

WHITE PAPER

Bench Strength of the Leadership Pipeline

Exploring 360° competencies
that emerge at different
leader levels



Executive Summary

- This white paper explores the differences in Hogan 360° competency scores between various leader levels.
- The present study analysed data from a sample of 1,919 ratees and 20,701 raters, who self-identified their leader level as one of the following: Board Members, CEO/Executive Board Members, Divisional Leaders, General Managers/VPs, Managers/Supervisors or Managers (No Direct Reports).
- Overall Hogan 360° scores for Board Members indicate that they tend to be rated higher compared to other leader levels.
- Specifically, Board Members were rated higher on *Relationship Management*, *Working in the Business* and *Working on the Business* compared to other leader levels.
- Managers (No Direct Reports) were rated higher on *Self-Management*, however, were not rated as high on *Working on the Business* when compared to other leader levels.
- General Managers/VPs and Managers/Supervisors were rated the lowest on *Relationship Management* and *Working in the Business*, respectively.
- All 6 leader levels scored slightly higher on the combination of *Management Competencies* compared to *Leadership Competencies*.
- A strong work ethic and strong technical ability, experience and knowledge were ranked among the top strengths for all leader levels.
- Overall, observed differences between leader levels suggests that having unique benchmarks for different leader levels allows for a meaningful comparison of Hogan 360° scores.

Background

The roles and responsibilities of leaders differ vastly depending on their level within an organisation. In addition to “hard” metrics, their success is determined and measured via leadership competencies that they display. These leadership competencies are not only vital to a leader’s current performance but they also provide an indication of how the leader will perform in future and more senior level positions. This white paper explores the differences in observed leadership competencies (as measured by the Hogan 360°) between different leader levels.

Numerous studies have shown that perceptions of one’s own performance and behaviour can differ greatly compared to how others perceive them (Conway & Huffcutt, 1997; Harris & Shaubroeck, 1988; Heidemeier & Moser, 2009). This suggests that individuals often lack self-awareness with regard to how others see them and underscores the importance of multi-source feedback for those in leadership positions across all levels within an organisation.

By using a wide range of perspectives from relevant stakeholders, Hogan 360° feedback allows leaders to gain a more thorough understanding of their skills and behaviours in a constructive and confidential manner. Individuals tend to judge others based on their own experiences and expectations, which can skew results. Supervisors, for example, may judge employees based on their output, while co-workers judge others based on their pleasantness, and subordinates judge supervisors based on their fairness.

Combining perceptions from all of these viewpoints helps provide a more complete and meaningful picture of a leader. Multiple perspectives also lend credibility to the results of Hogan 360°, making appraisal results more meaningful to the one being reviewed and increasing the likelihood that it will result in real behavioural change.

The Hogan 360°

The Hogan 360° (developed by Peter Berry Consultancy) is a multi-rater survey that gathers leadership feedback from a variety of key stakeholder groups. It highlights how leaders (and employees with leadership potential) are perceived to be performing against the requirements of their role, as well as providing insight into their self-awareness and the effectiveness of their working relationships.

In its current form, the Hogan 360° includes:

- 50 scaled items (7-point scale) mapped to the four quadrants of the Hogan 360° Leadership Model and their corresponding sub-themes
- A strengths and opportunities table that identifies four key strengths and four key opportunities
- Three open-ended questions focusing on strengths, opportunities, and overused strengths

This study focuses on the rate-on items and ranked strengths and opportunities tables.

The tool is supported by research that demonstrates its reliability and validity (Peter Berry Consultancy, 2015). As shown in Figure 1 below, the tool covers four key competency quadrants:

1. *Self-Management* refers to personal awareness, self-regulation, stress management, resilience, transparency and authenticity. It describes the process of managing one's emotions maturely to achieve the best outcomes.
2. *Relationship Management* refers to the ability to achieve better results through better relationships. It is about getting along with others in order to get ahead. It can involve the ability to build trusting, loyal relationships with stakeholders to support retention and performance.
3. *Working in the Business* refers to having the experience, capability and efficiency to consistently deliver great results. It requires having the energy, passion and competitive drive to stay in the performance zone.
4. *Working on the Business* refers to adding extra value through innovation and strategic planning and building motivated, accountable teams.



