



INTRODUCING THE HOGAN 360

- The value of the Hogan 360
- Our approach to leadership effectiveness, employee engagement and organizational performance
- Global 360 trends
- Advantages of the Hogan 360
- Using Hogan personality assessments with the Hogan 360
- Customized 360s
- Executive coaching
- Best practice administration

THE HOGAN 360

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 behaviors 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.

360 feedback is not just for personal development.

It lays the foundation for self awareness to drive the business imperatives of high performing teams, employee engagement and KPIs.

The best leaders care more about their people than themselves. They value feedback, understand the importance of emotional intelligence and are open to learning.

The global 360 market is growing. The Hogan 360 is becoming a core HR practice. The Hogan 360 can be trusted because it is built on very strong measurement properties.

“Knowing yourself is the beginning of all wisdom.”

Aristotle

“A key component of the Hogan 360 is the combination of behavioral and business competencies. We measure both soft and hard skills. These are crucial for self-awareness.”

Peter Berry

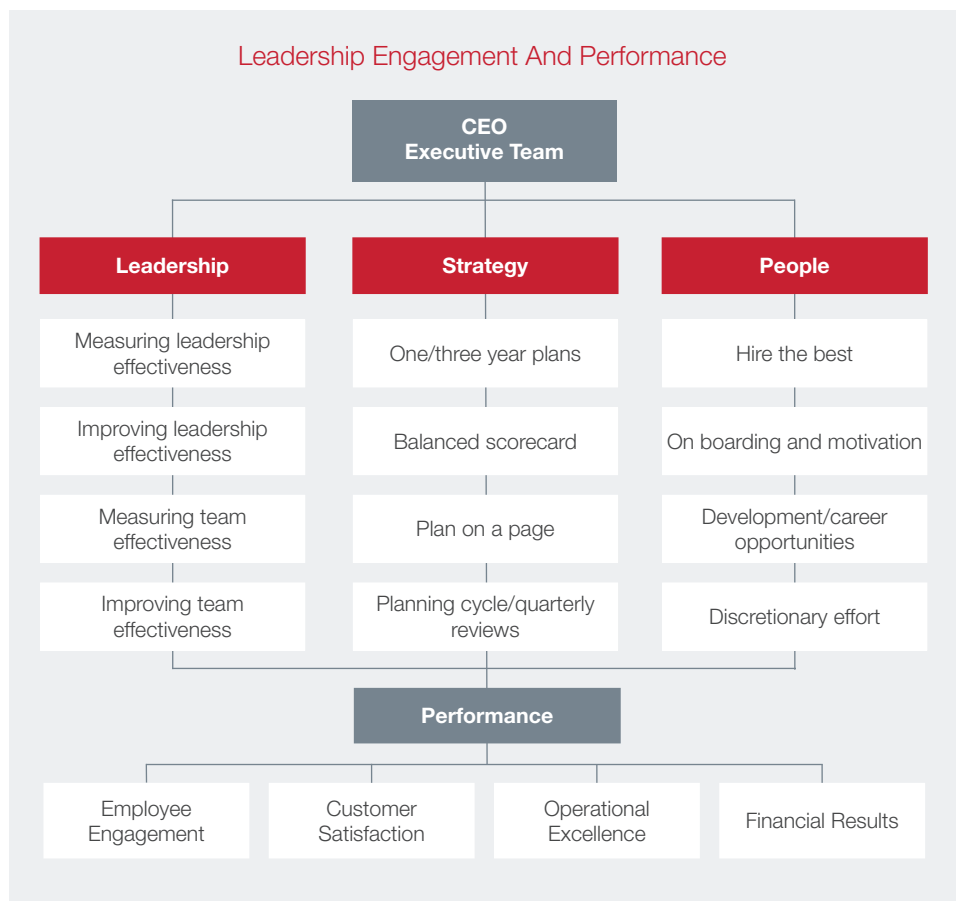
Our expertise is measuring and improving leadership effectiveness. Leadership drives employee engagement which in turn drives performance. We use world class assessments.

INTRODUCING THE PBC LEAP MODEL

Research shows that leadership drives engagement and performance. The starting point for measuring the effectiveness of a leader is a 360-review combined with personality assessments. To measure the effectiveness of the leader's team, use our High Performing Team Assessment (HPTA).

The purpose of achieving a high level of employee engagement is retention and performance. The performance goals must be articulated from a robust strategic planning cycle where key performance indicators (KPIs) provide a laser focus for employees.

