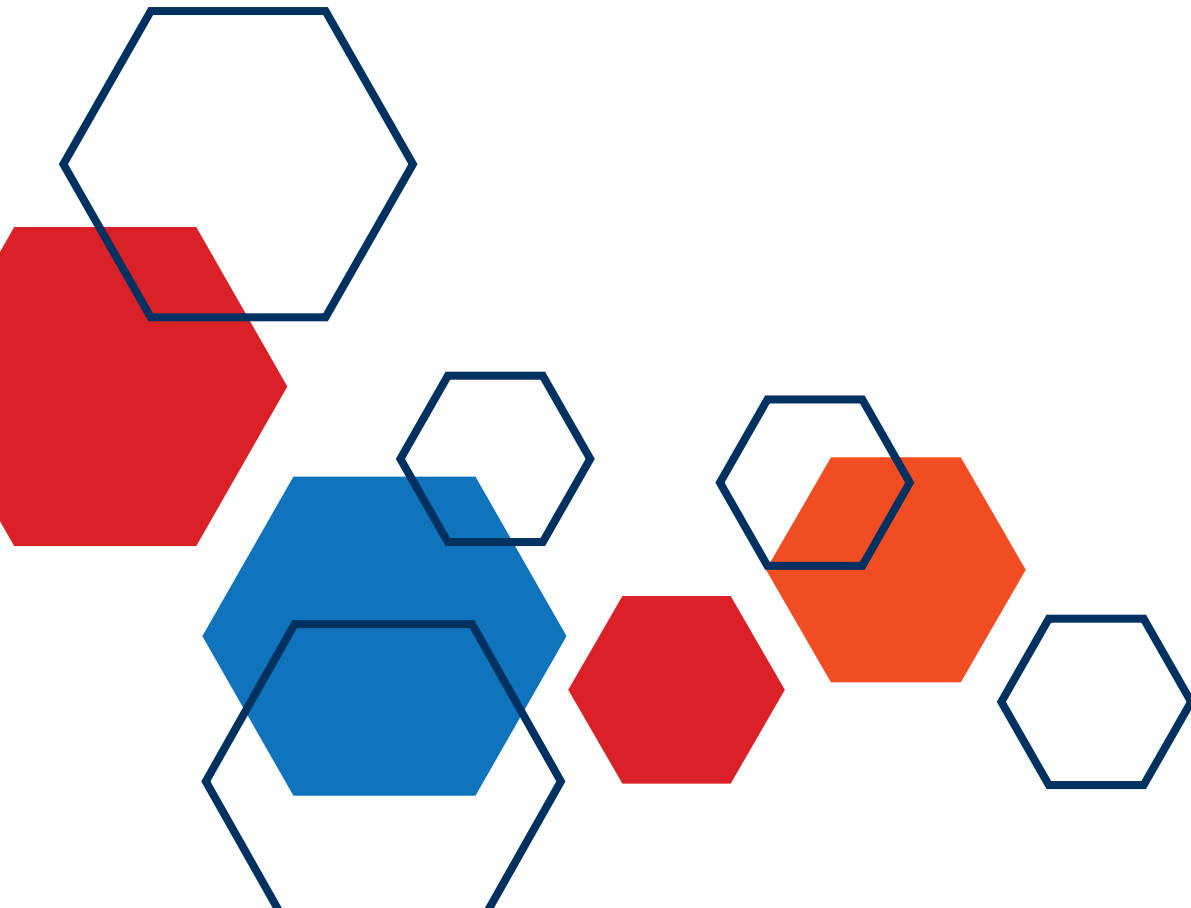


Thought Leadership

The 5 Essential Building Blocks for Managers & Leaders

Authored by: Peter Berry, Managing Director, PBC



Building Your Personal Brand

THE KEY TO CAREER SUCCESS

I have had the pleasure of collaborating with Dr. Robert Hogan, President of Hogan Assessment Systems, for more than 20 years. Our shared passion is understanding, measuring and improving leadership effectiveness to produce better organisational outcomes. Dr. Hogan is famous for the development of gold standard, science-based solutions for selecting and developing people.

The concept of personal brand has become very popular in the world of leadership and business literature, including Forbes magazine and the Harvard Business Review.

