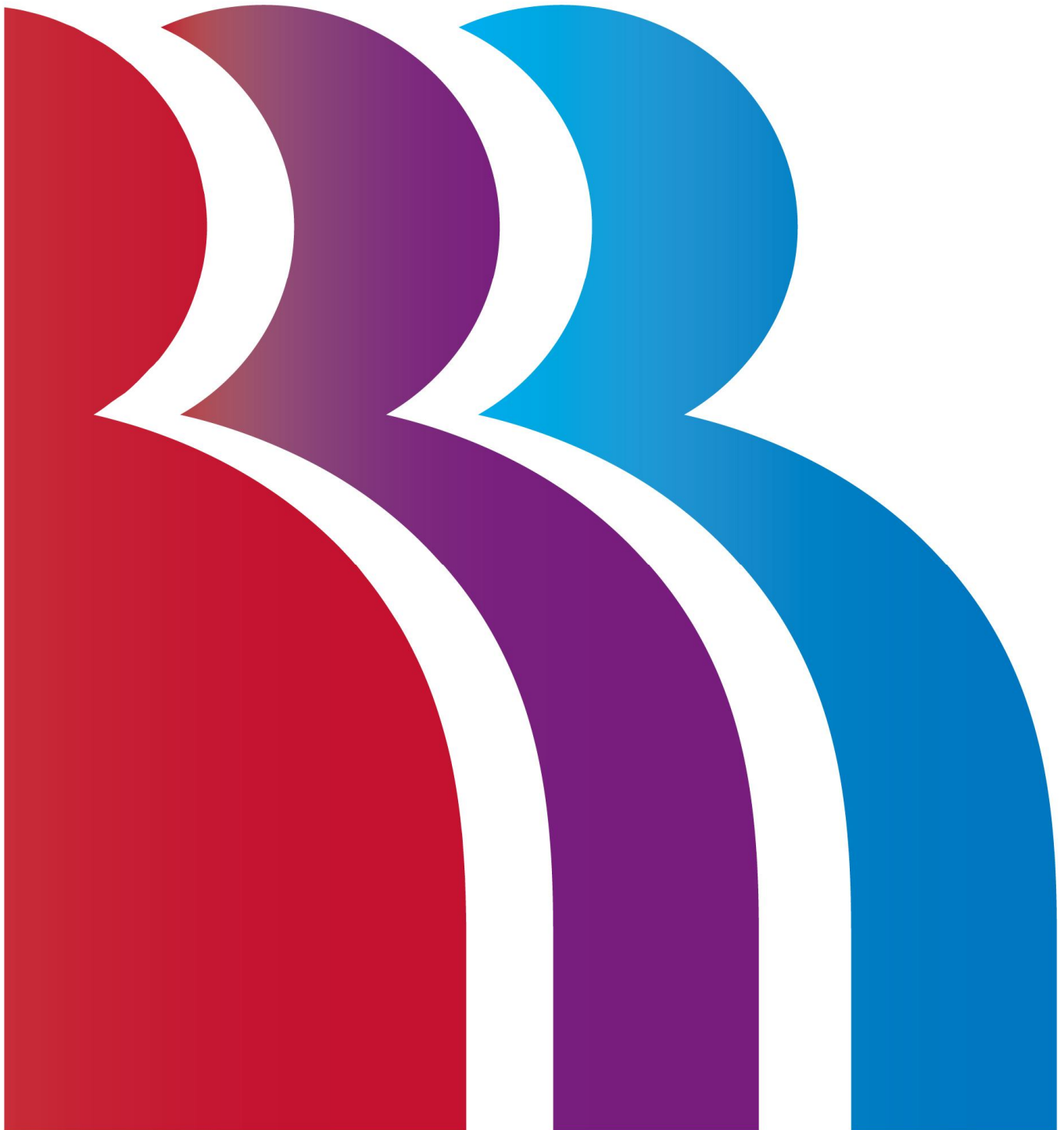


Hogan 360° Report



POWERED
BY **PBC**

John Sample of Sample Corp – February 2014



This report is confidential and should not be distributed without permission.

Raters

Managers	1
Peers	4
Reports	3
Self	1
Total	9

Sample Corp

Reading and Interpreting Your Report

The feedback in this report provides a valuable opportunity to receive feedback from your colleagues and celebrate your strengths. Receiving a 360° feedback report can be a personally rewarding experience.

To get the maximum benefit, you must track the themes and trends that are repeated as you read through the report. These frequently occurring items will represent your strengths and your opportunities to improve.

Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviours.

Use the development plan on the final page of this booklet to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.



Name

John Sample

Score

5.1

No. of Raters

8

Benchmarking your score

By researching the results of thousands of managers, the benchmarking cutoffs are as follows:

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.8	5.1	5.4	5.6	5.9

Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. The rating scale is anchored by the following examples:

1	Does not describe this person at all
2	Does not describe this person much
3	Does not describe this person very well
4	Describes this person somewhat
5	Describes this person well
6	Describes this person very well
7	Describes this person exactly
N/A	Not applicable / Not observed

Overall Item Ratings

The rating form includes 50 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below contains the items in descending order. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include your self ratings.

