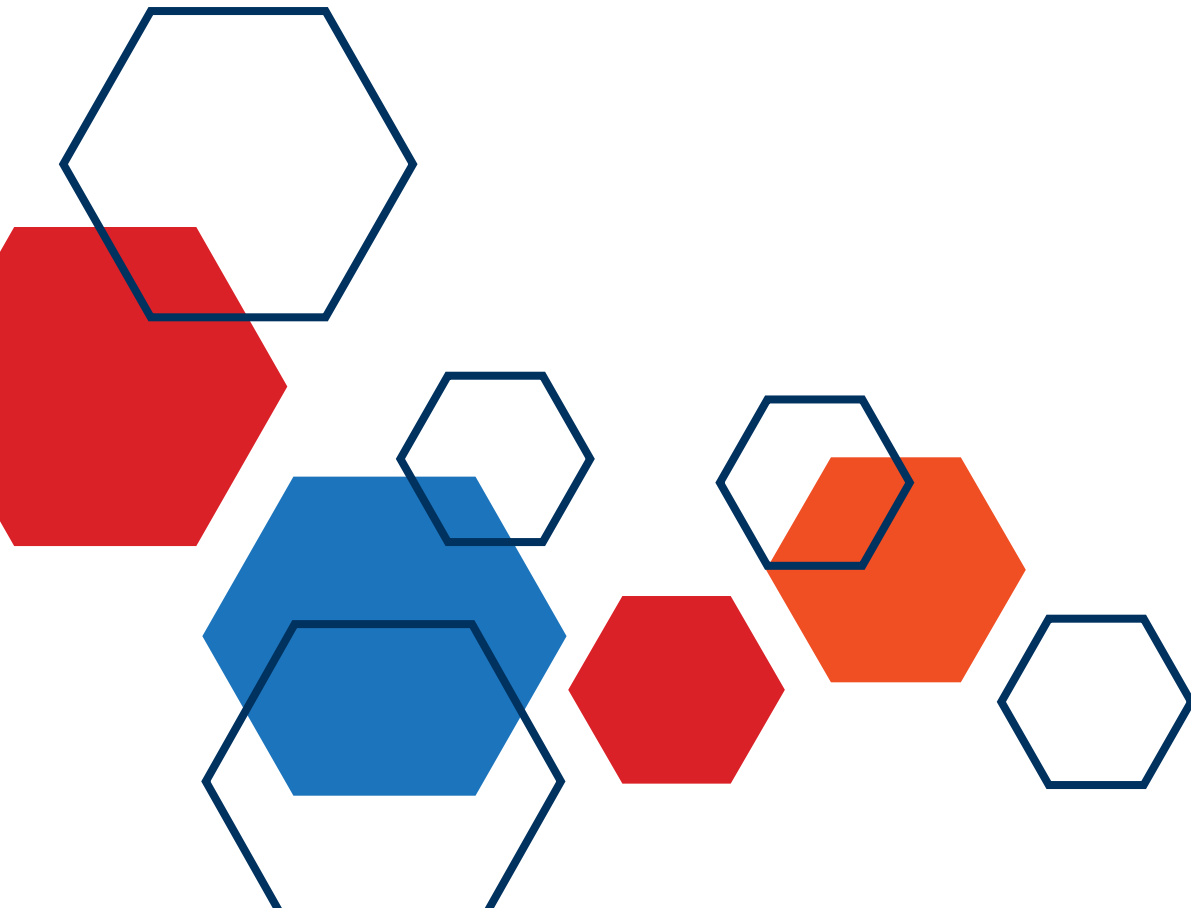# Hogan Assessments and the Profiling of Australian Professional Athletes

Using Hogan Personality Assessments to Predict Sport Player Success On and Off the Field

Authored by: Warren Kennaugh (WK Global)

Background

Hogan use three key personality assessments: the Hogan Personality Inventory (HPI; Hogan & Hogan, 2007), Hogan Development Survey ((HDS; Hogan & Hogan, 2009), and the Motives, Values, Preferences Inventory (MVPI; Hogan & Hogan, 2010) to show that personality can predict a variety of workplace outcomes. The HPI, which measures day-to-day personality characteristics, provides information about individuals' typical preferences and behavioural tendencies. The HDS measures personality when under stress and pressure, and assesses individual's strengths which, when overplayed, can potentially derail performance. The MVPI provides insight into individuals' core values that will motivate and drive their behaviour. See the Appendix for scale interpretations.

