

ID: 20101019

Title: Hogan Personality Inventory (HPI) and the Leading Dimensions Profile (LDP)

Author: Dr. Kizzy Parks; Dr. R. Douglas Waldo, SPHR

Date: July 19, 2010

Summary

The Leading Dimensions Profile (LDP) utilizes a framework that includes two primary factors and ten supporting characteristics to convey personality dimensions that reveal how individuals influence, lead, and sell to others. The two primary factors produce an overall profile or style, based on the interaction of *Achievement Drive* and *Relational Drive*, while the ten supporting characteristics include:

- Achieving Dimensions
 - *Work Intensity*
 - *Assertiveness*
 - *Uncertainty Avoidance*
 - *Adaptability*
 - *Perception*
- Relating Dimensions
 - *Status Motivation*
 - *Affiliation*
 - *Consideration*
 - *Openness*
 - *Self-Protection*

The study described herein examined the potential association between LDP factors (and dimensions) and other validated employment predictors. For this purpose, a correlation analysis was conducted using the LDP and the Hogan Personality Inventory (HPI). The HPI is published by Hogan Assessment Systems (www.hoganassessments.com), and is based on the work of Drs. Robert and Joyce Hogan, both highly respected experts in employment-related assessments. The HPI is designed to predict employee performance using a combination of primary scales and

occupational scales. These include (definitions derived from www.hoganassessments.com):

Primary Scales:

- *Adjustment* (including confidence and composure)
- *Ambition* (including initiative and competitiveness)
- *Sociability* (including extraversion and sociability)
- *Sensitivity* (including perceptiveness and tact)
- *Prudence* (including self-discipline and conscientiousness)
- *Inquisitive* (including curiosity and creativity)
- *Learning Approach* (achievement-orientation)

Occupational Scales:

- *Service Orientation* (including pleasant and courteous)
- *Stress Tolerance* (including even –tempered, calm under pressure)
- *Reliability* (including integrity and honesty)
- *Clerical Potential* (including attention to detail, following directions)
- *Sales Potential* (including energy, social skills, and problem-solving)
- *Managerial Potential* (including planning and decision-making)

For this study, the HPI was administered to a group of 26 participants who also took the LDP in October, 2010. Results derived from the two assessments were analyzed for statistical correlation.

Findings

The following table shows the correlation statistics resulting from the data analysis of HPI scales and the LDP's primary factors:

| Hogan Scales | LDP Primary Factors | |
|-----------------------------|--------------------------|-------------------------|
| | <i>Achievement Drive</i> | <i>Relational Drive</i> |
| Primary Scales | | |
| <i>Adjustment</i> | | |
| <i>Ambition</i> | .54** | |
| <i>Sociability</i> | .64** | |
| <i>Sensitivity</i> | | .53** |
| <i>Prudence</i> | | .38* |
| <i>Inquisitive</i> | .50** | |
| <i>Learning Approach</i> | | |
| Occupational Scales | | |
| <i>Service Orientation</i> | | .44* |
| <i>Stress Tolerance</i> | .33^ | |
| <i>Reliability</i> | | |
| <i>Clerical Potential</i> | | .38^ |
| <i>Sales Potential</i> | .67** | |
| <i>Managerial Potential</i> | | |

** = Correlation is significant at the 99% confidence level

* = Correlation is significant at the 95% confidence level

^ = Correlation is indicated at the 90% confidence level

Findings (continued)