Rank	Your Score	Global Average Score	Item
1	6.7	5.4	This person is very competitive and driven
2	6.3	6.0	This person is hardworking and has a good work ethic
3	6.3	5.3	This person has very effective time management and organisational skills
4	6.2	5.6	This person has the passion to make a difference
5	6.2	5.2	This person holds others accountable for completing their work
6	6.2	5.3	This person sets high expectations for performance and performance improvement
7	6.2	5.5	This person always looks for improvement opportunities and to deliver better results
8	6.2	5.4	This person often suggests new and original ideas
9	6.1	5.3	This person shares information and keeps people informed
10	6.1	5.3	This person is very effective in setting and managing his/her work priorities
11	6.0	5.5	This person is assertive and energetic
12	6.0	5.2	This person holds people accountable to the organisation's values and expectations
13	6.0	5.3	This person thinks long-term about new opportunities
14	5.9	5.6	This person is always open and straightforward and communicates honestly
15	5.9	5.6	This person consistently applies our organisation's policies to avoid double standards
16	5.9	5.8	This person has the right knowledge and ability to be very effective
17	5.9	5.8	This person has the right industry experience to be very effective
18	5.9	5.2	This person effectively uses goals and performance indicators to drive improved performance
19	5.8	5.0	This person recognises and challenges poor performance in others
20	5.8	5.1	This person is very effective in setting long-term stretch goals
21	5.7	5.5	This person presents ideas and concepts clearly while speaking
22	5.7	5.5	This person consistently delivers good results
23	5.7	5.0	This person promotes and communicates a long-term vision for our organisation
24	5.6	5.3	This person has strong influencing and negotiation skills
25	5.6	5.6	This person performs to a high standard on challenging assignments
26	5.5	5.3	This person encourages those working in different areas to pull together to achieve common goals

Rank	Your Score	Global Average Score	Item
27	5.5	5.3	This person produces high-quality and error-free work
28	5.4	5.9	This person behaves to very high ethical standards
29	5.3	5.4	This person has very good communication skills
30	5.3	5.3	This person appropriately shares resources, knowledge and time
31	5.0	5.6	This person brings a positive attitude to work
32	4.9	5.5	This person treats people fairly and without favouritism
33	4.9	5.7	This person completes work in a professional manner
34	4.5	5.3	This person has high self-awareness around personal improvement opportunities
35	4.5	5.4	This person builds trust and loyalty with others
36	4.3	5.3	This person has taken initiatives to promote a customer service focus in his/her work area
37	4.2	5.4	This person's behaviour provides a positive role model for others
38	4.2	5.3	This person makes people feel valued
39	4.2	5.5	This person is enthusiastic about improving customer service
40	4.2	5.0	This person is effective in coaching and developing others
41	4.2	5.1	This person works hard to improve morale
42	3.9	5.2	This person uses customer feedback to drive improved performance
43	3.8	5.2	This person helps create a positive working environment that encourages people to work to their full potential
44	3.5	5.8	This person treats people with respect
45	3.4	5.4	This person is always friendly, warm and thoughtful in relationships with others
46	3.3	5.1	This person builds very strong relationships with others
47	3.2	5.2	This person has excellent people skills
48	3.0	5.4	This person is calm and even tempered, not volatile or moody
49	3.0	5.4	This person manages emotions maturely and intelligently in stressful situations
50	2.3	5.5	This person is polite and considerate, never rude or abrasive

Leadership Competencies

Each of the questions in the previous section is linked to one of the four leadership quadrants.



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. It may require positive self-talk and recovery periods to fuel peak performance in turbulent times and avoiding burn out. Successful self-management requires management of yourself and taking care of your brand and reputation.

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. Successful relationship management requires recognition that your own level of performance relies on the performance of your team, which in turn relies on their engagement.

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. Success in this area can involve smarter prioritisation of work, more delegation, better time management and more effective goal setting. It is about achieving service and operational excellence in a timely, efficient manner.

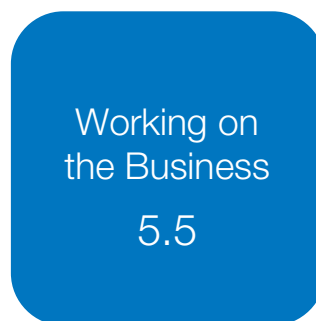
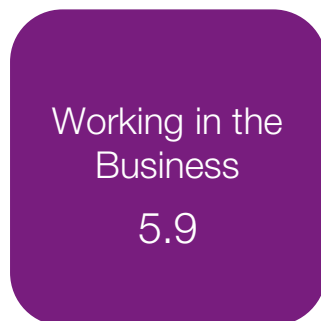
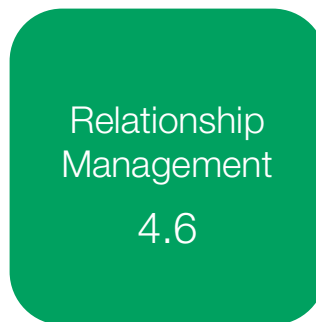
Working on the Business refers to adding extra value through innovation and strategic planning and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires spending more time on the business, having a planning cycle, conducting regular planning reviews and challenging poor performers.