Profiling Australian Athletes

Partnering with Hogan and Warren Kennaugh (WK Global), Peter Berry Consultancy (PBC) developed an overall personality profile for predicting the success of Australian sports players both on and off the field. To compile this sample, players from three different sporting codes agreed to participate in the study: Australian Football League (AFL), Australian Rugby Union (ARU), and Australian Rugby League (ARL).

A total of 68 professional sports players in Australia completed the HPI, HDS, and MVPI as part of an assessment of personality. Within the sample were 10 AFL players, 18 ARU players, and 40 ARL players. The combination of the three codes for the profile was based on the similarities between the three codes with respect to physical and technical aspects, as well as the physical contact nature of the codes.

In addition to personality results, the coaches[1] of these sports players provided subjective performance ratings in relation to the following aspects of performance:

- Actual game performance (e.g., goals or goal assists);

- Demonstrated game performance (e.g., follows pre-determined game plan); Game-related behaviour (e.g., has a positive attitude);

- Off field behaviour social (e.g., behaves appropriately at functions);

- Off field behaviour public (e.g., is well mannered in public);

- Training performance (e.g., listens to the coach in training);

- Training behaviour (e.g., encourages team members in training).

Each player was rated on a scale from 1 (Poor) to 5 (Excellent) on 36 general items (e.g., Please rate this player on how well mannered they are to members of the public), and an additional subset of items that were unique to each sporting code in terms of actual game performance (e.g., Please rate the performance of this player in terms of the number of tries scored).

Combining the personality assessment results from the HPI, HDS, and MVPI, with the performance data of Australian sports players, a personality profile was constructed that contained the specific scales that relate to sport player success.

1 Head Coaches, Skills Coaches, High Performance Managers & Player Welfare Managers

Contact Sport Fit Profile

Based on the strength of correlations between certain Hogan personality scales and overall performance (the combination of all seven performance dimensions), a Contact Sport fit profile was constructed. The profile provides five categories of "fit", ranging from No Fit to High Fit. The greater the fit that a sports player achieves, the more likely it will be that they will demonstrate successful performance both on and off the field. The profile discriminates sport players from AFL, ARU, and ARL based on the following personality scales:

- HPI: Adjustment, Prudence, Ambition;

- HDS: Mischievous, Leisurely;

- MVPI: Recognition, Hedonism.

These findings suggest that in order to improve the chances of AFL, ARU, and ARL players in Australia succeeding both on and off the field, it will be important to select players who are likely to be resilient and composed (**Adjustment**; higher Adjustment scores contribute to greater fit), dependable, conscientious, and rule-abiding (**Prudence**; higher Prudence scores contribute to greater fit), as well as confident, leader-like, and achievement-oriented (**Ambition**; higher Ambition scores contribute to greater fit). In addition, it will be important to select players who, under stress and pressure, are likely to remain disciplined and think about the consequences of their decisions (**Mischievous**; lower Mischievous scores contribute to greater fit), remain patient with interruptions and remain friendly with those who may make changes to their plans (**Leisurely**; lower Leisurely scores contribute to greater fit). The profile also suggests that it will be important to select players who value being modest and sharing the plaudits with others (**Recognition**; lower Recognition scores contribute to greater fit), and who value being socially appropriate and self-disciplined in their approach to tasks (**Hedonism**; lower Hedonism scores contribute to greater fit).