The following table shows the correlation statistics resulting from the data analysis of HPI scales and the LDP's Achieving Dimensions:

| Hogan Scales | LDP Achieving Dimensions | | | | |
|----------------------------|--------------------------|-----------------------|------------------------------|---------------------|-------------------|
| | <i>Assertiveness</i> | <i>Work Intensity</i> | <i>Uncertainty Avoidance</i> | <i>Adaptability</i> | <i>Perception</i> |
| Primary Scales | | | | | |
| <i>Adjustment</i> | | .40* | | | |
| <i>Ambition</i> | .55** | .49** | -.44* | | |
| <i>Sociability</i> | .66** | | -.62** | .45* | |
| <i>Sensitivity</i> | | | | .35^ | |
| <i>Prudence</i> | | .38^ | | | -.50** |
| <i>Inquisitive</i> | | | -.41* | .56** | |
| <i>Learning Approach</i> | | | | | |
| Occupational Scales | | | | | |
| <i>Service Orientation</i> | | .43* | | .35^ | |
| <i>Stress Tolerance</i> | | .43* | | | |
| <i>Reliability</i> | | | | | -.44* |
| <i>Clerical Potential</i> | | .54** | | | |
| <i>Sales Potential</i> | .65** | | -.62** | .45* | |
| <i>Mgr. Potential</i> | | .50** | | | -.41* |

** = Correlation is significant at the 99% confidence level

* = Correlation is significant at the 95% confidence level

^ = Correlation is indicated at the 90% confidence level

Findings (continued)

The following table shows the correlation statistics resulting from the data analysis of HPI scales and the LDP's Relating Dimensions:

| Hogan Scales | LDP Relating Dimensions | | | | |
|----------------------------|--------------------------|----------------------|--------------------|-----------------|------------------------|
| | <i>Status Motivation</i> | <i>Consideration</i> | <i>Affiliation</i> | <i>Openness</i> | <i>Self-Protection</i> |
| Primary Scales | | | | | |
| <i>Adjustment</i> | | | | | -.62** |
| <i>Ambition</i> | | | | | |
| <i>Sociability</i> | | | | .37^ | |
| <i>Sensitivity</i> | | .55** | | .58* | -.44* |
| <i>Prudence</i> | | .35^ | | | -.39* |
| <i>Inquisitive</i> | | | | | |
| <i>Learning Approach</i> | | | | .43* | |
| Occupational Scales | | | | | |
| <i>Service Orientation</i> | -.39* | .50** | | .49** | -.53** |
| <i>Stress Tolerance</i> | | | | | -.61** |
| <i>Reliability</i> | | | | | -.40* |
| <i>Clerical Potential</i> | | .47* | | .47* | -.35^ |
| <i>Sales Potential</i> | | | | .45* | |
| <i>Mgr. Potential</i> | | | | | -.34^ |

** = Correlation is significant at the 99% confidence level

* = Correlation is significant at the 95% confidence level

^ = Correlation is indicated at the 90% confidence level

Results indicate a correlation between several of the LDP's dimensions and both the primary and occupational scales provided by the HPI.

Conclusion

The data analysis provided support for the following findings:

- The *Achievement Drive* factor was positively associated with the following HPI scales (meaning individuals scoring higher on *Achievement Drive* tended to score higher on these HPI scales, while those scoring lower on *Achievement Drive* tended to score lower on these HPI scales): *Ambition*, *Sociability*, *Inquisitive*, *Stress Tolerance*, and *Sales Potential*.
- The *Relational Drive* factor was positively associated with the following HPI scales (meaning individuals scoring higher on *Relational Drive* tended to score

higher on these HPI scales, while those scoring lower on *Relational Drive* tended to score lower on these HPI scales): *Sensitivity, Prudence, Service Orientation, and Clerical Potential*.