Competency Combinations

Your combined scores for Self-Management and Relationship Management form a Behavioural Competencies score. Similarly, the combined scores for Working in the Business and Working on the Business form the Business Competencies score.

Behavioural Competencies 4.5

The Behavioural Competencies combination describes the use of emotional intelligence (EQ) to professionally manage oneself and relate appropriately to others to get the best outcomes from teams and stakeholders. High scorers typically demonstrate emotional resilience and strong interpersonal skills to improve results through better relationships. It requires stable, sustainable relationships to stay in the performance zone and avoid derailment.



Business Competencies 5.7

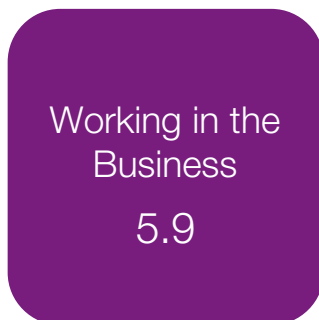
The Business Competencies combination describes the use of cognitive capability (IQ) to get the right balance between working in (operational) and on (strategic) the business to optimise day-to-day and longer-term results. High scorers typically demonstrate both the technical ability to deliver service and operational excellence as well as strategic insight to drive the bigger picture. It requires a strategic focus to deliver great results through high-performing cultures.

Competency Combinations

Your combined scores for Self-Management and Working in the Business form a Management Competencies score. Similarly, the combined scores for Relationship Management and Working on the Business form a Leadership Competencies Score.

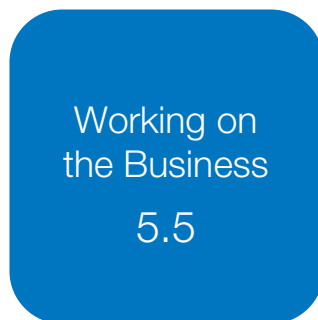
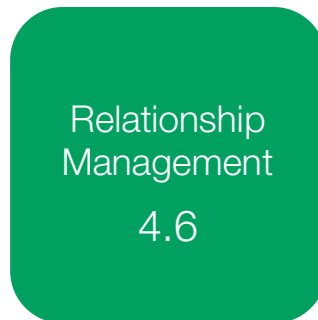
Management Competencies 5.1

The Management Competencies combination describes the world of the day-to-day manager where integrity and resilience is required to maximise capability, efficiency and positivity to deliver sound results. High scorers typically achieve service and operational excellence in a timely and efficient manner and are held accountable for performance by measurement.