The business outcomes will include employee engagement, customer satisfaction, service/ operational excellence and financial results. Measuring and improving leadership effectiveness is key to unlocking performance potential.



“The quality of people’s lives depends on their careers. The quality of people’s careers depends on the organizations in which their careers are embedded. The success of these organizations 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 organizational performance, and who is in charge matters greatly for the fate of organizations and the people in them.”

Dr Robert Hogan
 Founder and President
 Hogan Assessment Systems

MEASURING AND IMPROVING KEY BUSINESS DRIVERS

There are five 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.



ABOUT THE HOGAN 360

The Hogan 360 is a world class multi-rater assessment that captures a manager's workplace brand as seen typically by boss, peers and direct reports. Combining the Hogan 360 with the Hogan personality assessments captures the complete person. The 360 captures the 'what' (i.e. a person's performance and reputation at a given point in time) and the personality assessments explain the 'why' (i.e. why certain behaviors are being displayed). This combination is the most efficient and cost-effective measurement of leadership effectiveness.

Research shows that leadership drives engagement which in turn drives performance. Leadership at the individual and team level has a huge impact on employee engagement. Engagement drives retention and performance which can be measured across safety, absenteeism, customer satisfaction, productivity and profitability. Leadership should be seen as a resource for the group.

The global 360 market is growing. The multi-rater assessment is now becoming a mainstream HR practice. Coaching of managers is now a well-established practice. Coaching should be science based using 360 and personality assessments.

Use of people and business analytics is becoming of great interest. Best practice is when you can establish the causal link between people and business analytics to drive better business outcomes. Measurements of leadership effectiveness are crucial.

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

Peter Berry

HOGAN 360 GLOBAL PICTURE

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 behavioral and reputational change to improve individual and team performance around employee engagement and business outcomes.

There has been growing support for the philosophy of leadership driving engagement and engagement driving performance where leadership at the team or organizational level has the biggest impact on engagement. However, the goal when using 360 assessments is not simply to improve engagement results but to link it in the strongest possible way to the strategic business plan and the delivery of key performance indicators.

A growing trend when using 360 assessments is to look for a return on investment. This can be measured by individual and team performance and ultimately by employee engagement. This is best understood and managed by using 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 organizational performance.

Understanding self-awareness is an important part of the 360 journey. Some people may have blind spots, derailers or be lacking in confidence. A 360 should measure self-awareness by comparing the self-ratings against the ratings by selected raters. These are typically managers, peers and report ratings. The ratings from direct reports can provide a key insight as to whether the manager is leading an engaged team. Strategic self-awareness comes from benchmarking one's results against an external benchmark.

Personality plus chosen behavior 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 behavior which constitute one's brand. Together, the assessments expand the learning and coaching journey aimed at delivering greater leadership effectiveness and improved business results.

Global engagement surveys show that 30-35 percent of employees are disengaged. They are ready to quit their manager, team or job.

"PBC's leadership research based on their 360 process is first rate."

Dr. Robert Hogan

Shell use the Hogan 360 and their research shows that leadership at the team or organizational level accounts for a large proportion of engagement. Gallup research shows that 70% of the variance in engagement can be attributed to the team manager.

The 360 market will continue to grow as will coaching and leadership development programs. One study found that 92% of organizations use a 360 assessment for coaching. Measuring and improving leadership effectiveness will increasingly be tied to return on investment data by combining people and business analytics. The two key metrics will increasingly be employee engagement and organizational performance.

Not all 360 assessments are created equally.

When choosing a 360 provider look for:

1. A technical manual to demonstrate reliability (consistent information about performance) and validity (accurate assessment of performance).
2. Validity coefficient between the 360 and personality assessments.
3. 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.

HOGAN 360

- 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.
- Behavioral 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 organizational results.

The Hogan 360 is a multi-rater instrument designed to measure leadership effectiveness.

Leadership is concerned with the success of teams, groups, and organizations. Therefore, leadership effectiveness can be measured by how positively a leader's behaviors and performance are evaluated by those they work with. The multi-rater aspect of the Hogan 360 ensures evaluations are elicited from multiple sources from within the leader's work circle (e.g., from direct reports, peers, and managers). These diverse perspectives help provide a real-time snapshot of a leader's attitude, behavior, and performance, and reveal strengths and development opportunities that may not be seen from a single perspective.

