

# IPS

## INTEGRATED PERSONALITY SUMMARY



PREPARED FOR

**MALCOLM SAMPLE**  
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DELIVERED BY



POWERED BY



**KAISER**  
leadership solutions

# WHO YOU ARE IS HOW YOU LEAD

**MVPI** | MOTIVES, VALUES,  
PREFERENCES  
INVENTORY

The “Inside” of personality

Your values, interests, and preferences

Motivational drivers that guide attention, decisions, and behavior



**WHAT YOU WANT**

**HPI** | HOGAN  
PERSONALITY  
INVENTORY

The “Bright Side” of personality

How you are seen by others from day to day

Common tendencies that can help or hinder performance



**YOUR TYPICAL  
APPROACH TO WORK**

**HDS** | HOGAN  
DEVELOPMENT  
SURVEY

The “Dark Side” of personality

Derailers that disrupt relationships and corrupt judgment

Troubling tendencies triggered by pressure or complacency

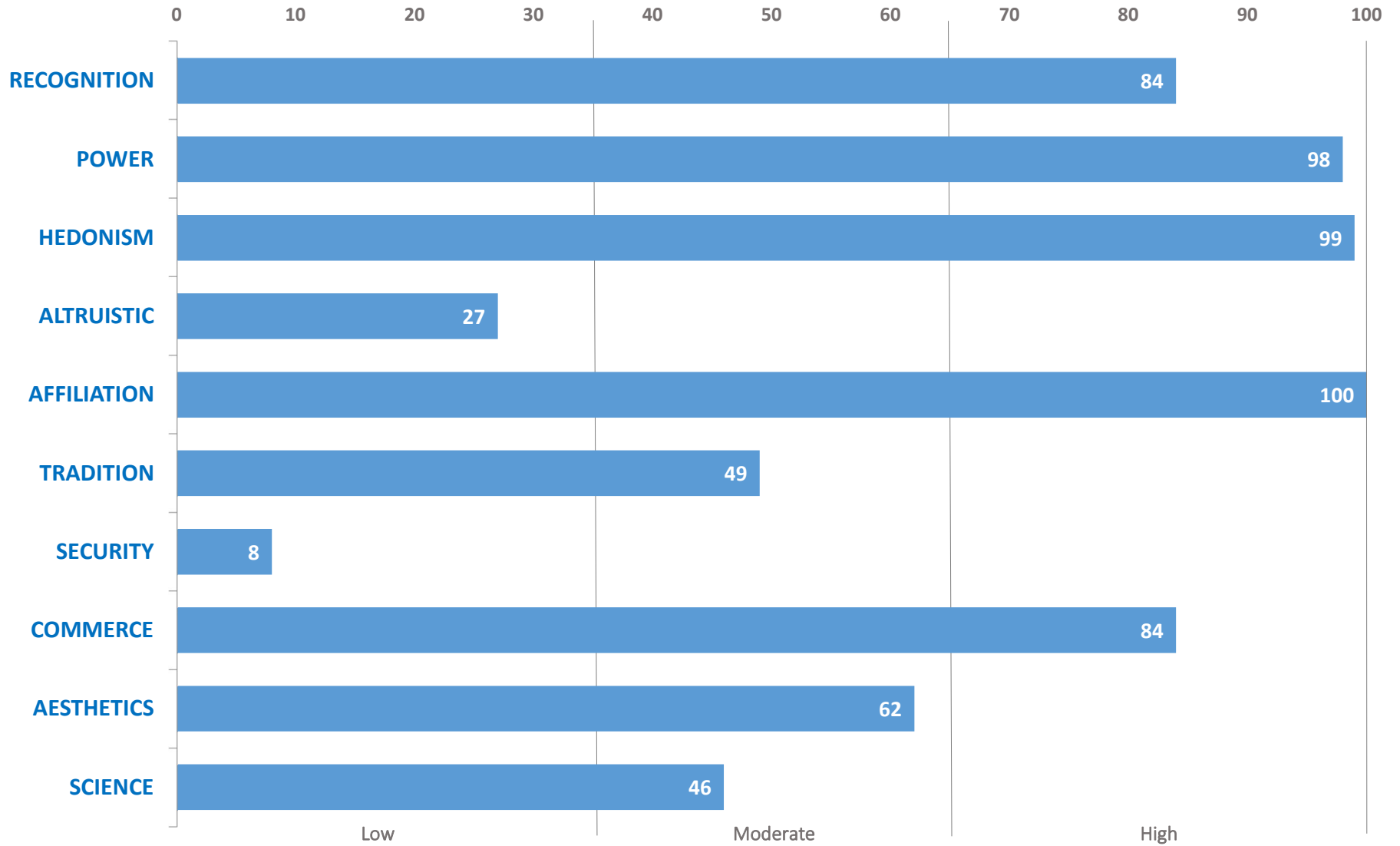


**WHAT CAN GET  
IN YOUR WAY**

## Your reputation as a leader



SCALES	<i>Degree to which a person is driven by ...</i>	LOW SCORES	HIGH SCORES
<b>RECOGNITION</b>	Need for public acknowledgment and opportunities for visibility	Prefers to keep a low profile and avoid calling attention to oneself	Enjoys the spotlight, being on stage, and public affirmation
<b>POWER</b>	Wanting to be in charge, calling the shots, and having influence	Indifferent to having status and authority; little need for control	Likes being in control; seeks status and authority
<b>HEDONISM</b>	Preference for a fun and enjoyable work environment	Serious professional approach; compartmentalizes “work” and “fun”	Values having a good time at work; has a work-hard, play-hard mentality
<b>ALTRUISTIC</b>	Desire to help others, especially the less fortunate	Emphasizes individual responsibility and self-reliance	Motivated to help colleagues; focuses on staff morale and development
<b>AFFILIATION</b>	Need for belonging to a work group, building and maintaining relationships	Finds social interaction tiring; prefers working alone	Energized by interacting with others; prefers working together
<b>TRADITION</b>	Preference for following time-honored practices and well-established principles	Motivated by challenging the status quo and established ways of thinking	Respects policies and procedures; sees value in protecting established norms