Personal brand is about building one's value proposition to enhance private and professional success. It's about having an elevator pitch around what you want to be known for. This can include your purpose, values, strengths, skills, passions and leaving a legacy. People with a strong personal brand often have the narrative and stories to support their personal value proposition. They get noticed, they have influence.

At PBC we have always believed in the importance of building your personal brand. Personal brand is one's reputation in the workplace. One's brand is the key to career success.

The starting point is to build self-awareness. The best data to use is the combination of Hogan personality and 360 assessments. The bright, dark and inside of personality measure your natural behavioural traits, as well as your motivations in life. It's like looking into a mirror to discover the real self. Because the results are presented as percentile scores relative to others, you get strategic self-awareness, i.e., how am I similar and different to other people.

The Hogan 360 is a multi-rater assessment that captures your reputation as seen at work, typically by one's boss, peers and subordinates. The 360 presents an overall score so you can quickly establish how your performance and behaviour are viewed relative to benchmark scores.

Personality captures the private person, while the 360 profiles the public person. This data is critical in the continuous improvement journey, it provides the self-awareness to then move towards self-management and eventually self-mastery. After all, the best leaders are the best learners. It's about becoming the successful person you want to be.

“By combining Hogan 360 data with Hogan personality assessment data, we compare the public person with the private person to build strategic self-awareness and career success.”

– Dr Robert Hogan

Great leaders create high performing teams and employee engagement to deliver superior business outcomes. Leadership drives engagement and performance.

Leadership is about results. Teams deliver results. Therefore, we should judge the leader by their team.

The journey for many careers is from strong individual contributor to successful manager and eventually a c-suite leader. The competencies at each level are very different. The best managers are hard-working, capable and action-oriented, while the best leaders are visionary, positive and motivational.

We have an enormous amount of data which gives us insights into high scoring 360 results and correlations with the Hogan Personality Inventory (HPI). We can then connect these to the Hogan Competency Model (HCM). The HCM has 62 competencies. The validity and reliability are first class.

EVIDENCE BASED SOLUTIONS

Using science to inform practice

- Our global personality and 360 data is the most comprehensive, and our competency model is unrivalled.
- We have extraordinary benchmarking data covering all industries and management levels
- Our case studies map the causal link between leadership, engagement, and performance
- We are industry leaders in publishing research and thought leadership papers
- Our sophisticated research team is led by 3 Ph.D's. They collaborate with the Hogan research team in Tulsa so that science informs our practice.

Combining Hogan Personality & 360 Assessments...

ONE WITHOUT THE OTHER IS ONLY HALF THE JIGSAW

The leader of the team needs to have true self-awareness. Combining the Hogan 360 with Hogan personality assessments is the most efficient and cost-effective way to gather performance related information. The Hogan 360 reveals one's real self which helps to build the ideal self. They give a complete picture of personality, behaviour, and performance, which constitute one's brand.

Together, the assessments expand the learning and coaching journey aimed at delivering greater leadership effectiveness and improved business results.

The good news is that leadership and team effectiveness are measurable and improvable.

MEASURING AND IMPROVING LEADERSHIP EFFECTIVENESS

Leaders are not born knowing how to build great teams. On the contrary, their early professional development has a focus on cognitive and technical skills, such as engineers and accountants. With career progression, they then need new competencies around strategy, teams and engagement. The transition is from manager to leader and from operations to strategy. It is about getting the right balance of working 'in' and 'on' the business.



