Career Direction Report

PREPARED FOR

Sam Poole

SAMPLE REPORT

November 9, 2026



PERFORMANCE PROGRAMS INC.
assessment, awareness, action

POWERED BY HOGAN

About This Report

About PPI's Career Direction Report

Content in this report reflects responses to Hogan's Motives, Values, Preferences Inventory (MVPI), the Hogan Personality Inventory (HPI), and the Hogan Development Survey (HDS). The normative dataset used to drive this report's conclusions has >100,000 people and is used to identify common themes across individuals who answered the assessments similarly. However, each person is unique. Because of this, you might find a couple statements that may conflict or misalign. You are asked to focus on the primary themes emerging from this report as you think through career direction.

> *This Career Direction Profile translates your Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI) results into career-direction guidance. It's meant to be used as a starting map for thinking deliberately about fit — not a verdict on what you can or can't do.*

Executive Summary

Your profile is distinctive: Altruistic and Tradition stand out as your strongest drivers, and the career directions in this report are built around putting those to work. At the same time, Dutiful are elevated enough on the Hogan Development Survey to warrant real, early attention, since these are exactly the patterns that most often derail otherwise strong performance. The guidance in this report is built around both halves of that picture.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Your Personality Profile at a Glance

The HPI measures the bright-side personality traits that predict how you typically behave day to day — the qualities colleagues and managers notice first.

Scale	Level
Emotional Stability	**High**
Drive & Leadership	**High**
Extraversion	**Moderate**
IS	**Moderate**
Conscientiousness	**Moderate**
Curiosity	**Low**
Knowledge	**High**

What Your HPI Scores Mean for Your Career

Emotional Stability — High

You stay composed under pressure and don't let setbacks or criticism throw you off your game for long. This is a real asset in high-stakes, high-visibility, or crisis-prone roles — you can be the calm presence others look to when things get difficult.

Drive & Leadership — High

You want to win, be recognized for results, and move up — and you'll respond well to clear metrics, visible performance tracking, and a defined path to more responsibility. You're likely to lose motivation quickly in a role where performance isn't visibly tracked or rewarded.

Extraversion — Moderate

You can hold your own in social or team settings and also work well independently, giving you real flexibility across people-facing and more solitary roles alike.

IS — Moderate

You balance task focus with genuine consideration for others reasonably well, adjusting your style to the person and situation more often than not.

Conscientiousness — Moderate

You can follow structure and process when it matters without becoming rigid about it, giving you reasonable flexibility across more and less structured environments.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Curiosity — Low

You tend to prefer concrete, practical tasks over abstract or exploratory ones, and you're most comfortable executing well-defined work rather than open-ended problems. Roles with clear scope and established methods will likely be a better fit than ones requiring constant creative problem-solving.

Knowledge — High

You enjoy formal learning and tend to actively seek out coursework, credentials, and in-depth study. Roles and organizations that invest heavily in structured training and professional development will likely be a strong fit and hold your engagement.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Derailers Under Pressure (HDS)

The Hogan Development Survey (HDS) identifies how you behave under stress, when fatigued, or when your guard is down. These are not character flaws — they are predictable risk patterns, and the ones that are elevated are worth deliberate, early attention regardless of where you are in your career.

Scale	Level
Volatile / Easily Frustrated	Low
Distrust / Cynicism	Low
Risk-Averse / Indecisive	Low
Aloof / Uncommunicative	Low
Passive-Aggressive	Low
Arrogant / Entitled	Low
Risk-Taking / Manipulative	Low
Dramatic / Attention-Seeking	Low
Eccentric	Low
Perfectionistic / Micromanaging	Moderate
Ingratiating / Conflict-Avoidant	High

Priority Derailers to Manage

Scoring High on this survey means these patterns are the ones most worth deliberate, early attention: Dutiful.

What Your HDS Scores Mean for Your Career

Volatile / Easily Frustrated — Low

You're not especially prone to visible frustration or mood swings under pressure — a stable, even-keeled presence that colleagues and managers can count on even when things go wrong.

Distrust / Cynicism — Low

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

You tend to give others the benefit of the doubt and don't default to suspicion about others' motives, which makes you easy to work with and coach.

Risk-Averse / Indecisive — Low

You're comfortable making calls and acting without extensive deliberation — a real asset in fast-moving environments that reward decisiveness, though it's worth double-checking high-stakes decisions before committing.

Aloof / Uncommunicative — Low

You stay engaged and communicative even under real stress, which is exactly what colleagues and managers need when something goes wrong.

Passive-Aggressive — Low

When you disagree with a task or direction, you tend to say so directly rather than quietly resisting it — this earns trust, even when the disagreement itself isn't welcome.