<b>SECURITY</b>	Preference for predictability, structure, and order	Energized by taking risks; comfortable with ambiguity	Desires a risk-free environment that minimizes ambiguity
<b>COMMERCE</b>	Interest in earning money, realizing profits, and identifying business opportunities	Little interest in financial matters; less motivated by compensation	Concerned about financial performance; motivated by money, material success
<b>AESTHETICS</b>	Interest in design and quality of products and services	Practical mentality; prioritizes function over form	Cares about design; emphasizes the importance of “look and feel”
<b>SCIENCE</b>	Preference for an analytical and data-driven approach to problem-solving	Trusts the power of intuition; values looking beyond the numbers	Prefers logic and knowing how things work; places high importance on metrics



### What's important

Seeking achievement and acknowledgment; he is energized by visibility, upward mobility, and influence; he is eager to expand his responsibility and control, be considered an authority, and lead important projects; he is results-oriented

*high Power, Recognition, & Commerce; also see HPI: high Ambition; HDS: high Bold*

Encouraging colleagues to take informed risks, question the status quo, and challenge conventional ways of operating; he is comfortable dealing with complex data, but he also trusts his gut and intuition; while he has solid commercial instincts and uses financial performance to keep score, he is also at ease with ambiguity and the uncertainty of driving change

*high Power & Commerce, moderate Science, Aesthetics, & Tradition, low Security; also see HPI: high Inquisitive, moderate Learning Approach, low Prudence; HDS: high Imaginative & Mischievous, low Diligent & Cautious*

Building relationships, connecting with people on a personal level, and staying current and involved in his network; he is energized by socializing and working with others; he enjoys a sense of camaraderie

*high Affiliation, Hedonism, Power, & Recognition; also see HPI: high Sociability & Interpersonal Sensitivity; HDS: high Colorful, low Reserved*

Cultivating a culture in which industriousness and self-sufficiency are expected; he creates a work-hard, play-hard environment, but he expects others to be self-sufficient and to own their performance