**HOGAN
PERSONALITY
INVENTORY**



**HOGAN
DEVELOPMENT
SURVEY**



**MOTIVES, VALUES,
PREFERENCES
INVENTORY**

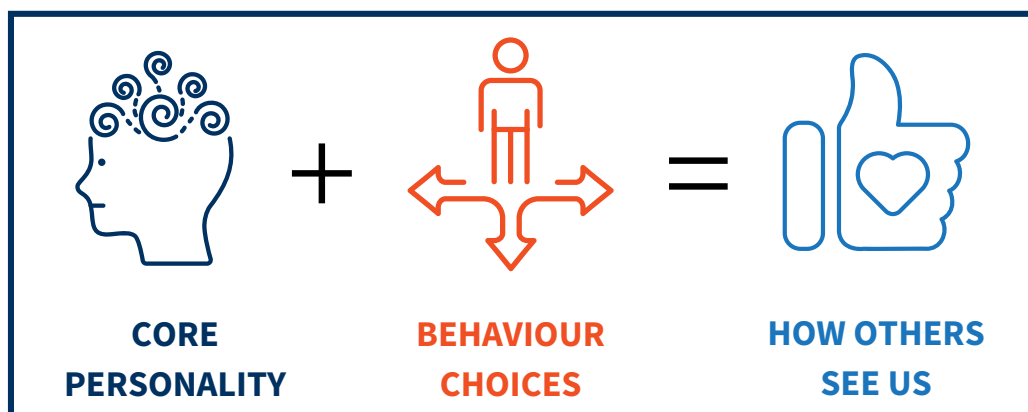


**HOGAN
360**

Personality is not fate

COMPETENCIES CAN BE LEARNT

We like the model from Marc Effron, in his book "8 Steps to High Performance". Core Personality is your foundation. Core personality and chosen behaviour is how others see you, your brand. Chosen and learnt behaviour (building competencies and habits) by being self-aware is the key to career success.



More on HPI & 360

HPI

The HPI measures the bright side of personality, it is a behavioural profile. The HPI was developed from the 5 factor model, which is the starting point for modern personality research. The Hogan's used socioanalytic theory to explain individual differences in interpersonal effectiveness which is grounded in the long tradition of interpersonal psychology. The theory is that getting along and getting ahead is critical to shaping and understanding life and career successes.

Four of the seven scales feature prominently in our research on predicting managerial and leadership effectiveness, being: Adjustment, Ambition, Interpersonal Sensitivity and Prudence.

HOGAN PERSONALITY INVENTORY (HPI)

Scales and definitions

Adjustment	Measures stress-tolerance, resilience, optimism and composure
Ambition	Measures competitive drive, perceived energy and goal-orientation
Sociability	Measures social energy, communication frequency and relationship-building
Interpersonal Sensitivity	Measures tact, communication style and relationship-maintenance skill
Prudence	Measures detail-orientation, organisational skills and dependability
Inquisitive	Measures idea-orientation, level of curiosity and openness to new ideas
Learning Approach	Measures learning style, propensity to seek new information and stay up-to-date



The Hogan 360 is a multi-rater assessment where typically the manager, peers, and reports will evaluate the individual. This is a snapshot in time of one's personal brand, measuring both behaviour and performance.

Of the 14 core competencies, Integrity, Resilience, People skills, Engaging, Strategy, and Innovation are the biggest predictors of great 360 outcomes.

This paper will explore research correlations between the HPI and 360 assessments.

THE HOGAN 360 LEADERSHIP MODEL AND 14 CORE COMPETENCIES



Self-Management

1. Integrity
2. Resilience



Relationship Management

3. Communication
4. People skills
5. Team Player
6. Engaging



Working in the Business

7. Capability
8. Efficiency
9. Results
10. Customer



Working on the Business

11. Accountability
12. Motivation
13. Strategy
14. Innovation

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

– Peter Berry

HPI and 360 Scales

We have mapped the seven HPI scales to the four quadrant 360 model, where self and relationship management measure EQ behavioural competencies and working 'in' and 'on' the business are operational and strategic competencies concerned with performance outcomes. Four of the HPI scales correlate with a positive 360 score.

Ambition is the key to building leadership competencies on top of a managerial base.

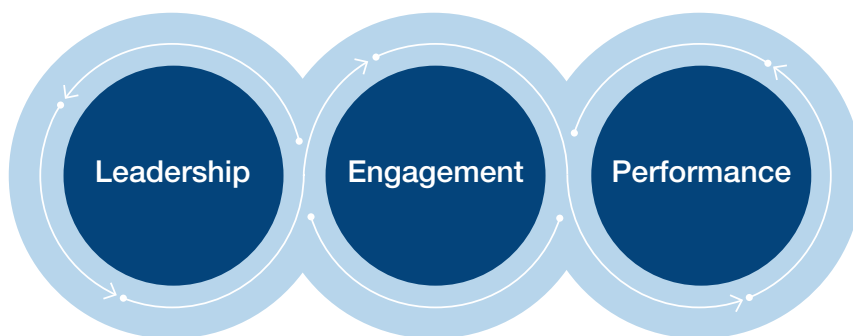
The combination of Adjustment, Interpersonal Sensitivity and Prudence predict a strong foundation of EQ. It is a combination of Integrity, Resilience and People skills.

The combination of Ambition and Interpersonal Sensitivity is about influencing results by showing passion and motivation around performance outcomes.

