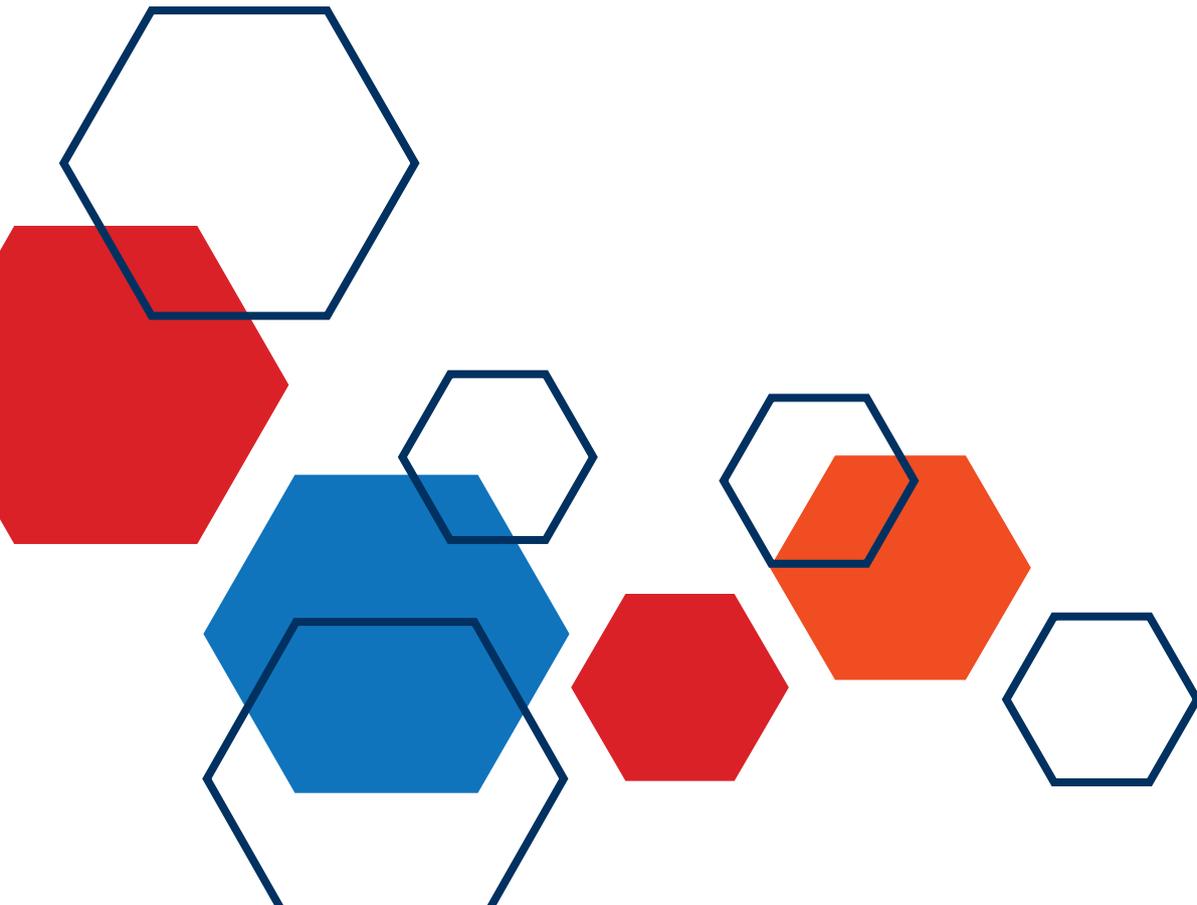


Thought Leadership

Your 360 is Your Reputation

Authored by: Peter Berry, Managing Director, PBC



The reputation of a leader is their most important asset.

The best leaders care more about their teams than themselves.