The breakdown of the number of sports players within each fit category are shown below in Figure 1.
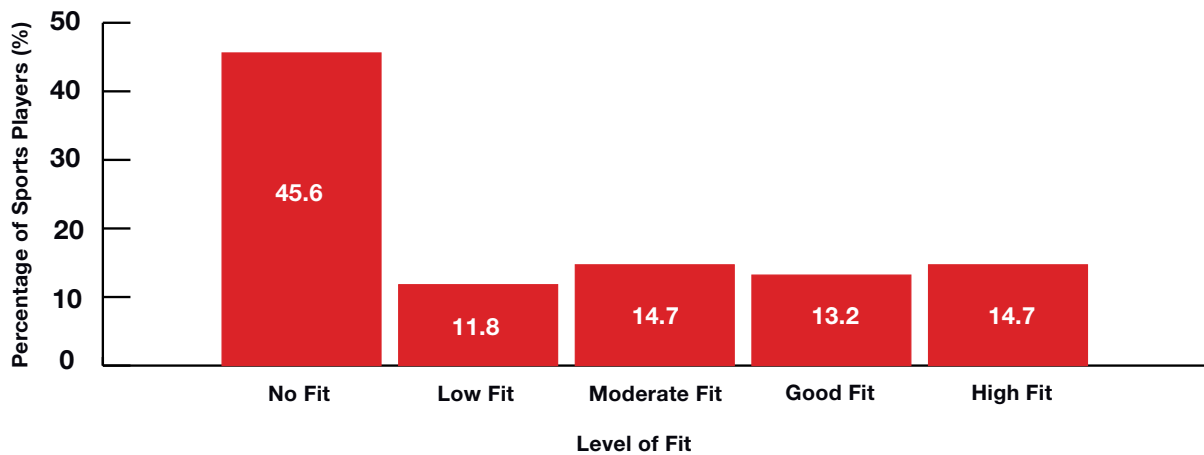

Figure 1. Level of Fit for the Overall Sample *(N=68).*

Predicting Sport Player Success

To determine the utility of this fit profile, analyses were conducted to specifically examine whether obtaining a greater fit on the profile is associated with more positive performance outcomes both on and off the field. Table 1 below presents the correlations between the fit profile and the six performance dimensions that sports players were assessed on.

Table 1.

Correlations between the Contact Sport Fit Profile and Performance Dimensions.

Performance Dimensions	Correlations
Actual Game Performance	.16
Demonstrated Game Performance	.34**
Game Behaviour	.24*
Off Field Behaviour Social	.47**
Off Field Behaviour Public	.41**
Training Performance	.41**
Training Behaviour	.36**

Note, ** Correlation is significant at the .01 level, * Correlation is significant at the .05 level.

As Table 1 highlights, the Contact Sport Fit Profile is positively correlated with performance both on and off the field. Higher fit scores are associated with demonstrating better game-related performance and behaviour, better off-field behaviour in terms of social and public occasions, and training performance and behaviour. It should be noted that the profile is less likely to relate to actual game performance (e.g. number of goals or tries scored) related to the other performance dimensions assessed.

In addition to correlations, odd rations were also calculated to determine the likelihood of player success when demonstrating a level of fit higher than "No Fit". This indicates that a player has "passed" the profile and according to their personality, could potentially be successful on and off the field. Table 2 below presents the odd rations calculated for each performance dimension.

Table 2.

Odds Rations for the Performance Dimensions.

Performance Dimensions	Odds Rations
Actual Game Performance	1.0
Demonstrated Game Performance	2.0
Game Behaviour	1.6
Off Field Behaviour Social	4.5
Off Field Behaviour Public	6.5
Training Performance	2.2
Training Behaviour	2.2

As seen in Table 2, the highest odds ration is demonstrated for off field behaviour public, indicating that sports players who "pass" the Contact Sport Fit Profile (i.e., demonstrate a level of fit that is higher than "No Fit") are 6.5 times more likely to be rated by their coaches and support staff as demonstrating positive off field behaviour publically compared to sports players who fail to pass the profile. Similarly, sports players who pass the profile are also 4.5 times more likely to be rated as demonstrating positive off field behaviour socially, 2.2 times more likely to be rated as demonstrating positive training behaviour and 2.2 times more likely to be rated as demonstrating positive training performance compared to sports players who fail to pass the profile.

These results suggest that passing the Contact Sport Fit Profile is more strongly indicative off field behaviour, as well as training performance and behaviour. The profile is least indicative of actual game performance (i.e. game and technical skill) and offers no additional likelihood of success when sports players "pass" the profile.

Summary

The current research conducted by PBC, Hogan and WK Global demonstrates that the HPI, HDS, and MVPI measures of personality can be used to construct a profile that indicates the likelihood of sports player success in Australia. In particular, these findings provide AFL, ARU, and ARL coaches and players with valuable information about how personality can be used to inform selection of high-potential athletes and development of existing high-performers.

