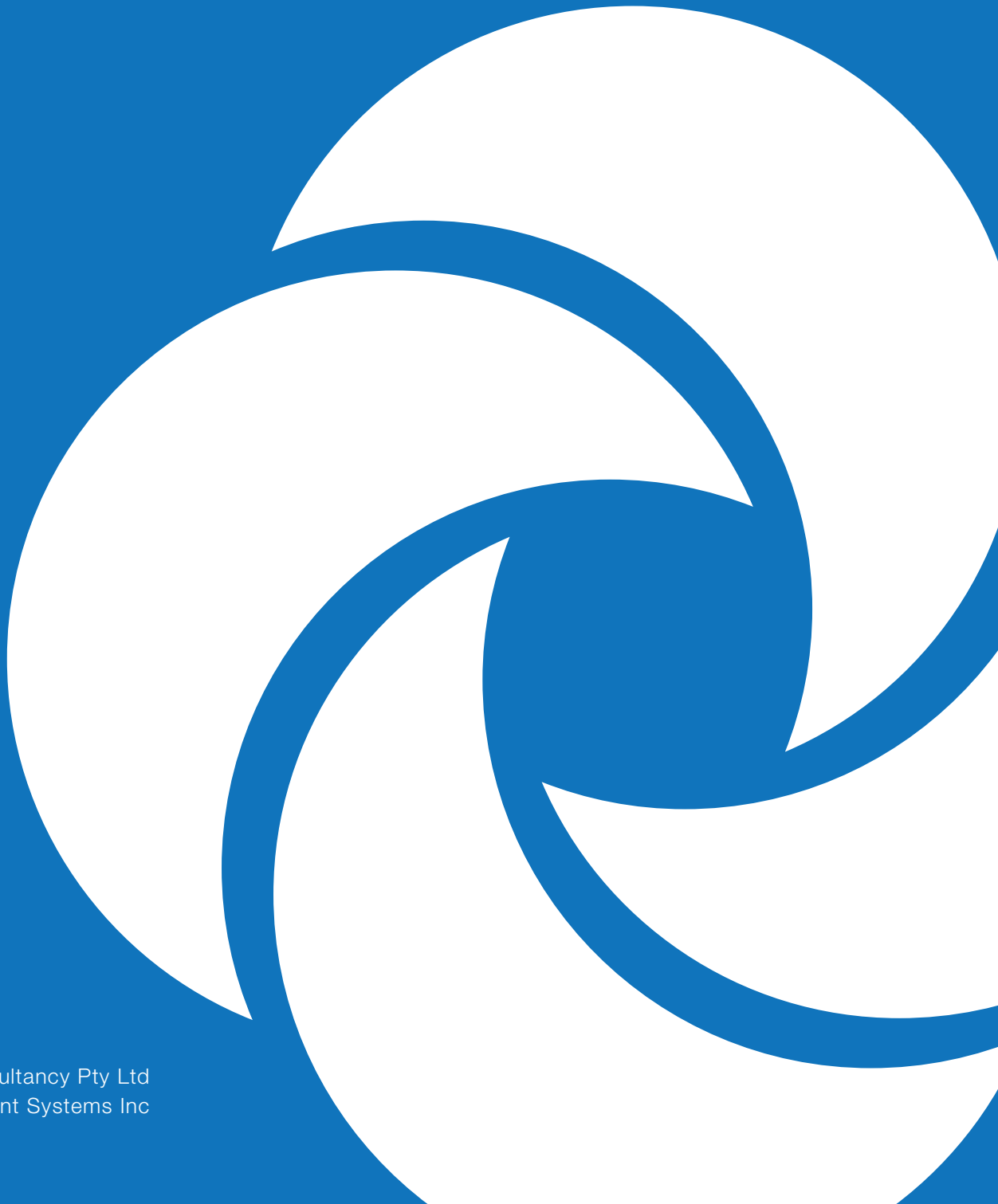




# WHY HOGAN 360






# WHY HOGAN 360

## IT IMPROVES SELF-AWARENESS, PERFORMANCE AND REPUTATION.

- Combining the Hogan 360 with the Hogan personality assessments is the most effective way to assess leadership capability.
- Personality assessments predict reputation; the Hogan 360 measures reputation through collecting observer ratings.
- Strategic self-awareness is enhanced by benchmarking one's results in the Hogan 360.
- The Hogan 360 measures both behavioural and business competencies.
- The Hogan 360 creates sustainable learning and coaching opportunities for the next year.
- The Hogan 360 facilitates behaviour change through understanding reputation and delivering reputational change.
- The Hogan 360 improves leadership effectiveness and leads to improved engagement and performance, and better organisational results<sup>i ii iii</sup>.
- The Hogan 360 is repeatable as is the continuous improvement journey.
- The Hogan 360 research and ROI studies indicate that it improves individual, team and organisational performance.



**“RESEARCH SHOWS MANAGERS’ BEHAVIOUR PREDICTS EMPLOYEE ENGAGEMENT; AND EMPLOYEE ENGAGEMENT PREDICTS BUSINESS-UNIT PERFORMANCE. THE BEST WAY TO EVALUATE MANAGERS’ BEHAVIOUR IS WITH A PROPER 360 FEEDBACK PROCESS, AND THE PBC 360 PROCESS IS ONE OF THE VERY BEST.”**

**- Dr Robert Hogan**

# COMBINING WITH HOGAN PERSONALITY ASSESSMENTS<sup>iv</sup>

- Robert and Joyce Hogan were the first psychologists to focus on the assessment of personality from the standpoint of reputation. They openly shared that the “you that you know” was hardly worth knowing. It was the “you that we know” that was responsible for life’s successes or failures. The “you that we know” is observable, behavioural, and most importantly, able to change with targeted effort and personal motivation.