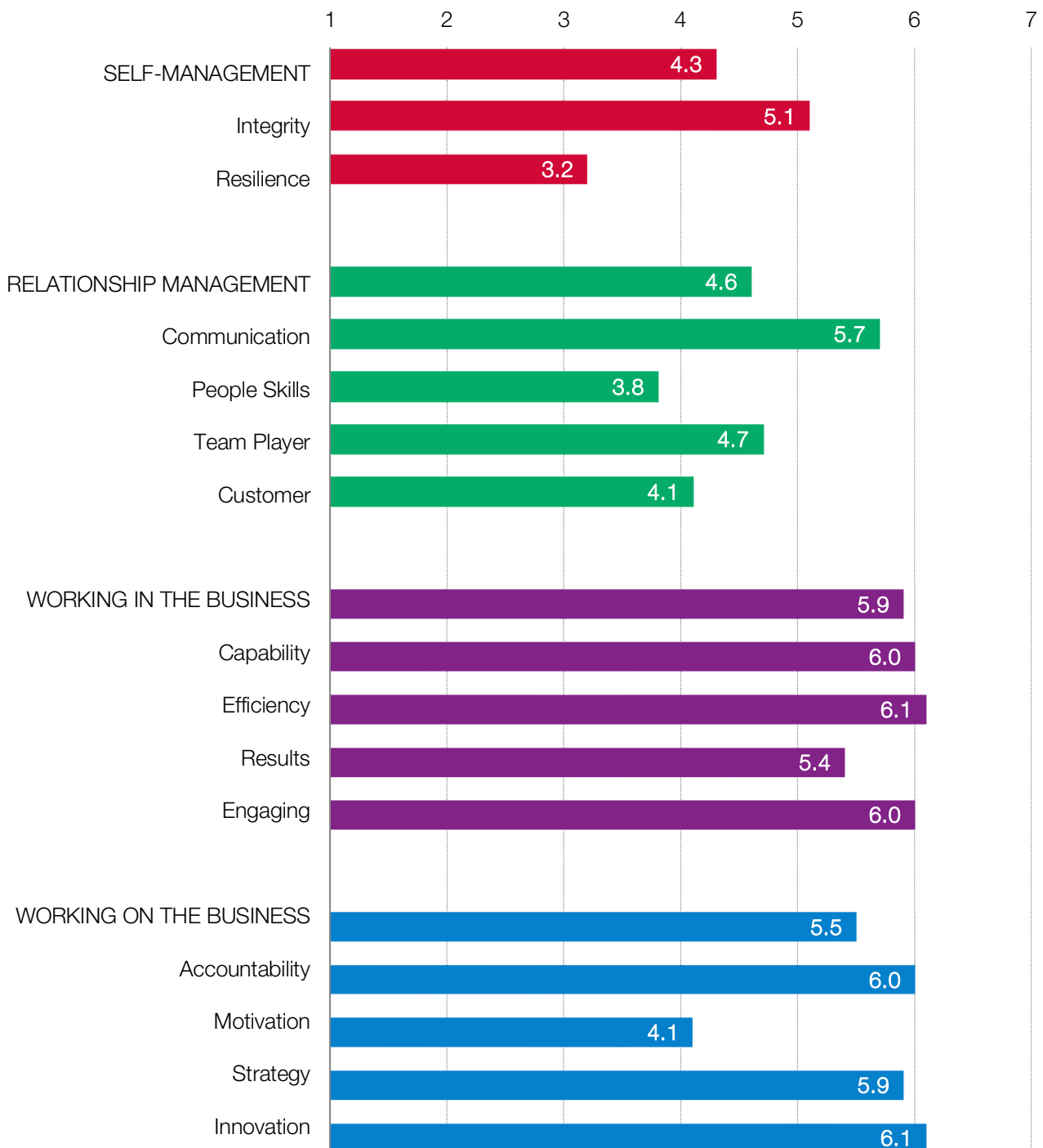
Leadership Competencies 5.1

The Leadership Competencies combination describes the bigger-picture world of the leader who makes time to create stakeholder engagement around strategic goals. High scorers typically build trusting, loyal relationships and motivate others to achieve the strategic agenda. It is partnerships delivering innovation and peak performance.



Leadership Competencies

The graph below displays your score on the four leadership competencies and their respective subthemes.



Self-Management

Overall	Manager	Peer	Reports	Self	Themes and Questions
4.3	5.6	4.0	4.1	4.0	SELF-MANAGEMENT
5.1	6.6	5.1	4.5	5.0	Integrity
3.5	5.0	3.5	2.9	5.0	This person treats people with respect
5.4	7.0	5.2	4.9	5.0	This person behaves to very high ethical standards
5.9	7.0	5.9	5.5	5.0	This person is always open and straightforward and communicates honestly
4.9	7.0	5.2	3.8	5.0	This person treats people fairly and without favouritism
5.9	7.0	5.9	5.5	5.0	This person consistently applies our organisation's policies to avoid double standards
3.2	4.3	2.7	3.5	2.8	Resilience
2.3	4.0	1.9	2.3	3.0	This person is polite and considerate, never rude or abrasive
3.0	4.0	2.4	3.5	3.0	This person is calm and even tempered, not volatile or moody
4.5	7.0	3.7	4.6	2.0	This person has high self-awareness around personal improvement opportunities
3.0	2.0	2.6	3.5	3.0	This person manages emotions maturely and intelligently in stressful situations

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Reports are only shown when there were two or more responses. If there were less than two responses, N/A is shown.

The items with a minus sign (-) mean that no raters entered a score for this item.

Relationship Management

Overall	Manager	Peer	Reports	Self	Themes and Questions
4.6	6.0	4.0	4.9	4.6	RELATIONSHIP MANAGEMENT
5.7	7.0	5.4	5.4	5.3	Communication
5.7	7.0	5.6	5.2	5.0	This person presents ideas and concepts clearly while speaking
5.3	7.0	4.8	5.2	5.0	This person has very good communication skills
5.6	7.0	5.2	5.5	5.0	This person has strong influencing and negotiation skills
6.1	7.0	6.1	5.8	6.0	This person shares information and keeps people informed
3.8	5.0	3.2	4.0	2.5	People skills
4.2	4.0	3.5	4.9	3.0	This person's behaviour provides a positive role model for others
3.2	4.0	3.0	2.9	3.0	This person has excellent people skills
4.2	5.0	3.9	4.0	2.0	This person makes people feel valued
3.4	5.0	2.4	4.0	2.0	This person is always friendly, warm and thoughtful in relationships with others
4.7	6.0	4.1	5.6	4.8	Team player
4.5	5.0	3.7	5.2	5.0	This person builds trust and loyalty with others
5.3	7.0	4.3	5.8	5.0	This person appropriately shares resources, knowledge and time
5.5	7.0	4.5	6.1	4.0	This person encourages those working in different areas to pull together to achieve common goals
3.3	5.0	3.7	5.2	5.0	This person builds very strong relationships with others
4.1	6.7	3.0	4.5	5.0	Customer
4.2	7.0	3.0	4.6	5.0	This person is enthusiastic about improving customer service
4.3	7.0	3.0	4.6	5.0	This person has taken initiatives to promote a customer service focus in his/her work area
3.9	6.0	3.0	4.3	5.0	This person uses customer feedback to drive improved performance

