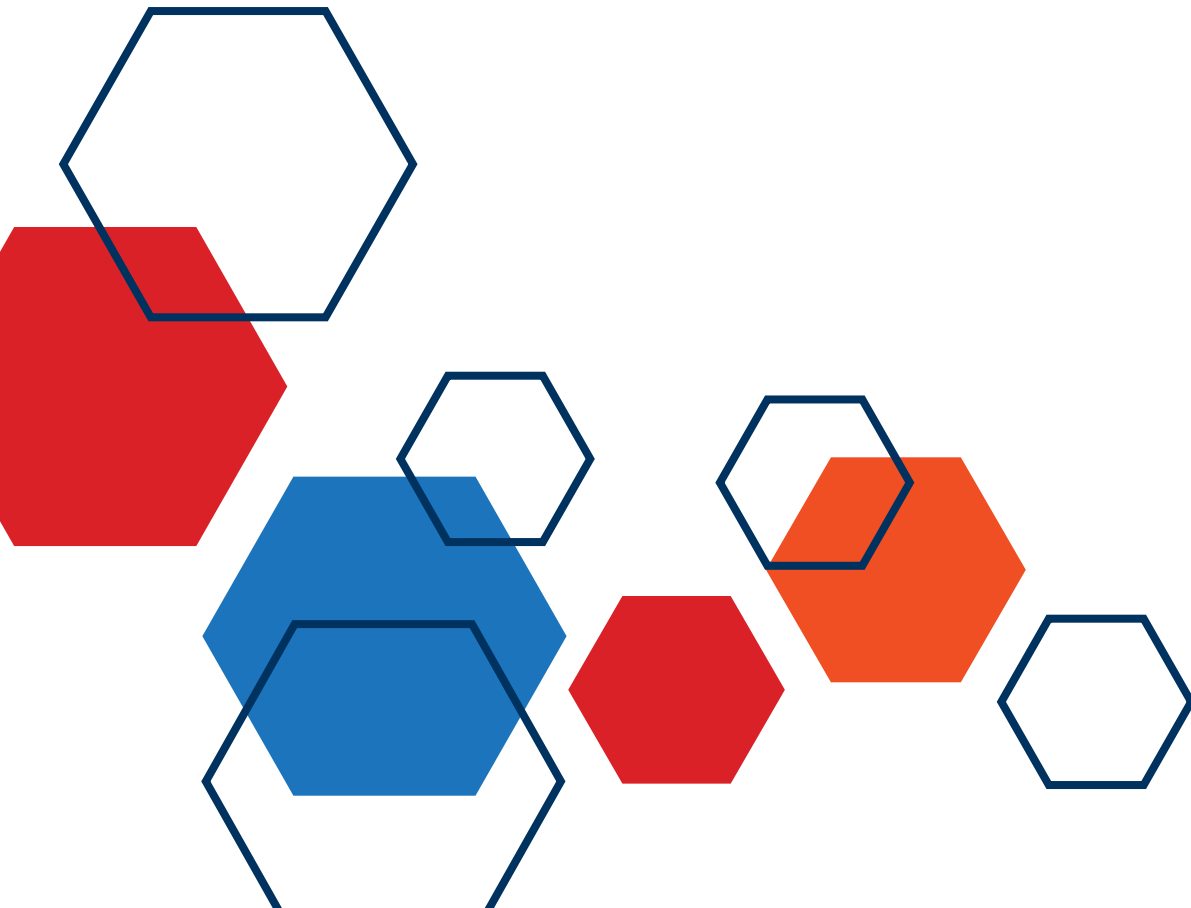


Whitepaper

The Science of Leadership: Leveraging Personality and 360 Assessments for Excellence

Authored by: Peter Berry, Managing Director, PBC



A leader's reputation is their most important asset

Reputation and identity

Most of us think we know the quirks of our own thoughts, behaviours and motivators well – we are experts on our own personalities from an inside view, which is defined as 'identity'. What we think we know about ourselves is often in contrast to how others perceive us, defined as 'reputation'.