- What to Measure: Using Hogan personality assessments captures natural and likely behaviour as seen by others. The HPI and HDS pinpoint behavioural tendencies that can help or hinder one’s reputation. The MVPI helps to understand the meaning of one’s life, one’s idealised self<sup>v</sup>. It also pinpoints how individuals derive meaning in their work and personal environment. Behavioural change is better achieved when one’s motivations are clear.
- How to Measure: Using the Hogan 360 captures actual behaviour as seen by observers - one’s reputation. The feedback from managers, peers and reports is invaluable in targeting behavioural change. It will highlight both good and bad habits. 360 feedback opens the coaching door as to what a leader or manager should keep doing, stop doing and start doing.
- The Hogan 360 captures the ‘what’ and the Hogan personality assessments explains the ‘why’.
- When using Hogan personality assessments with the Hogan 360 we can immediately see whether or not the likely behaviour is mirrored by observer ratings. There are often key insights into whether the manager has learned positive behaviours and habits (self-management) or whether there are dark side derailment issues. Some managers are very self-aware, some are clueless and some are quite vulnerable. A person’s brand or reputation is ultimately what they choose it to be.
- The Hogan 360 is powered by PBC.

**“GIVE ME A MANAGER’S  
HOGAN PERSONALITY  
ASSESSMENTS AND THEIR  
HOGAN 360 RESULTS AND  
THEY HAVE NO PLACE  
TO HIDE.”**

