PBC HOGAN

Whitepaper
Gender Differences in Australian Leadership

Exploring personality and multi-rater assessment differences between female and male leaders in Australia

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Executive summary

There has been a growing interest in understanding the similarities and differences between female and male leaders, especially as insights in this area can have important implications for the selection and development of leadership talent and subsequent performance at an individual, team and organisational level.

- The following white paper summarises research that aimed to contribute insights into this area by examining similarities and differences in the personality and multi-rater performance of female and male executives and managers in Australia, including by comparing top and bottom performing leaders.
- Significant differences were found in relation to day-to-day personality tendencies which may contribute to differences in leadership styles and the approaches adopted by female and male leaders. Specifically, female leaders were relatively more likely to display tendencies associated with being reflective, willing to follow others, displaying tact, being pragmatic, and enjoying learning relative to their male counterparts. On the other hand, male leaders were relatively more likely to exhibit tendencies associated with being resilient, confident, driven, outgoing, forthright, and focused on the bigger picture relative to their female counterparts.
- Significant differences were also found in relation to derailment tendencies which may contribute to differences in development needs and responses when in situations such as when under pressure or complacent. Specifically, female leaders were relatively more likely to derail by being reluctant to change methods, take chances or independent action and seeming hesitant to voice strong or contrary opinions. On the other hand, male leaders were relatively more likely to derail by being overly confident, acting hastily, dominating social situations, overvaluing their independence, ignoring constructive criticism, seeming indifferent to others' feelings or concerns, and being cynical and prone to fault-finding.
- There were also significant differences in relation to motivators and drivers which may contribute to differences in the types of work environments or cultures that they are likely to foster as a leader. Specifically, female leaders were relatively more likely to embrace values associated with building relationships, helping others, and focusing on quality and style. On the other hand, male leaders were relatively more likely to embrace values associated with wanting to work on high-visibility projects, competition, getting ahead, being seen as influential, focusing on commercial matters, and engaging in objective, data-driven decision making.
- When looking at differences in relation to performance on multi-rater assessments, female leaders tended to have significantly higher overall scores and to be rated higher across the majority of competencies being assessed.

- There were some similarities in the top rated strengths and opportunities to improve regardless of gender, speaking to common leadership strengths and development needs regardless of whether someone is a female or male leader. In terms of strengths, these were working hard with a strong work ethic, being action-orientated and getting things done, and having a solid technical ability, experience and knowledge. In terms of opportunities to improve, these were stop taking on too much and spreading oneself too thin, delegating more, and challenging poor performance.

- There were also some differences in ranked strengths when comparing female and male leaders. Female leaders tended to be rated relatively higher on the strengths of being empathetic and supportive, a strong role model and organised. On the other hand, male leaders tended to be rated relatively higher on the strengths of being steady and calm under pressure and good at solving problems. Male executives also tended to be rated higher than female executives on being visionary and strategic and suggesting new and innovative ideas.

- Additionally, there were some differences in the rankings of opportunities to improve when comparing female and male leaders. The opportunity to look more at the bigger picture tended to be rated higher for female leaders while communicating better tended to be rated higher for male leaders. Male managers also tended to have relatively higher rankings on the opportunities to improve one's people and interpersonal skills and giving appropriate feedback.

- When looking more closely at top performing versus bottom performing leaders, there were similarities in the strengths that tended to be rated higher for leaders in the top quartile, regardless of gender. These were having strong leadership skills, strong communication skills, strong people skills, being a positive role model, setting clear goals and driving results, and motivating and inspiring others. Female leaders in the top quartile were also rated relatively higher on the strength of building effective relationships when compared to their bottom quartile counterparts. Additionally, male executives in the top quartile were rated relatively higher on being visionary and strategic when compared to their bottom quartile counterparts.

- There were also similarities in opportunities to improve, regardless of gender, when comparing top and bottom performing leaders. Specifically, the opportunities to improve for those in the top quartile tended to be around sharing more of themselves and their work and around increasing their voice and presence, while for those in the bottom quartile the opportunities tended to be around improving how they engaged and connected with others and managed themselves.

- Top performing female leaders tended to be rated relatively higher on the opportunity to challenge poor performance while bottom performing female leaders tended to be rated relatively higher on listening more and letting others have their say. For male leaders, those in the bottom quartile tended to be rated relatively higher on the opportunity of showing leadership on issues, with male managers in the bottom quartile also being rated relatively higher on the opportunity to be more action orientated and make things happen when compared to their top performing counterparts.

Background

Understanding the similarities and differences between female and male leaders has been growing as a topic of interest, especially as there has been an increased focus and effort to increase the representation of women in leadership roles.

Similarities and differences between female and male leaders may have important implications when it comes to the selection and development of leadership talent, particularly when wanting to establish targeted interventions for particular groups such as women in leadership.

Previous research and literature examining differences between female and male leaders have tended to focus on whether there are differences in leadership effectiveness and leadership styles. In general, the results of previous studies suggest that women and men are equally effective as leaders (Eagly, Karau & Makhijani, 1995; Paustian-Underdahl, Walker & Woehr, 2014). There has been some evidence to support that there may be differences in leadership styles and behaviours, although it is important to note that the results have been mixed and warrant further investigation (Eagly & Johnson, 1990, Snaebjornsson & Edvardsson, 2013).

The present research aimed to help increase the understanding of similarities and differences between female and male leaders by exploring the personality and multi-rater performance of Australian executives and managers.