Further, due to the confidential and anonymous nature of the responses, the Hogan 360 allows raters to provide honest feedback that might otherwise be difficult to solicit. The report uses an easy-to-interpret leadership framework, offers constructive feedback and sets priorities for improvement. Therefore, the Hogan 360 aims to help leaders at any level of an organization gain a better understanding of how they are truly perceived by others and thereby improve their leadership potential.

There are two main benefits of multi-rater feedback tools. As previously mentioned, it provides a measurement of a leader's effectiveness, and research into multi-rater feedback ratings has demonstrated links to a variety of important organizational outcomes (e.g. profitability, engagement, customer satisfaction).

Second, results from multi-rater feedback tools can provide the foundations for development. The results can help pinpoint the strengths and opportunities, which can then be used to formulate targeted strategies for improvement. It is important to use a multi-rater tool with sound reliability and validity, as well as a consistent and best practice approach to administering the tool.

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

The ratee's overall Hogan 360 score is calculated by averaging all ratings across the 50 items, yielding an overall Hogan 360 score between 1.00 and 7.00. This overall score is compared to a global benchmark sample which is updated annually. The sample is comprised of leaders and executives that represent the international working population across a broad number of industries. The comparison between an individual's overall score and the benchmark mean yields a percentile ranking that allows leaders to gauge their performance in relation to others around the world.

A unique advantage of the Hogan 360 is the strengths and opportunities tables. Raters are asked to select the top 4 strengths and opportunities from a menu of 26 items. The choices are weighted to highlight the workplace reputation of the manager. The development planning is made so much easier.

ADVANTAGES OF THE HOGAN 360

The Hogan 360 measures self-awareness by comparing the self-ratings against the ratings of selected raters.

These are typically manager, peer and direct report ratings. The 360 also benchmarks one's scores on the competencies against other managers and also shows strengths and opportunities relative to others. This benchmarking creates the opportunity for strategic self-awareness.

A key component of the Hogan 360 is the combination of behavioral and business competencies. We measure both soft and hard skills. Understanding one's real self helps build the ideal self.

The behavioral competencies measure the display of emotional intelligence (EQ), in managing self and others to get the best results. It's about getting along to get ahead.

The business competencies measure capability to be operational and strategic. High scores demonstrate competence around service/operational excellence and being strategic about the bigger picture.

The Hogan 360 items are highly job related and written in business language that is user friendly. The items are observable and specific so that ambiguity is avoided.

The Hogan 360 uses a 7-point scale which we believe is superior to other 360s that use a 5-point scale. When reporting one's results the benchmarking is very important by having cutoffs to capture 10th/ 25th / 50th / 75th and 90th percentiles. This is better done and more easily understood when using a 7-point scale. Strategic self-awareness comes from clearly understanding where one sits in the percentile range. These are currently our percentile benchmarks on the seven-point scale.

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.9	5.3	5.6	5.9	6.1

One powerful advantage of the Hogan 360 is the strengths and opportunities tables which are unique. The tables 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.

The results are presented with the votes unequivocally highlighting the top 3 or 4 strengths and opportunities. Whether there are eight or eighteen raters there is remarkably always a consensus around the major strengths and opportunities. Here is a sample snapshot of an individual's high scoring items for both the strengths and opportunities. They are ranked by highest scores and have a global average which is the ranked benchmark.

Global Ave	Your Rank	Strengths	Total Score
10	1	Has strong leadership skills	31
20	2	Is visionary and strategic	24
6	3	Has a positive and enthusiastic attitude	10
17	4	Sets clear goals and drives results	10
12	5	Strong communication skills	9

Global Ave	Your Rank	Opportunities to Improve	Total Score
13	1	Listen more and let others have their say	27
1	2	Stop taking on too much and spreading yourself too thin	18
24	3	Be less aggressive	9
3	4	Delegate more	9
7	5	Give appropriate feedback	9

A person's brand is always well known to others and is best captured in our strengths and opportunities tables. This makes the development planning and coaching more powerful and accurate. We do this by both leveraging the strengths and addressing opportunities, including any derailers, by using the tables.

This approach of using the strengths and opportunities tables for development planning is superior to other 360 providers who focus excessively on strengths or who mainly coach off the low scoring items, using 1 to 5 or 1 to 7 scales. The problem here is the low scoring items may not be the top priorities for improvement. On the other hand, the *strengths* movement (play to your strengths and ignore the weaknesses) invites executive derailment by ignoring dark side potential, where strengths can become weaknesses.