Notice, Prudence is good for "working in the business" and neutral for "working on the business".

Hogan Score	Self Management	Relationship Management	Working in the business	Working on the business	Hogan 360 Score
Adjustment	0.195	0.105	0.105	0.044	0.102
Ambition	-0.032	0.050	0.050	0.123	0.069
Sociability	-0.081	0.034	0.034	0.047	0.005
Interpersonal Sensitivity	0.139	0.182	0.182	0.111	0.139
Prudence	0.136	0.059	0.059	0.017	0.071
Inquisitive	-0.069	-0.061	-0.061	0.002	-0.047
Learning Approach	0.013	0.012	0.012	0.064	0.048

Notice that Adjustment, Interpersonal Sensitivity and Prudence have positive correlations with 360 Self-management and Relationship management scores. This is essentially emotionally intelligent behaviour. Ambition features in Working on the business. Of special interest is the role that Interpersonal Sensitivity plays across all four 360 domains. These scales predict the Hogan concept of getting along and getting ahead.



HPI and 360 Correlations

THE BRIGHT SIDE

Let's take a closer look at the correlations inside the 360 four domains by looking at the 14 competencies.

Four key findings:

- Adjustment correlates with Resilience and also People skills.
- Ambition lives with Engaging, Innovation and Strategy.

- Interpersonal Sensitivity drives lots of positive outcomes including People skills, Engaging and Motivation.

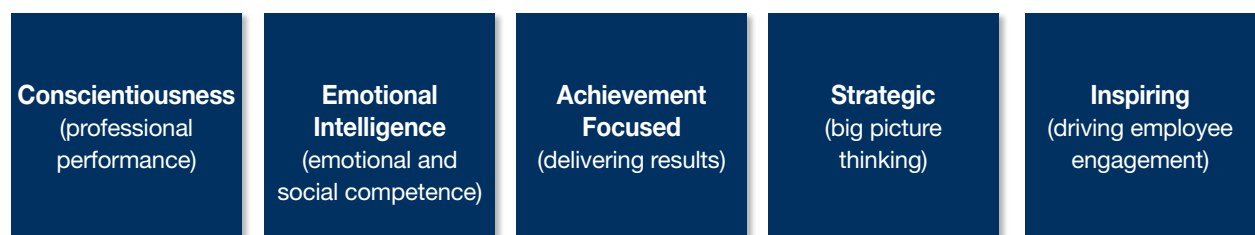
- Prudence sits well with Resilience, Integrity and Results.

This will help us to understand the five essential building blocks for managers and leaders.

360 Competency	HPI SCALES						
	ADJ	AMB	SOC	INT	PRU	INQ	LEA
Self-Management	.20***	-0.3	-0.8***	.14***	.14***	-.07***	.01
Integrity	.13***	-.04*	-.09***	.12***	.12***	-.08***	.03
Resilience	.25***	-.02	-.07***	.15***	.14***	-.06**	.00
Relationship Management	.11***	.05*	.03	.18***	.06**	-.06**	.01
Communication	.06**	.09***	.05*	.13***	.02	-.05*	.05*
People Skills	.16***	.01	.02	.21***	.08***	-.07***	-.02
Team Player	.08***	<.01	.01	.15***	.05*	-.08***	-.01
Engaging	.06**	.23***	.16***	.18***	.00	.02	.07***
Working in the Business	.05*	.10***	<.01	.07***	.06**	-.04*	.09***
Capability	.01	.01	-.08***	-.03	.05*	-.05*	.07***
Efficiency	.06**	.06**	-.05**	.02	.08***	-.09***	.07***
Results	.04*	.01	-.07***	.03	.10***	-.05*	.10***
Customer	.06**	.11***	.06**	.17***	.06**	.00	.04
Working on the Business	.04*	.12***	.05*	.11***	.02	.00	.06**
Accountability	-.03	.07***	.00	.00	.02	-.03	.05*
Motivation	.11**	.06**	.04*	.18***	.03	-.04	.00
Strategy	.04	.14***	.03	.09***	.03	.01	.08***
Innovation	.03	.17***	.08***	.10***	-.03	.06**	.11***
Hogan 360 Score	.102	.069	.005	.139	.071	-.047	.048

Note: Statistically significant correlations are indicated in bold. * $p < .05$; ** $p < .01$; *** $p < .001$; AJD = Adjustment; AMB = Ambition; SOC = Sociability; INT = Interpersonal Sensitivity; PRU = Prudence; INQ = Inquisitive; LEA = Learning Approach.