*high Power, Hedonism, & Affiliation, low Altruistic*

### What might get overlooked

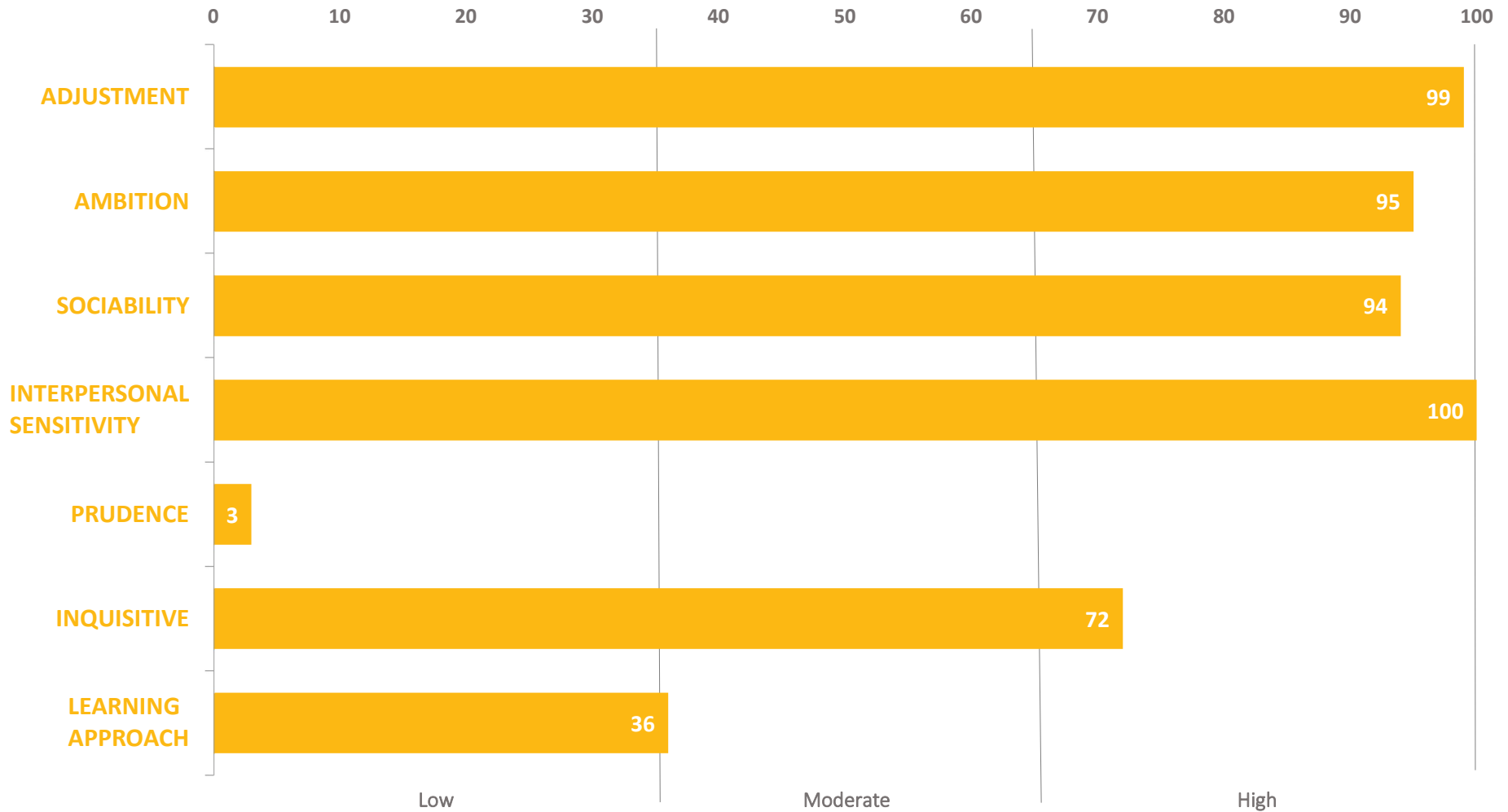
His tolerance for risk is likely higher than that of most; he can feel stifled by structure and process, preferring to be spontaneous; he has little patience for procedures, policies, and bureaucracy, which he is apt to see as inhibiting his autonomy

*low Security, moderate Tradition, high Power; also see HPI: low Prudence; HDS: low Dutiful, Diligent, & Cautious, high Mischievous*

Though he likes people and enjoys interacting, he doesn't necessarily view work as an avenue for doing good or giving back; he may underestimate his team members' need for structure, clarity, and guidance; he can overemphasize his own contributions, at times affecting his ability to celebrate collective accomplishments or to position himself as a coach or mentor

*high Recognition, Power, & Affiliation, low Altruistic; also see HPI: high Ambition & Sociability; HDS: high Bold & Colorful*