The Hogan 360 also collects narrative comments around strengths, opportunities and strengths being overused. The last item contains unique and insightful information about how a manager could be derailing which is a special feature of the Hogan 360. By understanding and managing derailing habits one can better build performance, reputation and career success.

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

Dr. Robert Hogan

BENCHMARKING

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

We can offer clients benchmarks by industry, sector, job level and even at top quartile results.

RELIABILITY AND VALIDITY

The Hogan 360 is supported by a technical manual which outlines the theoretical rationale and development of the Hogan 360 and provides evidence for its reliability and validity.

The Hogan 360 has been the feature of numerous whitepapers applying the robust data set to a range of topics. Extensive research has produced correlations between the Hogan 360 and the Hogan personality assessments.

There is an impressive degree of validity coefficients for both assessments, which other 360 providers cannot match. We are currently developing further research and white papers looking at 2500 matched sets of Hogan personality assessments with Hogan 360 reports.

“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.”

Peter Berry

360 users have every right to ask for technical reports and validation studies when choosing a supplier. It is important to establish scientific evidence for the quality of the 360 assessment. We also have a development guide, a feedback guide and the interpretive guide linking the Hogan 360 to the Hogan Personality Assessments.

The Hogan 360 has been widely used globally and is backed by a robust contemporary global benchmark which is updated annually. The Hogan 360 has both reliability [consistent information about performance] and validity [accurate assessment of performance].

A UNIQUE VALUE COMBINATION

1. A seven point scale with clearly defined global benchmark percentiles.
2. Tables showing strengths and opportunities relative to the global benchmark.
3. Written text including identification of any derailers.

STRENGTHS AND OPPORTUNITIES

Our research shows that senior and high performing leaders have different strengths that stand out from the rest of the management population. We also know that there are two big opportunities shared at all levels of managers.

There are four meta competencies seen in senior and highly rated managers:

- Achievement focused
- Strategic
- Inspiring
- Emotional intelligence

There are two opportunities that apply for all levels of management:

- Better workload management
- Challenging poor performance

Armed with this information we can help organizations:

1. Create leadership competency models
2. Inform training needs analysis
3. Shape content for leadership development programs
4. Assist with talent identification and development
5. Influence coaching practices
6. Connect people and business analytics

HOGAN PERSONALITY ASSESSMENTS

Drs. Robert and Joyce Hogan founded Hogan Assessment Systems in 1987 and were the first psychologists to focus on the assessment of personality from the standpoint of reputation.

They took the position that “the you that you know” is hardly worth knowing. It’s “the you that we know” that’s responsible for life’s successes or failures. “The you that we know” is observable, behavioral, and most importantly, able to change with targeted effort and personal motivation.

Hogan personality assessments capture natural and likely behavior as seen by others. The Hogan Personality Inventory and Hogan Development Survey pinpoint behavioral tendencies that can help or hinder one’s reputation. The Motives Values Preferences Inventory helps to understand one’s idealized self, and pinpoints how people derive meaning at work and in their personal lives. It’s about getting along, getting ahead and finding meaning.

The Hogan 360 sheds light on reputation, or how one’s behavior is perceived by others. Feedback from managers, peers, and direct reports highlights good and bad habits, and makes it possible to target behaviors that need improvement.

When administering the Hogan personality assessments in conjunction with the Hogan 360, we can immediately see if the predicted behavior is confirmed by observer ratings. Some managers exhibit a strong sense of self-awareness as evidenced by learned positive behaviors, while others may have a difficult time overcoming dark-side derailment issues. A person’s reputation is ultimately what he or she makes it.

PROFESSIONAL DEVELOPMENT IS A PROCESS

Using the Hogan personality assessments in conjunction with the Hogan 360 delivers maximum coaching impact by providing a platform for building sustainable behavioral change over a 6-12-month period. Coaches should begin with a discussion of how success will be measured, then focus on just two or three development goals at once. The manager will need to identify key relationships he or she can lean on during the process.

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.

Combined assessment, motivation, and hard work culminate in elevated competence, increased confidence, and a better reputation, all of which are measurable through a repeat Hogan 360.

Using Hogan 360 with personality assessments

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

Dr Robert Hogan

CUSTOMIZED 360s... PBC can help!

Many organizations are looking for customized 360 assessments. Typically, they will reflect the values, strategy and leadership competency framework of the organization.

