



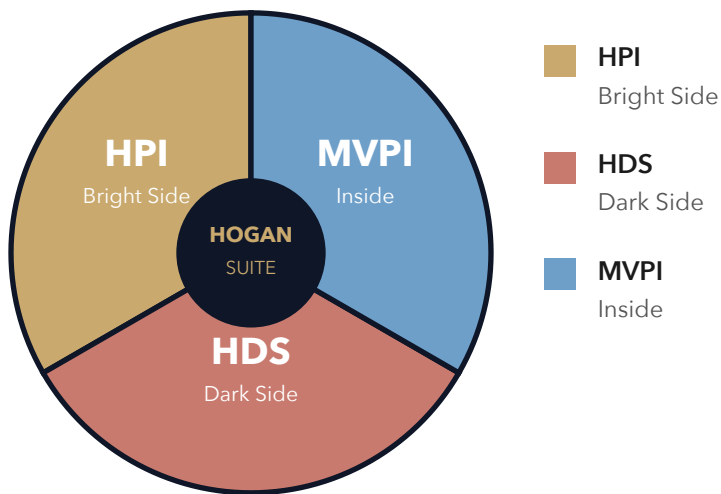
What to Expect from Your First Hogan Assessment Debrief

A Leader's Guide to Getting the Most from Your Results

If you've recently completed a Hogan assessment and are preparing for your debrief, you're about to receive one of the most useful pieces of data available about how you lead. Hogan assessments don't measure whether you're a good or bad leader. They measure how others are likely to experience you, what drives you, and what happens when you're under pressure. That distinction matters, and understanding it before your debrief will help you get more from the conversation.

WHAT THE HOGAN SUITE MEASURES

Hogan's assessment suite is built on decades of research linking personality characteristics to workplace performance. Unlike many assessments that measure how you see yourself, Hogan measures your reputation – how others experience you day to day.



HPI (Hogan Personality Inventory)

Measures your “bright side” – the strengths and characteristics you bring when you’re at your best. Covers seven primary scales: Adjustment, Ambition, Sociability, Interpersonal Sensitivity, Prudence, Inquisitive, and Learning Approach. High and low scores are not good or bad – they describe tendencies that have different implications depending on your role.

HDS (Hogan Development Survey)

Measures your “dark side” – the behaviors that emerge when you’re under stress, fatigued, or not self-monitoring. These are called derailers because they can undermine relationships and results even when your intentions are good. Everyone has derailers. The question is whether you’re aware of them.

MVPI (Motives, Values, Preferences Inventory)

Measures what drives you – the values, goals, and interests that shape the kind of work environment where you thrive and the kind of culture you create around you. This is the “inside” of leadership: what you care about, what motivates you, and what you’ll naturally prioritize.

Additional instruments include the Hogan 360 (multi-rater feedback), EQ (emotional intelligence), Judgment (decision-making style), and HBRI (business reasoning). Your coach will determine which combination is most useful for your situation.

HOW TO PREPARE FOR YOUR DEBRIEF

01 Come with an open mind, not a defensive posture.

The data reflects how you tend to show up, not how you intend to show up. Those aren't the same thing. The gap between the two is where the real development work happens.

02 Think about feedback you've received before.

If you've ever been told "you come across as..." or "people sometimes see you as..." your Hogan results will likely confirm some of those patterns. That's not a flaw in the assessment – it's validation that the data is picking up something real.

03 Prepare questions about specific situations.

Your debrief will be most useful if you bring real scenarios to discuss. Think about: a recent leadership challenge, a relationship that's been difficult, a decision you're struggling with, or feedback that surprised you.

04 Understand that there are no "good" or "bad" scores.

A high score on Ambition isn't inherently better than a low one. A high score means you're energetic, competitive, and driven – which is great until it means you bulldoze people or can't delegate. Context matters.

05 Be ready to hear things you already half-know.

The most common reaction to Hogan results is "I knew that about myself, but I didn't realize other people could see it." That recognition is the starting point, not the end point.

WHAT HAPPENS DURING THE DEBRIEF

A well-run Hogan debrief is a conversation, not a presentation. Your coach will walk through your results scale by scale, but the goal isn't to cover every number. It's to identify the patterns that matter most for where you are right now in your career and leadership.

Expect the conversation to focus on three things: your core strengths and how to leverage them more intentionally, your derailers and the specific situations where they're most likely to surface, and your values and how they shape the culture you create (for better or worse). A good debrief connects the data to your real life – the team you lead, the transitions you're navigating, the goals you're working toward.

AFTER THE DEBRIEF: MAKING IT COUNT

Assessment data is only useful if it changes behavior. After your debrief, focus on two or three specific development priorities – not ten. The leaders who get the most from Hogan are the ones who pick their highest-leverage derailer, identify the three situations where it shows up most, and build a concrete plan for managing it. Small, consistent changes in how you show up will compound over time.

About the Author: Jamie O'Brien is the founder of J. O'Brien Coaching and a certified Hogan practitioner. With 19+ years of experience in organizational development, talent strategy, and executive coaching, he helps leaders close the gap between intention and impact.