So, let's identify the 5 essential building blocks using our unique research of mapping statistically significant 360 results with the HPI and the HCM. They are:



The 5 Building Blocks

CONSCIENTIOUSNESS

Hogan Competency	Correlations
Dependability Performs work in a reliable, consistent, and timely manner	HPI: Prudence Hogan 360: Integrity, Resilience, Efficiency, Results
Integrity Acts honestly in accordance with moral or ethical principles	
Managing resources Coordinates people and financial and material capital to maximise efficiency and performance	
Organisational Citizenship Exceeds job requirements to help the organisation	
Quality Focus Strives to meet quality standards and produce quality work products	

EMOTIONAL INTELLIGENCE

Hogan Competency	Correlations
Handling Stress Manages pressure without getting upset, moody, or anxious	HPI: Adjustment, Prudence, Interpersonal Sensitivity Hogan 360: Resilience, People Skills, Integrity
Positive Attitude Displays a positive disposition towards work	
Self Management Demonstrates appropriate motivation, attitude, and self-control	
Networking Builds and maintains a system of strategic business connections	
Caring about People Displays sensitivity towards the attitudes, feelings, or circumstances of others	
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	
Customer Focus Provides courteous, timely, and helpful service to encourage client loyalty	
Teamwork Collaborates with others to achieve goals	

ACHIEVEMENT FOCUSED

Hogan Competency	Correlations
Competing with Others Strives to exceed others' performance	HPI: Ambition Hogan 360: Engaging, Innovative, Strategic
Driving for Results Accomplishes goals, completes tasks, and achieves results	
Setting Goals Identifies short-term objectives and steps to achieve them	
Developing People Provides support, coaching, training, and career direction to others	
Leading Others Demonstrates general leadership ability and effectiveness	
Taking Initiative Takes action without needing direction from others	

STRATEGIC

Hogan Competency	Correlations
Overcoming Obstacles Pursues goals and strategies despite discouragement or opposition	HPI: Ambition Hogan 360: Engaging, Innovative, Strategic
Driving Innovation Stimulates creative ideas and perspectives that add value	
Driving Strategy Directs effort to achieve long-term business objectives	
Taking Smart Risks Evaluates trade-offs between potential costs and benefits and acts accordingly	

INSPIRING

Hogan Competency	Correlations
Driving Performance Provides guidance and feedback to maximise performance of individuals and/or groups	HPI: Ambition, Interpersonal Sensitivity, Adjustment Hogan 360: Engaging, Innovative, Strategic, Communication, Motivation, People Skills
Inspiring Others Motivates others to accomplish organisational goals	
Influencing Others Persuades others to help achieve organisational goals and objectives	
Team Building Assembles productive groups based upon required skills, goals and tasks	

Thought Leadership

CONSCIENTIOUSNESS

John Kotter, the distinguished Harvard Business School professor, has spent a lot of time talking about the difference between management and leadership.

Kotter talks about the manager running the trains on time, while the leader is creating the future of transport.

Kotter's work is crucial to understanding the differences between management and leadership. It's about working in and on the business, being operational and strategic.

According to Kotter, differences between leadership and management include:

- Leaders have the ability and vision to develop and define goals; managers have the ability to translate the goals into executable plans that team members can accomplish.
- Leaders develop strategic plans; managers carry out the plans.
- Leaders focus on the future; managers focus on the present.
- Leaders create change; managers manage change.
- Leaders look at the long-term big picture; managers focus more on the here and now.
- Effective leaders motivate team members; the effective manager directs the daily activities of assigned team members.

EMOTIONAL INTELLIGENCE

Daniel Goleman published his groundbreaking book in 1995, called "Emotional Intelligence, why it can matter more than IQ". The Hogans had already designed the Hogan Personality Inventory in the 1980's which brought science to EQ. The Hogans were ahead of their time on EQ.

It was a work of genius. It has helped millions of people to understand and improve their EQ. The three key scales are Adjustment, Interpersonal Sensitivity, and Prudence.

Our research in this paper uniquely expands the definition of EQ into relationship based results, where one's passion and motivation influence outcomes from others.