Much care needs to be taken to ensure there is science and rigor behind the framework, otherwise the customized 360 is built on a house of cards.

Up until 2017 Shell used their in house 360 assessment. An internal analysis of this assessment showed poor validity. Because validity is the essential characteristic of any assessment, Shell moved to the Hogan 360.

PBC offers several customized options.

We can maintain a core set of items and capabilities from our standard 360 so that a robust external benchmark with percentiles can be used. The remainder of the 360 can then be customized and ideally starts with our bank of items that also has benchmarks. For brand new items/competencies with no benchmarks we can develop the benchmarks 3 months prior to rolling out the 360 assessments.

“PBC’s leadership research based on their 360 process is first rate.”

Dr. Robert Hogan

Customized assessments are focused on designing items and competencies that reflect business imperatives. These normally cover the desired behavioral and performance characteristics for organizational success.

Our database includes 30 core competencies and over 250 benchmarked items. This is a good place to start the mapping. This involves aligning the benchmarked Hogan 360 items to the organizations competency/capability framework. It means you can have external benchmarks to create strategic self awareness with the results. The benchmark score is expressed against percentiles from the bottom 10th percentile through to the top 90th percentile.

Our database from the Hogan 360 has 14 core competencies:

- Integrity
- Resilience
- Communication
- Team player
- People skills
- Customer
- Capability
- Results
- Efficiency
- Motivation
- Accountability
- Strategy
- Engaging
- Innovation

We also have item banks with benchmarks for the following competencies:

- Agility
- Agile Leadership
- Change Leadership
- Change Management
- Commercial Acumen
- Digital Focus
- Diversity & Inclusion
- Humility
- Judgment & Decision Making
- Leadership Effectiveness
- Managing Risk
- Project Management
- Safety Leadership
- Strategic Intent
- Psychological Safety
- Work Life Alignment and Wellbeing

A selection of up to 20 items can be added on a complimentary basis following scoping with PBC.

In addition to the items and competencies we have two very important tables showing strengths and opportunities relative to the global benchmark. We also can capture written text including identification of any derailers.

RESEARCH

Our research is extensive and we are happy to share our learnings. Senior, high performing leaders have different strengths that stand out from the rest of the management population. These four meta competencies are achievement focused, strategic, inspiring and emotional intelligence. We know the items that support these competencies.

We also know that the two most common opportunities for all levels of managers are better workload management and challenging poor performers.

We also have leading edge research between Hogan personality assessments and Hogan 360. The construct validity is excellent. This research can help inform the construction of the customized 360. We think that combining personality assessments with a 360 review is the most productive way to gather information about potential and performance.

Suppliers of customized 360s should be able to demonstrate that their model has been developed in accordance with well-established psychometric procedures. A technical manual which outlines the theoretical rationale behind the development of the assessment should provide evidence for reliability and validity of the assessment. **Beware of 360 marketing materials that are not supported by scientific evidence for the quality of the assessment.**

There also needs to be rigorous benchmarks that are both global and industry specific. These benchmarks should also exist for different levels of the organizational hierarchy covering board members, c-suite executives, middle managers, frontline supervisors and high potentials. The benchmarks must be updated annually.

The external benchmarks enable a reliable score to be given against a global population. Otherwise the score has no relative meaning. When reporting one's results the benchmarking is very important by having cutoffs to capture 10th/ 25th / 50th / 75th and 90th percentiles. Strategic self-awareness comes from clearly understanding where one sits in the percentile range.

Most customized assessments aim to be unique but as much as 85% of content can be similar. Typically, most 360s will cover intra-personal, inter-personal, business and leadership skills. The Hogan 360 covers self-management, relationship management and working in and on the business (being operational and strategic).

The purpose of the 360 needs to be clear. Opportunities include linking it to personality assessments, employee engagement and business unit performance. There is research scope by combining people and business analytics to better understand the causal link that can improve organizational performance. Many organizations are wanting to measure return on investment.

Customized 360 checklist

1. The competency model should have scientific rigor. We can help with the mapping.
2. The Hogan 360 items and competencies have proven reliability (consistent information about performance) and validity (accurate assessment of performance) and can be used to construct a 360.
3. External benchmarks are important to understand and compare results. It can allow for setting a goal of top quartile scores to encourage more effective leadership.
4. In addition to your item banks you can get great value by using our strengths and opportunities tables and soliciting written text responses.
5. Be clear about the purpose of the 360 from the start and use our best practices for administration.
6. Measures of leadership should be integrated and aimed at driving team performance, employee engagement and organizational results.