- The *Assertiveness* dimension was positively associated with the following HPI scales (meaning individuals scoring higher on *Assertiveness* tended to score higher on these HPI scales, while those scoring lower on *Assertiveness* tended to score lower on these HPI scales): *Ambition, Sociability, and Sales Potential*.
- The *Work Intensity* dimension was positively associated with the following HPI scales (meaning individuals scoring higher on *Work Intensity* tended to score higher on these HPI scales, while those scoring lower on *Work Intensity* tended to score lower on these HPI scales): *Adjustment, Ambition, Prudence, Service Orientation, Stress Tolerance, Clerical Potential, and Managerial Potential*.
- The *Uncertainty Avoidance* dimension was negatively associated with the following HPI scales (meaning individuals scoring higher on *Uncertainty Avoidance* tended to score lower on these HPI scales, while those scoring lower on *Uncertainty Avoidance* tended to score higher on these HPI scales): *Ambition, Sociability, Inquisitive, and Sales Potential*.
- The *Adaptability* dimension was positively associated with the following HPI scales (meaning individuals scoring higher on *Adaptability* tended to score higher on these HPI scales, while those scoring lower on *Adaptability* tended to score lower on these HPI scales): *Sociability, Sensitivity, Inquisitive, Service Orientation, and Sales Potential*.
- The *Perception* dimension was negatively associated with the following HPI scales (meaning individuals scoring higher on *Perception* tended to score lower on these HPI scales, while those scoring lower on *Perception* tended to score higher on these HPI scales): *Prudence, Reliability, and Managerial Potential*.
- The *Status Motivation* dimension was negatively associated with the following HPI scale (meaning individuals scoring higher on *Status Motivation* tended to score lower on this HPI scale, while those scoring lower on *Status Motivation* tended to score higher on this HPI scale): *Service Orientation*.
- The *Consideration* dimension was positively associated with the following HPI scales (meaning individuals scoring higher on *Consideration* tended to score higher on these HPI scales, while those scoring lower on *Consideration* tended to score lower on these HPI scales): *Sensitivity, Prudence, Service Orientation, and Clerical Potential*.
- The *Openness* dimension was positively associated with the following HPI scales (meaning individuals scoring higher on *Openness* tended to score higher on these HPI scales, while those scoring lower on *Openness* tended to score lower

on these HPI scales): *Sociability, Sensitivity, Learning Approach, Service Orientation, Clerical Potential, and Sales Potential.*

- The *Self-Protection* dimension was negatively associated with the following HPI scales (meaning individuals scoring higher on *Self-Protection* tended to score lower on these HPI scales, while those scoring lower on *Self-Protection* tended to score higher on these HPI scales): *Adjustment, Sensitivity, Prudence, Service Orientation, Stress Tolerance, Reliability, Clerical Potential, and Managerial Potential.*

Application

The LDP presents its primary factors on a 2x2 grid, where *Achievement Drive* is expressed as a continuum on the x-axis and *Relational Drive* is expressed as a continuum on the y-axis. Four “styles” are presented from the interaction of *Achievement Drive* and *Relational Drive*, describing the general approach with which individuals seek to influence or lead others. These styles are derived as follows:

- The Counselor Profile (collaborative Style): Lower *Achievement Drive*, Higher *Relational Drive* (upper left)
- The Coach Profile (adaptive style): Higher *Achievement Drive*, Higher *Relational Drive* (upper right)
- The Director Profile (directive style): Higher *Achievement Drive*, Lower *Relational Drive* (lower right)
- The Advisor Profile (contemplative style): Lower *Achievement Drive*, Lower *Relational Drive* (lower left)

Based on the mean scores of each style, it would appear that the LDP’s Coach Profile (Adaptive style) was closely associated with the HPI’s *Sales Potential* scale. Individuals scoring within the Coach Profile earned significantly higher *Sales Potential* scores than did the other three LDP profiles. These individuals also exhibited significantly higher scores on the HPI’s *Sociability* scale. Individuals scoring within the Director Profile (Directive style) appeared to earn significantly higher scores on the HPI’s *Stress Tolerance* scale.

Given these findings, it would appear that the LDP primary factors and supporting dimensions may be leveraged to predict employment performance, in a manner similar to that of the Hogan Personality Inventory. While findings do indicate certain tendencies, it is important to note that the correlation statistics reported herein simply

convey potential tendencies, and do not suggest that a given profile/style will reflect only one pattern of workplace behavior.

Contact

For more information, please contact the author at:
doug.waldo@leadingdimensions.com.