Personality has been found to be predictive of leadership performance and to impact on areas such as employee engagement (Howell, 2017, Judge et al. 2002). Personality may play a role in shaping a person's leadership style and behaviours (Hassan, Asad & Hoshino, 2016; Kaiser & Hogan, 2011). As a result, if there are personality differences between female and male leaders, this could potentially contribute to the adoption of different leadership styles and behaviours. The present research looked at similarities and differences for three aspects of personality, specifically day-to-day tendencies, derailment tendencies, and motivators. The present study also looked at similarities and differences in relation to multi-rater performance. Multi-rater assessments can be used to measure leadership effectiveness and provide insights into strengths and development opportunities that may not be seen from a single perspective (Hogan, Curphy & Hogan, 1994). The current research aimed to explore whether there are similarities and differences between female and male leaders in multi-rater assessment performance for particular competencies as well as for identified strengths and opportunities for improvement.

Methodology

Participants

This study drew on two samples of data for Australian executives and managers collected during 2012 and 2019. Each sample included participants from private, public and not-for-profit sectors and across a wide range of industries (including but not limited to) banking and finance, building and construction, education, hospitality, IT and telecommunications, manufacturing, mining, professional services, and sales and marketing.

- Sample one consisted of data from 45,885 Australian executives and managers who completed the Hogan personality assessments.
- Sample two consisted of data from 5,922 Australian executives and manager who completed the Hogan 360 assessment.

A breakdown of each of the samples is provided in Appendix I.

Measures

Hogan Personality Assessments

The following assessments were completed by the sample as part of an assessment of personality and values:

- Hogan Personality Inventory (HPI; Hogan & Hogan, 2007): measures day-to-day personality characteristics and provides information about an individual's typical behavioural tendencies and how they are likely to be perceived in the work environment.
- Hogan Development Survey (HDS; Hogan & Hogan, 2009): measures personality when under stress and pressure, and describes an individual's strengths which, when overplayed, can potentially derail performance at work.
- Motives, Values, Preferences Inventory (MVPI; Hogan & Hogan, 2010): provides insight into an individual's core values that motivate and drive their behaviour.

Hogan 360

The Hogan 360 (Peter Berry Consultancy, 2015) is a multi-rater survey that gathers leadership feedback from a variety of key stakeholder groups (i.e. managers, peers, direct reports and others such as customers or stakeholders).

As shown in Figure 1, the tool covers four key domains and 14 underlying competencies.

Figure 1. The Hogan 360 Leadership Model

In its current form, the Hogan 360 includes:

- 50 scaled items rated on a 7-point scale where 1 is 'Does not describe this person at all' and 7 is 'Describes this person exactly'. The 50 items are all mapped to the four quadrants of the Hogan 360 Leadership Model and their corresponding sub-themes.
- Ranked items designed to identify the top four key strengths and top four key opportunities to improve. Raters choose the top four strengths/opportunities from 26 items where the top selected item has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth has a weight of 1.
- Three open-ended questions focusing on strengths, opportunities, and overused strengths

This study focuses on data from the scaled items and ranked strengths and opportunities to improve items.