SCALES  <i>Degree to which a person seems...</i>	LOW SCORES		HIGH SCORES	
	✔ PRO	✘ CON	✔ PRO	✘ CON
<b>ADJUSTMENT</b> Calm and composed under pressure	Sensitive to potential problems; open to feedback	Easily stressed; can seem tense and irritable	Optimistic and resilient; high stress tolerance	Insufficient sense of urgency; resists feedback
<b>AMBITION</b> Leaderlike, competitive, and self-starting	Good team player; takes guidance and direction	Passive; unassertive; reactive; sets the bar low	Driven, confident, and assertive; takes initiative	Dominant and controlling; may set unrealistic goals
<b>SOCIABILITY</b> Outgoing and interested in social interaction	Focused and attentive; likely a good listener	Socially distant; inhibited and uncommunicative	Gregarious, energetic, and visible; initiates interaction	Can be blustery and overwhelming; talks too much
<b>INTERPERSONAL SENSITIVITY</b> Diplomatic, tactful, and considerate	Frank and candid; tough-minded	Insensitive, inconsiderate; can be abrasive	Likable and gets along; communicates with tact	Can be too nice; conflict-avoidant
<b>PRUDENCE</b> Detail-oriented, self-disciplined, and rule-abiding	Flexible; comfortable with change and ambiguity	Impulsive; breaks rules; disorganized	Conscientious, and organized; follows the rules	Inflexible; can seem rigid or resistant to change
<b>INQUISITIVE</b> Creative, forward-thinking, and focused on the big picture	Here-and-now thinking; practical problem-solving	Pragmatic to a fault; locked into the past; lacking vision	Visionary strategic thinking; creative problem-solving	Impractical; seeks change for the sake of change
<b>LEARNING APPROACH</b> Well-informed, up-to-date, and interested in formal education	Street smart; experiential learner, learns by doing	Relies too much on existing skill and know-how	Continuous formal learner; analytical; knowledgeable	Analysis paralysis; can come across as a know-it-all



He appears to be very competitive and self-assured; he projects a strong leadership presence and is quick to step up and to advance his agenda; he can inspire his team and the enterprise to take on big initiatives; he is not easily satisfied, and he continually raises his standards

*high Ambition with high 'competitive' & 'identity' subscales, high Sociability; also see MVPI: high Power & Affiliation; HDS: high Bold & Colorful*

He comes across as visionary; he readily develops new ideas and has a notable capacity for thinking creatively; he can see subtle relationships in, and draw insightful conclusions from, complex data or just a few data points; he is resourceful when he has to get the information necessary for decisive action; he is practical and not likely to overthink or overengineer solutions; he excels at developing creative solutions to difficult problems

*high Inquisitive with primarily high subscales, moderate Learning Approach with high 'education' subscale; also see MVPI: moderate Aesthetics & Science; HDS: high Imaginative*

He prefers to take a strategic view and to look at the big picture, and is not likely to get mired in operational details; while agile and quick to act, he is also comfortable with risk and ambiguity and likes to question the status quo, which can make him a force for change; he is open to experimenting with new approaches, and he can move projects ahead without a firm plan in place

*high Inquisitive, low Prudence with low 'not spontaneous' & 'impulse control' subscales; also see MVPI: low Security; HDS: low Cautious, Diligent, & Dutiful, high Mischievous & Imaginative*

He seems poised, resilient, and self-assured; he takes challenges in stride, manages stress well, and appears levelheaded and composed even when facing frustrating obstacles or working with difficult people; he doesn't generally allow his emotions to cloud his judgment or affect his reactions; others likely appreciate his positive and optimistic attitude and his steadiness

*high Adjustment & Interpersonal Sensitivity; also see HDS: low Excitable with low 'volatile' subscale, low Skeptical with low 'cynical' subscale*

He connects with people effortlessly and is dynamic and persuasive on stage; a natural networker, he can command a room with his interpersonal skills; he quickly builds rapport and is fun to be around; he communicates with energy and warmth, employing both charisma and empathy to influence and gain support for his vision; he creates a sense of excitement and energy when working collaboratively

*high Sociability, Interpersonal Sensitivity, & Adjustment, all with uniformly high subscales; also see MVPI: high Affiliation & Recognition; HDS: high Colorful, low Reserved with low 'introverted' & 'tough' subscales*



He can build trust and confidence with his steady demeanor, but some may see him as too comfortable taking risks and proceeding without a detailed plan; he may appear to overestimate his ability to handle challenges and to underestimate constraints, limits, and possible problems; though he is caring and empathetic, he can downplay, or even overlook, the stress his big agenda for change can create for others