“It is essential to establish scientific evidence for the quality of the 360 assessment. Otherwise you are building a house of cards.”

Peter Berry

HOGAN AND EXECUTIVE COACHING

A recent study “Executive coaching for results” (CoachSource, 2018) is powerful reading. The first study was done in 2005, the second in 2013 and the third study in 2018. There were 950 international participants surveyed from organization practice managers, external coaches, internal coaches and executives who received coaching. The US and Canada provided 75% of participants.

The results show that 92% of organizations use a 360-survey feedback tool and 71% use Hogan personality assessments. The use of Hogan assessments is far ahead of other assessments including Myers – Briggs and DISC. The report says, “Hogan has easily experienced the fastest jump of any assessment we have studied over the years”.

The survey pinpoints why executive coaching has continued to grow. Leadership development remains a key focus, followed by transition, executive presence and fixing performance problems.

63% of organizations reported not linking coaching to business results but would like to do so. There is a trend of internal coaches working more frequently with lower level employees and external coaches working with higher level managers. External coaches are preferred by coachees 82% of the time.

Coaching certification is creating greater legitimacy. 71% of organizations are more likely to use a certified coach. Coaches are typically located from vendors 94% of the time. Coaches are being chosen because of prior business and coaching experience. The typical length of a formal coaching engagement is six months. Either fortnightly or monthly sessions is standard.

Face to face continues to be the leading method of coaching followed by virtual conversations. Measuring coaching impact continues to be challenging. Leader self-report of progress is the most popular followed by assessment by leader’s boss, running a survey, getting promoted, business impact and a follow up 360.

The biggest future trend identified is coaching as part of leadership development programs.

Leadership is observable, measurable and improvable by using the Hogan assessments, the Hogan 360, coaching and deliberate practice. To build new competencies, combining personality assessments with a multi-rater assessment is the most powerful and cost-effective way to gather performance information.

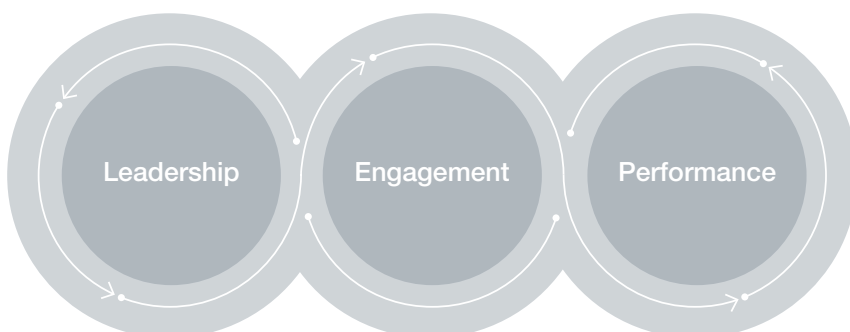
Leadership is about results. Teams deliver results. We should evaluate the leader by the behavior and performance of the team. Team development must be a key focus of executive coaching for results.

Executive coaching is continuing to grow globally. If it focuses on high performing teams, employee engagement and business results it will provide a very healthy return on investment.

Combined assessment, motivation and hard work culminate in elevated competence, increased confidence, and a better reputation, all of which are measurable through a repeat Hogan 360.

“Self awareness around core personality and learned behaviors is the key to career success.”