Arrogant / Entitled — Low

You tend toward modesty about your own contributions, which is easy to work with but can mean your accomplishments go under-recognized — don't be afraid to advocate for yourself a bit more.

Risk-Taking / Manipulative — Low

You're comfortable following rules and established boundaries, and unlikely to cut corners or take unauthorized risks — a strength in compliance-sensitive or highly regulated work.

Dramatic / Attention-Seeking — Low

You tend to stay out of the spotlight and let your work speak for itself — reliable, but worth occasionally making sure your contributions are actually visible to the people who make decisions about your career.

Eccentric — Low

You tend to think in conventional, well-established terms rather than unusual or unconventional ones — a strength in roles that reward consistency and predictability over novelty.

Perfectionistic / Micromanaging — Moderate

You hold reasonably high standards for your own and others' work without becoming rigid about it most of the time.

Ingratiating / Conflict-Avoidant — High

Under pressure, you're likely to go along with authority and avoid conflict with superiors, even when you privately disagree. This can read as agreeable and easy to manage, but it also means important concerns may go unraised — deliberately practicing how to voice disagreement with people above you will serve your career well over time.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Motivational Drivers (MVPI)

The MVPI reveals what motivates you, what you find rewarding, and the type of organizational culture where you're most likely to thrive. High scores indicate strong motivators; low scores indicate values or rewards that simply won't engage you, however sensible they look on paper.

Scale	Level
Visibility / Praise	Low
Control / Influence	Moderate
Pleasure / Fun	Low
Helping Others	High
Social Contact	High
Convention / Rules	High
Stability / Predictability	Moderate
Money / Profit	High
Style / Quality	Moderate
Data / Analysis	Low

Your Core Motivational Profile

Visibility / Praise — Low

Public praise and visibility aren't major motivators for you — you're more engaged by the work itself than by being recognized for it. Roles with little built-in recognition won't bother you the way they might others.

Control / Influence — Moderate

You appreciate having some influence over decisions that affect your work, without needing to be the one ultimately in charge.

Pleasure / Fun — Low

Enjoyment and stimulation at work matter less to you than other factors — you're comfortable with steady, even repetitive work as long as it serves a purpose you value.

Helping Others — High

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

You're genuinely motivated by helping others and contributing to something beyond yourself. Roles with a clear service or mission component — even within a for-profit organization — will engage you far more than purely transactional work.

Social Contact — High

You're motivated by social contact and collaboration, and you're likely to disengage in roles that are heavily independent or isolating, regardless of the work's other merits. Team-based, collaborative environments will suit you far better than solo, heads-down work.

Convention / Rules — High

You respect established norms, institutions, and convention, and you're likely to feel more at home in a recognizable, established organization than in a loose, fast-changing startup — even if your day-to-day behavior doesn't always perfectly match that preference.

Stability / Predictability — Moderate

You appreciate reasonable stability without needing an unusually predictable environment to feel comfortable.

Money / Profit — High

You have a strong, straightforward drive toward financial reward. Commission-based, bonus-driven, or equity-linked compensation will motivate you more than a flat salary alone, and you'll be most satisfied where effort visibly and quickly converts into pay.

Style / Quality — Moderate

You appreciate quality and good design without needing it to be a central focus of your work.

Data / Analysis — Low

Data, analysis, and scientific reasoning aren't a particular draw for you — you're more engaged by practical, people-focused, or action-oriented work than by rigorous analytical problems.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Recommended Career Directions

The directions below play to your strongest motivators and traits, while building in real guardrails for whichever risk patterns are elevated in your profile. Tier 1 directions are your highest-alignment paths; Tier 2 directions are worth considering as your track record develops.

TIER 1: Highest Alignment

1. Public Service, Education & Traditional Institutions

This path channels respect for institutions and a sense of service into stable, structured, mission-aligned work.

Industries: Education, government, established nonprofits, public administration
Key strength: A genuine respect for institutions paired with a sense of service
Watch: avoiding necessary pushback with authority figures when it matters most

CAREER OUTLOOK — Kindergarten and Elementary School Teachers, Except Special Education

O*NET-SOC 25-2021.00 · Job Zone 4 — Considerable Preparation Needed (bachelor's degree plus state certification/license typical)

Median annual wage $62,310 (2024) · about 1.53 million employed nationally · little or no change (0%) projected growth, 2025-2035 — but still about 103,800 annual openings, mostly from replacement needs

What People in This Role Typically Do:

- Plan and deliver lessons aligned to curriculum standards
- Assess student progress
- Prepare students academically and socially
- Communicate with parents or guardians

Common Tools & Technology:

- Learning management systems
- Educational software/apps
- Microsoft Office / Google Workspace

Also Known As: Classroom Teacher, Elementary Teacher, Primary School Teacher

Source: O*NET Online / BLS Occupational Outlook Handbook (https://www.bls.gov/ooh/education-training-and-library/kindergarten-and-elementary-school-teachers.htm). Figures summarized and condensed by Performance Programs, Inc.