Working in the Business

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.9	6.8	5.7	5.6	6.4	WORKING IN THE BUSINESS
6.0	7.0	6.2	5.5	7.0	Capability
6.3	7.0	6.3	6.1	7.0	This person is hardworking and has a good work ethic
5.9	7.0	6.1	5.2	7.0	This person has the right knowledge and ability to be very effective
5.9	7.0	6.1	5.2	7.0	This person has the right industry experience to be very effective
6.1	7.0	5.9	6.1	5.0	Efficiency
6.3	7.0	6.1	6.4	5.0	This person has very effective time management and organisational skills
6.1	7.0	5.9	6.1	5.0	This person is very effective in setting and managing his/her work priorities
5.9	7.0	5.6	5.8	5.0	This person effectively uses goals and performance indicators to drive improved performance
5.4	6.3	5.4	5.0	6.5	Results
4.9	5.0	5.2	4.3	6.0	This person completes work in a professional manner
5.6	6.0	5.6	5.2	6.0	This person performs to a high standard on challenging assignments
5.7	7.0	5.6	5.2	7.0	This person consistently delivers good results
5.5	7.0	5.2	5.2	7.0	This person produces high-quality and error-free work
6.0	7.0	5.7	6.0	7.0	Engaging
5.0	7.0	4.5	4.9	7.0	This person brings a positive attitude to work
6.2	7.0	6.1	6.1	7.0	This person has the passion to make a difference
6.0	7.0	5.6	6.1	7.0	This person is assertive and energetic
6.7	7.0	6.5	6.7	7.0	This person is very competitive and driven

Working on the Business

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.5	6.5	5.1	5.6	6.3	WORKING ON THE BUSINESS
6.0	7.0	5.6	6.2	6.0	Accountability
6.2	7.0	5.9	6.4	6.0	This person holds others accountable for completing their work
6.0	7.0	5.6	6.1	6.0	This person holds people accountable to the organisation's values and expectations
5.8	7.0	5.2	6.1	6.0	This person recognises and challenges poor performance in others
4.1	5.0	3.7	4.0	6.7	Motivation
4.2	7.0	3.7	3.7	6.0	This person works hard to improve morale
3.8	4.0	3.5	4.0	7.0	This person helps create a positive working environment that encourages people to work to their full potential
4.2	4.0	3.9	4.3	7.0	This person is effective in coaching and developing others
5.9	7.0	5.8	6.1	5.7	Strategy
5.8	7.0	5.2	6.1	5.0	This person is very effective in setting long-term stretch goals
6.2	7.0	5.9	6.4	6.0	This person sets high expectations for performance and performance improvement
5.7	7.0	6.3	5.8	6.0	This person promotes and communicates a long-term vision for our organisation
6.1	7.0	5.5	6.0	6.7	Innovation
6.2	7.0	5.6	6.1	7.0	This person always looks for improvement opportunities and to deliver better results
6.2	7.0	5.6	6.0	7.0	This person often suggests new and original ideas
6.0	7.0	5.2	5.8	6.0	This person thinks long-term about new opportunities

Scores by Themes

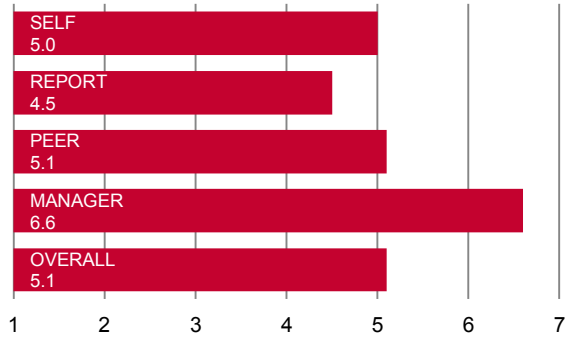
Self	Overall	Global Ave	Group Ave	Managers	Peers	Reports	Themes and Questions
4.0	4.3	5.5	5.6	5.6	4.0	4.1	SELF-MANAGEMENT
5.0	5.1	5.6	5.7	6.6	5.1	4.5	Integrity
2.8	3.2	5.4	5.4	4.3	2.7	3.5	Resilience
4.6	4.6	5.3	5.4	6.0	4.0	4.9	RELATIONSHIP MANAGEMENT
5.3	5.7	5.3	5.5	7.0	5.4	5.4	Communication
2.5	3.8	5.3	5.4	5.0	3.2	4.0	People skills
4.8	4.7	5.2	5.4	6.0	4.1	5.6	Team player
5.0	4.1	5.3	5.3	6.7	3.0	4.5	Customer
6.4	5.9	5.5	5.7	6.8	5.7	5.6	WORKING IN THE BUSINESS
7.0	6.0	5.8	6.0	7.0	6.2	5.5	Capability
5.0	6.1	5.2	5.4	7.0	5.9	6.1	Efficiency
6.5	5.4	5.5	5.7	6.3	5.4	5.0	Results
7.0	6.0	5.5	5.6	7.0	5.7	6.0	Engaging
6.3	5.5	5.2	5.3	6.5	5.1	5.6	WORKING ON THE BUSINESS
6.0	6.0	5.0	5.1	7.0	5.6	6.2	Accountability
6.7	4.1	5.1	5.4	5.0	3.7	4.0	Motivation
5.7	5.9	5.3	5.4	7.0	5.8	6.1	Strategy
6.7	6.1	5.2	5.4	7.0	5.5	6.0	Innovation

