

Scales and Definitions

- **Excitable** - moody, hard to please, emotionally volatile
 - **Skeptical** - suspicious, sensitive to criticism, expecting betrayal
 - **Cautious** - risk averse, resistant to change, slow to make decisions
 - **Reserved** - aloof, uncommunicative, lacking empathy
 - **Leisurely** - overtly cooperative, privately irritable and stubborn
 - **Bold** - overly self-confident, arrogant, entitled
 - **Mischievous** - charming, risk-taking, excitement-seeking
 - **Colorful** - dramatic, attention-seeking, interruptive
 - **Imaginative** - creative, but thinking and acting in eccentric ways
 - **Diligent** - meticulous, precise, hard to please, micromanaging
 - **Dutiful** - eager to please, reluctant to act against popular opinion
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HDS Quick Facts

- 168 true / false questions
- 15- to 20-minute completion time
- Available in more than 40 languages
- Concerns characteristics not covered by the Five-Factor Model
- Identifies problematic aspects of behavior not detected in an interview
- Normed on more than 10,000 managers
- No invasive or intrusive items
- No adverse impact
- Online administration

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