Figure 1: The Hogan 360° Leadership Model

The Hogan 360° cont.

Together, the *Self-Management* and *Relationship Management* quadrants provide an indication of a leader's emotional and social competencies, often associated with emotional intelligence, or EQ. In addition, the *Working in the Business* and *Working on the Business* quadrants are designed to capture performance ratings against operational and strategic business competencies. These two competency combinations provide a holistic picture of a leader's performance by assessing both behavioural and business competencies, respectively. These are described in more detail below.

The Hogan 360° Competency Combinations

Competency quadrants of the Hogan 360° Leadership Model can be combined to provide greater depth of interpretation, thereby assisting individuals with identifying targeted developmental opportunities.

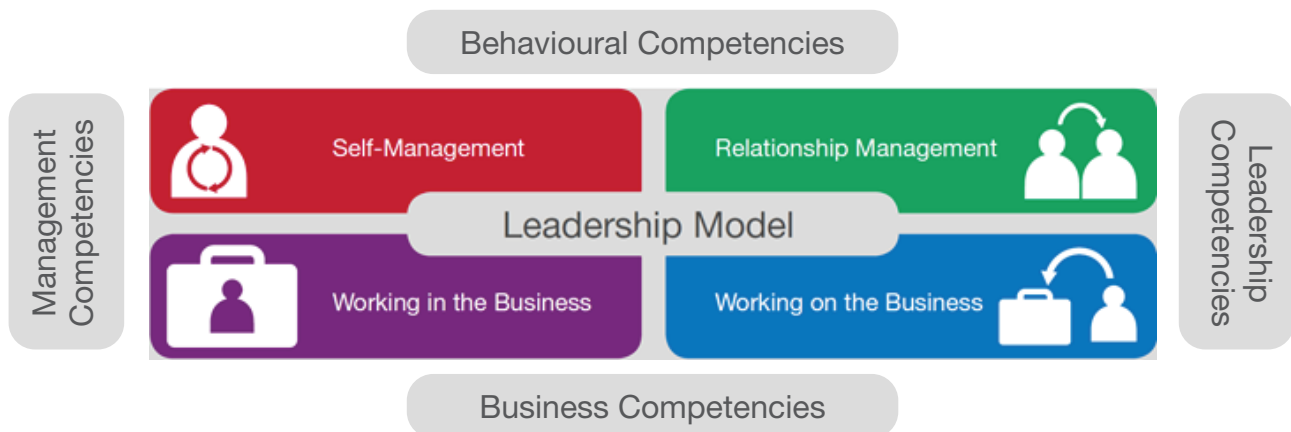


Figure 2: The Hogan 360° Competency Combinations

Typically, an individual who receives high scores on both the *Self-Management* and *Relationship Management* quadrants is described as being able to professionally manage oneself and relate appropriately to others to get the best outcomes from teams and stakeholders (i.e. *Behavioural Competencies*). Alternatively, an individual who receives high scores on both *Working in the Business* and *Working on the Business* quadrants is described as being able to use cognitive capability to get the right balance between operational and strategic skills to optimise day-to-day and longer-term results (i.e. *Business Competencies*).

An individual who receives high scores on both *Self-Management* and *Working in the Business* quadrants is described as being a day-to-day manager where integrity and resilience are required to maximise capability, efficiency, and positively deliver sound results (i.e. *Management Competencies*). Alternatively, an individual who receives high scores on both *Relationship Management* and *Working on the Business* quadrants, is described as being a bigger-picture leader who makes time to create stakeholder engagement around strategic goals (i.e. *Leadership Competencies*).

The Hogan 360° cont.

Hogan 360° Leadership Competencies by Leader Level

The Hogan 360° includes a global benchmark sample that allows individuals to evaluate their strengths and opportunities against a group of leaders and a broader worldwide standard. However, different leader levels require different skills, knowledge and abilities to perform in their role. For example, CEOs determine and formulate policies and provide overall direction of companies, within the guidelines set up by the Board Members (O*Net, 2016). On the other hand, general managers oversee the daily operations, review financial statements or activity reports and direct administrative activities (O*Net, 2016). Each leader level has unique responsibilities and challenges that require different types of competencies as well as levels of performance within those competencies. Therefore, each leader level should have their own benchmark data for comparison. The present study aims to establish benchmarks for various leader levels for the Hogan 360°, so that appropriate comparisons can be made.