**- Peter Berry**



# THE VALUE OF THE HOGAN 360

- The Hogan 360 measures self-awareness by comparing the self-ratings against the selected raters. These are typically manager, peer and report ratings. The 360 also benchmarks one's scores on the competencies against other managers and also shows strengths and opportunities relative to others. This benchmarking creates the opportunity for strategic self-awareness.
- The Hogan 360 provides detailed analysis of ratings from managers, peers and direct reports. The results make it very clear how one's reputation is viewed by these different stakeholders. These three groups have different needs and expectations. Our research shows that managers want 360 competencies associated with the Hogan scales Ambition, Colourful and Power; peers want 360 competencies associated with Prudence, Security and Cautious; while reports are looking for 360 competencies that correlate with Prudence, Affiliation and Power. It takes a lot of awareness and effort to manage these different stakeholders.
- The ratings from direct reports provide a key insight as to whether the manager is leading a high performing team. Leadership is about results. Teams deliver results so we can evaluate the leader by whether or not they have a high performing team with a high level of engagement.
- A key component of the Hogan 360 are the behavioural measures associated with emotional intelligence. This is important for getting along to get ahead. Our research shows that the managers who get outstanding 360 results demonstrate strong people skills and a positive, enthusiastic attitude (EQ behavioural competencies)<sup>vi</sup>. They also score highly for having knowledge and experience and being hardworking (business competencies). In terms of employability they are rewarding to work with, able to do the job and willing to work hard. In contrast, managers who receive the worst 360 results are told to improve their people skills and communicate better. Ultimately, it is about relationships.
- Global engagement surveys show that 30-35 percent of employees are dis-engaged<sup>vii</sup>. They are ready to quit their manager, the team culture or the job. Hogan 360 research shows that leaders who score within the top-quartile have higher levels of engagement and greater performance in relation to key business outcomes within their teams.

**COACHSOURCE EXAMINED  
THREE STUDIES OF COACHES  
AND EXECUTIVES WHO RECEIVE  
COACHING. THE RESULTS SHOWED  
THAT 92% OF ORGANISATIONS USE  
A 360-SURVEY FEEDBACK TOOL AND  
71% USE HOGAN ASSESSMENTS.**


- 'Executive Coaching for Results',  
CoachSource <sup>viii</sup>



# BUILDING LEADERSHIP CAPABILITY

## LEADERSHIP IS ABOUT RESULTS.

- Leadership has the biggest impact on business performance including financial outcomes, employee/customer engagement and service/operational excellence. Leadership drives engagement and engagement drives performance.
- Successful leaders understand the importance of reputation in achieving engagement and better results. The Hogan 360 measures the necessary behavioural and business competencies to help achieve this.
- Self-awareness is the starting point for improving reputation. It should lead to self-regulation and improved social skills if one is motivated to change behaviour. It is also the starting point for building emotional intelligence which can contribute significantly to career success.
- Leadership is observable, measurable and improvable by understanding personality, performance and reputation. This is done by using assessments, the Hogan 360, coaching and practice.
- The Hogan 360 enables the measurement of current reputation that starts a journey for a leader in becoming the person they need and want to be.



**“WE OFTEN SUFFER FROM A DISCONNECT BETWEEN THE SELF WE THINK WE ARE AND THE SELF THAT EVERYONE ELSE SEES. THE BEST METHOD FOR IDENTIFYING STRENGTHS AND WEAKNESS IS 360 FEEDBACK.”**

**- Marshall Goldsmith**

# KEEPING THE IMPROVEMENT JOURNEY ALIVE

- The coaching investment is enhanced by using both personality and 360 assessments, and provides the platform for building sustainable behavioural change over a 3-12 month period. The coaching should focus on only two or three development goals with measures of success agreed. The manager will need to identify their key support and trusting relationships that can help make the changes happen.
- Improvement does not happen without self-motivation and understanding what an individual's core motivation is. Essential to leaders' motivation is protecting and improving one's reputation. Motivation can include: individual brand, job performance, team contribution, career success and family.
- One must be willing to change, which requires deliberate practice to achieve competency or even mastery. The limbic system is a slow learner so it's difficult to change deeply ingrained habits. Re-educating the brain is about building new mental muscle through plenty of practice and repetition. The new habits eventually become second nature. Having new competencies means the brain doesn't need to think anymore.
- The result is greater competence, confidence and enhanced reputation. A repeat Hogan 360 will confirm the success of the journey.

