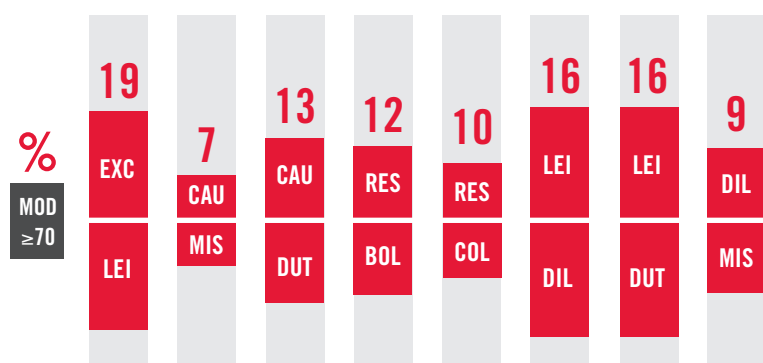
## WITHIN-ASSESSMENT CONFLICTS

These within-assessment conflicts come directly from Chapter 9 of the Hogan Guide and represent combinations of scores whose interpretation may be considered infrequent or challenging. Refer to the Hogan Guide for more information.

### HPI CONFLICTS & OPPOSITES



### HDS CONFLICTS



### MVPI CONFLICTS