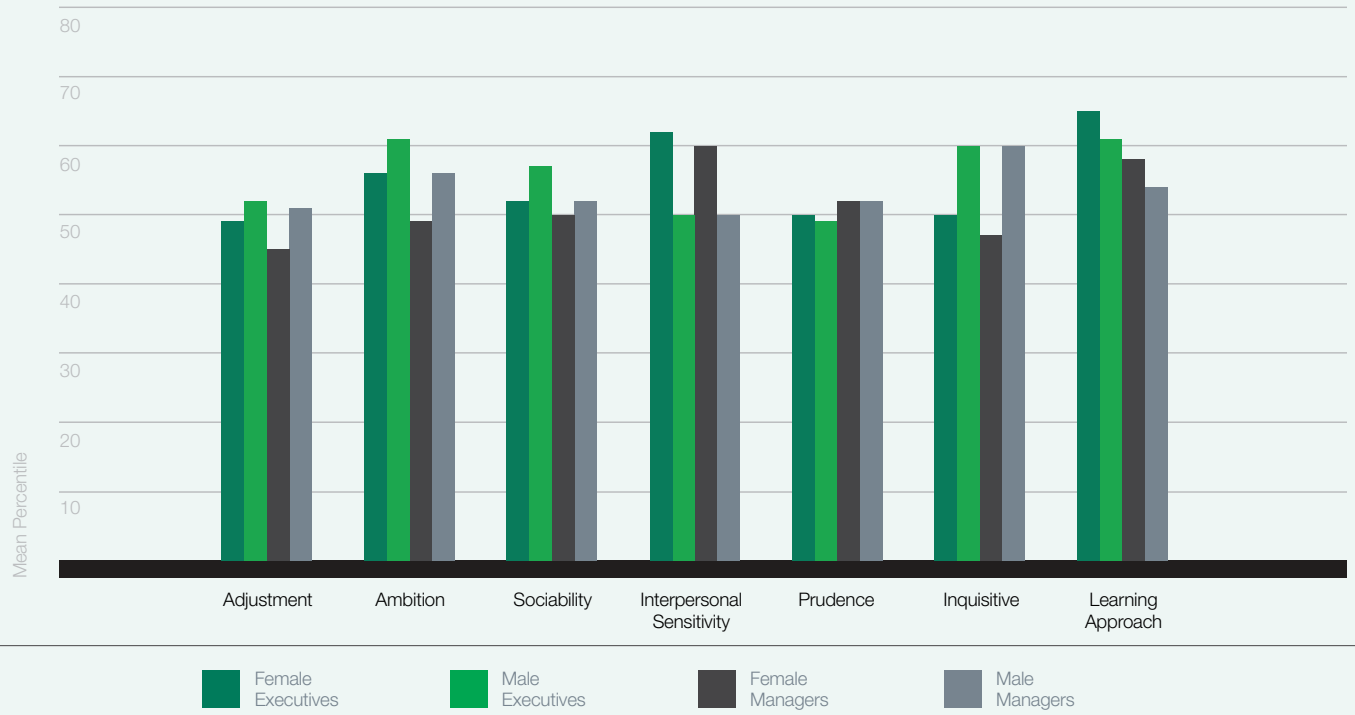
Statistical Analyses

Analyses of variance were carried out to assess where there were significant differences based on gender and leadership level. Pairwise comparisons were also conducted to further explore differences between groups. The level of statistical significance used to assess for differences was Bonferroni-adjusted based on a significance level of $p < .05$. This process was conducted to ensure only statistically valid and meaningful differences were identified.

OUTCOMES

Hogan Personality Assessments

Hogan Personality Inventory



Female leaders (i.e. executives and managers) scored significantly lower on Adjustment relative to their male counterparts. This suggests that they are more likely to be reflective, concerned about performance and work with a sense of passion and urgency. However, it also indicates that they may be relatively more susceptible to daily stresses and pressures.

Female leaders scored significantly lower on Ambition relative to their male counterparts. This indicates that they may tend to prefer relatively less competitive environments and may be more comfortable following others' lead and suggestions. On the other hand, male leaders may tend to present as relatively more competitive, driven, and exhibit higher levels of confidence and initiative.

Female leaders scored significantly lower on Sociability relative to their male counterparts. This suggests that female leaders may not be as active in seeking opportunities to engage, communicate and collaborate with others relative to their male counterparts and may need to work harder at networking and strategic socialising. However, they may also be less inclined to dominate social situations and to ensure others are provided with the opportunity to contribute to discussions.

Female leaders scored significantly higher on Interpersonal Sensitivity relative to their male counterparts. This indicates that they are more inclined to be perceptive and considerate of others and to adopt a tactful and diplomatic approach. It also suggests that female leaders may be more inclined to be conflict-averse and avoid confrontation which may have implications in terms of how timely and directly performance issues are addressed.

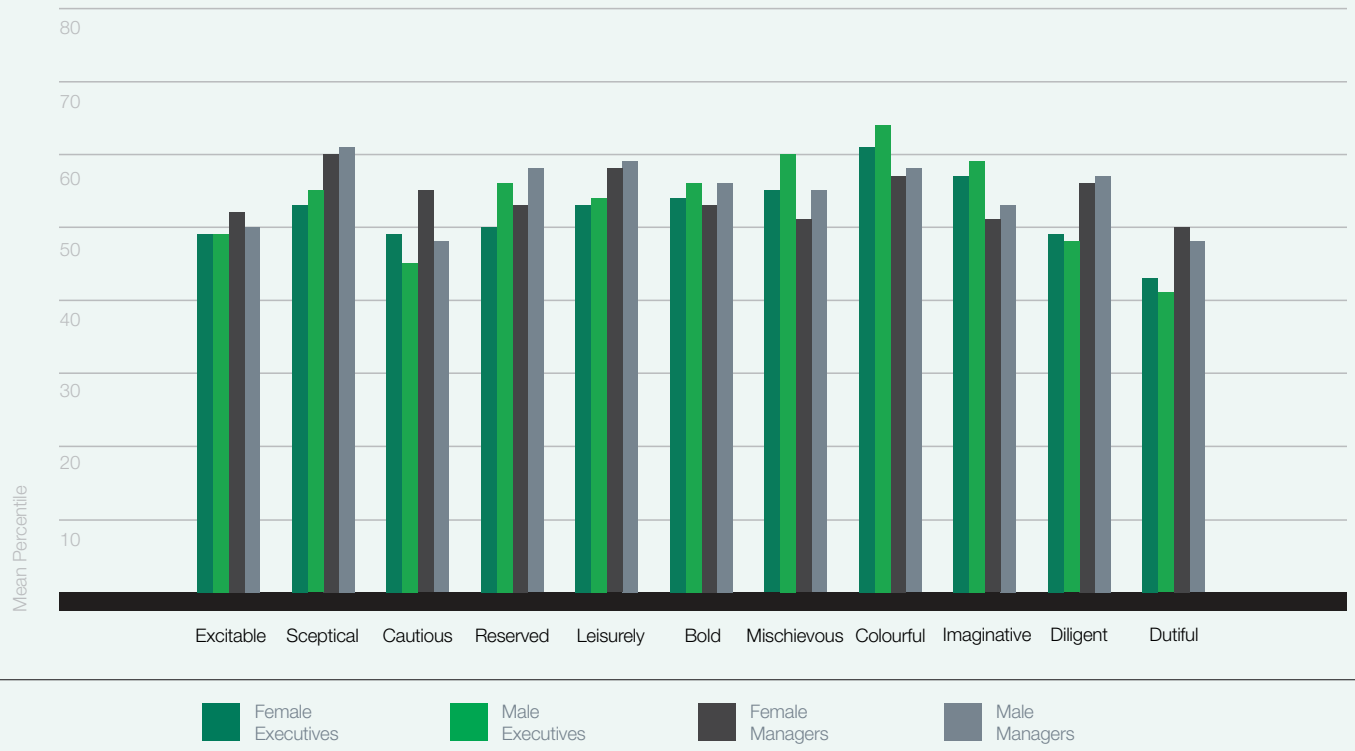
Female executives scored significantly higher on Prudence. This suggests female executives may be more inclined to adopt high standards for performance, be procedurally driven and attentive to aspects such as ensuring compliance with rules and considering potential risks. On the other hand, male executives may be relatively more flexible and comfortable with change and adapting their approach. That said, there was no statistically significant difference between female and male managers on the Prudence scale.

