Talent Assessment Report

PREPARED FOR

Sam Poole

SAMPLE REPORT

November 9, 2026

Self-Management | **Approach to Work** | **Bringing Results**

PERFORMANCE PROGRAMS INC.
assessment, awareness, action

POWERED BY HOGAN

About This Report

About PPI's Talent Assessment 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 leverage the results for follow-up interviewing.

> *The following descriptions give a deeper understanding of the candidate's profile and its implications. Recommendations for onboarding support, based on the candidate's likely reactions to feeling stressed, are offered at the end of this report. Implications and suggestions should be considered in light of the particular context and expectations of the role being considered.*

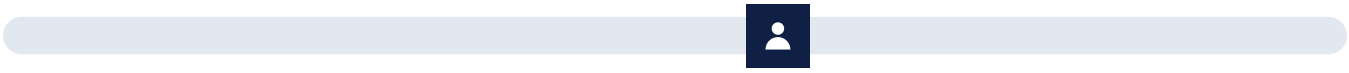
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Executive Summary

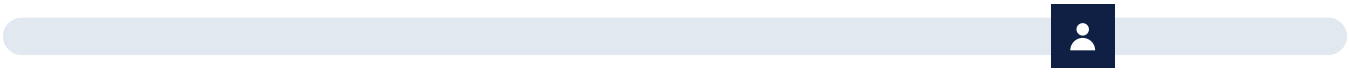
The candidate's talent profile is represented by the indicators below. Details of each dimension are provided on the following pages.

Self-Management

Modest — Aspiring

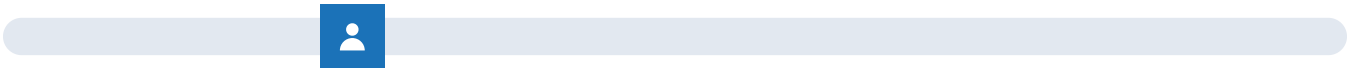


Responsive — Resilient

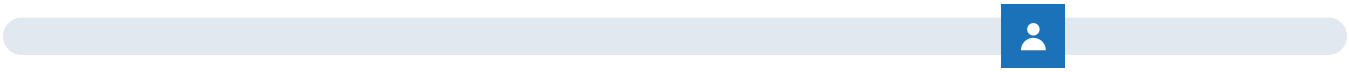


Approach to Work

Operational — Strategic



Flexible — Structured

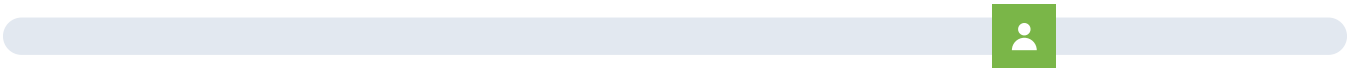


Bringing Results

Dependable — Self-starting



Task-focused — Supportive



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Motivational Profile

The Motivational Profile will help you understand where there is potential alignment or misalignment with what makes the candidate feel "at home" in the organizational setting and what keeps them engaged with continuous development. Results indicate this candidate most enjoys working in a place where:

- Helping others (and customer focus) is emphasized; but may also underestimate others' needs for self-sufficiency.
- There are clear, consistent cultural values; but might seem resistant to evolving those expectations as things change.
- Collaboration and teamwork are promoted; but may feel less engaged in projects that require independent execution.

Self-Management

The candidate presents with humility in certain situations and with confidence in others. More specifically, they:

- Take initiative and have aspirations in mind as they push toward objectives.
- Fortify their confidence with informed expertise, which helps convey intellectual certainty.
- Might not always elevate their or their team's accomplishments enough to increase visibility or expand credibility.

Interview Questions

Please reflect on feedback that you've received around how to build presence with an executive-level audience. What was the feedback and what did you adapt based on the feedback? What do you continue to work on to maximize your impact with an executive audience?

Talk about a time when you had to suddenly redirect your focus due to a change in circumstances or strategic direction. How did you assess the situation and adjust your priorities? Looking back, is there anything that could have helped you realize the need sooner? How would you have approached it differently if you had the chance to do it again?

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Approach to Work

The candidate tends to take a more tactical than visionary outlook when thinking about the future of work and the organization. More specifically, they:

- Focus on the practicality of an idea or strategy when considering it, preferring to stick with the "tried and true."
- Tend to stay focused on strategic targets despite possible distractions or new opportunities.
- May get caught up in implementation or take on too much tactical responsibility as they look to ensure results.

Interview Questions

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Bringing Results

The candidate is willing to put themself "out there" to a certain extent, but can be selective with taking charge of a team strategy or goal. More specifically, they:

- Are comfortable taking charge of an agenda and leading from the front to drive progress.
- Reach out to make connections, communicate plans, and align resources, but only to a certain extent.
- Seem unlikely to let concern for outcomes get in the way of swift decision making, driving change or taking risk.
- Seem dedicated and service-oriented but hesitant to set direction. They may find it challenging to act decisively if support from key stakeholders (e.g., superiors) is unclear.

Interview Questions

Talk about a time you had to lead a change that you did not feel was the right direction, or did not have all the information you thought was needed. What was the risk involved in changing direction, and how did you communicate your concerns?

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Onboarding Support

Most individuals have reactions to stress that, when activated, threaten to get in the way of leadership, relationships and performance. As an individual settles into a new work role, they often experience a "honeymoon period," which typically helps insulate them from derailment risks as they learn their new environment. However, after a few weeks, a new employee is likely to experience unfamiliar and challenging situations that bring increased responsibility and complexity—and potential strain. The following recommendations outline strategies that can be communicated to the newly onboarded employee to help them manage tendencies that might get in their way as they strive for success under newfound stress or pressure:

- **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.
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