

# Whitepaper

## What the best leaders look like

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# Executive summary

Based on new research, looking at the Hogan 360 benchmark results of 17,680 managers, we can evaluate leadership strengths by job role and by top quartile results and identify the competencies that separate the most successful senior leaders from the rest of the pack. We can also identify common opportunities at all levels of the management hierarchy.

The best leaders at the CEO/ Executive board level, at the 75th percentile, have three significant competencies to a much greater degree than other levels of managers:

## Achievement Focused

## Strategic

## Inspiring

Other managers in the benchmarking review, on the other hand, are hard working, competent and action oriented. Working in the business rather than on the business, with a focus on service/operational excellence. Running a business but not growing a business. Differences between management and leadership competencies are apparent. Our research also shows that EQ behaviours for top quartile results, at all levels of leadership, are higher than the benchmark. So the fourth competency is:

## Emotional Intelligence

Our research has found that there are two common opportunities to improve at all levels of management. They are stop taking on too much/ spreading yourself too thin and delegate more. We call this combination workload management. The other big opportunity is to challenge poor performance. So, we know the four competencies that need to be developed in emerging leaders as well as the two problems that have to be fixed:

## Workload Management

## Challenging Poor Performance

**This paper takes an in-depth analysis into the Hogan 360 research. We also:**

1. Link our research findings to some of the insights provided by global, business thought leaders, including Dr Robert Hogan, Daniel Goleman, Peter Drucker, John Kotter and Jim Collins.
2. Define leadership as creating a sustainable, best in class organisation. A key component here is having a strategic vision together with employee engagement to drive superior organizational performance.
3. Introduce our LEAP model which we encourage organisations to use in understanding, measuring and improving the linkage between Leadership, Engagement And Performance.
4. Showcase our Executive Checklist for achieving leadership and business excellence. This checklist can be used as a business blueprint for future leaders to help them understand the big picture of competencies needed to outperform other organisations. It unlocks the secrets of great businesses.

The good news is that leadership can be learnt. It takes focus, motivation, deliberate practice and support. The Hogan 360 is critical to starting with focus. The Hogan 360 reveals one's real self which helps to build the ideal self.

**"Give me a manager's Hogan Personality Assessments and their Hogan 360 results and they have no place to hide."**

– Peter Berry

# The research

In January 2020, we completed the Hogan 360 technical manual supplement. It provides the latest in our benchmarking research. We now have 17,680 managers in the database. This provides for a very strong global benchmark of leadership.

One powerful advantage of the Hogan 360 is the strengths and opportunities tables which are unique. The top strengths and opportunities tables in the Hogan 360 contain 26 ranked items that were identified as the most commonly cited strengths and opportunities based on a qualitative analysis of over 30,000 open text responses from the global benchmark.

Raters are asked to choose the top 4 strengths and opportunities from a list of 26 items. The top opportunity has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1.

We looked at leadership by job level and found the following **top 10 strengths and opportunities**. I have highlighted the CEO/ Executive Board strengths that are different from the rest.

Strength	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Works hard with a strong work ethic	1	2	2	2	2
Is visionary and strategic	2	12	13	25	24
Has strong leadership skills	3	10	9	14	22
Has solid technical ability, experience, and knowledge	4	1	1	1	1
Is competitive and determined	5	8	10	11	14
Is action-oriented and gets things done	6	3	3	3	3
Is customer focused, and good with clients	7	9	8	8	6
Has high ethical standards and integrity	8	5	5	7	9
Is steady and calm under pressure	9	4	4	5	7
Has a positive and enthusiastic attitude	10	7	7	6	4

Opportunity	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Stop taking on too much and spreading yourself too thin	1	1	1	1	2
Challenge poor performance	2	2	3	2	4
Delegate more	3	3	2	3	5
Motivate others and improve morale	4	4	4	4	8
Listen more and let others have their say	5	6	7	13	17
Be more available and visible in the workplace	6	7	6	11	10
Set clear goals and performance indicators	7	8	8	8	14
Give appropriate feedback	8	11	10	9	12
Communicate better	9	9	9	10	13
Share knowledge and resources	10	5	5	6	6

The strengths at the CEO/ Executive Board level compared to the others are clearly related to being visionary/ strategic, having strong leadership skills and being competitive and determined. The top 4 opportunities, on the other hand are all similar regardless of leadership level. We then looked at the 50 Hogan 360 item descriptive statistics and have highlighted the following key differences that make CEO/ Executive Board people stand out.