Female leaders (i.e. executives and managers) scored significantly lower on Inquisitive relative to their male counterparts. This indicates that they may be more inclined to adopt a pragmatic approach to problem-solving, and combined with their higher Prudence, may tend to focus more on details than the bigger picture relative to their male counterparts. On the other hand, male leaders may tend to be more focused on the bigger picture and less attentive to details or procedural matters.

Female leaders scored significantly higher on Learning Approach relative to their male counterparts.

This suggests that female leaders may be more inclined to value training and development activities and actively seek opportunities to stay up to date with trends and developments within their profession.

Hogan Development Survey



While there was not a statistically significant difference between female and male executives on the Excitable scale, female managers scored significantly higher on Excitable relative to male managers. This indicates that when under pressure, female managers may be at a greater risk of seeming tense and easily upset.

Female leaders (i.e. executives and managers) scored significantly lower on Sceptical relative to their male counterparts. This suggests that they are less inclined to be at risk of being overly cynical, mistrusting and prone to fault-finding relative to their male counterparts when under pressure.

Female leaders scored significantly higher on Cautious relative to their male counterparts. This indicates that female leaders are more likely to be concerned about potential risks or mistakes. It also suggests that when not-self managing they may be more reluctant to change methods or take chances, and slower to act or make decisions.

Female leaders scored significantly lower on Reserved relative to their male counterparts. This suggests that female leaders are less inclined to be indifferent to others' feelings and problems, unapproachable or aloof when not self-managing relative to their male counterparts.

Female leaders also scored significantly lower on Leisurely relative to their male counterparts. This indicates that female leaders are less inclined to overvalue their independence, feel resentful or unappreciated when others make demands on them, or ignore constructive criticism relative to their male counterparts.

Female leaders also scored significantly lower on the scales associated with managing one's emotions by seeking to assert power and control over others (i.e. lower Bold, Mischievous, Colourful, Imaginative). This suggests that relative to their

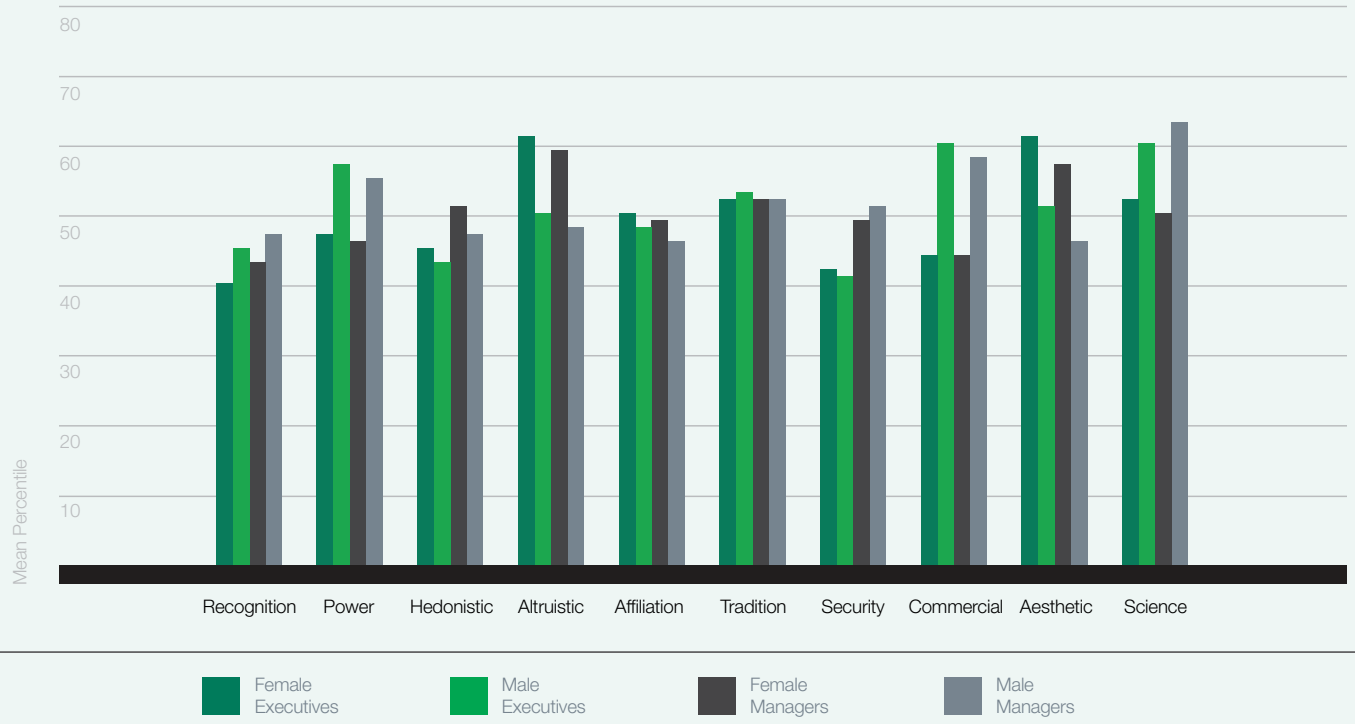
male counterparts, female leaders may be less inclined to derail by being overly confident (Bold), acting hastily and taking unnecessary risks (Mischievous), dominating social situations (Colourful), or communicating their ideas in a manner that others find impractical, overly complicated or hard to understand (Imaginative).