THREAT OF AI Disruption Risk: **LOW**

Work built around direct human development and public accountability — teaching, public administration —

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

is among the least exposed categories to AI automation, even as administrative tasks get easier.

What AI Will Likely Affect:

- AI tools increasingly help with lesson planning, grading support, and administrative documentation
- AI tutoring tools are supplementing some aspects of individualized instruction

What Protects This Path:

- Direct instruction, mentorship, and classroom relationship-building remain fundamentally human
- Public accountability and institutional trust require a human presence, not an automated one

2. Helping Professions / Nonprofit & Community

This path channels genuine care for others into direct, tangible impact — work that rewards purpose over financial upside.

Industries: Nonprofit, community services, counseling, education support
Key strength: Genuine empathy and a real sense of purpose beyond the paycheck

CAREER OUTLOOK — Social and Community Service Managers

O*NET-SOC 11-9151.00 · Job Zone 4 — Considerable Preparation Needed (bachelor's degree typical)

Median annual wage $78,240 (2024) · 219,800 employed nationally · about average projected growth, with roughly 18,600 annual openings

What People in This Role Typically Do:

- Coordinate and supervise social service programs and community organizations
- Manage staff and budgets
- Identify community needs and develop programs to address them

Common Tools & Technology:

- Case management software
- Microsoft Office
- Grant-management and reporting platforms

Also Known As: Program Director, Nonprofit Director, Community Outreach Manager

Source: O*NET Online / BLS Occupational Outlook Handbook (https://www.bls.gov/ooh/management/social-and-community-service-managers.htm). Figures summarized and condensed by Performance Programs, Inc.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

THREAT OF AI Disruption Risk: **LOW**

Work that depends on trust, empathy, and in-person human connection is among the least exposed to AI automation, even as administrative and reporting tasks around it get easier.

What AI Will Likely Affect:

- AI tools increasingly handle grant-writing drafts, reporting, and administrative documentation
- Case-management software with AI features can help track client needs more efficiently

What Protects This Path:

- Direct human connection, trust-building, and empathy are the core of this work and are not replicable by AI
- Community relationships and program judgment require accountable human presence

3. Operations, Process & Quality Management

This path rewards consistency, structure, and reliable execution — work where getting the process right matters as much as the outcome.

Industries: Manufacturing, logistics, supply chain, quality assurance
Key strength: Reliability, structure, and attention to consistent execution
Watch: perfectionism or over-control slowing things down or crowding out others

CAREER OUTLOOK — Industrial Production Managers

O*NET-SOC 11-3051.00 · Job Zone 4 — Considerable Preparation Needed (bachelor's degree plus several years of related experience typical)

Median annual wage $121,440 (2024) · widely employed across industries nationwide · 2% projected growth (slower than average), 2024-2034 — most openings from replacement needs

What People in This Role Typically Do:

- Plan and direct production activities
- Review production schedules and cost estimates
- Enforce safety and quality-control standards
- Coordinate with other departments such as purchasing and maintenance

Common Tools & Technology:

- Enterprise resource planning (ERP) software
- Manufacturing execution systems (MES)
- Microsoft Office

Also Known As: Plant Manager, Production Manager, Manufacturing Manager

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Source: O*NET Online / BLS Occupational Outlook Handbook (https://www.bls.gov/ooh/management/industrial-production-managers.htm). Figures summarized and condensed by Performance Programs, Inc.

THREAT OF AI Disruption Risk: **MODERATE**

AI and automation are reshaping shop-floor and process monitoring, but overall operational judgment — balancing cost, quality, safety, and people — still needs a human in the loop.

What AI Will Likely Affect:

- AI-driven monitoring and predictive maintenance tools are automating routine quality checks
- Production scheduling and resource planning increasingly use AI-assisted optimization

What Protects This Path:

- Judgment calls that balance cost, quality, safety, and workforce factors together still require a human decision-maker
- Managing people and cross-department coordination is not something AI tools do on their own

TIER 2: Worth Considering

4. Human Resources, Recruiting & Talent

This path combines relationship-building with a structured, people-focused mission, typically with more built-in training and oversight than a purely entrepreneurial path.