Item	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)	
<b>Sample Size – Ratees</b>	<b>705</b>	<b>2516</b>	<b>3523</b>	<b>8660</b>	<b>1690</b>	
<b>Sample Size – Raters</b>	<b>8613</b>	<b>30389</b>	<b>42101</b>	<b>90667</b>	<b>16091</b>	
Q1	Treats people with respect	5.8	5.8	5.8	5.8	6.0
Q2	Behaves to very high ethical standards	5.9	6.0	5.9	5.9	6.1
Q3	Is always open and straightforward	5.6	5.7	5.7	5.8	5.9
Q4	Treats people fairly and without favouritism	5.4	5.5	5.5	5.6	5.8
Q5	Consistently applies our organisation's policies	5.6	5.8	5.7	5.8	5.9
Q6	Is polite and considerate	5.6	5.6	5.6	5.7	5.9
Q7	Is calm and even tempered	5.5	5.6	5.6	5.6	5.8
Q8	Has high self awareness around personal improvement	5.4	5.4	5.4	5.4	5.5
Q9	Manages emotions maturely	5.6	5.6	5.6	5.6	5.6
Q10	Presents ideas and concepts clearly	5.7	5.7	5.7	5.6	5.7
Q11	Has very good communication skills	5.6	5.6	5.6	5.5	5.6
Q12	Has strong influencing and negotiation skills	5.7	5.5	5.5	5.3	5.2
Q13	Shares information and keeps people informed	5.3	5.4	5.4	5.5	5.6
Q14	Behaviour provides a positive role model	5.5	5.5	5.5	5.5	5.6
Q15	Has excellent people skills	5.4	5.4	5.4	5.4	5.5
Q16	Makes people feel valued	5.4	5.4	5.4	5.4	5.5
Q17	Is friendly, warm, and thoughtful	5.5	5.5	5.5	5.6	5.8
Q18	Builds trust and loyalty with others	5.5	5.5	5.5	5.6	5.7
Q19	Appropriately shares resources	5.4	5.5	5.5	5.6	5.7
Q20	Encourages those working in different areas	5.6	5.5	5.5	5.5	5.5
Q21	Builds very strong relationships	5.4	5.4	5.4	5.4	5.5
Q22	Is enthusiastic about improving customer service	5.9	5.7	5.7	5.7	5.7
Q23	Has taken initiatives to promote a customer service focus	5.8	5.6	5.6	5.6	5.6
Q24	Uses customer feedback to drive improved performance	5.6	5.5	5.5	5.5	5.5
Q25	Is hardworking and has a good work ethic	6.2	6.2	6.1	6.1	6.1
Q26	Has the right knowledge and ability	6.0	6.0	5.9	5.9	5.9
Q27	Has the right industry experience to be very effective	6.0	6.0	5.9	5.9	5.8

Item		CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Q28	Has very effective time management	5.5	5.5	5.5	5.5	5.6
Q29	Is very effective in setting and managing work priorities	5.6	5.6	5.6	5.6	5.7
Q30	Effectively uses goals and performance indicators	5.5	5.5	5.5	5.5	5.5
Q31	Completes work in a professional manner	5.9	5.9	5.9	5.9	6.0
Q32	Performs to a high standard on challenging assignments	5.9	5.9	5.8	5.8	5.9
Q33	Consistently delivers good results	5.7	5.7	5.7	5.7	5.8
Q34	Produces high quality and error-free work	5.6	5.7	5.6	5.6	5.7
Q35	Brings a positive attitude to work	5.9	5.8	5.8	5.8	5.8
Q36	Has the passion to make a difference	6.1	5.9	5.9	5.8	5.8
Q37	Is assertive and energetic	5.9	5.8	5.8	5.6	5.6
Q38	Is very competitive and driven	5.9	5.7	5.6	5.4	5.3
Q39	Holds others accountable for completing their work	5.6	5.6	5.6	5.5	5.4
Q40	Holds people accountable to the organisation's values	5.6	5.6	5.6	5.5	5.4
Q41	Recognises and challenges poor performance	5.2	5.2	5.2	5.2	5.0
Q42	Works hard to improve morale	5.3	5.2	5.3	5.3	5.2
Q43	Helps create a positive working environment	5.4	5.4	5.3	5.4	5.4
Q44	Is effective in coaching and developing others	5.0	5.1	5.1	5.2	5.1
Q45	Is very effective in setting long term stretch goals	5.4	5.3	5.3	5.2	5.2
Q46	Sets high expectations for performance	5.7	5.6	5.5	5.5	5.5
Q47	Promotes and communicates a long-term vision	5.6	5.4	5.4	5.2	5.1
Q48	Always looks for improvement opportunities	5.8	5.7	5.6	5.6	5.6
Q49	Often suggests new and original ideas	5.6	5.5	5.4	5.4	5.4
Q50	Thinks long term about new opportunities	5.8	5.5	5.5	5.4	5.4

The CEO/ Executive Board group is more customer focused, positive, passionate, competitive, innovative, focused on the big picture and as a result more influential.

The other items are competencies that are more evenly scored across the job levels.

We now turn to the Hogan 360 leaders who are rated at the 75th percentile and higher. Raters were asked to identify the top four strengths and opportunities. This is benchmarked by job level. I have highlighted the CEO/ Executive Board strengths that stand out from the other job levels and highlighted the common three opportunities at all levels.