Data was analysed from a sample of 1,919 ratees (target leader) and 20,701 raters from a global database. Each target leader was scored, on average, by 10 to 11 raters (see Appendix A for the sample sizes of raters and ratees and Appendix B for the gender and age descriptives for raters).

Prior to completing the Hogan 360° survey, target leaders self-identified their leader level from one of the following:

- Board Member
- CEO/Executive Board Member
- Divisional Leader
- General Manager/VP
- Manager/Supervisor or
- Manager (No Direct Reports)

Note, the Managers (No Direct Reports) group typically includes technical managers, process managers, product managers etc.

Overall Hogan 360° Scores by Leader Level

The below table outlines the overall Hogan 360° scores (all 50 items) by key percentiles for each leader level. Ratings are scored out of 7.

	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile
Board Member	4.9	5.3	5.7	6.0	6.2
CEO/Exec Board Member	4.8	5.3	5.5	5.9	6.1
Divisional Leader	4.9	5.2	5.5	5.8	6.0
General Manager/VP	4.9	5.2	5.5	5.8	6.0
Manager/Supervisor	4.8	5.1	5.5	5.8	6.1
Manager (No Direct Reports)	4.9	5.2	5.6	5.8	6.1

The Hogan 360° cont.

To score at or above the 90th percentile, Board Members need to obtain a score of 6.2 or higher, whereas other leader levels need to obtain a score of 6.0/6.1 or above. This finding is in line with research suggesting that Board Members are legally charged with the responsibility to govern a corporation, and therefore should be held to a higher performance standard (Carver, 1996). Indicative of this, Board Members tend to receive higher ratings compared to other leader levels.

Leader Level Scores by Competency Quadrants and Sub-themes

The table below displays the average Hogan 360° scores for each leader level by competency quadrants and sub-themes. Ratings are scored out of 7.

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
Sample Size - Ratees	21	113	309	321	1002	153
Sample Size - Raters	226	1,255	3,507	3,685	10,513	1,515
Self-Management	5.53	5.45	5.55	5.48	5.55	5.74
Integrity	5.60	5.52	5.65	5.57	5.66	5.87
Resilience	5.45	5.35	5.42	5.37	5.42	5.60
Relationship Management	5.51	5.43	5.41	5.36	5.39	5.50
Communication	5.56	5.51	5.44	5.39	5.39	5.43
People Skills	5.43	5.32	5.35	5.28	5.35	5.57
Team Player	5.42	5.34	5.39	5.33	5.40	5.57
Customer Competency	5.68	5.65	5.51	5.53	5.48	5.50
Working in the Business	5.79	5.75	5.66	5.63	5.60	5.63
Capability	6.03	6.01	5.94	5.91	5.86	5.88
Efficiency	5.53	5.30	5.32	5.30	5.36	5.46
Results	5.84	5.71	5.69	5.65	5.66	5.77
Engaging	5.76	5.92	5.65	5.62	5.51	5.42
Working on the Business	5.39	5.36	5.30	5.26	5.23	5.14
Accountability	5.51	5.40	5.36	5.35	5.29	5.05
Motivation	5.25	5.07	5.13	5.08	5.13	5.10
Strategy	5.39	5.39	5.26	5.23	5.17	5.09
Innovation	5.48	5.59	5.45	5.40	5.33	5.24

Self-Management

Managers (No Direct Reports) scored the highest on the *Self-Management* competency quadrant, suggesting that compared to other leader levels, they appear to manage their emotions maturely to achieve the best outcomes, especially in stressful situations. Compared to other leader levels, Managers (No Direct Reports) are more likely to be self-aware and spend time reflecting on their personal improvement opportunities. Managers (No Direct Reports) appear to behave to very high ethical standards, were more polite, and treated people fairly and with respect.

CEOs/Executive Board Members received the lowest score on this competency quadrant, suggesting that they may be more focused on driving results than managing themselves. Compared to other leader levels, CEOs/Executive Board Members were not as consistent in applying organisational policies, were less likely to uphold high ethical standards, and were less likely to treat employees fairly without favouritism or double-standards. Indicatively, CEOs/Executive Board Members were less calm and even-tempered under stress.