Themes and Questions Review

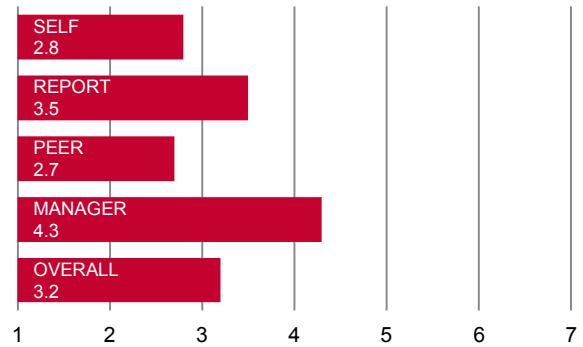
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

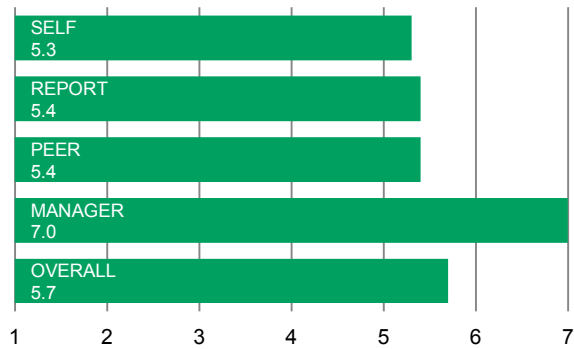


Resilience

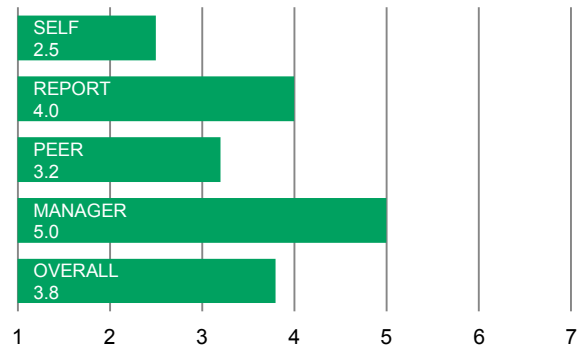


RELATIONSHIP MANAGEMENT

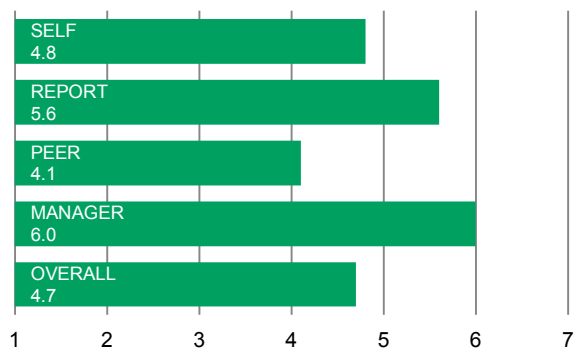
Communication



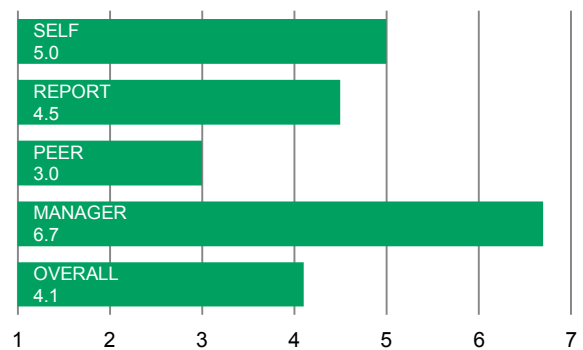
People



Team Player

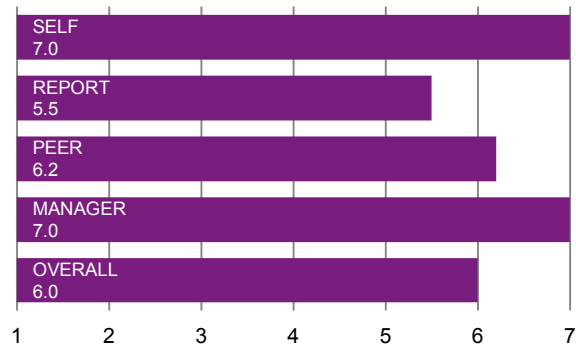


Customer

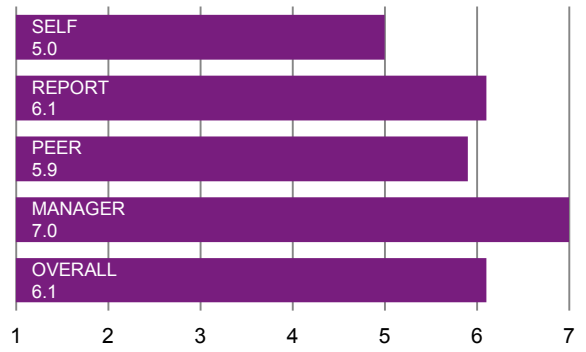


WORKING IN THE BUSINESS

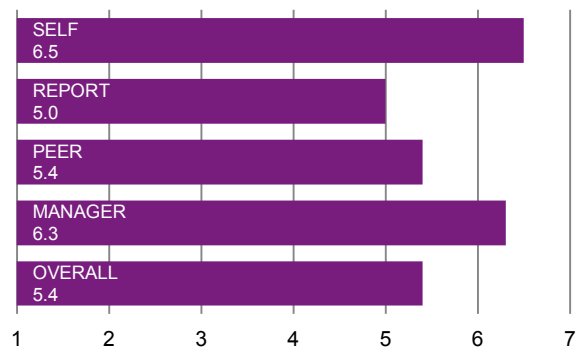
Capability



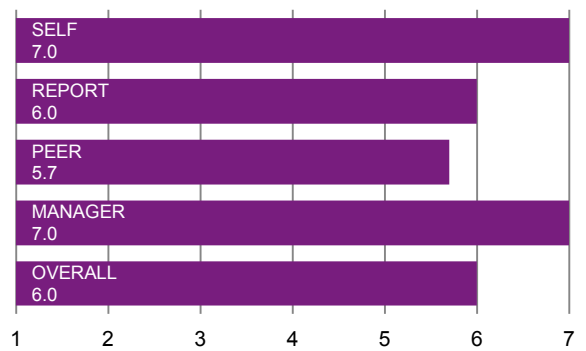