Strength	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Has strong leadership skills	1	4	1	5	20
Is visionary and strategic	2	10	12	22	22
Works hard with a strong work ethic	3	2	3	1	1
Is action-oriented and gets things done	4	3	2	3	3
Is customer focused, and good with clients	5	9	8	9	6
Motivates and inspires others	6	19	17	20	21
Has high ethical standards and integrity	7	5	5	8	10
Sets clear goals and drives results	8	14	14	13	18
Is competitive and determined	9	15	15	19	19
Has solid technical ability, experience and knowledge	10	1	4	2	2

Opportunity	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Stop taking on too much and spreading yourself too thin	1	1	1	1	1
Challenge poor performance	2	3	3	3	3
Delegate more	3	2	2	2	2
Give appropriate feedback	4	6	6	6	8
Share knowledge and resources	5	4	4	4	6
Be more available and visible in the workplace	6	5	5	11	9
Listen more and let others have their say	7	10	9	12	15
Set clear goals and performance indicators	8	7	7	7	11
Motivate others and improve morale	9	8	10	9	12
Be more open to change	10	17	18	17	16

This data shows the strengths of our best leaders who are rated in the top quartile. The CEO/Executive Board benchmark clearly establishes the importance of leadership and strategic skills as well as a customer focus, motivational capability and a capacity to set goals and drive results. These competencies set them apart from other job level managers who stand out for being competent, hard working and action oriented.

We can combine stop taking on too much/spreading yourself too thin with delegate more and call this Workload Management. Challenge Poor Performance stands alone. It is important for people to understand the opportunities that need to be fixed.

We now look at the Hogan 360 **top quartile** item descriptive statistics by job level with the CEO/ Executive Board differences highlighted in **blue**. We get key insights into the strengths of very senior and highly rated executives. We have also highlighted in **green** six EQ behaviours that are consistently higher than the benchmark scores on page 4, at all levels of leadership.

Item		CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Q1	Treats people with respect	6.2	6.3	6.3	6.3	6.5
Q2	Behaves to very high ethical standards	6.3	6.4	6.3	6.3	6.5
Q3	Is always open and straightforward	6.0	6.1	6.1	6.2	6.3
Q4	Treats people fairly and without favouritism	5.8	6.0	5.9	6.0	6.3
Q5	Consistently applies our organisation's policies	6.0	6.1	6.1	6.2	6.3
Q6	Is polite and considerate	6.1	6.3	6.2	6.3	6.4
Q7	Is calm and even tempered	6.1	6.2	6.2	6.2	6.3
Q8	Has high self awareness around personal improvement	5.8	5.8	5.8	5.9	6.0
Q9	Manages emotions maturely	6.1	6.1	6.1	6.0	6.1
Q10	Presents ideas and concepts clearly	6.2	6.1	6.1	6.0	6.1
Q11	Has very good communication skills	6.1	6.0	6.0	6.0	6.1
Q12	Has strong influencing and negotiation skills	6.2	6.0	6.0	5.8	5.7
Q13	Shares information and keeps people informed	5.8	5.8	5.8	5.9	6.0
Q14	Behaviour provides a positive role model	6.0	6.0	6.0	6.0	6.2
Q15	Has excellent people skills	5.9	5.9	5.9	5.9	6.0
Q16	Makes people feel valued	5.9	5.9	5.9	6.0	6.0
Q17	Is friendly, warm, and thoughtful	6.0	6.0	6.0	6.1	6.3
Q18	Builds trust and loyalty with others	6.0	6.0	6.0	6.0	6.2
Q19	Appropriately shares resources	5.8	5.9	5.9	6.0	6.1
Q20	Encourages those working in different areas	6.0	5.9	5.9	5.9	6.0
Q21	Builds very strong relationships	5.9	5.8	5.8	5.9	6.0
Q22	Is enthusiastic about improving customer service	6.3	6.1	6.1	6.1	6.1
Q23	Has taken initiatives to promote a customer service focus	6.2	6.0	6.0	6.0	6.1
Q24	Uses customer feedback to drive improved performance	6.0	6.0	5.9	5.9	6.0
Q25	Is hardworking and has a good work ethic	6.6	6.5	6.5	6.5	6.6
Q26	Has the right knowledge and ability	6.4	6.4	6.3	6.3	6.3
Q27	Has the right industry experience to be very effective	6.5	6.4	6.4	6.3	6.3
Q28	Has very effective time management	6.1	6.0	6.0	6.0	6.1
Q29	Is very effective in setting and managing work priorities	6.0	6.0	6.0	6.0	6.1

Item		CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Q30	Effectively uses goals and performance indicators	6.0	6.0	5.9	5.9	6.0
Q31	Completes work in a professional manner	6.3	6.3	6.3	6.3	6.4
Q32	Performs to a high standard on challenging assignments	6.3	6.3	6.2	6.2	6.3
Q33	Consistently delivers good results	6.1	6.2	6.1	6.1	6.3
Q34	Produces high quality and error-free work	6.0	6.0	6.0	6.0	6.1
Q35	Brings a positive attitude to work	6.3	6.3	6.2	6.2	6.3
Q36	Has the passion to make a difference	6.5	6.3	6.3	6.2	6.3
Q37	Is assertive and energetic	6.4	6.2	6.2	6.1	6.1
Q38	Is very competitive and driven	6.4	6.2	6.1	6.0	5.9
Q39	Holds others accountable for completing their work	6.0	6.0	6.0	5.9	5.8
Q40	Holds people accountable to the organisation's values	6.1	6.0	6.0	5.9	5.9
Q41	Recognises and challenges poor performance	5.7	5.7	5.7	5.6	5.5
Q42	Works hard to improve morale	5.9	5.7	5.8	5.8	5.7
Q43	Helps create a positive working environment	5.9	5.9	5.8	5.9	5.9
Q44	Is effective in coaching and developing others	5.6	5.7	5.6	5.7	5.7
Q45	Is very effective in setting long term stretch goals	5.9	5.7	5.7	5.7	5.7
Q46	Sets high expectations for performance	6.1	6.0	5.9	5.9	5.9
Q47	Promotes and communicates a long-term vision	6.0	5.8	5.8	5.7	5.6
Q48	Always looks for improvement opportunities	6.2	6.0	6.0	6.0	6.0
Q49	Often suggests new and original ideas	6.0	5.9	5.9	5.8	5.9
Q50	Thinks long term about new opportunities	6.2	6.0	5.9	5.8	5.9