Peter Berry

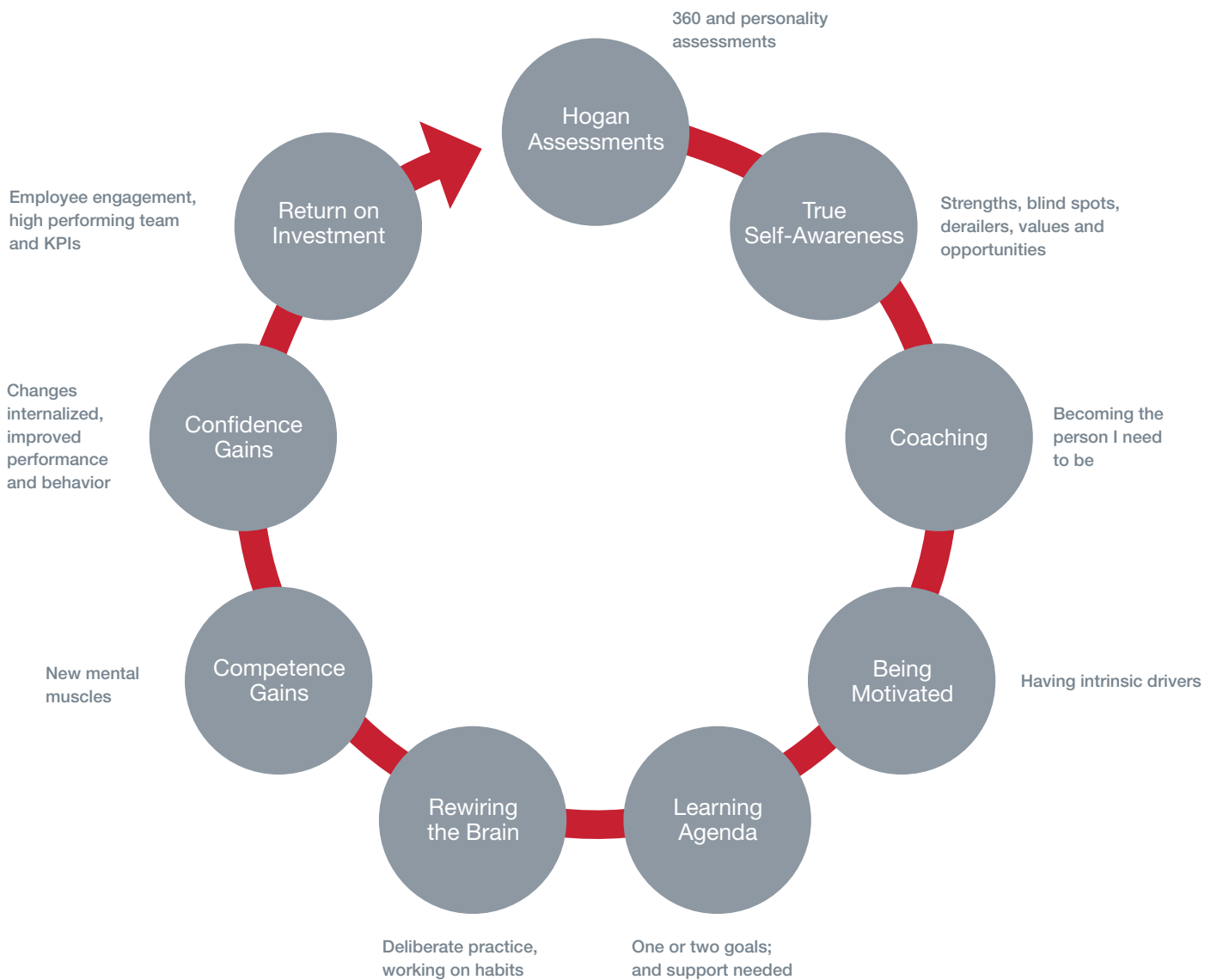


THE COACHING CYCLE

To most effectively coach behavioral change that drives improved performance a rigorous coaching cycle should be used. It starts with gold standard assessments that have reliability and validity. We want science to inform the coaching. The goal is to achieve a superior performance through self management around core personality and learned behaviors.

One does not change without being motivated. Motivation can include career success, individual results, team performance and improved personal brand.

Deliberate practice is required to develop new mental muscles so the new competencies become second nature. Confidence from the new competencies is observed by others. So are the improved business results. The successful outcomes include performance, reputation and career.



HOGAN 360 FEATURES

REPORTING

In addition to the individual report, group and analytics reports are available.

- Group reports; capture data from multiple individuals and may be generated for intact teams and cohorts of individuals
- Data analytics may be completed using the raw 360 data. This can be reported by quartile and combined with personality and organizational engagement and performance data. Data is supplied in raw data format to allow for data analysis.

GLOBAL NETWORK AND LANGUAGES

Our network of international partners, including 20 distributors operating in over 30 countries ensures that the 360 suite is supported locally. The Hogan 360 has been meticulously translated into over 17 languages. Global benchmarks ensure standard comparison across countries, industries and job levels.

TECHNOLOGY

The Hogan 360 is hosted on an industry leading, cloud-based platform and pairs flexibility with world class stability, allowing PBC to offer a highly adaptable, extremely reliable product. The platform is compliant with the most stringent data security standards globally, including GDPR.