Interestingly, General Managers/VPs were the least self-aware around their personal improvement, when compared to other leader levels.

The specific *Self-Management* item scores are presented below by leader level.

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
Integrity						
Treats people with respect	5.66	5.59	5.70	5.63	5.70	6.00
Behaves to very high ethical standards	5.83	5.76	5.84	5.78	5.84	6.04
Is always open and straightforward	5.61	5.55	5.61	5.55	5.64	5.78
Treats people fairly and without favoritism	5.40	5.25	5.47	5.36	5.47	5.72
Consistently applies our organisation's policies	5.52	5.47	5.61	5.56	5.65	5.81
Resilience						
Is polite and considerate	5.52	5.39	5.53	5.43	5.51	5.85
Is calm and even tempered	5.44	5.31	5.45	5.40	5.46	5.66
Has high self-awareness around personal improvement	5.30	5.27	5.23	5.18	5.29	5.29
Manages emotions maturely	5.52	5.43	5.43	5.41	5.39	5.49

Relationship Management

Board Members received the highest score on the *Relationship Management* competency quadrant, suggesting that they are likely to be better at building trusting, loyal relationships with stakeholders to support retention and performance compared to other leader levels. They appear to be getting along with others in order to get ahead. Reflected in the high Customer Competency score, Board Members tend to be driven by internal and external customer needs to drive improvement.

Compared to other leader levels, Board Members received the highest score on the Communication sub-theme, indicating that they tend to be better at presenting ideas and concepts clearly and professionally, keeping people informed and negotiating with others. Managers/Supervisors received the lowest score on this sub-theme, suggesting that they may not be as proficient in their communication style and message, as other leader levels.

Managers (No Direct Reports) received a similar score to Board Members on the *Relationship Management* competency quadrant, suggesting that they may also tend to get along with others in order to get ahead. Compared to other leader levels, Managers (No Direct Reports) received a higher score on the People Skills sub-theme, indicating that they tend to be more approachable (i.e friendly, warm and thoughtful), and their engagement with others seems to be more authentic. Furthermore, they seem to make people feel valued and are more likely to be positive role models, compared to other leader levels.

General Managers/VPs received the lowest score on the *Relationship Management* competency quadrant, suggesting that they may not be as approachable and authentic as other leader levels, and may be less inclined to actively build team functionality and cohesion.

The specific *Relationship Management* item scores are presented below by leader level.

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
Communication						
Presents ideas and concepts clearly	5.78	5.63	5.59	5.53	5.50	5.55
Has very good communication skills	5.54	5.54	5.50	5.44	5.45	5.55
Has strong influencing and negotiation skills	5.74	5.70	5.44	5.41	5.25	5.10
Shares information and keeps people informed	5.25	5.17	5.22	5.20	5.33	5.47

Relationship Management cont.

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
People Skills						
Behavior provides a positive role model	5.50	5.36	5.39	5.32	5.38	5.54
Has excellent people skills	5.42	5.25	5.23	5.16	5.23	5.43
Makes people feel valued	5.31	5.24	5.31	5.23	5.32	5.50
Is friendly, warm, and thoughtful	5.50	5.43	5.48	5.42	5.48	5.79
Team Player						
Builds trust and loyalty with others	5.54	5.38	5.44	5.36	5.44	5.65
Appropriately shares resources	5.40	5.25	5.33	5.32	5.42	5.56
Encourages those working in different areas	5.45	5.43	5.38	5.32	5.35	5.31
Builds very strong relationships	5.51	5.33	5.30	5.24	5.28	5.40
Customer						
Is enthusiastic about improving customer service	5.76	5.83	5.65	5.65	5.59	5.60
Has taken initiatives to promote a customer service focus	5.73	5.66	5.52	5.55	5.48	5.47
Uses customer feedback to drive improved performance	5.58	5.46	5.36	5.42	5.37	5.40

Working in the Business

Across all 6 leader levels, *Working in the Business* received the highest scores, with the highest sub-theme being Capability. This suggests that it is important for all leader levels to have the necessary experience, knowledge and work ethic to consistently deliver great results in a timely manner.