We now have a key insight into the different competencies that separate top performing, senior leaders from the cohort.

These include influencing skills, customer focus, passion, drive, motivational capability, innovation, being performance driven and focusing on the big picture.

Items 36 - 38 and 45 - 50 at the CEO / Executive Board level relate to having an achievement focus and being strategic and inspiring. It's about having the capacity to build a high performing organisation ready for the future.



# Top and bottom leaders strengths and opportunities

We have also calculated the top strengths and top opportunities for everyone who scored in the top quartile versus those in the bottom quartile and the same for the top 100 and the bottom 100 leaders in our database.

We have included all 26 strengths and opportunities where previously we have listed the top 10. This makes for fascinating research. I have highlighted the key differences.

Strengths	Top Quartile	Bottom Quartile	Top 100	Bottom 100
Works hard with a strong work ethic	1	2	2	3
Has solid technical ability, experience, and knowledge	2	1	7	1
Is action-oriented and gets things done	3	4	6	9
Has strong leadership skills	4	24	1	24
Has a positive and enthusiastic attitude	5	9	8	11
Has high ethical standards and integrity	6	7	3	12
Is steady and calm under pressure	7	5	15	5
Has a professional approach	8	3	9	10
Is customer focused, and good with clients	9	8	5	8
Builds effective relationships	10	16	12	22
Strong communication skills	11	15	10	20
Has strong people skills	12	19	13	21
Sets clear goals and drives results	13	20	4	18
Is visionary and strategic	14	23	17	23
Good at planning and thinking ahead	15	17	16	19
Is a positive role model	16	25	14	26
Is good at solving problems	17	12	18	14
Is competitive and determined	18	6	20	2
Is empathetic and supportive	19	13	19	16
Is well organized	20	10	21	13
Motivates and inspires others	21	26	11	25
Suggests new and innovative ideas	22	18	23	15
Makes the tough decisions	23	22	24	17
Shows loyalty	24	11	22	6
Good sense of humour	25	14	25	4
Challenges poor performance	26	21	26	7

Leadership skills, people competencies and driving results stand out for the best performers.

The top three strengths are similar. It is the competency “has strong leadership skills” that separates the top and bottom leaders.

Items 10, 11 and 12 in the top quartile column also establish significant differences around relationship skills. Item 13 and 14 shows the most successful leaders set clear goals and are more “visionary and strategic”.

Opportunity	Top Quartile	Bottom Quartile	Top 100	Bottom 100
Stop taking on too much and spreading yourself too thin	1	6	1	21
Delegate more	2	11	2	23
Challenge poor performance	3	8	3	20
Share knowledge and resources	4	13	5	15
Give appropriate feedback	5	15	6	24
Be more assertive	6	16	4	26
Be more available and visible in the workplace	7	10	11	12
Set clear goals and performance indicators	8	9	8	14
Show leadership on issues	9	4	7	6
Motivate others and improve morale	10	1	9	4
Look at the big picture – the organisation’s overall goals	11	17	15	18
Listen more and let others have their say	12	7	13	5
Communicate better	13	2	20	2
Build more effective relationships	14	5	17	3
Acquire better job and/or industry knowledge	15	20	10	9
Improve your time management and organisational skills	16	14	18	11
Be more open to change	17	19	12	17
Be more action-oriented and make it happen	18	12	21	8
Improve your people and interpersonal skills	19	3	24	1
Be more empathetic	20	24	23	25
More customer and/or client focus	21	25	16	19
Be less aggressive	22	22	14	13
Be less moody and control your temper	23	21	19	10
Be more of a team player	24	18	25	7
Be more positive	25	26	22	22
Treat people fairly and without favouritism	26	23	26	16

These two pages clearly show what separates the best from the worst. **In the opportunities table**, item 10 in the top quartile column is a significant point of difference, as are items 13 and 14. Item 19 shows that people skills are very important. For the bottom quartile and bottom one hundred people skills, communications and motivating others feature prominently.

# What the best leaders look like

By taking a deeper dive into all of the data in the benchmarking research we can see the following four meta competencies that provide a home to 24 strengths in the most successful leaders.

These 4 come together nicely around our model of leadership driving engagement which in turn drives performance.