Efficiency



Results

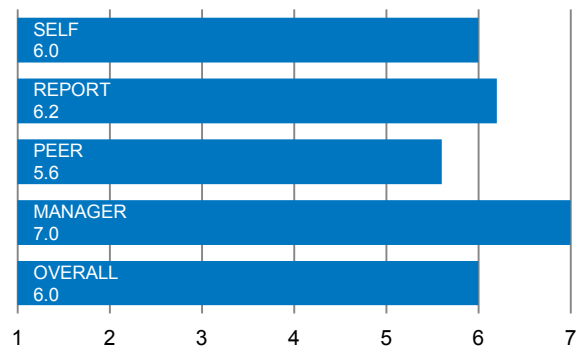


Engaging

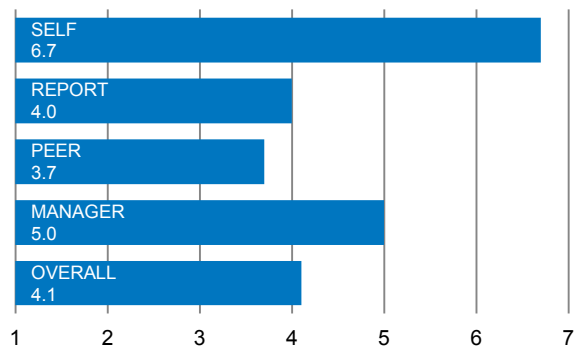


WORKING ON THE BUSINESS

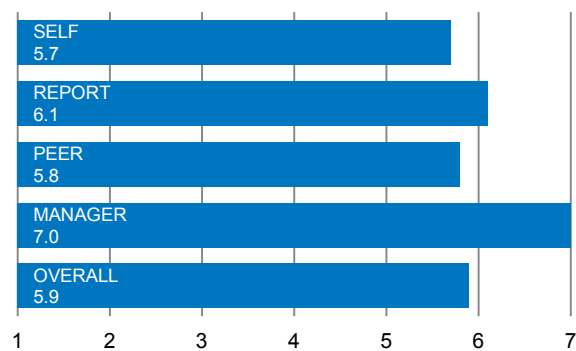
Accountability



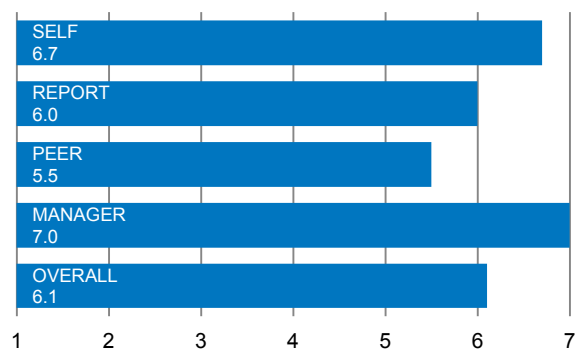
Motivation



Strategy



Innovation



Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right column is the sum of the scores. You should note the top list items indicate that there is agreement about your strengths. The items with a minus sign (-) simply mean that no raters picked those from the list. There are no self scores in the calculation.

