



## Hogan Development Survey (HDS) Scale Definitions

HDS Scale	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	Thick-skinned, tough, objective	Withdrawn, harsh, uncommunicative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