## 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:

- 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



# Key opportunities to improve

Workplace reputation comes from core personality and chosen behaviour. We are lucky that leadership behaviour can be learnt.

It starts with self-awareness which comes from assessments. It then takes motivation, deliberate practice and building new mental muscles until the new competencies become second nature. As a result, competence, confidence, performance and career success are all enhanced. Our research not only shows what to start doing, but also what to stop doing.

Peter Drucker, the founder of modern management, says:

**“We spend a lot of time helping leaders learn what to do, we don't spend enough time helping leaders learn what to stop.”**

From the **opportunities table**, “stop taking on too much and spreading yourself too thin” and “delegate more” can be joined together around the goal of better workload management. The other big issue is challenging poor performance. Let's think about the development opportunities here.

## Workload management

The most successful leaders try to work appropriately both ‘in’ and ‘on’ the business. They look where to add extra value by being strategic and not just operational. They see their teams as being more important than themselves. They build teams with a strong brand around both performance and culture. The team is then responsible for driving organisational performance.

John Kotter, the distinguished Harvard Business School professor, has spent a lot of time talking about the difference between management and leadership. They require different sets of competencies. John Kotter provides the following discussion:

**“Management is a set of well-known processes, like planning, budgeting, structuring jobs, staffing jobs, measuring performance and problem-solving, which help an organisation to predictably do what it knows how to do well. Management helps you to produce products and services as you have promised, of consistent quality, on budget, day after day, week after week. In organisations of any size and complexity, this is an enormously difficult task. We constantly underestimate how complex this task really is, especially if we are not in senior management jobs. So, management is crucial — but it's not leadership. Leadership is entirely different. It is associated with taking an organisation into the future, finding opportunities that are coming at it faster and faster and successfully exploiting**

**those opportunities. Leadership is about vision, about people buying in, about empowerment and, most of all, about producing useful change. Leadership is not about attributes, it's about behavior. And in an ever-faster-moving world, leadership is increasingly needed from more and more people, no matter where they are in a hierarchy. The notion that a few extraordinary people at the top can provide all the leadership needed today is ridiculous, and it's a recipe for failure.”**

Getting the right balance between working ‘in’ and ‘on’ the business requires strategic self-awareness and discipline. What makes you a great manager won't make you a great leader.

We have worked with many successful leaders who operate with an annual strategic planning cycle where they do longer term planning (3-5 years) and the one-year plans. They have quarterly reviews around team building and strategy. They use a balanced scorecard around employee engagement, customer satisfaction, service/ operational excellence and financial results. They must learn to delegate so as to be more strategic about where they can add the most value. This helps by having competent people to delegate to. The answer is having a robust recruitment/ selection process to start with and to improve or remove poor performing managers. The leader must set standards because with the delegation goes the responsibility.

## Challenging poor performance

Poor performers are alive and well. Addressing poor performance comes up as a significant challenge in most 360s. There are many managers who do not have difficult conversations in a timely manner. Coworkers intensely dislike the poor performers and want their managers to take action. Poor performers should be identified on a regular basis with a view to improving or removing them in 90 days. Sometimes the discussion gets focused when you ask, “who are our bottom 10%”. This issue should be on the agenda permanently for every executive team.

Jim Collins, in “Good to Great” said the following:

**“Great organisations make sure they have the right people on the bus and the right people in the key seats. Letting the wrong people hang around is unfair to all the right people who often find themselves compensating for the wrong people's inadequacies. Get the wrong people off the bus.”**

### We have a six-step conversation process for managers talking to poor performers:

1. Be clear about the issue  
(The performance or behaviour to be addressed)
2. State your expectations  
(How these are not being met)
3. Be clear about the impact  
(The negative effect on performance or team)
4. Get the other person's point of view  
(Ask questions)
5. Explain the consequences  
(The next steps if this is not fixed)
6. Get an agreement  
(The details of the way forward)

If there is no agreement you should understand your legal options. If there is an agreement, monitor it closely to track the improvement.

Better workload management and challenging poor performers are two big opportunities to be addressed by most organisations. For individual managers, building these competencies takes sustained effort.

## The six meta competencies

Our research shows that there are six significant competencies for great leadership. We then need to understand that the point of leadership is to create a successful organisation compared to others. Jim Collins said the following about leadership capabilities:

**“In our research into why some companies become great while others do not, my colleagues and I observed that leadership capabilities follow a five-level hierarchy with level 5 at the top. At level 1, you are a highly capable individual. At level 2, you become a contributing team member. At level 3, you become a competent manager. At level 4, you become an effective leader. 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 research from Jim Collins matches our research about what the best leaders at the 75th percentile look like.

The Jim Collins philosophy is supported by a focus on competitive leadership in the Baldrige framework. 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.”**

This definition of competitive leadership fits nicely with our research findings.

On your way to becoming a leader, success is all about proving your business capability and growing yourself. When you become a leader it’s about being engaging, strategic and growing your team. The best leaders care more about their people than themselves. They value feedback and are open to learning.