Knowing this difference is key for leadership development. We are prone to misjudging ourselves, being either too harsh on ourselves or inflating our capabilities. Therefore, we tend to have an incorrect understanding of our own performance. Reputational feedback keeps us in check and allows us to build our self-awareness.

Leadership competency is driven by personality, intelligence, experience and behaviour choices.

To best understand and improve leadership effectiveness, identity and reputation should be measured simultaneously through Hogan personality assessments and Hogan 360 assessments respectively.

Assessing behaviours and performance

Hogan personality assessments measure one's motivations and likely behaviour. They capture the inside, the bright side and the dark side of personality, covering idealised self, an individual's strengths and their potential derailers, as well as capturing internal values and motivators. Personality is truly important to leadership as it drives the leader's behaviour, performance and ultimately reputation. Externally, it impacts others, driving employee engagement and team performance.

The Hogan 360 assessment measures workplace behaviour and performance, captures one's brand or reputation at a point in time, and identifies improvement opportunities. Emotionally Intelligent (EQ) behaviours are measured, as are operational and strategic capabilities.

Drs. Robert and Joyce Hogan, founders of Hogan Assessment Systems and eminent business psychologists, were the first to focus on the assessment of personality from the standpoint of reputation.

They took the position that "the you that you know" is hardly worth knowing. It is "the you that we know" that is 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.

Hogan personality assessments

Hogan personality assessments capture natural and likely behaviour as seen by others. The Hogan Personality Inventory (HPI) or bright side, and the Hogan Development Survey (HDS) or dark side, pinpoint behavioural tendencies that can help or hinder one's reputation. The Motives, Values, Preferences Inventory (MVPI) helps to understand one's idealised self, and pinpoints how people derive meaning at work and in their personal lives. Behaviours are easier to change when one's motivations are clear.



Hogan has pioneered the science behind emotional intelligence and derailment since the late 1970s. The five-factor model was the basis of what to measure and how to measure. The Hogans used socio-analytic theory which is the study of human nature and how individual personality differences in getting along, getting ahead and finding meaning are expressed.

Hogan Assessments launched the HDS in 1992. Its job is to predict strengths, that if overplayed, have the potential to become derailers. It measures a capacity for dysfunctional dispositions that inhibit interpersonal effectiveness, or the barriers to getting along and getting ahead. Dark side behaviours can inhibit performance and destroy reputation and teams.

Hogan 360 assessments

The Hogan 360 sheds light on reputation, or how one's behaviour is perceived by others. Feedback from managers, peers, and direct reports highlights favourable and adverse habits and makes it possible to identify and target behaviours should be continued and those that require improvement. We are what we habitually do, so developing good habits is paramount.

Benefits of combining Hogan personality and 360 assessments

When administering Hogan personality assessments in conjunction with the Hogan 360, we can immediately identify if the predicted behaviour is confirmed by observer ratings. Some managers exhibit a strong sense of self-awareness as evidenced by learned positive behaviours, while others may have a difficult time overcoming dark-side derailment issues.

The good news is that leadership can be learnt. It is observable, measurable and improvable. Personality and 360 assessments used in tandem are the key to unlocking self-awareness, allowing a person to effectively manage their reputation. It takes focus, motivation, deliberate practice and support. The Hogan 360 is critical to bringing focus. Learning leadership competencies requires disciplined self-management of one's core personality and the necessary learned behaviours to drive engagement and performance.

The culture and performance of a team is a reflection of the leader.

The reputation of a leader is their most important asset.

The best leaders care more about their teams than themselves.

“Give me a manager’s Hogan personality assessments and their Hogan 360 results, and they have no place to hide.”

– Peter Berry

The Hogan 360 ticks a lot of boxes that need to be ticked

- ✓ Reveals the real self to build the ideal self.
- ✓ Measures self awareness by comparing the self rating against the selected raters.
- ✓ A technical manual to demonstrate reliability and validity.
- ✓ Validity coefficient between the 360 and personality assessments.
- ✓ Global benchmarks across industries, job levels and at top quartile percentiles.
- ✓ Strengths and opportunities tables to accurately inform the development planning.
- ✓ A 7-point scale which best captures the external benchmark percentiles.
- ✓ Numerous whitepapers and extensive research.
- ✓ Support materials including webinars and various guides.
- ✓ Customisation flexibility.
- ✓ Real value for money with the pricing of the 360 and the certification process.