Global Ave	Group Ave	Your Rank	Strengths	Total Score
8	5	1	Is action-oriented and gets things done	21
11	12	2	Is competitive and determined	11
2	1	3	Works hard with a strong work ethic	9
10	9	4	Is good at solving problems	9
24	17	5	Sets clear goals and drives results	7
25	26	6	Challenges poor performance	6
9	7	7	Is well organised	4
26	25	8	Motivates and inspires others	4
21	22	9	Suggests new and innovative ideas	3
1	2	10	Has solid technical ability, experience and knowledge	2
7	15	11	Has high ethical standards and integrity	2
12	8	12	Has strong leadership skills	2
4	4	-	Has strong people skills	-
3	3	-	Has a positive and enthusiastic attitude	-
14	13	-	Strong communication skills	-
17	18	-	Shows empathy and is supportive	-
6	10	-	Is customer focused and good with clients	-
13	11	-	Is steady and calm under pressure	-
16	14	-	Is a positive role model	-
15	16	-	Shows loyalty	-
5	6	-	Has a professional approach	-
23	19	-	Good sense of humour	-
20	20	-	Good at planning and thinking ahead	-
19	21	-	Makes the tough decisions	-
22	24	-	Is visionary and strategic	-
18	23	-	Builds effective relationships	-

Top Opportunities to Improve

Raters were asked to choose the top four opportunities to improve from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right column is the sum of the scores. You should pay attention to the top few items as there is agreement among raters that these items represent your personal opportunities for improvement. The items with a minus sign (-) simply mean that no raters picked those from the list. There are no self scores included in the calculation.

Global Ave	Group Ave	Your Rank	Opportunities to Improve	Total Score
20	10	1	Be less aggressive	17
8	7	2	Improve your people and interpersonal skills	13
24	11	3	Be less moody and control your temper	8
12	16	4	Listen more and let others have their say	7
4	4	5	Communicate better	6
15	15	6	Build more effective relationships	6
19	25	7	Be more of a team player	4
25	17	8	More customer and/or client focus	4
11	13	9	Motivate others and improve morale	4
26	26	10	Be more positive	3
1	1	11	Challenge poor performance	2
23	20	12	Show more empathy	2
9	9	13	Be more assertive	1
6	5	-	Improve your time management and organisational skills	-
7	14	-	Show leadership on issues	-
17	23	-	Be more action-oriented and make it happen	-
3	2	-	Delegate more	-
22	22	-	Treat people fairly and without favouritism	-
16	12	-	Look at the big picture – the organisation's overall goals	-
21	21	-	Acquire better job and/or industry knowledge	-
5	8	-	Give appropriate feedback	-
14	3	-	Set clear goals and performance indicators	-
2	6	-	Stop taking on too much and spreading yourself too thin	-
10	19	-	Be more available and visible in the workplace	-
13	18	-	Share knowledge and resources	-
18	24	-	Be more open to change	-

Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

Please describe this person's strengths.

Hardworking; dedicated; goal oriented; good knowledge base.

Highly motivated; energetic; competitive; intelligent.

John is strongly motivated to get the job done as quickly and efficiently as possible; willing to make hard decisions and also make decisions on the move; does not tolerate poor performance.

John has the ability to get things done. He is a good person and can develop his EQ.

Competitive; focused; driven; trouble-shooter; challenges poor performance.

Very driven, making sure that the job gets done on time without neglecting safety. A very hard working person who has been a role model for his subordinates. He values and treats others well and with respect, regardless of their position. This has made others feel valued and recognised on the work they are doing. He is also a 'two-way' type of manager who listens to the people he works with. His motto has always been 'we' instead of 'I'. This motto has also shown to be one of his key strengths in his leadership and communication. He has excellent skills on delegations and time management which allows him to do multiple tasks at the same time.

He has very strong leadership and is very fair to all. He has good concentration when analysis is required.

Hardworking; gets the job done; communication at the right level; organised.

Please describe this person's opportunities to improve.

Be less conceited; avoid blame culture; have a greater understanding of constraints.

As John is one of those people who are driven to get the job done on time, some may view this as a flaw. He sometimes can be seen as not willing to negotiate, making things difficult for others. Some key areas for improvement would be to be a little less aggressive, work on his interpersonal skills and place less pressure on others. John is a person with high expectations and expects others to be the same. This is often hard on others as everybody is different. It is through these characteristics that the pressure arises and some people find it hard to work with him.

Use the energy positively.

Don't say you are grumpy, give yourself credit for endeavouring to improve your EQ.

John needs to work with his people more than direct them, especially other managers. He needs to understand issues that other people face to get the job done, e.g. designers. Learn to be less aggressive and more assertive. This will get people working with him rather than working for him.

Needs less aggression; should not jump the gun; needs better people skills.

Needs improved people skills; should listen before jumping; needs to delegate.

Sometimes managers can overuse their strengths. For example, a confident person can become arrogant, a passionate person can become temperamental, or a diligent person can micromanage others. Are there any strengths being overused by this person?

Competitiveness – he doesn't always have to be the winner, he should value and consider the input from others.

John has a strong desire to get the job done but he needs to realise the constraints of others.

Assertiveness.

Enormously energetic and focused, however this can sometimes be used negatively.

In my opinion two of John's strengths may also have negative impacts. Firstly his drive. This has made him to be seen as someone who is very aggressive, honest and sometimes too blunt and may have affected his interpersonal relations. Secondly, his high expectations often result in too much pressure being placed on others.

His over-communication can sometimes cause confusion. His braveness in saying what he is thinking may also result in him being critical or harsh of others.

None.

Aggressive, 'can do' attitude.

Development Plan

This section provides a place for you to create a personal development plan. This plan should include behaviours that you want to keep doing, start doing and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to check your progress.

Keep

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-

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Start

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-

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Stop

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-

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