Board Members received the highest score in this competency quadrant, suggesting that compared to other leader levels, Board Members appear to be more efficient, have more industry experience, and tend to be more capable to deliver on commitments and expectations to a high standard. They also seem to be more professional and possess the passion and competitive drive to stay in the performance zone.

CEOs/Executive Board Members had the 2nd highest score in this competency quadrant, indicating that they appear to possess greater capability and experience than lower leader levels. That being said, their Efficiency score was one of the lowest, suggesting that these leaders may need to focus more on prioritising their work, delegating more, managing their time better and setting more effective goals.

Compared to Board Members, CEOs/Executive Board Members received a higher score on the Engaging sub-theme, indicating that they tend to bring more positive energy and passion to the workplace. This may be due to their greater involvement with employees and visual presence in the workplace.

Interestingly, Managers (No Direct Reports) received the 2nd highest score on the Results and Efficiency sub-theme. Compared to Managers/Supervisors or Divisional Leaders, Managers (No Direct Reports) appear to more efficiently manage their time and efforts in order to continuously deliver error-free results. However, compared to other leader levels, they are not as competitive and driven, and may lack assertion and energy at times.

Managers/Supervisors received the lowest score on *Working in the Business*, and were less likely to perform to a high standard on challenging assignments, compared to other leader levels.

The specific *Working in the Business* item scores are presented below by leader level.

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
Capability						
Is hardworking and has a good work ethic	6.22	6.22	6.07	6.07	6.01	6.10
Has the right knowledge and ability	5.83	5.90	5.86	5.82	5.80	5.83
Has the right industry experience to be very effective	6.06	5.91	5.89	5.85	5.76	5.69

Working in the Business cont.

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
Efficiency						
Has very effective time management	5.54	5.29	5.33	5.27	5.37	5.48
Is very effective in setting and managing work priorities	5.63	5.34	5.38	5.34	5.42	5.52
Effectively uses goals and performance indicators	5.44	5.28	5.27	5.31	5.30	5.32
Results						
Completes work in a professional manner	5.97	5.86	5.82	5.80	5.80	5.93
Performs to a high standard on challenging assignments	5.94	5.83	5.78	5.76	5.72	5.77
Consistently delivers good results	5.78	5.59	5.63	5.54	5.62	5.76
Produces high quality and error-free work	5.65	5.56	5.59	5.51	5.52	5.61
Engaging						
Brings a positive attitude to work	5.75	5.77	5.68	5.69	5.58	5.73
Has the passion to make a difference	5.82	6.07	5.78	5.74	5.65	5.55
Is assertive and energetic	5.74	5.94	5.63	5.61	5.50	5.31
Is very competitive and driven	5.73	5.90	5.50	5.56	5.31	5.08

Working on the Business

Across all 6 leader levels, *Working on the Business* was the lowest scored competency quadrant, indicating that relative to the other competency areas, leaders may need to develop their strategic planning, performance feedback, motivation and innovation skills regardless of their level.

Board Members received the lowest score for *Working on the Business* compared to the other three competency quadrants. That being said, their score for *Working on the Business* was greater compared to the other leader levels, suggesting that Board Members may be more strategic long-term planners and may be better at building motivated, accountable teams compared to other leader levels. However, for Board Members to lead change, they may need to spend more time on sharing their vision with others and creating a motivating work environment that allows everyone to become engaged.

Managers (No Direct Reports) had the lowest score on *Working on the Business*, implying that compared to other leader levels, they are not as effective in setting long term stretch goals, promoting and communicating a long term vision, and challenging poor performers. This may be attributed to their lack of opportunity to practice these skills due to their specific role requirements.

With the exception of Board Members, Innovation was the highest scored sub-theme, suggesting that CEOs/Executive Board Members, Divisional Leaders, Managers/Supervisors and Managers (No Direct Reports) are more involved in proposing and supporting ideas that improve processes and deliverables, than Board Members are.

CEOs/Executive Board Members and General Managers/VPs received the lowest scores on the Motivation sub-theme. In particular, these leaders were not as effective in coaching and developing others, compared to other leader levels.

The specific *Working on the Business* item scores are presented below by leader level.