Leadership & Teams

Ultimately, leaders are responsible for achieving organisational goals and they rely on their teams to deliver results. The reputation of the leader (measured through 360 assessment) influences the culture and performance of the team, so it stands to reason that the leader's effectiveness is judged by the performance of the team.

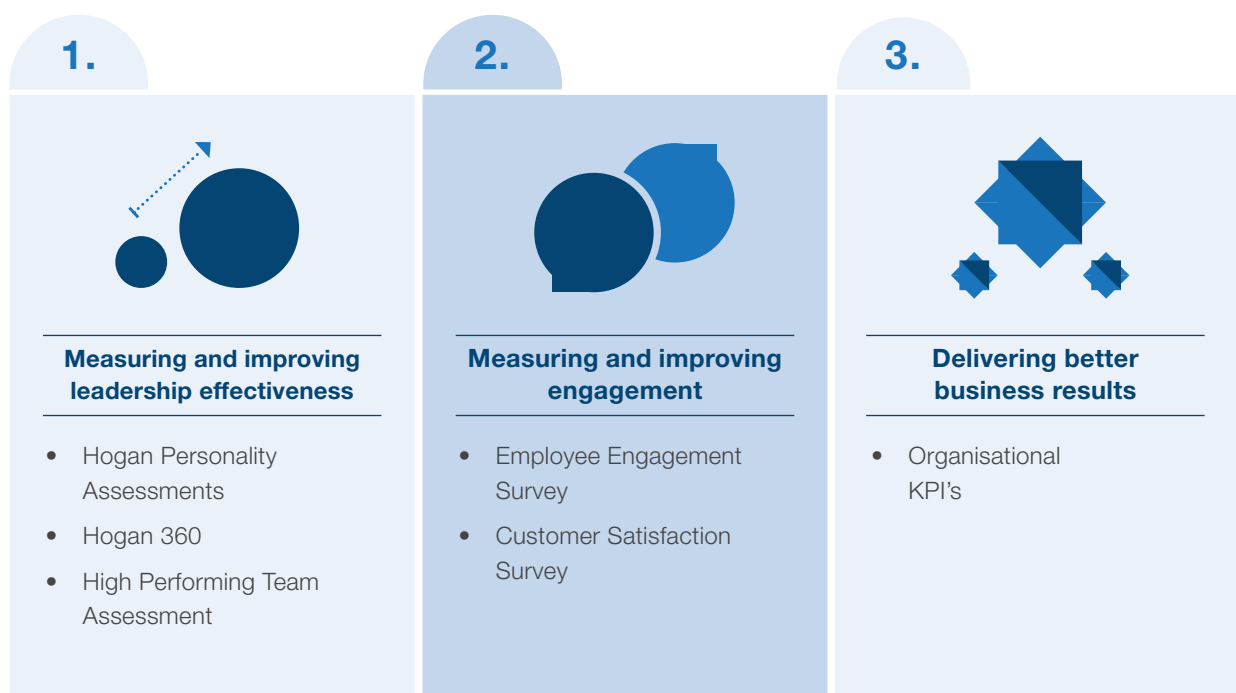
Dr. Robert Hogan says, **“Leadership is a resource for the group. I define leadership as the ability to build and maintain effective teams. Leadership should be evaluated in terms of the performance of a team compared to other teams engaged in the same activity.”** He developed the language of **“getting along and getting ahead”** to describe interpersonal effectiveness in driving results.

Diagnostics

Leadership and team effectiveness are measurable and improvable. A complete picture of leadership potential and performance is best captured through personality, 360 and team assessments, and team diagnostics are critical for improving team effectiveness. Comparing people assessment data with operational and financial outcomes demonstrates the causal link between leadership and business results.