*high Adjustment with uniformly high subscales; also see HDS: high Bold, low Excitable*

He is drawn to other people who are also driven and outgoing, but he can miss ways to connect with more reserved team members; he may struggle to disengage socially when solitary work or undisturbed reflection would be beneficial – either for himself or others; though he wants to foster his team members’ autonomy, he might provide too much help or have trouble letting them make and learn from their own mistakes; he may offer his own views too readily, depriving them of the opportunity to work through issues or propose their own answers

*High Sociability, Interpersonal Sensitivity, Ambition, & Inquisitive vs. MVPI: low Altruistic; also see MVPI: high Affiliation, Recognition, & Power; HDS: high Imaginative, Colorful, & Bold, low Reserved*

He is easy to engage, but if mired in routine or tactical details, he may get bored; he has little interest in operational tasks and may lose energy when the focus shifts from vision to implementation; he can be diverted by interesting side projects or get distracted by the next “new thing” and lose focus on current priorities; he can be inconsistent with follow-up and follow-through

*high Inquisitive, moderate Learning Approach, low Prudence; also see MVPI: low Security; HDS: high Imaginative & Colorful, high Mischievous with high ‘impulsive’ subscale, low Diligent*

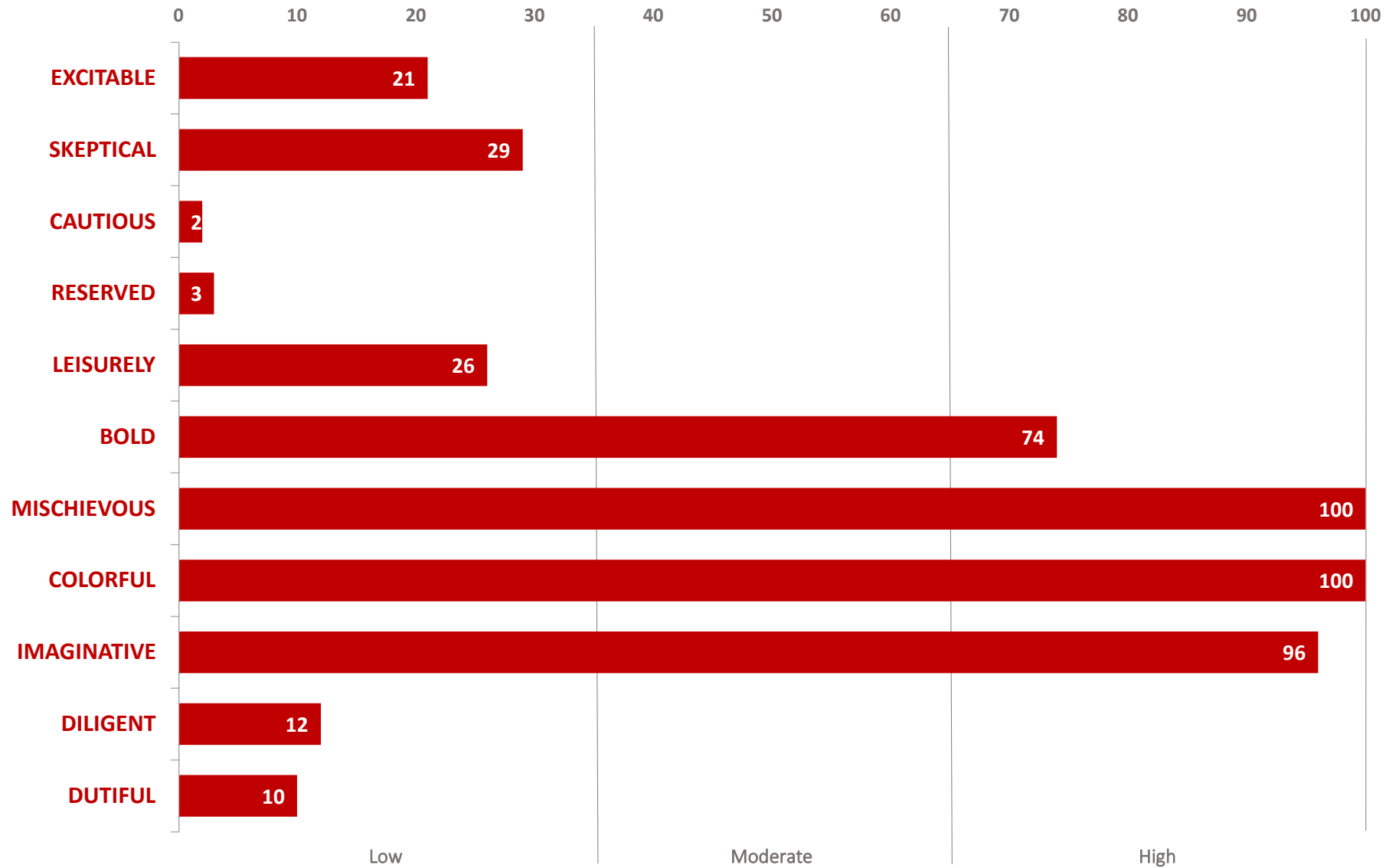
His resilience, ambition, tolerance for risk, and strong relationship orientation can combine to put him in danger of overextending himself or overwhelming others; he has a big, engaging personality, which can overshadow and even intimidate his more restrained or introverted colleagues