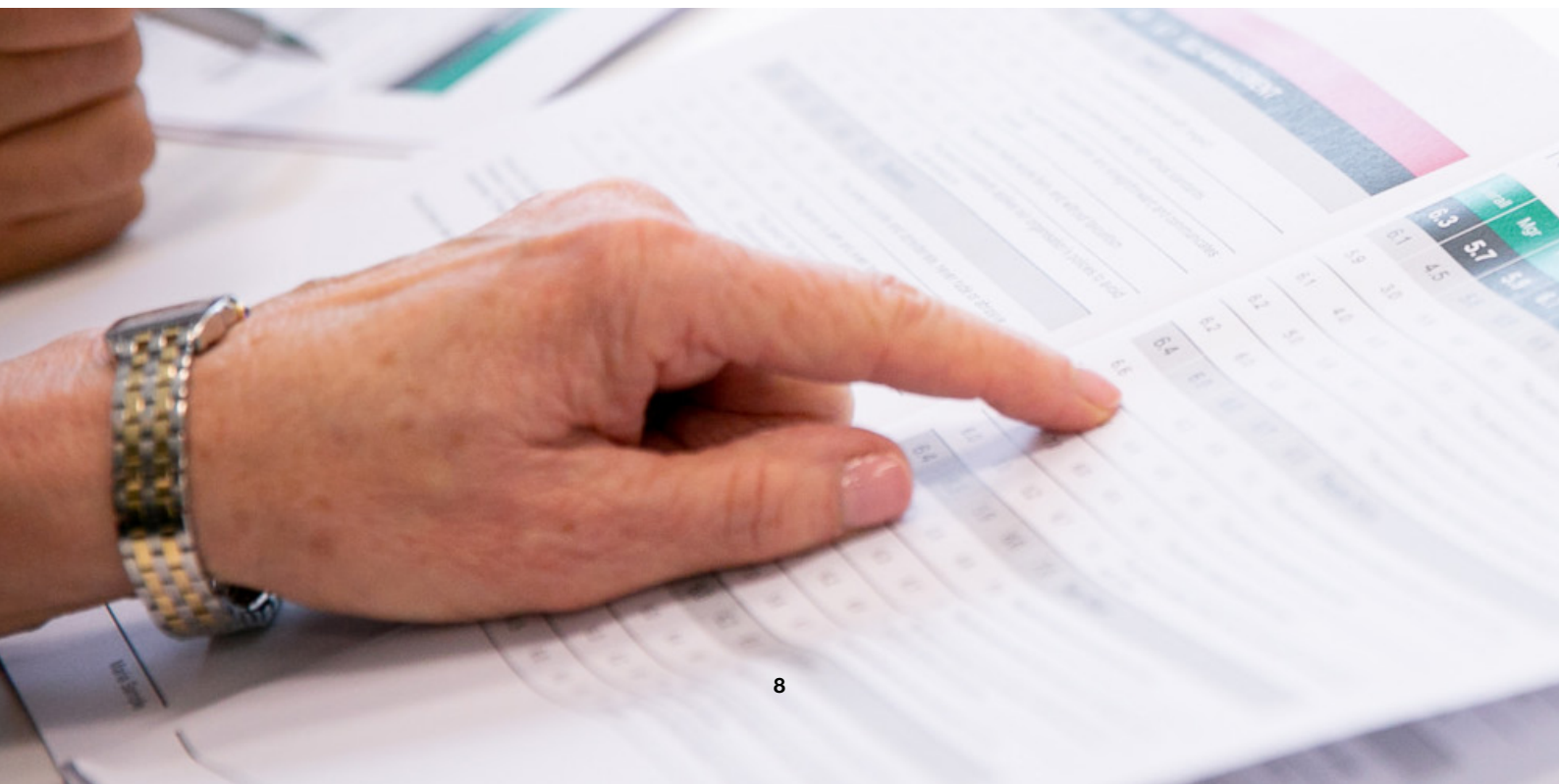


# FLEXIBILITY

## Customisation

The Hogan 360 is a versatile tool that can be customised to meet any organisation's needs. Several customisation options are outlined below:

- Additional items can be added to the Hogan 360 to measure organisation specific competencies not already captured by the Hogan 360. Item banks with benchmarks are available for the below competencies. A selection of up to 20 items can be added on a complimentary basis following scoping with PBC.
  - Agility
  - Agile Leadership
  - Change Leadership
  - Change Management
  - Commercial Acumen
  - Digital Focus
  - Diversity & Inclusion
  - Judgement & Decision Making
  - Leadership Effectiveness
  - Project Management
  - Safety Leadership
  - Strategic Intent
  - Work Life Alignment & Wellbeing
- Mapping Hogan 360 items to an organisation's competency framework, with the report delivered in the organisation's language and brand. This requires scoping.
- Entirely customised 360 assessment and report to suit organisational needs which requires more extensive scoping.