Various administration options are available, including self-administration super user access and bureau service. Access to real time read-only dashboard to monitor completion status is also available.

APPLICATION

Application of the Hogan 360 include:

- Leadership development
- Career development
- Talent identification and development
- Succession planning
- Team building
- Monitoring organizational change
- Organizational/cohort analysis
- Research and analytics
- Internal and external benchmarking
- Training needs analysis.

The Hogan 360 is used at the following job classifications:

- Board Members
- CEO/Managing Director

- Divisional leader/Vice President
- General Manager/Executive
- Manager/Project Manager/Team Leader/Supervisor/Foreman
- Employee/individual Contributor

RESEARCH AND RESOURCES

- The Hogan 360 is supported by a technical manual which outlines the theoretical rationale and development of the Hogan 360 and provides evidence for its reliability and validity. The Hogan 360 has been the feature of numerous white papers applying the robust data set to a range of topics.
- The Hogan 360 is supported by a robust contemporary global benchmark which is updated annually.

The following research and resources are available:

- White paper and research topics
- Technical manual
- Mapping to Hogan personality assessments
- Online qualification webinar
- Development reference guide
- Feedback guide
- Facilitator materials
- Consulting services including data analytics.

ADDITIONAL HOGAN 360 PRODUCTS

In addition to the standard Hogan 360 the following 360s are also available:

Hogan High Potential 360 is an ideal tool to support the development of high potential talent. Based on Hogan's model of high potential, this multi rater measures individuals against three integral components of leadership:

- Leadership Effectiveness
- Leadership Emergence
- Leadership Foundations

Hogan Leader Focus 360 is designed to assist leaders understand their strengths and opportunities using six leadership dimensions:

- Data Leader
- Results Leader
- People Leader
- Process Leader
- Thought Leader
- Social Leader

8 RULES FOR BEST PRACTICE 360 ADMINISTRATION

- 1. Leadership must own the process**

Leadership must sponsor the 360 process in order to signal the importance of the investment, the opportunity and the expectations.
- 2. Make the purpose clear**

It is important to establish a culture of communications, trust and transparency around the process. Before the process begins, clearly define and communicate the purpose of the 360 for your organization. Is it simply a feedback transaction, or part of a broader business practice to build capability? Be clear from the outset how the results will be used.
- 3. Confidentiality is key to valid feedback**

It should be agreed at the start as to who will have access to the 360 reports, e.g., the individual, the individual's manager and HR. The participant must be aware of how their data will be shared before they participate. If the organization wishes to use 360 data, you must have the participant's consent.
- 4. Standardize the selection process of 10-14 raters**

There needs to be a standardized process for the selection of raters, including who selects the raters. Raters need to include self, manager/s, peers, direct reports and potentially other stakeholders. An ideal number of raters is 10-14. This will ensure solid data, better anonymity within the different rater groups and minimization of any skew if there is an outlier.
- 5. Start with a plan to measure ROI**

A repeat 360 should be agreed upon at the start of the 360 process. This can happen 12-18 months after the first 360 and is aimed at holding people accountable and measuring return on investment by improving the 360 score. Other measures of return on investment should also be identified at the start. This can include KPIs, team effectiveness and employee engagement data. Combining people and business analytics is the key to measuring and improving leadership effectiveness which drives employee engagement and team unit performance.
- 6. Deliver results in person and support with coaching**

The delivery of the reports and the coaching investment should be planned ahead to suit the desired outcome of the program. The 360 results are best delivered face to face so the impact of the feedback can be managed immediately and professionally. For senior managers, external ongoing coaching is preferred with 3 or 4 touch points over a six-month period. For more junior managers, internal coaching can be cost effective provided coaches are properly trained and certified.
- 7. Maximize the insight of 360s with personality assessments**

Integrating valid and reliable personality assessments with the 360 is the most powerful and cost-effective way to assess leadership capability. 360s identify the 'what' (a person's performance and reputation at a given point in time), whereas personality assessments explain the 'why' (why certain behaviors are being displayed). This combination is the most efficient and cost effective measurement of leadership potential.
- 8. View data at a group level**

Team effectiveness can be enhanced with a group 360 report that combines all of the individual results. We can immediately see group strengths and opportunities. Measuring and improving leadership effectiveness will increasingly be tied to return on investment data by combining people and business analytics. The two key metrics are employee engagement and organizational performance. Leadership is about results, and teams deliver results. We should evaluate the leader through the performance and behavior of their team.