*high Adjustment, Ambition, & Sociability, low Prudence; also see HDS: high Colorful, Bold, Mischievous, & Imaginative*

He is prone to hastiness and impulsivity, perhaps leading him to seem less collaborative than he thinks he is; though he appears receptive to others’ ideas, he may not slow down enough to gather input or negotiate for buy-in; he may rely too heavily on a just-in-time management style, and can rush into action without carefully considering the consequences; he can become frustrated by bureaucracy and process, feeling that it limits his independence and ability to challenge the status quo and drive change

*low Prudence with low ‘not autonomous,’ ‘impulse control,’ & ‘avoids trouble’ subscales, high Ambition with uniformly high subscales; also see MVPI: low Security, high Power; HDS: high Mischievous with high ‘risky’ & ‘impulsive’ subscales, high Bold, low Diligent & Cautious, low Dutiful with low ‘conforming’ subscale*

SCALES	LOW SCORE WATCH-OUTS	MODERATE SCORE STRENGTHS	HIGH SCORE WATCH-OUTS
<b>EXCITABLE</b>	Too little excitement or passion; can appear to lack a sense of urgency	<b>Enthusiastic and energetic; expresses emotions in a mature manner</b>	Moody, emotional highs and lows; prone to overreacting
<b>SKEPTICAL</b>	Naïve or gullible; does not conduct reasonable due diligence	<b>Perceptive and shrewd; politically astute; trusts but verifies</b>	Cynical and mistrustful; holds grudges; fault-finding
<b>CAUTIOUS</b>	Takes unnecessary chances; underestimates the downside	<b>Thorough and deliberate; thinks before acting</b>	Reluctant to take chances; too concerned about mistake and criticism
<b>RESERVED</b>	Shares too much information; overly concerned about how others feel	<b>Discreet about what to share with whom; resolute under pressure</b>	Uncommunicative; socially distant, aloof; insensitive to how people feel
<b>LEISURELY</b>	Serious; blunt when displeased; confrontational	<b>Relaxed, unhurried; accommodating; appropriately direct</b>	Passive-resistant, indirect; resentful of the needs and requests of others
<b>BOLD</b>	Self-doubting and unassertive; easily pushed and challenged by others	<b>Realistically confident and assertive</b>	Overconfident; overestimates one's abilities; deflects responsibility
<b>MISCHIEVOUS</b>	Rigid adherence to rules and procedures; risk-averse	<b>Flexible but principled; takes calculated risks</b>	Impulsive and reckless; manipulative; cavalier about commitments
<b>COLORFUL</b>	Isn't visible enough; low profile can diminish impact	<b>Outgoing and dynamic; has stage presence</b>	Attention-seeking, flamboyant, and melodramatic; self-promoting
<b>IMAGINATIVE</b>	Pragmatic to the point of stifling creativity	<b>Unconventional, innovative, and creative; an out-of-the-box thinker</b>	Excessive ideation; impulsively changes direction; impractical
<b>DILIGENT</b>	Inattention to details; provides insufficient oversight and guidance	<b>Detail-orientated and hardworking; high performance standards</b>	Perfectionistic, nitpicky, and micromanaging
<b>DUTIFUL</b>	Rebellious; indifferent to needs of others; may have authority issues	<b>Supportive and loyal; strong service orientation</b>	Excessively concerned with pleasing others; deferential to authority; indecisive