Dr. Robert Hogan has spent his life measuring and improving leadership effectiveness. He has the following powerful quote:

**“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.”**

He also says:

**“A manager’s behavior predicts employee engagement; employee engagement predicts business unit performance.”**

Daniel Goleman, who has popularised emotional intelligence, says the following:

**“When I calculated the ratio of technical skills, IQ, and emotional intelligence as ingredients of excellent performance, emotional intelligence proved to be twice as important as the others for jobs at all levels.**

**The 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. IQ and emotional intelligence are not opposing competencies, but they do work separately.”**

The subtitle of Goleman’s book is ‘Why EQ matters more than IQ’. The five areas of emotional intelligence are self-awareness, managing emotions, self-motivation, empathy and handling relationships.

In summary, we know there are **four meta competencies** for highly successful leaders and **two significant opportunities** for all levels of managers. The development of these competencies should be a foundation stone for any investment in leadership development and leadership competency models.

### The six meta competencies are:



Achievement Focus



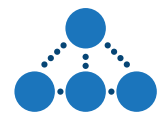
Strategic



Inspiring



Emotional Intelligence



Workload Management



Challenging Poor Performance

### This data can help:

- Create leadership competency models
- Inform training needs analysis
- Shape content for leadership development programs
- Assist talent identification and development
- Influence coaching practices
- Connect people and business analytics

## Engagement pays

This then leads to our philosophy around leadership and business outcomes.

Leadership competency is driven by personality, intelligence, experience and behaviour choices. To best measure, understand and improve leadership, using the Hogan personality assessments with the Hogan 360 is recommended.

Hogan personality assessments measure one’s motivation and likely behaviour and captures the inside, the bright side and the dark side of personality, covering the idealised self, an individual’s strengths and their potential derailers. The Hogan 360 measures workplace behaviour and performance, capturing one’s brand/ reputation at a point in time and identifies improvement opportunities. EQ behaviours are measured as are operational and strategic capabilities.

Leadership behaviour drives strategy, team performance, employee engagement and culture. High performing teams should be a goal in business. Leadership is about results, teams deliver results, so judge the leader by the team.

There needs to be a strong strategic planning cycle, focusing on both the long term and the short term. A one-page summary 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.

Employee engagement drives employee retention and operational and financial performance. Global engagement surveys show that 30-35 percent of employees are disengaged. They are ready to quit their manager, the team culture or the job.

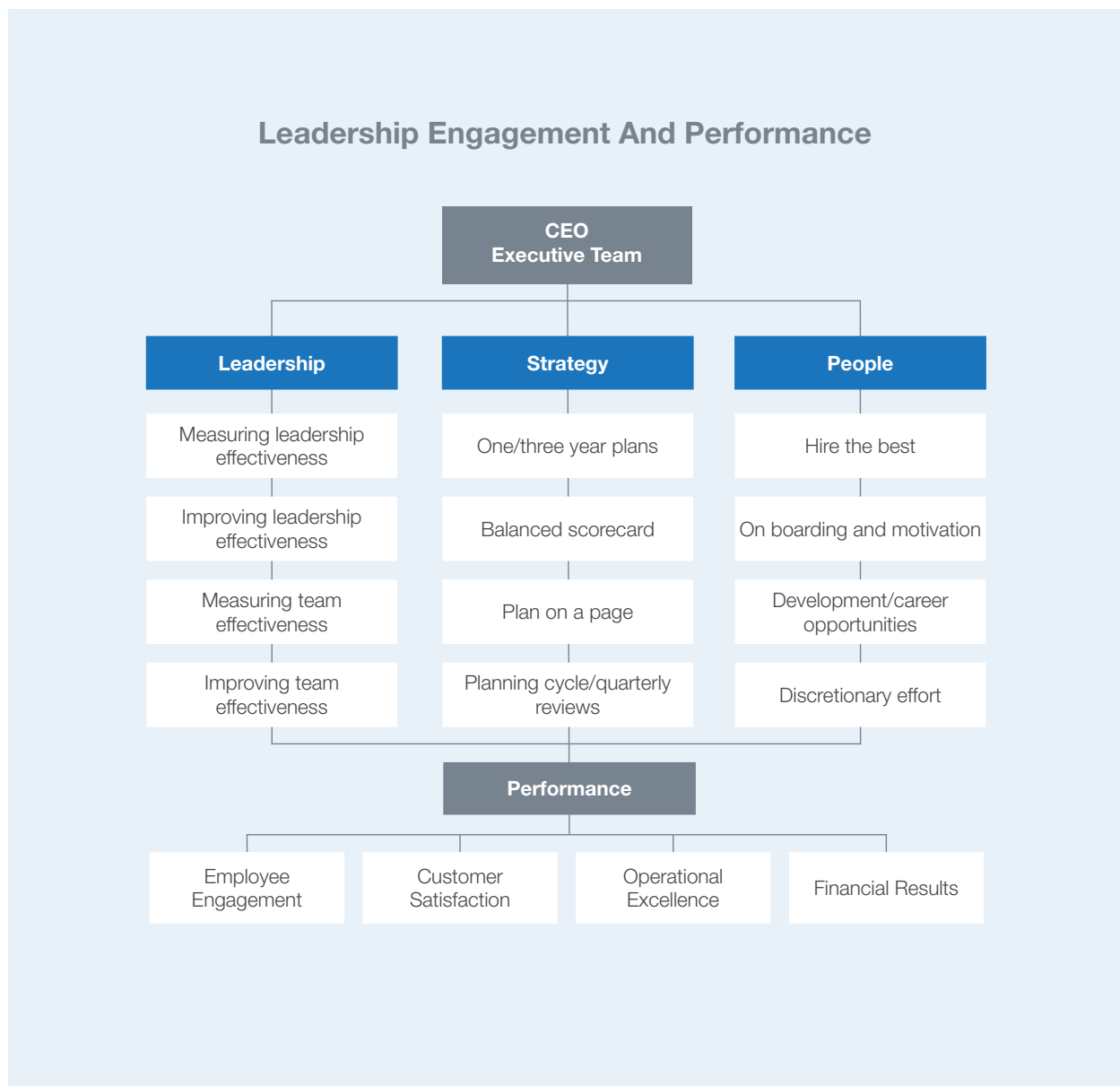
**Engagement has a positive impact on business outcomes, including:**