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
Accountability						
Holds others accountable for completing their work	5.63	5.49	5.47	5.45	5.38	5.14
Holds people accountable to the organisation's values	5.59	5.48	5.44	5.40	5.36	5.12
Recognizes and challenges poor performance	5.34	5.18	5.18	5.19	5.11	4.81

Working on the Business cont.

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
Motivation						
Works hard to improve morale	5.31	5.12	5.13	5.08	5.12	5.00
Helps create a positive working environment	5.34	5.20	5.24	5.17	5.20	5.24
Is effective in coaching and developing others	5.08	4.83	5.02	4.99	5.05	5.04
Strategy						
Is very effective in setting long term stretch goals	5.22	5.22	5.15	5.13	5.07	4.93
Sets high expectations for performance	5.58	5.52	5.42	5.39	5.35	5.35
Promotes and communicates a long-term vision	5.40	5.41	5.20	5.18	5.07	4.84
Innovation						
Always looks for improvement opportunities	5.62	5.66	5.55	5.49	5.45	5.40
Often suggests new and original ideas	5.34	5.48	5.37	5.32	5.27	5.15
Thinks long term about new opportunities	5.57	5.64	5.45	5.41	5.28	5.17

Competency Combinations

In terms of competency combinations, all 6 leader levels scored slightly higher on Management Competencies (i.e., the combination of scores on Self-Management and Working in the Business) compared to Leadership Competencies (i.e., the combination of Relationship Management and Working on the Business). This implies that leaders tend to be rated higher on their ability to self-regulate and deliver day-to-day results compared to building effective relationships and thinking strategically.

Strengths and Opportunities for Leader Levels

Following the 50 rate on scaled items that make up the leadership themes, raters were given the opportunity to select four strengths and opportunities from respective tables, each containing 26 items. These items were developed from researching over 30,000 open-text responses around strengths and opportunities. A qualitative thematic analysis was conducted to identify the common themes (26 strengths and 26 opportunities) from the open-text items. Usually the raw scores are presented, however for the purpose of this paper the top 5 strengths (Table 3) and opportunities (Table 4) are ranked to provide a more meaningful comparison.

Strengths

The table below displays the top 5 strengths for each leader level. Note that the global average rank includes a sample of raters consisting of 66,939 responses across all leader levels.

	Global Average Rank	Rank by Leader Level	Item
Board Member	1	1	Has solid technical ability, experience and knowledge
	2	2	Works hard with a strong work ethic
	6	3	Is customer focused, and good with clients
	8	4	Is action-oriented and gets things done
	5	5	Has a professional approach
CEO/ Exec Board Member	2	1	Works hard with a strong work ethic
	11	2	Is competitive and determined
	1	3	Has solid technical ability, experience and knowledge
	22	4	Is visionary and strategic
	8	5	Is action-oriented and gets things done
Divisional Leader	1	1	Has solid technical ability, experience and knowledge
	2	2	Works hard with a strong work ethic
	8	3	Is action-oriented and gets things done
	7	4	Has high ethical standards and integrity
	6	5	Is customer focused, and good with clients
General Manager/ VP	1	1	Has solid technical ability, experience and knowledge
	2	2	Works hard with a strong work ethic
	6	3	Is customer focused, and good with clients
	8	4	Is action-oriented and gets things done
	5	5	Has a professional approach
Manager/ Supervisor	1	1	Has solid technical ability, experience and knowledge
	2	2	Works hard with a strong work ethic
	8	3	Is action-oriented and gets things done
	7	4	Has high ethical standards and integrity
	6	5	Is customer focused, and good with clients
Manager (No Direct Reports)	2	1	Works hard with a strong work ethic
	1	2	Has solid technical ability, experience and knowledge
	5	3	Has a professional approach
	6	4	Is customer focused, and good with clients
	8	5	Is action-oriented and gets things done



Green, Yellow and Grey rows indicate items that were consistently ranked in the Top 5 across all leader levels.

Strengths and Opportunities for Leader Level cont.