## Reporting

- In addition to the individual report, group reporting is available. Group reporting captures data from multiple individuals and generates scores for the group to highlight group level strengths and opportunities. Group reports may be created for both intact teams or cohorts of individuals. Group reports are useful for organisation level analysis.
- Data Analytics can be undertaken using Hogan 360 data. This can be reported by quartile and combined with personality and organisation performance data. Results can be provided in raw data format to allow for data analysis.

## Technology

- Industry leading cloud based platform which pairs radical flexibility with world-class stability.
- The platform is compliant with the highest data security standards available globally, including GDPR.
- Various administration options available from self-administration to a full bureau service.
- The robust reporting platform allows for the delivery of customised reporting.
- Access to a real time read-only dashboard to monitor completion status.



**“IT IS HARD TO THINK OF A  
BETTER MEASURE OF A  
LEADER’S PERFORMANCE  
THAN A 360.”**

**- Tomas Chamorro-Premuzic**

*The Talent Delusion, 2017*

# APPLICATIONS

**CONSISTENT WITH ALL HOGAN PERSONALITY ASSESSMENTS, THE HOGAN 360 IS SPECIFICALLY DESIGNED AND VALIDATED FOR USE WITHIN WORKING POPULATIONS.**

**Applications of the Hogan 360 include:**

- Leadership development
- Career development
- Talent identification and development
- Succession planning
- Team building
- Organisational/cohort analysis
- Monitoring organisational change
- Research and Analytics
- Internal and external benchmarking
- Training needs analysis

**The Hogan 360 is used at the following job classifications:**

- Board Members
- CEO/Managing Director
- Divisional Leader/Vice President
- General Manager/Executive
- Manager/Project Manager/Team Leader/Supervisor/Foreman
- Employee/Individual Contributor



# RESEARCH

The Hogan 360 is supported by a technical manual<sup>ix</sup> which outlines the theoretical rationale and development of the Hogan 360 and provides evidence for its reliability and validity. The Hogan 360 has been the feature of numerous whitepapers applying the robust data set to a range of topics, including industry papers through global partners (e.g., Integrity, Resilience, and the Power of Quiet Leadership<sup>x</sup>).

The Hogan 360 has been widely used globally and is backed by a robust contemporary global benchmark which is updated annually. This benchmark is available by industry and by job level. Internal/organisational benchmarks are able to be developed for the tool following collection of sufficient data.

## Global Benchmark

- Over 13,500 managers
- Over 150,700 raters

## Resources

- Technical Manual
- Mapping to Hogan personality assessments
- Online qualification webinar
- Development reference guide
- Feedback guide
- Facilitator materials

## White Paper and Research Topics

- Bench Strength of the Leadership Pipeline
- Country Differences in Leadership Reputation
- Emotionally Intelligent Leaders
- First Time Leaders
- HDS Correlations: How Managers Self-score on 360s
- How Personality Relates to Multi-rater Feedback
- Observer Leader Behaviour Around the World
- Optimising Feedback
- Ratee Personality and Multi-rater Feedback
- The Agency Paradox: Personality, Multi-rater Assessments and Success in Different Countries
- Unconscious Rater Bias



**“PBC’S LEADERSHIP RESEARCH  
BASED ON THEIR 360 PROCESS IS  
FIRST RATE.”**

**- Dr Robert Hogan**

# THE HOGAN 360 SUITE

In addition to the Hogan 360, two additional multi-rater surveys are part of the Hogan 360 suite.