Female leaders scored significantly higher on Dutiful relative to their male counterparts.

This indicates that female leaders may have a greater tendency to be compliant, conforming and eager to please others. This also suggests that when not self-managing, female leaders may be more inclined to be hesitant to voice strong or contrary opinions and support others' regardless of their own opinion, particularly when interacting with those in more senior roles.

There was no statistically significant difference between female leaders and male leaders on the Diligent scale.

Motives, Values and Preferences Inventory



Female leaders (i.e. executives and managers) scored significantly lower on Recognition which indicates that they are less likely to value opportunities to stand out and be noticed relative to their male counterparts. They may be more inclined to prefer sharing credit and avoiding calling attention to themselves. On the other hand, male leaders may be more inclined to prefer high-visibility projects and foster work environments that publicly reward job performance.

Female leaders also scored significantly lower on Power which suggests that they may prefer less competitive environments than their male counterparts. Male leaders may tend to more strongly value competition, being seen as influential and getting ahead. Male leaders may be more inclined to foster a competitive, results-orientated culture with a focus on top-down control.

While there was not a statistically significant difference between female and male executives for the Hedonism scale, female managers scored significantly higher on Hedonism relative to male managers. This indicates that female managers may have a relatively stronger preference for fun and variety in the workplace when compared to male managers whereas male managers may have a relatively stronger preference for professional work environments.

Female leaders (i.e. executives and managers) scored significantly higher on Altruistic which suggests that they are more likely to value helping others and contributing to society. It also indicates that female leaders may be more inclined to focus on fostering a culture that cares about the welfare and wellbeing of others, focuses on providing quality customer service, and emphasises fair treatment, civil behaviour and respect for others.

Female leaders also scored significantly higher on Affiliation which suggests that they may tend to more strongly value working with others and focus energy into building and maintaining relationships. They may be more inclined to promote teamwork and collaboration. That said, they scored significantly lower on Sociability which suggests that relative to male leaders, they may be more reactive than proactive when it comes to initiating contact and communicating with others.

While there was not a statistically significant difference between female and male managers for the Tradition scale, female executives scored significantly lower on Tradition than male executives. This indicates that relative to their male counterparts, female executives may be more likely to prefer work environments that are flexible regarding personal conduct. On the other hand, male leaders may be more inclined to prefer work environments that share their same values and may have a relatively stronger focus on fostering a culture marked by formality and rules relative to female leaders.

While there was not a statistically significant difference between female and male executives for the Security scale, female managers scored significantly lower on Security relative to male managers. This suggests a lower inclination to value consistency, predictability and minimising risks relative to male managers.

Female leaders also scored significantly lower on Commerce relative to male leaders which indicates a lower inclination to focus on commercial outcomes. As a result, they may tend to be less interested in paying attention to budget and compensation issues and may be more inclined to value relationships over profitability. On the other hand, male leaders may be relatively more likely to emphasise profitability and cost containment.

Female leaders scored significantly higher on Aesthetics which suggests that they are more inclined to value quality, style, opportunities for self-expression, and creative problem-solving.

That said, as female leaders scored significantly lower on Inquisitive relative to their male counterparts, this suggests that while they may be more inclined to value innovation and creative problem solving, they may be more likely to adopt a practical approach to their daily work.

Female leaders scored significantly lower on Science which suggests that they may be relatively more comfortable making decisions based on experience and intuition when compared to male leaders. On the other hand, male leaders may be more more likely to value analytic problem solving and objective decision-making processes.

OUTCOMES

Hogan 360

Hogan 360 Overall and Leadership Competency Scores

Table 1: Mean Hogan 360 Scores by Gender for Executives and Managers

	Female Executives	Male Executives	Female Managers	Male Managers
Overall Score	5.71	5.59	5.71	5.51
Self-Management	5.74	5.65	5.80	5.64
Integrity	5.84	5.71	5.91	5.71
Resilience	5.61	5.58	5.65	5.56
Relationship Management	5.65	5.51	5.67	5.45
Communication	5.65	5.54	5.63	5.44
People Skills	5.59	5.43	5.66	5.41
Team Player	5.59	5.48	5.65	5.45
Customer	5.82	5.64	5.77	5.50
Working in the Business	5.88	5.78	5.85	5.65
Capability	6.11	6.04	6.05	5.93
Efficiency	5.63	5.51	5.67	5.43
Results	5.87	5.78	5.89	5.69
Engaging	5.89	5.76	5.78	5.55
Working on the Business	5.54	5.42	5.51	5.29
Accountability	5.58	5.41	5.53	5.31
Motivation	5.41	5.25	5.46	5.21
Strategy	5.51	5.41	5.46	5.22
Innovation	5.64	5.60	5.56	5.42

There were significant differences between male and female executives for all competencies except for Resilience and Innovation. Specifically, on average female executives scored higher than their male counterparts for the overall Hogan 360 score as well as for each of the 4 quadrants and 14 sub-themes, except for the subthemes of Resilience and Innovation which were not statistically significantly different.