**Confidence & bias for action can overshadow collaborative strengths** – stress can prompt him to double down on assertiveness and conviction, but he may go too far, perhaps coming across as self-promoting or dismissive of others' input; he may overestimate what he can accomplish with the time and resources available, and can appear too comfortable with taking chances, leaving more risk-sensitive people feeling uneasy or overexposed; he may challenge established policies, fail to plan ahead, or neglect to build alignment with senior managers and peers across the enterprise; likewise, though typically able to balance his gregarious nature by involving others, as stakes rise he may appear to insist on holding the floor or to be advancing his own agenda – potentially limiting his ability to hear alternative perspectives or to gather valuable feedback; he may overuse his strong social skills to the point that others feel intimidated or silenced; while he trusts others implicitly, his behavior may create the impression that he has more faith in his own ideas and talents than those of his team members; he could problem solicit input from people more often and keep them better informed; likewise, he could benefit from pausing to ensure that others feel welcomed to contribute, as well as from asking more questions and listening intently to demonstrate that he is interested in their ideas

*high Bold, Colorful, & Mischievous, low Reserved, Excitable, Cautious, Dutiful, & Leisurely, all with uniformly low subscales, low Skeptical; also see HPI: low Prudence with primarily low subscales, high Ambition & Sociability; MVPI: low Security, high Recognition, Affiliation, & Power*

**More visionary & innovative than process-oriented** – he impresses others as an agent of change and a source of fresh insights, but his follow-through and process discipline can be spotty; the higher the stakes, the more willing he may be to indulge his imagination and the less he may seem to temper forward-thinking with pragmatism and concern for present-moment business realities; he is liable to pursue unrealistic or risky plans, make decisions without evaluating potential downsides, or retreat to creative space in order to avoid dealing with tedious details; he may struggle to apply the structure and processes needed to execute his vision; likewise, though he is quick and agile, especially under pressure, he could probably articulate his ideas more clearly to others, helping them to see the connections he makes so readily and bringing them along in his thinking; he may seem to digress or become impatient when talking about the tactical details of implementation, and he probably has room to convey more precisely what his team needs to focus on; he may be able to do a better job of centering his audience's attention on his core message if he employed a more patient and pragmatic communication style that provides greater specificity

*high Imaginative, Colorful, Mischievous, & Bold, low Diligent & Cautious; also see HPI: high Inquisitive, Sociability, & Ambition, low Prudence; MVPI: high Affiliation & Power, moderate Aesthetics, low Security*