Teams play a critical role in creating and executing strategy, business plans and key performance indicators - they value group success over individual success. They are the engine room for driving employee engagement, customer experience and service/operational excellence in delivering the bottom line. Effective teams share a common purpose, are collaborative, and have a passion to succeed; leading to stronger decision making and the capacity to navigate increasingly agile and complex business eco-systems. Building high performing teams requires effort, measurement and continuous improvement. Base-line team competencies should include diversity, experience, IQ, and EQ.

In *The Five Dysfunctions of a Team* (2002) Patrick Lencioni captured the attention of the business world by claiming that dysfunctions are at the very heart of why teams often struggle. He says while many talk about teamwork, few do it effectively. According to Lencioni, trust is the cornerstone of high performing teams, and that personality and 360 assessments help to build that trust. Vulnerability in an inclusive, psychologically safe space is critical for success and for team members to feel valued and engaged with their work, team and organisation.



Engagement Pays!

At PBC, our philosophy is that leadership drives engagement which in turn drives performance. Research conducted by Gallup (2020) proves that employee engagement leads to better business outcomes, including:

- Higher revenue, sales growth and shareholder return.
- Greater levels of customer retention and higher net promoter scores.
- Increased productivity, quality and safety.
- Improved employee retention and wellness with lower absenteeism.

According to research from survey providers AON, Glint and Mercer/SIROTA 30-35% of employees are disengaged, and therein lies the challenge. These employees are ready to quit their boss, the team or the job. Some of these people share their misery with others, impacting morale, performance and retention. Gallup found that 70% of the variance in engagement can be attributed to the team manager.

Analytical work by the Shell Corporation shows that leadership drives engagement, safety and business results, with leadership at the team or organisational level accounting for 50% of employee engagement.

Leadership is one of the most consequential forces on the planet, making or breaking teams, enterprises and in extreme circumstances, even countries. A focus on leadership, high performing teams and employee engagement is an investment in a sustainable bottom line – it is no wonder that the use of leadership assessments, coaching and development programs is growing rapidly throughout the world.

Through self-reflection, personality and 360 assessments help leaders to identify behaviours they should continue, cease or change in order to create more team engagement, foster cohesion, and encourage a shared passion to deliver organisational goals.

Leadership



Employee Engagement



Organisational performance



“The quality of people’s lives depends on their careers. The quality of people’s careers depends on the organisations in which their careers are embedded.

The success of these organisations depends on their leadership. The effectiveness of the leadership depends on the characteristics of the people in leadership roles. Ultimately, then, personality drives leadership, leadership drives organisational performance, and who is in charge matters greatly for the fate of organisations and the people in them.”

– Dr Robert Hogan

Learning Leadership

Leadership skills can be learnt if a leader has the motivation and desire to improve. Effective leaders understand that their team influences and reflects their reputation. Being a better leader means being a better learner which requires motivation and deliberate practice to build new competencies and mitigate negative behaviours.

Leadership behaviour drives strategy, team performance, employee engagement and culture. High performing teams should be a goal in business.

There needs to be a strong strategic planning cycle, focusing on both the long term and the short term. A one-page business plan should be used for high-level clarity, accountability and communication. Key performance indicators should cascade into second tier teams. A balanced scorecard approach should be taken, which includes a measure of employee engagement. The focus on strategy and people needs to be connected by understanding that people deliver results and engagement is not an end in itself but the means to delivering superior results. The leader's team is absolutely the core driver of performance.

Self-awareness

The starting point for improvement is accurate self-awareness gained through personality and 360 data. Strategic self-awareness only happens when a leader benchmarks their results against others, which can be confronting. The purpose of the assessments is to provide the scaffolding to deliver behavioural and reputational change to improve individual and team performance, and employee engagement and business outcomes. To accurately identify areas for improvement, leadership development and coaching needs to be science-based and tied to performance outcomes.

Leaders are encouraged to use assessments to best gain an understanding of their competencies at a single point in time, and more importantly to identify areas of untapped potential. We encourage people to begin with the end goal in mind – who do they want, and need, to be?

Deliberate practice

Once a person understands that they can take personal responsibility for their reputation, the journey to becoming a better version of themselves begins – it takes focus, desire and drive. PBC's approach is to coach a leader to build new behavioural and business competencies through strategic and targeted effort. Deliberate practice has four components:

1. Specific goals must be set.
2. Goals must be measurable.
3. The leader should consciously step out of their comfort zone.
4. The leader must seek continuous feedback.