There were significant differences between male and female managers for all competencies. Specifically, female executives and managers had significantly higher scores for the overall Hogan 360 score and for each of the 4 quadrants and 14 sub-themes.

Top Strengths & Opportunities to Improve Results

Table 2: Top Strengths Ranked Results for Executives and Managers by Gender

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

For the top five rated strengths, there were a number of similarities for executives and managers, regardless of gender. These were:

- Works hard with a strong work ethic
- Is action-oriented and gets things done
- Has solid technical ability, experience, and knowledge

When looking at differences based on gender, female executives and managers tended to be rated higher than their male counterparts on the following strengths:

- Is empathetic and supportive
- Is a positive role model
- Is well organised

Male executives and managers tended to be rated higher than their female counterparts on the following items:

- Is steady and calm under pressure
- Is good at solving problems

Male executives also tended to be rated higher than female executives on the following items:

- Is visionary and strategic
- Suggests new and innovative ideas

Table 3: Top Opportunities to Improve Ranked Results for Executives and Managers by Gender

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

For the top five rated opportunities to improve, there were a number of similarities for executives and managers, regardless of gender. These were:

- Stop taking on too much and spreading yourself too thin
- Delegate more
- Challenge poor performance

When looking at differences based on gender, female executives and managers tended to be rated higher than their male counterparts on the opportunity 'Look at the bigger picture – the organisation's overall goals'. On the other hand, male executives and managers tended to be rated higher on the opportunity 'communicate better' than their female counterparts:

Male managers also tended to be rated higher on the following opportunities to improve than female managers:

- Improve your people and interpersonal skills
- Give appropriate feedback

Table 4: Comparison of Top and Bottom Quartile Top Strengths Results for Executives and Managers by Gender

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

Note: TQ = top quartile, BQ = bottom quartile

For the top five rated strengths, there were some similarities between executives and managers in the top quartile and bottom quartile, regardless of gender. These were:

- Works hard with a strong work ethic
- Has solid technical ability, experience, and knowledge

Executives and managers in the top quartile were rated higher on the following strengths compared to their counterparts in the bottom quartile, regardless of gender:

- Has strong leadership skills
- Has strong communication skills
- Has strong people skills
- Is a positive role model

- Sets clear goals and drives results
- Motivates and inspires others

Managers in the top quartile were also rated higher on the following strengths, regardless of gender:

- Builds effective relationships
- Has a positive and enthusiastic attitude

When looking specifically at female leaders, female executives and managers in the top quartile were rated higher on the strength 'builds effective relationships' when compared to their female counterparts in the bottom quartile. When looking at male leaders, male executives in the top quartile were likely to be rated higher on the strength 'is visionary and strategic' compared to male executives in the bottom quartile.

Table 5: Comparison of Top and Bottom Quartile Top Opportunities Results for Executives and Managers by Gender

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

Note: TQ = top quartile, BQ = bottom quartile

Executives and managers in the top quartile were rated higher on the following opportunities to improve when compared to their bottom quartile counterparts, regardless of gender:

- Delegate more
- Share knowledge and resources
- Give appropriate feedback
- Be more assertive

Executives in the top quartile were also rated higher on the opportunity to improve 'be more available and visible in the workplace' compared to executives in the bottom quartile, regardless of gender. Additionally, managers in the top quartile were rated higher on the opportunity 'look at the big picture – the organisation's overall goals' when compared to managers who in the bottom quartile, regardless of gender.

On the other hand, executives and managers who were in the bottom quartile were rated higher on the following opportunities to improve when compared to their top quartile counterparts, regardless of gender:

- Motivate others and improve morale
- Build more effective relationships
- Communicate better
- Improve your people and interpersonal skills

Managers in the bottom quartile were also rated higher on the opportunity 'improve your time management and organisational skills' compared to managers in the top quartile, regardless of gender.

When looking at female leaders, female executives and managers in the top quartile were more likely to be rated higher on the opportunity 'challenge poor performance' when compared to their female counterparts in the bottom quartile. On the other hand, female executives and managers in the bottom quartile were more likely to be rated higher on the opportunity 'listen more and let others have their say' when compared to their top quartile female counterparts. Female executives in the bottom quartile were also rated higher on the opportunity 'be less aggressive' compared to female executives in the top quartile, although in general this item was ranked relatively lower compared to other opportunities.

When looking at male leaders, male executives and managers in the top quartile rated higher on the opportunity 'acquire better job and/or industry knowledge' when compared to male managers in the bottom quartile, although in general, this tended to be ranked relatively lower compared to a number of other opportunities to improve. Male managers in the top quartile were also rated higher on the opportunity 'stop taking on too much and spreading yourself too thin' compared to mangers in the bottom quartile, although it was still ranked relatively high for those in the bottom quartile (i.e. 6th out of 26) compared to a number of other opportunities to improve.

On the other hand, male executives and managers in the bottom quartile were rated higher on the opportunity 'show leadership on issues' when compared to male executives and managers in the top quartile.

Male managers in the bottom quartile were also rated higher on the opportunity 'be more action orientated and make things happen' when compared to male managers in the top quartile.