- Revenue, sales growth and shareholder return.
- Levels of customer retention and net promoter scores.
- Productivity and safety.
- Employee retention, absenteeism and wellness.

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.

An emerging trend is looking for return on investment. This can be measured by individual and team performance and ultimately by employee engagement. This is best understood and managed by people analytics. The challenge is being able to connect people data with operational and financial data.

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 and organisational performance. The causality link will be of great interest to organisations measuring and improving the linkage between leadership, engagement and performance. Our LEAP Model explains how it all comes together.





# Measuring and improving key business drivers

There are five types of assessments available to businesses.

There are 3 measures of leadership. They are personality assessments, a 360 review and a team assessment. The next two assessments relate to stakeholder satisfaction that measure employee engagement and customer satisfaction. They pick up on both the employee and customer experience.

The challenge is to understand, measure and improve the causal link between leadership, engagement and performance.

<p><b>1.</b></p>  <p><b>Measuring and improving leadership effectiveness</b></p> <ul style="list-style-type: none"> <li>• Hogan Personality Assessments</li> <li>• Hogan 360</li> <li>• High Performing Team Assessment</li> </ul>	<p><b>2.</b></p>  <p><b>Measuring and improving engagement</b></p> <ul style="list-style-type: none"> <li>• Employee Engagement Survey</li> <li>• Customer Satisfaction Survey</li> </ul>	<p><b>3.</b></p>  <p><b>Delivering better business results</b></p> <ul style="list-style-type: none"> <li>• Organisational Performance</li> </ul>
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# Hogan 360

Daniel Goleman says:

**“How do you get to the truth of your real self? You use a 360 - degree evaluation - collecting information from your boss, your peers and your subordinates.”**

The 360 market continues to grow and is now well established in HR practices.

The 360 multi-rater assessment has evolved from being simply a development and feedback assessment for individuals to a mainstream HR practice. It was originally designed to create self-awareness but there was often no obligation to have in place a development plan and measures of success. The 360 assessment is now being used for performance management, talent identification, promotion and even salary reviews. The 360 is being used to drive behavioural and reputational change to improve individual and team performance around employee engagement and business outcomes.

Personality plus chosen behaviour equals workplace reputation. Leadership is observable, measurable and improvable by understanding personality, performance and reputation. The 360 assessment is best used in conjunction with a well-validated personality assessment where the tests have been developed according to established psychometric procedures. This is the most effective way to assess leadership capability. It will explain the ‘what’ one does and the ‘why’ one does it. It gives a complete picture of personality and behaviour 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 Hogan 360 is perfect for leadership development for individuals, teams and high potentials. Anyone looking for improvement opportunities will benefit greatly. The Hogan 360 creates self-awareness around strengths to be leveraged and opportunities to be addressed.

The results are compared to our global database of over 17,500 leaders. The benchmark score is expressed against percentiles from the bottom 10th percentile through to the top 90th percentile. Behavioural and business competencies are measured and create sustainable learning and coaching opportunities for the next year.

The Hogan 360 can improve leadership effectiveness which enhances team performance, employee engagement and organisational results.

## 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
- Strengths and opportunities tables that identify key strengths and opportunities
- Three open-ended questions focusing on strengths, opportunities, and overused strengths
- Appendices - Frequency tables that enable additional insights into the ratings provided

## Not all 360 assessments are created equally. When choosing a 360 provider look for:

- A technical manual to demonstrate reliability (consistent information about performance) and validity (accurate assessment of performance).
- Validity coefficient between the 360 and personality assessments.
- Global benchmarks (updated annually), across industries, sectors, job levels and at top quartile percentiles.

## It is essential to establish scientific evidence for the quality of the 360 assessment.

**“Knowing yourself is the beginning of all wisdom.”**

– Aristotle

# Professional development is a process

The good news is that leadership can be learnt. It takes focus, motivation, deliberate practice and support. The Hogan 360 is critical to starting with focus.

Learning leadership competencies requires disciplined self-management around one's core personality and the necessary learned behaviours to drive engagement and performance. Leadership is observable, measurable and improvable.