Industries: Agency recruiting, staffing sales, corporate HR, talent acquisition
Key strength: Relationship-building paired with genuine interest in people
Watch: avoiding necessary pushback with authority figures when it matters most

CAREER OUTLOOK — Human Resources Specialists

O*NET-SOC 13-1071.00 · Job Zone 4 — Considerable Preparation Needed (bachelor's degree typical)

Median annual wage $75,940 (2025) · 944,300 employed nationally · 6% projected growth (faster than average), 2024-2034

What People in This Role Typically Do:

- Recruit, screen, interview, or place candidates
- Maintain employment records for hiring, transfers, and promotions
- Interpret and explain HR policies to clients or candidates

Common Tools & Technology:

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

- Applicant tracking / HR management software (ADP Workforce Now, Oracle Taleo)
- Microsoft Office
- Messaging/scheduling tools (Slack, Zoom)

Also Known As: Corporate Recruiter, HR Generalist, Recruiter, HR Coordinator

Source: O*NET Online / BLS Occupational Outlook Handbook (https://www.bls.gov/ooh/business-and-financial/human-resources-specialists.htm). Figures summarized and condensed by Performance Programs, Inc.

5. Executive / People Leadership Track

A natural longer-term direction for anyone driven by influence and advancement — best pursued after building a personal track record as an individual contributor first.

Industries: Any — typically a progression from an individual-contributor track, once results are established
Key strength: Drive for influence and control, channeled into leading a team rather than just producing individually

CAREER OUTLOOK — Training and Development Managers

O*NET-SOC 11-3131.00 · Job Zone 5 — Extensive Preparation Needed (bachelor's degree plus several years of related experience typical)

Median annual wage $127,090 (2024) · about 46,400 employed nationally · 6% projected growth (faster than average), 2024-2034

What People in This Role Typically Do:

- Identify training and development needs across an organization
- Oversee development of training materials and programs
- Manage training staff and budgets
- Evaluate program effectiveness

Common Tools & Technology:

- Learning management systems (LMS)
- Microsoft Office
- E-learning authoring tools

Also Known As: Learning & Development Manager, L&D Manager, Training Director

Source: O*NET Online / BLS Occupational Outlook Handbook (https://www.bls.gov/ooh/management/training-and-development-managers.htm). Figures summarized and condensed by Performance Programs, Inc.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Roles to Avoid

The following conflict significantly with your motivational and derailer profile:

- Fast-paced, high-variety, constantly changing roles with little routine — steady, predictable work will suit you better than constant novelty for its own sake.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Ideal Organizational Culture

Your MVPI and HDS patterns together predict the kind of environment where you'll perform well versus struggle:

- A clear sense of mission or service that goes beyond the bottom line.
- An established, recognizable organization with clear, consistent values.
- A genuinely collaborative, team-oriented culture with frequent social interaction.

Red flags for you in a workplace:

- Purely transactional cultures with no sense of mission or impact beyond profit.
- Chaotic, fast-changing environments with no consistent values or norms.
- Heavily isolated, independent work with minimal team interaction.
- Cultures where authority is rarely questioned and dissent is actively discouraged.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only

Your 90-Day Career Launch Plan

Whatever direction you pursue, the following steps are designed to build momentum early while putting real guardrails around your riskiest patterns.

Weeks 1-2: Clarify and Commit

Target Public Service, Education & Traditional Institutions as your starting direction, and identify 3-5 companies or teams that look like a strong match. Write down, in your own words, what "success" looks like in 12 months — income, title, or skill — so progress can be measured against something concrete.

Weeks 3-6: Build Track Record and Self-Awareness

In any interview or onboarding conversation, ask directly how feedback and mistakes are handled. Continue finding ways to get comfortable expressing disagreement. You aim to please but may not always feel able to disagree or debate with key stakeholders on high-stakes projects. To address this, first identify the types of conversations with those stakeholders that make you feel unable to push back or challenge the status quo. Try planning ahead for what you'll say, preparing with a trusted colleague, or preparing rationale and data ahead of time that support your perspective. Prepare yourself for the fact that you may need to reframe your point multiple times or be willing to press your point more forcefully when it comes to issues that are critical to a project or that will affect the overall well-being and workload of a team.

Weeks 7-12: Execute and Calibrate

Track wins and setbacks weekly against the 12-month definition of success from Weeks 1-2. Revisit whether the role and environment actually match the culture-fit criteria in Section 5 — a bad fit will surface fast, so don't wait a full year to course-correct.

Key Insight

Your profile has real, marketable upside: Altruistic, Tradition are exactly the traits that drive strong performance in the directions recommended above. But the same profile carries real risk patterns — Dutiful — that, left unmanaged, can undercut that upside before it has a chance to show. The single highest-leverage move available to you right now is choosing an environment with real structure, direct feedback, and the guardrails named in this report — not because your drive needs restraining, but because every strength here is easiest to sustain with the right support around it.

© 2026 Performance Programs, Inc. | Confidential — For Individual Use Only