## **Hogan High Potential 360**

The Hogan High Potential 360 is an ideal tool to support the development of your high potential talent. Based on Hogan's model of high potential, this multi-rater measures individuals against three integral components of leadership:

- **Leadership Effectiveness**
- **Leadership Emergence**
- **Leadership Foundations**

The Hogan High Potential 360 is designed to be used in combination with the Hogan High Potential Talent Report so you can obtain a view of your talent's observed behaviour and the underlying personality drivers for those behaviours.

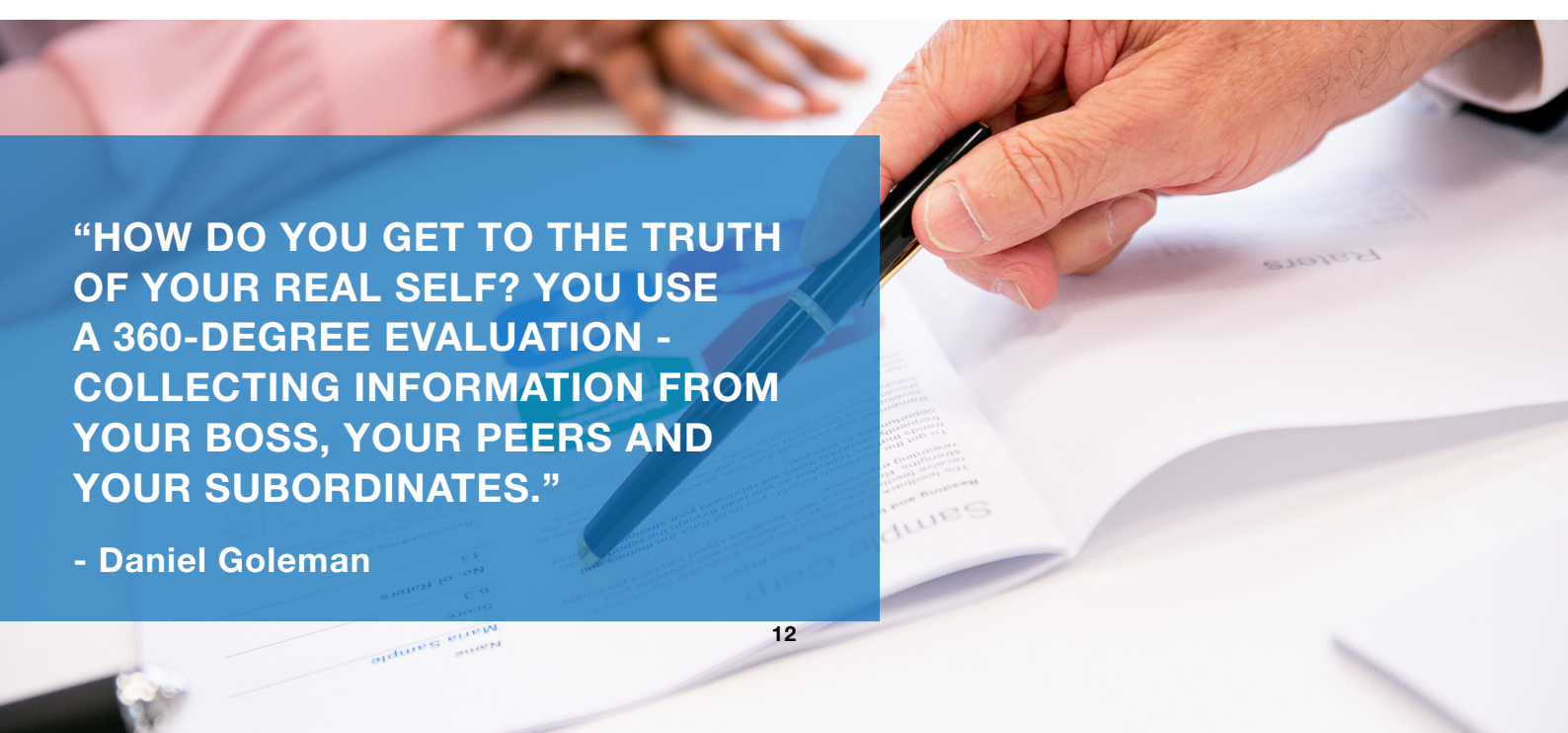
## **Hogan Leader Focus 360**

The Hogan Leader Focus 360 is designed to help leaders understand their natural leadership style using six leadership dimensions. The report is designed to increase strategic self-awareness to help individuals to use their strengths and identify development opportunities.