Implications

Understanding similarities and differences in personality and 360 performance can help support the selection and development of leadership talent. The current research provided insights into the personality-related tendencies and 360 strengths and opportunities that may tend to be common across leaders as well as those that are likely to differentiate between leaders, including when looking at a breakdown by gender and between the top and bottom performing leaders. Understanding areas of commonality may help with more generalised leadership development programs and interventions while understanding areas of differentiation may help with targeted leadership development programs and interventions for particular groups such as women in leadership.

Personality Differences

A number of significant differences were found when comparing female and male leaders on personality, including in relation to day-to-day tendencies, derailers and motivators. In terms of gender differences in day-to-day tendencies, female leaders were more likely to be concerned about and reflect on their performance, be comfortable following others' lead and suggestions, provide others with the opportunity to contribute to discussions, exhibit a tactful interpersonal style, adopt a pragmatic approach to problem-solving and decision making, and actively seek opportunities to learn and stay up to date. On the other hand, male leaders were more likely to be resilient, exhibit confidence and drive, seek opportunities to socialise, adopt a direct communication style, and focus on the bigger picture. These differences in day-to-day tendencies may contribute to differences in leadership styles and aspects such as decision making. For instance, previous research has found gender differences in relation to communication and interpersonal styles which can impact on the relationship between leaders and their followers (Carli, 2006).

There were also significant differences in the likelihood of engaging in certain derailers when not self-managing which suggests that there may be gender differences in the likelihood of having certain development opportunities.

Specifically, female leaders were relatively more likely to derail by being reluctant to change methods or take chances, being slow to act or make decisions, and hesitant to voice strong or contrary opinions relative to their male counterparts. As a result, they may benefit from developing their ability to take initiative when under pressure, seek new opportunities, and confidently voice their opinion. Development in these areas may be particularly important for female leaders as previous research has found that being tentative reduced the likeability and influence of female leaders (Bongiorno, Bain & David, 2014).

On the other hand, male leaders were relatively more likely to derail by seeking to assert power and control over others including by being overly confident, acting hastily and taking unnecessary risks, dominating social situations, and communicating ideas in a manner that others may find impractical, overly complicated or hard to understand. When not self-managing, they were also more likely to derail by overvaluing their independence, ignoring constructive criticism, being indifferent to others' feelings or concerns, and overly cynical and prone to fault-finding. As a result, male leaders may benefit from developing their communication skills including by ensuring others have an opportunity to voice their opinions and feel heard. They may also benefit from developing the ability to suspend judgement, take on board constructive feedback, show an openness to differing perspectives and seeking others' input.

Differences in motivators and drivers may contribute to differences in the kinds of work environments and organisational cultures that leaders are likely to foster. In general, female leaders were found to score significantly

higher on scales associated with valuing building and maintaining relationships and helping others and may be more inclined to foster a culture that encourages collaboration, cares about the welfare and wellbeing of others, focuses on providing quality service, and emphasises fair treatment, civil behaviour and respect for others. Female leaders also scored higher on values associated with a focus on quality, style, and opportunities for self-expression. On the other hand, male leaders were found to score higher on scales associated with preferring high-visibility projects, competition, getting ahead, being seen as influential, focusing on commercial matters, and engaging in data-driven decision making. They may be more inclined to foster a culture that is competitive, results-orientated, and focused on profitability, cost containment, and objective decision making.

Similarities and Differences in 360 Performance

Firstly, it is important to note that in terms of multi-rater performance, in general, female leaders (i.e. both executives and managers) were found to out-perform their male counterparts across most of the competencies examined.

This is consistent with some previous research which found females received better ratings on multi-rater assessments (Millmore, Biggs & Morse, 2007; Zenger & Folkman, 2019). This speaks to the merit and value of focusing on investing in female talent within organisations to help build the leadership pipeline and increase the percentage of women in leadership roles.

Strengths

In terms of common top strengths amongst leaders, having a strong work ethic and solid technical ability, experience and knowledge tended to be rated amongst the top five strengths regardless of gender, leadership level (i.e. executive or manager), and whether in the top or bottom quartile. While these may be strengths that help leaders to acquire and function in their roles, they may not help a leader differentiate themselves from others due to their tendency to be frequently rated as a top strength.

Looking more specifically at differences in strengths when comparing top quartile and bottom quartile leaders, regardless of gender, those in the top quartile were more likely to have strengths associated with having strong leadership skills, communication skills and people skills. They were also more likely to be seen as having strengths in relation to being a positive role model, motivating and inspiring others, setting clear goals and driving results. As these qualities differentiated top performing from bottom performing leaders, it is likely to be beneficial for those wishing to enhance their leadership performance to focus on these areas. It may also be beneficial focusing on these areas as part of high potential programs to help equip future leaders with the skills and qualities that are likely to set them up for success and help differentiate themselves as a top performing leader.

When looking at differences in strengths based on gender, female leaders (i.e. executives and managers) were more likely to stand out relative to their male counterparts as having strengths associated with being empathetic and supportive, being a positive role model and being well-organised.

These strengths may support their ability to build and maintain positive working relationships and to ensure work is being completed efficiently. It also aligns with some of the personality differences that were found between female and male leaders including a greater tendency for female leaders to be perceptive and considerate of others and to adopt a structured and organised approach to work. Differences in having a strength in building positive relationships also emerged when comparing the top and bottom performing female leaders.

Overall, the results speak to the value of female leaders in being able to build positive working relationships, especially those in the top quartile.