EMOTIONAL INTELLIGENCE			
HPI	HCM	HOGAN COMPETENCY MODEL (HCM) DEFINITION	HOGAN 360
EMOTIONAL COMPETENCE			
Adjustment	Handling stress	Manages pressure without getting upset, moody, or anxious	Resilience, People skills and Integrity
	Positive attitude	Displays a positive disposition towards work	
	Self-management	Demonstrates appropriate motivation, attitude, and self-control	
SOCIAL SKILL			
Adjustment + Interpersonal Sensitivity	Teamwork	Collaborates with others to achieve goals	Resilience, People skills and Integrity
	Caring about people	Displays sensitivity towards the attitudes, feelings, or circumstances of others	
	Leveraging people skills	Gets along well with others, is tactful, and behaves appropriately in social situations	
GETTING ALONG			
Interpersonal Sensitivity + Adjustment	Networking	Builds and maintains a system of strategic business connections	People skills, Resilience, Motivation, Engaging and Communications
	Team building	Assembles productive groups based upon required skills, goals and tasks	
	Relationship building	Develops collaborative relationships to facilitate current and future objectives	
	Customer focus	Provides courteous, timely, and helpful service to encourage client loyalty	
GETTING AHEAD			
Ambition + Interpersonal Sensitivity + Adjustment	Influencing others	Persuades others to help achieve organisational goals and objectives	Engaging, Communications, Motivation, People skills, Strategy and Innovation
	Inspiring others	Motivates others to accomplish organisational goals	
	Driving performance	Provides guidance and feedback to maximise performance of individuals and/or groups	

Thought Leadership

ACHIEVEMENT FOCUS

“The goal of leadership is to build a team. Leadership should be defined in terms of the ability to build and maintain a team, and leadership should be evaluated in terms of the performance of the team.”

– Dr Robert Hogan

A balanced score card for strategic planning must contain the following four key result areas:

People

Having the right people is key. Being an employer of choice with superior performance and retention is key. Poor performers must be improved or removed. Having values supported by behaviours helps. The better employers have an inclusive, psychologically safe environment, for a diverse workforce.

Customer

The goal is customer retention and loyalty by delivering industry leadership on functional and emotional value. Listening to customers and strong brand management are the foundations of reputation and doing business. Meeting or exceeding customer expectations is important as is being first to market with goods and services.

Operations

A high level of operational capability including speed, responsiveness and flexibility are critical. Process improvement, cyber security, strategic supplier networks and technology are imperatives. Quality information, analysis and knowledge management for competitive advantage and productivity growth are key drivers.

Results

Financial performance should show top quartile industry outcomes and be sustainable. Excellent market, people, customer and societal results are necessary lead indicators of future success. The causal link between leadership, high performing teams, employee engagement and business results has to be well established.

STRATEGIC

Jim Collins, of ‘Good to Great’ fame refers to the most effective leaders as being at level 5 in his model:

“Stepping up to level 5 requires a special blend of personal humility and professional will – the capacity to channel your personal ambitions and capabilities into a larger cause or mission. Level 5 leaders differ from level 4 in that they are ambitious first and foremost for the cause, the organisation, the mission, the nation, the work – not themselves – and they have the will to do whatever it takes (within the bounds of the organisation’s core values) to make good on that ambition.”

The American Baldrige Performance Excellence Framework talks about the importance of “competitive leadership” as building a sustainable, best in class organisation.

The Baldrige framework says that competitive leadership requires:

“A view of the future that includes the markets or segments in which you compete, but also how you compete. How to compete requires that you understand your and your competitors’ strengths and weaknesses and also involves decisions on taking intelligent risks in order to gain or retain market leadership. The focus is on revenue growth and operational effectiveness.”

The Baldrige model puts a strong emphasis on the role of senior leaders: “Senior leaders play a central role in setting values and directions, creating and reinforcing an organisational culture, creating and balancing value for all stakeholders, and creating an organisational focus on action.

THE BALDRIGE MODEL

1. Leadership
2. Strategy
3. Customers
4. Knowledge Management
5. Workforce
6. Operations
7. Performance Measures or results

INSPIRING

“The best leaders bring passion, motivation and influence to their people and teams, and build engagement. Engagement must be a goal in business. It drives performance and retention.”

– Peter Berry

Leadership



Employee Engagement



Organisational performance



ENGAGEMENT PAYS!