Key Observations:

- *“Works hard with a strong work ethic”* was ranked either 1st or 2nd across all six leader levels. Specifically, for CEOs/Executive Board Members and Managers (No Direct Reports) this item was their 1st strength, and for Board Members, Divisional Leaders, General Managers/VPs and Managers/Supervisors this was their 2nd strength. On average, this item was the 2nd highest strength within the global population (which includes all 6 leader levels).
- *“Has solid technical ability, experience and knowledge”* was ranked 1st among Board Members, Divisional Leaders, General Managers/VPs and Managers/Supervisors. This was consistent with the global average rank. For Managers (No Direct Reports), this was their 2nd highest strength and for CEOs/Executive Board Members this was their 3rd highest strength.
- CEOs/Executive Board Members were the only leaders to receive *“Is competitive and determined”* and *“Is visionary and strategic”* as one of their top five strengths. Compared to the global population, these strengths were ranked considerably higher for CEOs/Executive Board Members.
- *“Is competitive and determined”* and *“Is visionary and strategic”* only appeared in the top five strengths for CEOs/ Executive Board Members. These items were ranked 11th and 22nd in the global average rank, respectively, indicating that these items are fairly unique strengths for CEOs/Executive Board Members.
- *“Is action-oriented and gets things done”* was reported in the top 5 strengths for all 6 leader levels.

Strengths and Opportunities for Leader Levels cont.

Opportunities to Improve

The table below displays the top 5 opportunities to improve for each leader level. Note that the global average rank includes a sample of raters consisting of 66,939 responses across all leader levels.

	Global Average Rank	Rank by Leader Level	Item
Board Member	1	1	Challenge poor performance
	5	2	Give appropriate feedback
	10	3	Be more available and visible in the workplace
	2	4	Stop taking on too much and spreading yourself too thin
	4	5	Communicate better
CEO/ Exec Board Member	2	1	Stop taking on too much and spreading yourself too thin
	1	2	Challenge poor performance
	12	3	Listen more and let others have their say
	11	4	Motivate others and improve morale
	14	5	Set clear goals and performance indicators
Divisional Leader	2	1	Stop taking on too much and spreading yourself too thin
	1	2	Challenge poor performance
	3	3	Delegate more
	14	4	Set clear goals and performance indicators
	10	5	Be more available and visible in the workplace
General Manager/ VP	2	1	Stop taking on too much and spreading yourself too thin
	1	2	Challenge poor performance
	3	3	Delegate more
	11	4	Motivate others and improve morale
	7	5	Show leadership on issues
Manager/ Supervisor	2	1	Stop taking on too much and spreading yourself too thin
	1	2	Challenge poor performance
	3	3	Delegate more
	11	4	Motivate others and improve morale
	7	5	Show leadership on issues
Manager (No Direct Reports)	7	1	Show leadership on issues
	9	2	Be more assertive
	2	3	Stop taking on too much and spreading yourself too thin
	13	4	Share knowledge and resources
	16	5	Look at the big picture – the organisation’s overall goals



Green, Yellow and Grey rows indicate items that were consistently ranked in the Top 5 across all leader levels.

Strengths and Opportunities for Leader Level cont.

Key Observations:

- General Managers/VPs and Managers/Supervisors reported identical rankings for the top 5 opportunities for improvement.
- *“Challenge poor performance”* was ranked either 1st or 2nd across leader levels, with the exception of Managers (No Direct Reports). Consistent with the global average rank, Board Members need to work on challenging poor performers the most. This opportunity for improvement did not appear in the top 5 for Managers (No Direct Reports) given that it is not commonly their direct responsibility to manage other people’s performance.
- *“Stop taking on too much and spreading yourself too thin”* was reported as the 1st opportunity for improvement among CEOs/Executive Board Members, Divisional Leaders, General Managers/VPs and Managers/Supervisor. Globally, this was rated as the 2nd greatest opportunity for improvement. Although this opportunity did appear in the top 5 opportunities for Board Members and Managers (No Direct Reports), it was not their primary need for improvement.
- *“Delegate more”* was rated as the 3rd opportunity for development among Divisional Leaders, General Managers/VPs and Managers/Supervisors. This was consistent with the global average rank.
- *“Give appropriate feedback”* and *“Communicate better”* only appeared in the top 5 opportunities for improvement for Board Members. This highlights a unique opportunity for Board Members to develop their communication and feedback skills.
- *“Listen more and let others have their say”* only appeared in the top 5 opportunities for improvement for CEOs/Executive Board Members. CEOs/Executive Board Members ranked this item as the 3rd greatest opportunity for improvement, compared to the Global Average rank of 12.
- *“Be more assertive”, “Share knowledge and resources”* and *“Look at the big picture – the organisation’s overall goals”* only appeared in the top five opportunities for improvement for Managers (No Direct Reports). These items were ranked higher for Managers (No Direct Reports) compared to the Global Average Ranks, suggesting that these opportunities for development may be unique to Managers (No Direct Reports).
- *“Be more available in the workplace”* was rated as the 3rd and 5th opportunity for improvement among Board Members and Divisional Leaders respectively. This item was ranked higher for these leaders, compared to the Global Average Rank of 10.
- *“Motivate others and improve morale”* was rated as the 4th opportunity for improvement among CEOs/Executive Board Members, General Managers/VPs and Managers/Supervisor. This item was ranked higher for these leaders, compared to the Global Average Rank of 11.
- *“Set clear goals and performance indicators”* was rated as the 3rd and 4th opportunity for improvement among CEOs/Executive Board Members and Divisional Leaders respectively. This item was ranked higher for these leaders, compared to the Global Average Rank of 14.
- *“Show leadership on issues”* only appeared in the top 5 opportunities for improvement for General Managers/VPs, Managers/Supervisor and Managers (No Direct Reports). However, this item was only a primary need for development among Managers (No Direct Reports), who ranked it as their 1st opportunity for improvement.

Concluding Remarks

Given the number of indicative differences in Hogan 360° ratings between different leader levels, leaders at different levels should compare their scores against the relevant leader level benchmark (in addition to the global benchmark) for a more meaningful comparison. Organisations can use these benchmarks to quantitatively compare their leadership population against specific levels of leadership.

With the specific leader level benchmarks, organisations are better able to compare their leaders' Hogan 360° scores as well as their strengths and opportunities for improvement. As a result, companies are better able to understand how their leaders are performing against relevant standards and how they can grow them further.

Understanding the leadership competencies that define success at each leader level within an organisation provides leaders with a pathway to develop their capabilities to attain the next level of leadership. Training and development programs can be customised depending on the leadership competencies required for success at the specific leader level. With this knowledge, today's leaders can transform their current capabilities to ensure they are optimally prepared for future leadership challenges.

Some organisations see the benefit in using multiple benchmarks as a frame of reference to identify strengths and opportunities, including:

1. **Global Benchmark** – global sample of leaders
2. **Company Benchmark** – for companies with 100 or more employees that have elected to have their own benchmarks
3. **Leader Level Benchmark** - sample of leaders at different leader levels

For further information about using different Hogan 360° benchmarks, please contact PBC.

This study is part of a broader collection of White Papers that have been developed using the Hogan 360° in 2016. The other titles are "Unconscious rater bias: How your gender can influence how you rate others and how you are rated" and "Ratee personality and multi-rater feedback: How does the personality of ratees relate to their multi-rater feedback outcomes?"

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Appendix A – Sample Size for Raters and Ratees

	Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)	TOTAL
Ratees sample size	21	113	309	321	1002	153	1919
Raters sample size	226	1,255	3,507	3,685	10,513	1,515	20,701
Average rater per ratee	11	11	11	11	10	10	

Appendix B – Gender and Age of Raters

		Board Member	CEO/ Exec Board Member	Divisional Leader	General Manager/ VP	Manager/ Supervisor	Manager (No Direct Reports)
Raters	Age range (average)	35 to 71 (54)	37 to 69 (52)	30 to 66 (51)	27 to 68 (50)	27 to 71 (50)	27 to 81 (46)
	Female	8	69	185	228	662	227
	Male	98	348	753	741	1,298	130

Peter Berry Consultancy (PBC) represents Hogan Assessment Systems (Hogan) in Australia.

For the past 25 years, PBC has provided customer-focused, evidence based solutions that enable organisations to select the right people, develop key talent, build better leaders, and enhance organisational performance.

Hogan is an international test publisher that delivers personality and cognitive ability assessment solutions. Hogan's international research team sets industry standards for international selection and development testing, and has positioned Hogan as a global leader in assessments.