Male leaders (i.e. executives and managers) were more likely to stand out relative to their female counterparts as having strengths associated with being steady and calm under pressure and being good at solving problems. These strengths may serve them well when required to lead in high-pressure and unpredictable environments. Male executives also tended to be rated higher than female executives on strengths associated with being visionary, strategic and innovative which could help them in creating a competitive advantage for an organisation. Again, these results may align with some of the differences that emerged when looking at personality differences. Specifically, male leaders scored higher on scales associated with day-to-day resilience and the tendency to adopt creative and innovative approaches to problem-solving.

Opportunities for Improvement

When looking at opportunities to improve, regardless of gender or leadership level, stop taking on too much, delegating more, and challenging poor performance were rated amongst the top five opportunities. This suggests that these are likely to be common development opportunities for leaders and are likely to be worthwhile areas to focus on as part of leadership development programs and interventions. It may also be worthwhile including training in these areas for individuals in high potential programs who may be stepping into leadership roles in the future.

When looking at differences in opportunities to improve based on gender, female leaders (i.e. executives and managers) tended to be rated higher on the opportunity around looking at the bigger picture.

As a result, leadership development programs and interventions that have been designed specifically for women may benefit from including a focus on growing the ability to take the bigger picture, such as the organisation's overall goals, into greater consideration.

On the other hand, male leaders were more likely to be rated higher on the opportunity to communicate better. Male managers were also rated higher on needing to improve their people and interpersonal skills and giving appropriate feedback. These opportunities may be related to some of the findings when exploring personality differences. Specifically, male leaders were found to be more likely to dominate social situations, adopt a direct rather than tactful communication approach, and communicate in a manner that is overly complicated or hard to understand relative to their female counterparts. These tendencies may impact on how effective their communication style is perceived to be at times. As a result, male leaders may have a greater need to focus on developing their communication skills, with male managers also potentially having a greater need to focus on improving other interpersonal skills relative to their female counterparts.

When looking at differences between top and bottom quartile leaders, regardless of gender, development opportunities for bottom quartile leaders tended to be around building relationships including improving their communication and interpersonal skills and their ability to motivate others and improve morale. They also tended to be rated relatively higher in terms of how they managed themselves in terms of their time management and organisational skills which could impact on their ability to ensure work is completed effectively. On the other hand, for leaders in the top quartile, they tended to be rated relatively higher on opportunities like delegation, sharing knowledge and resources, being more assertive and giving appropriate feedback. Executives in the top quartile were also more likely to be rated higher on being more visible and available compared to executives in the bottom quartile while mangers in the top quartile were more likely to be rated higher on the opportunity to look at the bigger picture relative to those in the lower quartile. A number of the opportunities for those in the top quartile were around sharing more of themselves and their work and around increasing their voice and presence, while for bottom quartile leaders it was more around how improving how they engaged and connected with others and managed themselves.

For female leaders, those in the top quartile were more likely to be rated higher on the opportunity to challenge poor performance relative to those in the bottom quartile. These leaders may benefit from training and support on how to manage more difficult conversations to ensure performance issues are being addressed in a sufficiently timely and direct manner. On the other hand, for female leaders in the bottom quartile, they were more likely to be rated higher on the opportunity to listen more and let others have their say. They may benefit from considering how they can more effectively ensure that others feel that their voice is being heard.

For male leaders, male executives and managers in the bottom quartile were more likely to be rated higher on the opportunity to show greater leadership on issues, with male managers also being rated relatively higher on the opportunity of being more action orientated and making things happen compared to their counterparts in the top quartile. These leaders may benefit from considering how they can more effectively demonstrate confidence to offer opinions and take a stand on issues and how they can display more decisiveness in making things happen.

Concluding comments

Overall, the findings contained within this white paper point to the value of developing a greater understanding of what differentiates female leaders from male leaders, especially as they were found to generally perform better on the various leadership competencies assessed by the Hogan 360.

A key theme that came through the research that may contribute female leaders having their performance rated more favourably by their supervisors, peers and direct reports was their greater tendency to focus on relationships and exhibit interpersonal skills that may support their ability to 'get along to get ahead'. Additionally, as female leaders were found to be more likely to exhibit tendencies associated with reflecting on their performance, seeking opportunities to learn and develop, and exhibiting self-control, they may tend to have higher levels of self-awareness and an inclination to engage in learned leadership behaviours which may support their tendency to be rated more favourably on multi-rater assessments. On the other hand, as male leaders were found to be more likely to engage in a number of derailing behaviours relative to their female counterparts, they may be at a greater risk of their reputation and subsequent performance on multi-rater assessments being negatively impacted by such behaviours. Further research is required to explore whether these may be contributing factors to why female leaders tend to have their performance rated more favourably in multi-rater assessments like the Hogan 360.

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Appendix 1

Table 6: Sample 1 (Hogan Personality Data) by Gender and Leadership Level

	Hogan Personality Inventory		Hogan Development Survey		Motives, Values, Preferences Inventory	
	Executives	Managers	Executives	Managers	Executives	Managers
Males	9,319	18,999	8,722	15,351	7,926	13,231
Females	5,462	11,979	5,131	10,308	4,664	9,497

Note: not all participants completed all three assessments, resulted in different sample sizes for each personality inventory.

Table 7: Sample 2 (Hogan 360 data) by Gender and Leadership Level

	Executives	Managers
Females	643	2,327
Males	1,396	1,556

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