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 summary 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.

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 says that 70% of the variance in engagement can be attributed to the team manager.

Analytical work in Shell shows that leadership drives engagement, safety and business results. Leadership at the team or organisational level accounts for 50% of engagement.

Leadership is the most consequential force on the planet. It can make or break teams, enterprises and even countries.

Investing in leadership, high performing teams and employee

engagement is an investment in a sustainable bottom line. Investment in leadership assessments, coaching and development programs is growing globally.

A huge opportunity in the future is to measure leadership and team effectiveness and track and improve employee engagement and organisational performance. 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, retention, and organisational performance. The causality link will be of great interest to organisations measuring and improving the linkage between leadership, engagement and performance and looking for return on investment.

Reward Gateway Research

24% of global employees reported they are no longer going above and beyond their specific responsibilities and/or schedule.

This statistic is alarming and quite concerning and makes it clear that we need to do what's within our control to flip the switch from disengaged to engaged. Let's face it, no one joins a company and thinks, "I will give the bare minimum."

Disengagement is caused by a combination of factors, but at the heart of it lies a manager's relationship with their employees. Managers account for 70% of the variance in employee engagement.

“A manager's behaviour predicts employee engagement; employee engagement predicts business unit performance. A proper 360 process is the best way to evaluate managers' behaviour, and the PBC 360 process is one of the very best.”

– 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.

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?

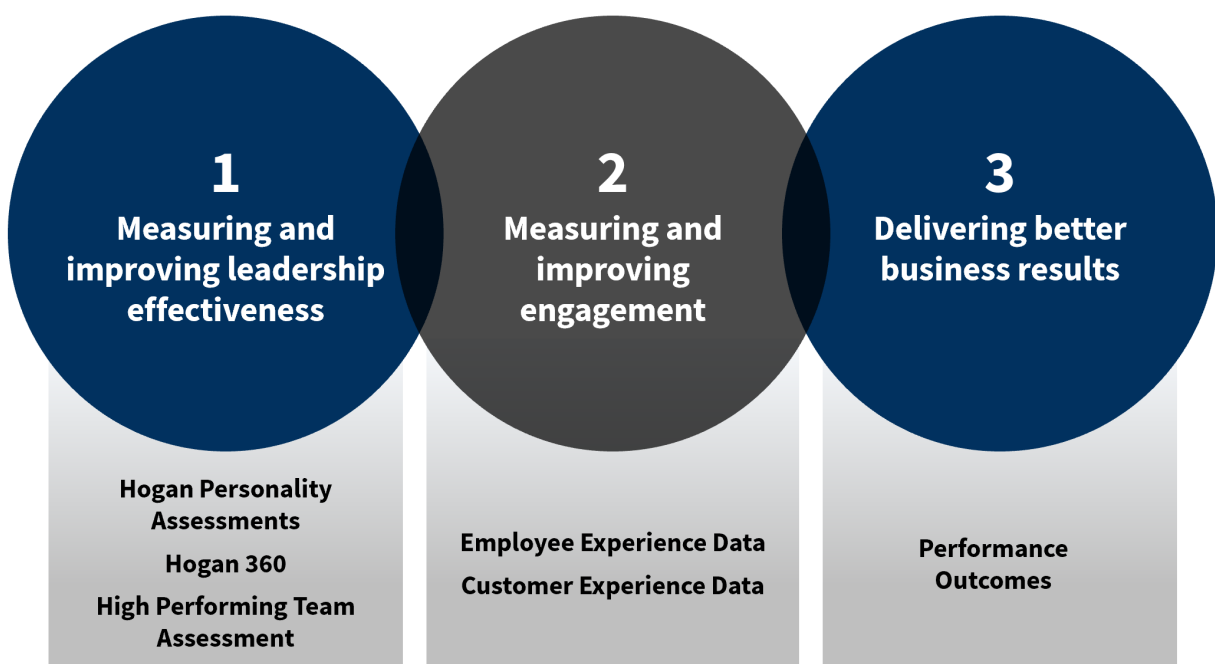
Deliberate practice

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:

- **Specific goals must be set**
- **Goals must be measurable**
- **The leader should consciously step out of their comfort zone**
- **The leader must seek continuous support and 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 a better workplace reputation, results, and career success.

UNDERSTANDING THE CAUSAL LINK OF ANALYTICS



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.

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