This contemporary leadership model is unique in the market. The Hogan Leader Focus 360's six leadership dimensions are:

- **Data Leader**
- **People Leader**
- **Thought Leader**
- **Results Leader**
- **Process Leader**
- **Social Leader**

The Hogan Leader Focus 360 is ideal to be used in conjunction with the Hogan Leader Focus Report.



“HOW DO YOU GET TO THE TRUTH OF YOUR REAL SELF? YOU USE A 360-DEGREE EVALUATION - COLLECTING INFORMATION FROM YOUR BOSS, YOUR PEERS AND YOUR SUBORDINATES.”

- Daniel Goleman

# GLOBAL REACH

To support the global reach of our clients, PBC has established a network of international partners.

- 20+ distributors operating in more than 30 countries across 6 continents ensure that the Hogan 360 suite is locally supported.
- The Hogan 360 is available in multiple languages which provides accessibility to a wide audience. PBC adheres to rigorous translation processes.
- The global benchmarks are designed to standardise comparison across countries, industries and levels.

**9000+** **YEARLY**  
HOGAN 360s COMPLETED

**13,000+**  
MANAGERS

**150,000+**  
RATERS

**18** **COMPETENCIES**  
**20+** DISTRIBUTORS

**33** **BENCHMARKED INDUSTRIES** **16+** **LANGUAGES** **17+** **BENCHMARKED COUNTRIES**

**30+** **COUNTRIES**

**FLEXIBILITY AND CUSTOMISATION** OPTIONS

INTERNAL ORGANISATIONAL BENCHMARKS

**6** **WHITE PAPERS** **ADDITIONAL COMPETENCIES / ITEM BANKS** **AGILITY CHANGE LEADERSHIP CHANGE MANAGEMENT PROJECT MANAGEMENT DIGITAL FOCUS STRATEGIC INTENT DIVERSITY AND INCLUSION**

# APPENDIX

<sup>i</sup> Salanova, Lorente, Chambel, & Martinez (2011). Linking transformational leadership to nurses' extra-role performance: The mediating role of self-efficacy and work engagement. *Journal of Advanced Nursing*, 67(9), 2256-2266.

<sup>ii</sup> Kovjanic, Schuh, & Jonas (2013). Transformational leadership and performance: An experimental investigation of the mediating effects of basic needs satisfaction and work engagement. *Journal of Occupational and Organizational Psychology*, 86, 543-555.

<sup>iii</sup> Babcock-Roberson & Strickland (2009). The relationship between charismatic leadership, work engagement, and organizational citizenship behaviors. *The Journal of Psychology: Interdisciplinary and Applied*, 144(3), 313-326.

<sup>iv</sup> Peter Berry Consultancy (2016). Ratee Personality and Multi-Rater Feedback: How does the personality of rates relate to their multi-rater feedback outcomes?

<sup>v</sup> Warrenfeltz, R., & Kellett, T. (2016). Coaching the dark side of personality. Tulsa, Oklahoma: Hogan Press.

<sup>vi</sup> Peter Berry Consultancy (2015). Emotionally Intelligent Leaders: Hogan EQ as a predictor of leadership performance.

<sup>vii</sup> AON Hewitt (2017). 2017 Trends in Global Employee Engagement: Global anxiety erodes employee engagement gains.

<sup>viii</sup> CoachSource (2018). Executive Coaching for Results.

<sup>ix</sup> Peter Berry Consultancy & Hogan Assessment Systems (2015). Hogan 360 Technical Manual (First Edition).

<sup>x</sup> Russell Reynolds Associates & Hogan Assessment Systems (2017). Integrity, resilience, and the power of quiet leadership.





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