New habits come from repeated actions which teach the brain new neural pathways. Over time the new behaviours and confidence become second nature. The hard work is rewarded with better reputation, results, and career success.

“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 weaknesses is 360 feedback”

– Marshall Goldsmith

Coaching trends

While personality, 360 and team assessments provide a snapshot in time, interpreting the results and determining a course of action should be guided through coaching. Investment in leadership assessments, coaching and development programs is growing globally with good reason as it impacts the bottom line.

Return on investment

Personality and 360 assessments can be used to measure and accurately compare a leader's effectiveness pre and post intervention.

While return on investment has always been important on an operational level, there is an emerging trend in identifying return on investment in human capital. This can be measured by individual and team performance, employee engagement, and ultimately the balance sheet. The challenge is to measure correlations and causality to understand and improve linkages between an individual, their team and the employees in terms of engagement and organisational performance.

Importance of assessments in coaching

Personality and 360 assessments are an essential first step in coaching and developing leaders as they not only provide a baseline from which improvement can be measured, they can also accelerate the coaching process, quickly identifying areas for improvement.

CoachSource is a global coaching and research business. Their research in 2018 and 2020 provides invaluable data on coaching trends. It found that 360 assessment tools are used 92% of the time to inform the coaching program, and Hogan personality assessments are used in 71% of cases.

These assessments are important tools for promoting self-awareness and are critical to personal and interpersonal development.

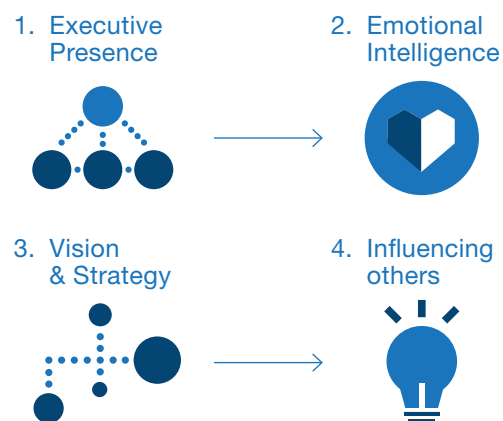
360
92%

HPI MVPI HDS
71%

“Hogan has easily experienced the fastest jump of any assessment we have studied over the years.”

– CoachSource

Interestingly, the research found that the 599 external coaches who participated in the survey are most often asked to coach on **emotional intelligence (EQ)**, while corporate practice managers rank **executive presence** as the number one priority for coaching. The top four development areas were found to be:



PBC's research shows that C-suite leaders scoring in the top quartile (that is, at or above the 75th percentile) in the Hogan 360 benchmarks demonstrate these four competencies.

Executive presence

Executive presence influences the level of motivation employees have in achieving strategic goals. PBC found that the four top development areas identified by CoachSource’s global coaching trends are congruent with our research.

C-suite leader strengths

According to PBC research into Hogan 360 data, the four standout strengths of C-suite leaders are:

Achievement Focus:

- Is competitive and determined
- Is assertive and energetic
- Is driven
- Sets high performance expectations
- Sets clear goals and drives results
- Has strong influencing and negotiation skills

Inspiring:

- Has the passion to make a difference
- Motivates and inspires others
- Works hard to improve morale
- Brings a positive attitude to work
- Is customer focused
- Creates a positive working environment

Strategic:

- Thinks about new long term opportunities
- Is visionary and strategic
- Communicates a long-term vision
- Sets long term stretch goals
- Often suggests new and original ideas
- Always looks for improvement opportunities

Emotional Intelligence:

- Is calm and even tempered
- Has high personal self-awareness around personal improvement opportunities
- Manages emotions maturely and intelligently in stressful situations
- Has excellent people skills
- Makes people feel valued
- Is friendly, warm and thoughtful in relationships with others



Emotional intelligence

Hogan personality and 360 assessments are effective for capturing a person's EQ potential and performance. The 360 competencies that best measure EQ are **resilience** and **people skills**. These have the strongest correlations in the Hogan Personality Inventory with the **Adjustment** and **Interpersonal Sensitivity** scales. Prudence also has a significant correlation. The Correlation with **Adjustment** displays as being calm and even tempered, managing emotions maturely and having a positive attitude. **Interpersonal Sensitivity** displays as being friendly, warm, passionate, making people feel valued and having excellent people skills.