References

Hogan, R., & Hogan, J. (2007). *Hogan Personality Inventory Manual*. Tulsa, OK: Hogan Assessment Systems.

Hogan, R., & Hogan, J. (2009). *Hogan Development Survey Manual*. Tulsa, OK: Hogan Assessment Systems.

Hogan, R., & Hogan, J. (2010). *Motives, Values, Preferences Inventory Manual*. Tulsa, OK: Hogan Assessment Systems.

Appendix

Hogan Assessments Scale Interpretations

HPI Scales	Scale Interpretation
Adjustment	Concerns composure, optimism, and stable moods.
Ambition	Concerns self-confidence, leadership, and competitiveness.
Sociability	Concerns seeming talkative, social bold, and entertaining.
Interpersonal Sensitivity	Concerns being agreeable, considerate, and skilled at maintaining relationships.
Prudence	Concerns being conscientious, dependable, and rule-abiding.
Inquisitive	Concerns being curious, imaginative, and easily bored.
Learning Approach	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
HDS Scales	**Scale Interpretation**
Excitable	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
Sceptical	Concerns socially insightful, but cynical and overly sensitive to criticism.
Cautious	Concerns being overly worried about public criticism.
Reserved	Concerns lacking interest in or awareness of the feeling of others.
Leisurely	Concerns being charming, but independent, stubborn and hard to coach.
Bold	Concerns being assertive and competitive, but demanding, over-confident and feedback resistant.
Mischievous	Concerns being charming, risk-taking, and excitement seeking.
Colourful	Concerns being dramatic, engaging, and attention-seeking.
Imaginative	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
Diligent	Concerns being conscientious, perfectionistic, and hard to please.
Dutiful	Concerns being eager to please and reluctant to act independent.
MVPI Scales	**Scale Interpretation**
Recognition	Desire to be known, seen, visible, and famous.
Power	Desire for challenge, competition, achievement and success.
Hedonism	Desire for fun, excitement, variety and pleasure.
Altruistic	Desire to serve others, to improve society, and to help the less fortunate.

Affiliation	Need for frequent and varied social contact.
Tradition	Concerns for morality, family values, and devotion to duty.
Security	Need for structure, order and predictability.
Commerce	Interest in earning money, realising profiles, and finding business opportunities.
Aesthetics	Interest in the look, feel, sound, and design of products and artistic work.
Science	Interest in troubleshooting, investigation, research and problem solving.

Sports

Cricket. Cricket is a non-contact team sport involving teams of 11 players per side. Each side takes turns at attempting to score runs while batting, while the other team fields and bowls with the intention of taking *wickets*. Cricket is one of the most popular sports played in Australia and globally with several international series played each year.

Rugby Union. Rugby is a contact team sport played by teams of 15 players aiming to outscore their opponents by scoring tries, conversion kicks, penalty kicks or drop goals. Rugby union is predominantly played in Africa, Asia, Europe and Oceania.

Rugby League. Rugby league is a contact team sport played by teams of 13 players aiming to outscore the opposition team. Rugby league shares similarities and origins with rugby union but changes to the rules of rugby league result in them now being played as distinct sports. Rugby league is played internationally, predominantly in Australia, England, New Zealand, France, Tonga and Papua New Guinea, where it is a national sport.

About Peter Berry Consultancy (PBC)

PBC is a multidisciplinary global consulting firm with over 30 years' experience in the delivery of solutions aimed at maximising the potential of individuals, teams, leaders and organisations. We undertake research to support our evidence-based solutions and have a network of partners and distributors globally.

PBC is the Australian and New Zealand distributor of Hogan Assessments and the authors of a range of diagnostics including the Hogan 360 suite, Agile suite, High Performing Team Assessment (HPTA), and co-authored the Hogan Safety Climate Survey.

Sydney
T: +61 2 8918 0888
Level 8, 201 Miller Street North Sydney, NSW 2060

Melbourne
T: +61 3 8629 5100
Suite 303, 430 Little Collins Street, Melbourne, VIC 3000

Auckland
T: +64 9 941 9790
11 Britomart Place, Auckland CBD, Auckland 1010

Dublin
dublinoffice@peterberryconsultancy.com
Ireland

info@peterberryconsultancy.com | www.peterberryconsultancy.com

WP0021

PBC HOGAN