## ♡ VALUES AND DRIVERS

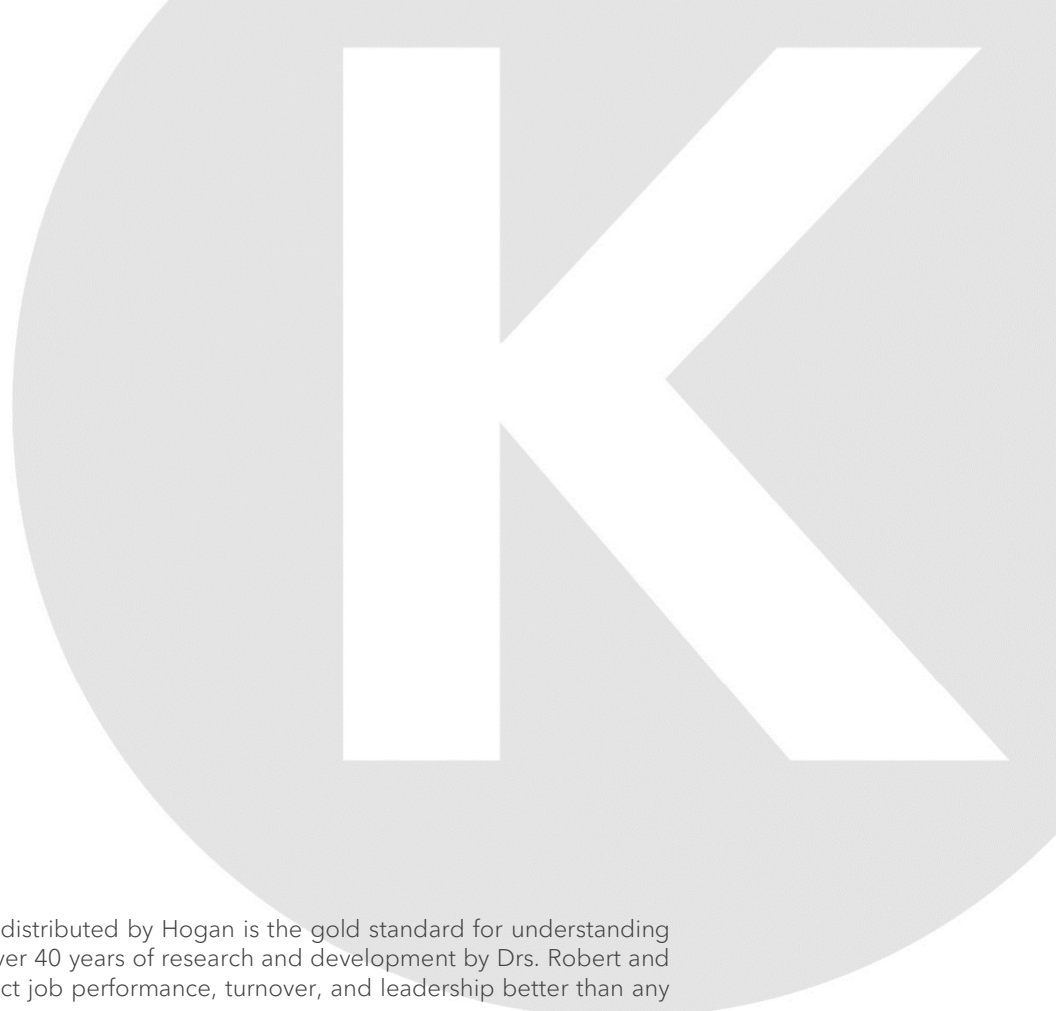
Striving for achievement and visibility; spearheading important, high-profile initiatives while embracing risks and challenges; building relationships and creating a team approach to ambitious goals; creating a fun, energizing atmosphere that rewards effort and hard work; fostering a low-structure workplace while still holding himself and others to high standards; seeking data and objective information without discounting less tangible performance indicators

## ⚡ PERFORMANCE STRENGTHS

- He is charismatic with a strong, captivating presence; others likely see him as a dynamic presenter and networker; he is persuasive, influential, and inspirational; he excels at building relationships
- He is a visionary change agent, both creative and forward-thinking; he is eager to brainstorm, innovate, and advocate for change, as well as for big, bold actions
- He appears driven and assertive; he readily steps up to take charge; he has a strong sense of personal responsibility
- He can balance directness with diplomacy; though competitive and hard charging, he can also show empathy, warmth, and concern for others
- He has high expectations and standards for himself and others; he sets challenging goals and inspires people to work toward them
- He is resilient, stress-tolerant, and optimistic; he is steady and able to handle executive pressure

## ⚠ PERFORMANCE RISKS

- He can get ahead of himself with energetic, creative thinking, to the point that others may feel left out or left behind; he probably could provide his team with more patient, focused, hands-on guidance
- He may get impatient with the tactical details of implementation; he prefers to move quickly, but he may not provide clear direction, next steps, or sufficient structure – the risk is that he could appear as more talk than action if consistent results are not achieved
- Though optimistic, he can seem unrealistic; he may minimize problems and he may not recognize the impact that the pressure of change can have on others
- Stress can send his strengths into overdrive; he may seem overconfident, overbearing, or dismissive of feedback; he is in danger of overwhelming others, particularly less self-assured and outspoken people
- He can seem increasingly independent and too reliant on his own judgment under pressure; he is at risk for acting without securing alignment, buy-in, or approval



#### ABOUT HOGAN ASSESSMENT SYSTEMS

The suite of personality tests developed and distributed by Hogan is the gold standard for understanding personality at work. The tests are based on over 40 years of research and development by Drs. Robert and Joyce Hogan and their colleagues, and predict job performance, turnover, and leadership better than any other personality test available.



#### ABOUT THE INTEGRATED PERSONALITY SUMMARY (IPS)

Each IPS report is written by a deep expert at Kaiser Leadership Solutions with years of experience interpreting the results from Hogan tests and helping managers to better understand themselves and how to become better leaders. The report is customized to your particular results to capture the essence of what makes you a unique individual.



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