

SCALE DEFINITION SUMMARY

STRENGTHS		INSIGHT REGARDING:	LOWER SCORE BEHAVIORS:	HIGHER SCORE BEHAVIORS:
HPI	ADJUSTMENT	<i>Resilience</i>	vigilant, self-aware, urgent; pessimistic, tense, & stress-prone	resilient, optimistic, composed; arrogant & feedback-resistant
	AMBITION	<i>Directedness</i>	supportive, team-oriented; lower confidence, drive, & initiative	high self-confidence, drive, energy; forceful, may over-compete
	SOCIABILITY	<i>Social Style</i>	focused, purposeful socially reactive, lower-impact social style	socially proactive, team-oriented, distractible, talks more than listens
	INTERPERSONAL SENSITIVITY	<i>Communication Style</i>	direct, frank, straightforward; low-touch style & potentially abrasive	diplomatic, warm, friendly; potentially “too soft” with feedback
	PRUDENCE	<i>Task-Focus</i>	flexible, ambiguity-tolerant; resistant to supervision & inattentive to details	dependable, process-focused, organized; rigid about details & rules
	INQUISITIVE	<i>Problem-Solving</i>	pragmatic, strong implementer, tactical, & short-term view	strategic, longer-term, big-picture view; low process & execution focus
	LEARNING APPROACH	<i>Learning Style</i>	hands-on, practical, “just in time” learning style; may seem uninformed	continuous, “traditional,” learning style; possibly seems pedantic

DERAILERS		CROSSES LINE FROM EVERYDAY STRENGTH...	➔	...TO POTENTIAL STRENGTH OVER-USED
HDS	EXCITABLE	Intense & energetic	➔	Moody, inconsistent, volatile & unpredictable
	SKEPTICAL	Perceptive & insightful	➔	Cynical, negative, distrustful & fault-finding
	CAUTIOUS	Careful & thorough	➔	Risk-averse, overly careful & fearful of failure
	RESERVED	Independent & objective	➔	Socially withdrawn, tough, & uncommunicative
	LEISURELY	Cooperative & agreeable	➔	Stubborn, privately irritable & passive-resistant
	BOLD	Confident & assertive	➔	Entitled, arrogant, & overestimates competence
	MISCHIEVOUS	Charming & interesting	➔	Risk-taking, limit-testing & untrustworthy
	COLORFUL	Outgoing & socially-skilled	➔	Attention-seeking, self-promoting & dramatic
	IMAGINATIVE	Innovative & creative	➔	Eccentric, impractical, & lacking focus
	DILIGENT	Detailed & conscientious	➔	Micromanaging, perfectionistic, & nit-picking
	DUTIFUL	Supportive & loyal	➔	Over-eager to please, deferential, & ingratiating

VALUES		LOWER SCORES VALUE:	HIGHER SCORES VALUE:
MVPI	RECOGNITION	Modesty, “behind the scenes” roles	Public acknowledgement, visibility
	POWER	Cooperation, democratic decision-making	Authority, top-down influence, impact
	HEDONISM	Professional, formal work environments	Fun, lighthearted, open minded cultures
	ALTRUISTIC	Personal responsibility, self-reliance	Helping others, coaching, providing service
	AFFILIATION	Privacy, task-focus, minimal interruptions	Networking, relationships, teamwork, belonging
	TRADITION	Progress, diversity, autonomy	Role clarity, conservative, principled cultures
	SECURITY	Risk-taking, limit-testing, experimentation	Structure, order, predictability
	COMMERCE	Cooperation, less focus on bottom line	Making money, focus on bottom line
	AESTHETICS	Functionality and substance over form	Quality, image, and product “look & feel”
	SCIENCE	Experience-based, intuitive decisions	Analytics, data-driven decision making