The Hogan Development Survey also features. The **Excitable** scale captures the dark side and derailment regarding EQ behaviour. This manifests as not being calm and even tempered, not managing emotions maturely, not being polite and considerate nor bringing a positive attitude to work.

PBC uses the world class Hogan Competency Model (HCM) with 62 behaviours that have reliability and validity evidence from competency algorithms.

We know which personality and 360 measures predict job and leadership performance for each of the competencies. The highest HCM correlations with **Adjustment** are managing conflict, handling stress, positive attitude and self-management. The highest correlations with **Interpersonal Sensitivity** are networking, customer focus, team building and relationship building.

The combined personality, 360 and HCM mapping show that the **Adjustment** competencies are **intrapersonal**. The **Interpersonal Sensitivity** competencies are **interpersonal**. The combination of **intrapersonal** and **interpersonal** competencies gives a leader relationship management skills for getting along or being interpersonally effective. Relationship skills matter.

Our research shows that Hogan 360 competencies for resilience and people skills can be mapped to EQ behaviour and the HCM. These HCM descriptors give us invaluable insights into EQ behaviour.

“IQ contributes only 20% to your success in life. The rest is the result of emotional intelligence, including factors such as the ability to motivate yourself, persistence, impulse control, mood regulation, empathy and hope.”

– Daniel Goleman

“Knowing yourself is the beginning of all wisdom.”

– Aristotle

The top 10 HCM and 360/ EQ correlations are::

Competency	Definition
Caring about People	Displays sensitivity towards the attitudes, feelings, or circumstances of others.
Customer Focus	Provides courteous, timely, and helpful service to encourage client loyalty.
Handling Stress	Manages pressure without getting upset, moody, or anxious.
Leveraging People Skills	Gets along well with others, is tactful, and behaves appropriately in social situations.
Listening to Others	Listens and restates the ideas and opinions of others to improve mutual understanding.
Relationship Building	Develops collaborative relationships to facilitate current and future objectives.
Positive Attitude	Displays a positive disposition towards work.
Networking	Builds and maintains a system of strategic business connections.
Self-Management	Demonstrates appropriate motivation, attitude, and self-control.
Teamwork	Collaborates with others to achieve goals.

By using Hogan personality and 360 assessments, we use validated data and science to inform coaching. We use this science to establish one's baseline EQ competencies. We use leadership development programs and coaching to grow EQ behaviour, leader effectiveness, team performance and organisational results.

“I use the phrases getting along, getting ahead and making meaning as shorthand terms to describe three human motivations. Our needs for acceptance and social contact leads to behaviours designed to get along; our needs for status result in behaviours designed to get ahead; and our needs for predictability and order lead to behaviours designed to make meaning.”