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.

Dr Robert Hogan says:

**“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.”**



Professional development can't succeed without a clear understanding of one's core motivation. Protecting and improving reputation is an essential motivator; others could include strengthening a personal brand, improving job performance, increasing engagement, or boosting overall career success.

Deeply ingrained habits are difficult to change. One must be willing to commit to deliberate practice to achieve competency, then mastery. Re-educating the brain involves building new mental muscles through repetition until new habits become second nature. Confidence from the new competencies is then observed by others. So are the improved business results. The successful outcomes include performance, reputation and career.

## Introducing the Executive Checklist

The Executive Checklist is a roadmap of best practices for achieving sustainable leadership, business excellence and improved organisational performance.

It can be used as an assessment tool by individual managers and management teams to:

- Assess the strengths and opportunities of the business/business unit
- Get the difficult issues on the table for open and honest discussion
- Identify gaps in current business practices
- Sign off on an action plan that could take the business to the next level
- Discuss opportunities for leadership development (assessments, programs or coaching, to drive engagement and organisational performance)

# The Executive Checklist

Managers are asked to rate the 50 items from 1 to 5 for the business, with 1 being: Strongly disagree, 2: Disagree, 3: Neither agree or disagree, 4: Agree and 5: Strongly agree.

STRONGLY DISAGREE	NEITHER AGREE OR DISAGREE	STRONGLY AGREE
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THE EXECUTIVE CHECKLIST	1	2	3	4	5
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LEADERSHIP					
1	Our management team understands that leadership drives engagement, and that engagement drives performance				
2	Our managers have the right balance of working in (operational) and on (strategic) the business				
3	Our managers display strong emotional intelligence through composure and appropriate social behaviour				
4	Our managers show high levels of resilience by consistently demonstrating high energy, motivation and positive thoughts				
5	We use personality and cognitive testing when hiring new managers				
6	Our managers consistently make the right judgement calls on big decisions (strategic, people, marketing and operational)				
7	All managers are measured annually/ bi-annually through 360° reviews, employee surveys or high performing team assessments				
8	All teams are expected to be high performing, and we regularly review their culture and performance				
9	Every year we spend money on targeted leadership programs to develop capability in future leaders				

STRATEGY					
10	We have a rolling (three- to five-year) strategic plan supported by a robust one-year plan				
11	We prioritise innovation opportunities with the highest likelihood of a return on investment				
12	We view our business eco system strategically and position ourselves for competitive advantage				
13	Our business plan provides a clear, sustainable vision of what winning looks like				
14	We have a one-page executive summary business plan, used to provide clarity and accountability				
15	All business units/teams have second-tier plans that are aligned with the master business plan				
16	We have a rigorous strategic planning cycle in place				
17	We conduct quarterly reviews of the strategic plan				
18	At these reviews, we spend 50 percent of our time reviewing strategy and 50 percent building a high-performing team				
19	Our structure supports the strategy; we don't have any silos				
20	All teams have KPIs in place, covering areas such as financials, operations, customers and employees				
21	Our execution of business plans is well supported by strong implementation processes				

**PEOPLE**

22	Our values are supported by behaviours; our employees know the behaviours we want and don't want					
23	Our one-page plan is used as a communication tool for all employees					
24	We employ robust recruitment practices to hire the right people					
25	We have created an inclusive, psychologically safe environment, for a diverse workforce					
26	Our people strategies are aimed at being an employer of choice					
27	The bottom 10 percent of employees are identified regularly and either improve, or are removed in a timely manner					

**CUSTOMERS**

28	We give our customers a high degree of functional value around price, quality and reliability					
29	We give our customers a high level of emotional value around service, communications and trust					
30	We consistently meet or exceed customer's expectations					
31	We listen and act on the voice of the customer using multiple modes					
32	We use social media to listen to customers and to communicate and engage with them					
33	We have effective brand management that improves brand recognition and customer loyalty					

**OPERATIONS**

34	We use quality tools (Lean process and Six Sigma) for cost, cycle time and defect reductions					
35	We use quality information, analysis and knowledge management for competitive advantage and productivity growth					
36	Managing cyber security is an essential component of our operational effectiveness					
37	Our supplier networks are strategically focused on fewer and more agile partners					
38	Our technology is up to date and efficient					
39	We have business continuity plans to ensure the continuity of operations in an emergency					
40	Support services are accountable and add significant value to our business					
41	We have a high level of operational capability including speed, responsiveness and flexibility					

**RESULTS**

42	Our senior executive team has a great culture and is high performing					
43	We understand the causal link between people and business analytics and use it to drive better business outcomes					
44	We achieve top-quartile results in our employee engagement surveys					
45	Lifelong customer loyalty is our goal, and our high retention rate reflects that effort					
46	We achieve great results for our environmental, legal and regulatory compliance					
47	Our capacity for rapid change and flexibility gives us agility in an ever-changing world					
48	We achieve our service and operational excellence goals					
49	Our key financial and market results show industry leadership					
50	Our revenue and profit performance projections look sound and sustainable					

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### **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 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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