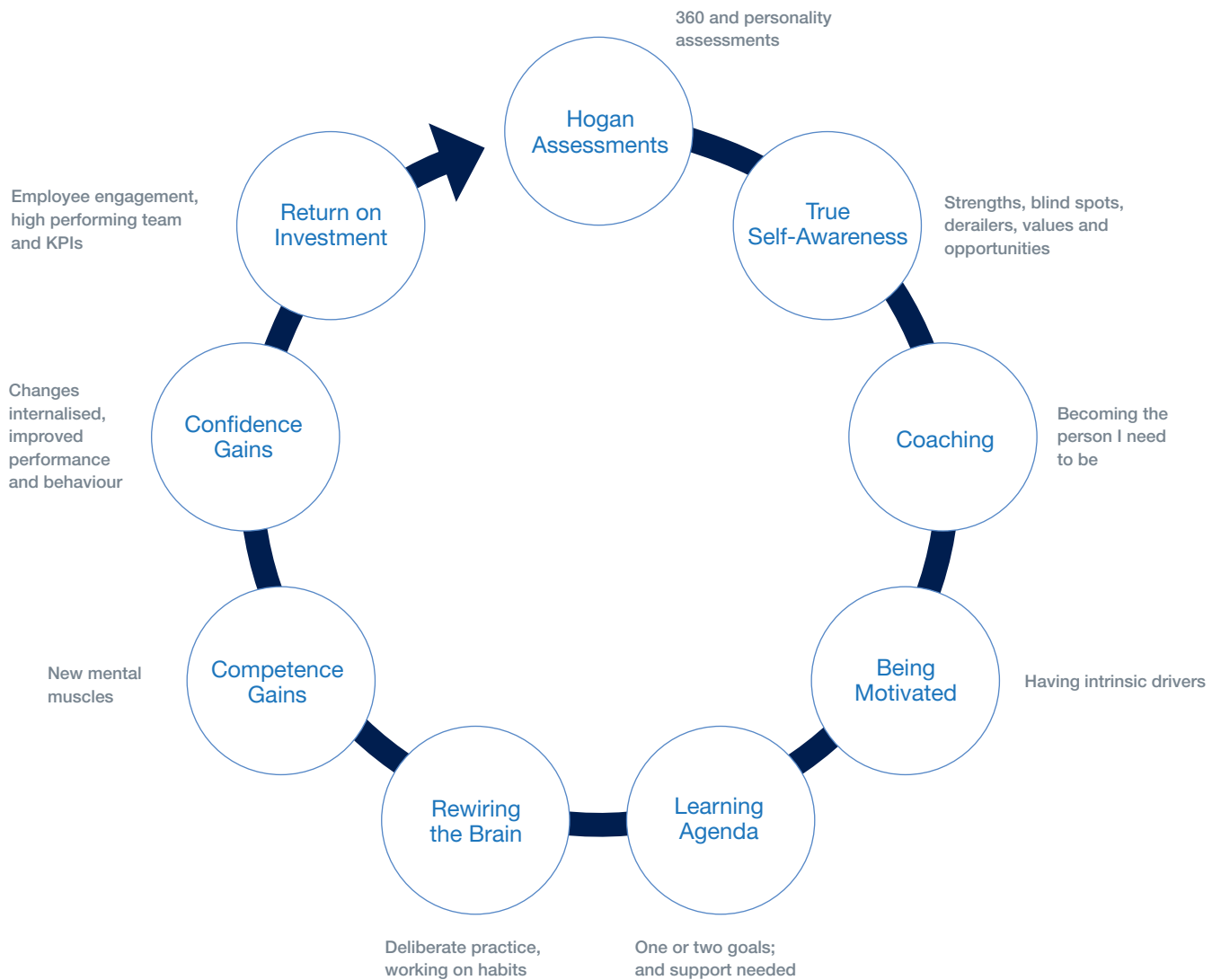
– Dr Robert Hogan

True self-awareness starts with 360 and personality assessments.

The reputation of a leader, ultimately, is what they choose it to be.

Motivation, deliberate practice and coaching produce the best results.

Continuous improvement coaching cycle



In PBC's continuous improvement coaching cycle, we use Hogan 360 and personality assessments as a baseline. These assessments provide an information-rich basis from which we create a development program aimed at helping leaders to build their self-awareness. Through focus, motivation, ongoing coaching and deliberate practice, leaders can improve their leadership performance and behaviour and ultimately deliver a return on investment in terms of employee engagement, high performing teams and other KPIs. This continuous improvement cycle ensures improvement is measured, sustained and ongoing.

About Peter Berry Consultancy (PBC)

PBC is a multidisciplinary global consulting firm with 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.

Peter Berry Consultancy Pty Ltd

info@peterberry.com.au | www.peterberry.com.au
ABN 77007400606

Sydney Office

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

Melbourne Office

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

Peter Berry Consultancy New Zealand LP

info@peterberry.co.nz | www.peterberry.co.nz
NZBN 94 2905 0294 0295

Auckland Office

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

No part of this work may be copied, reproduced or transferred to any other form or expression without the expressed written consent of Peter Berry Consultancy Pty Ltd.

WP0040