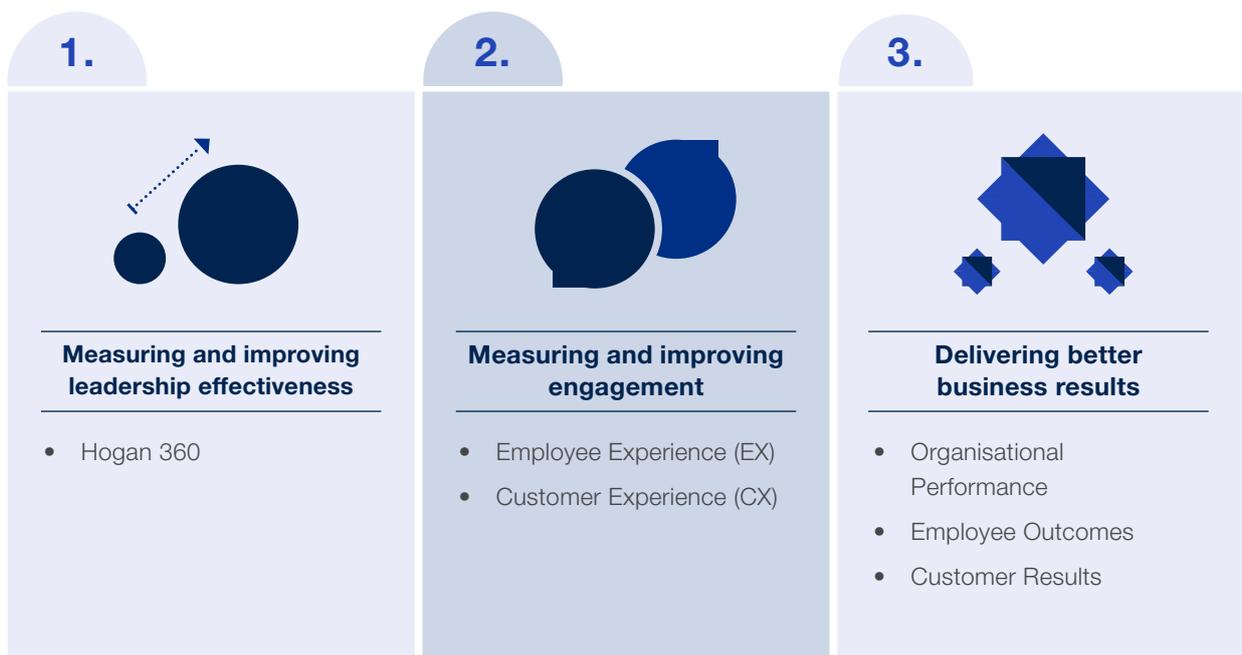
The culture and performance of a team is a reflection of the leader.

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

The leader of the team needs to have true self-awareness. Hogan assessments provide premium evidence-based solutions for making decisions about people. The Hogan 360 reveals one’s real self which helps to build the ideal self.

Leadership and team effectiveness are measurable and improvable. Being a better leader means being a better learner. An accurate picture of leadership potential and performance is best captured by a 360 assessment. It helps to connect people data with operational and financial data to understand the causal link with leadership.

Our research on what the best leaders look like shows that the best leaders create high performing teams that shape and improve the employee and customer experience (PBC, 2020). Higher levels of engagement deliver stronger bottom line outcomes.



One of the most important parts of the 360 is the feedback from direct reports. The scores will tell you immediately if the employees are engaged, which is a predictor of being a high performing team.

Teams are the engine room for driving employee engagement, the customer experience and service/operational excellence to deliver the bottom line. Building high performing teams takes a lot of effort, measurement and continuous improvement. Base-line team competencies should include diversity, experience, IQ, and EQ. Teams can play a critical role in creating and executing strategy, business plans and key performance indicators. Effective teams provide stronger decision making and the capacity to navigate increasingly agile and complex business eco-systems. In moving from good to great, teams need a shared purpose, collaboration, and passion about performance. Group success must be more important than individual success.

Dr. Robert Hogan is the world's most successful business psychologist.

He says, "Leadership is a resource for the group. I define leadership as the ability to build and maintain effective teams. Leadership should be evaluated in terms of the performance of a team compared to other teams engaged in the same activity."

He developed the language of "getting along and getting ahead" to describe interpersonal effectiveness and achieving results.

This trailblazing work is the key to business success. It's about teams achieving passionate results through emotional intelligence.

Lencioni and Goleman

Patrick Lencioni and Daniel Goleman are globally respected authors. Patrick Lencioni in "The Five Dysfunctions of a Team" (2002) captured the attention of the business world by claiming that dysfunctions are at the very heart of why teams often struggle. He says everyone talks about teamwork but hardly anyone does it effectively. He says trust is the foundation stone of high performing teams and that personality and 360 profiles help build trust. Vulnerability in an inclusive, psychologically safe space, is critical.

Daniel Goleman of EQ fame says emotional intelligence is about the fine tuning of interpersonal dynamics that make people smarter.

It creates synergy in working toward group goals. Goleman is famous for the quote that EQ can matter more than IQ. Importantly, Goleman said that emotional competence can be learned.

He said the personal competencies include self-awareness, self-regulation and motivation. The social competencies include empathy and social skill, which make others feel valued and respected.

Goleman says:

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

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

– Dr Robert Hogan

Engagement pays

Our philosophy is that leadership drives engagement which drives performance. Global engagement research clearly shows this. Gallup's research (2020) proves that engagement drives better business outcomes, including:

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

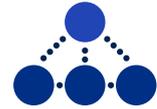
The challenge is that 30-35% of employees are disengaged. These people are ready to quit their boss, the team or the job. Some of these people share their misery with others. This impacts morale, performance and retention. Gallup says that **70%** of the variance in engagement can be attributed to the team manager.

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

Leadership is the most consequential force on the planet. It can make or break teams, enterprises and even countries. Investing in leadership, high performing teams and employee engagement is an investment in a sustainable bottom line. Investment in leadership 360 assessments, coaching and development programs is growing globally.

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.

Leadership



Employee Engagement



Organisational performance



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

– Jim Collins

So what do the best leaders look like?

Our Hogan 360 research of highly rated C-suite executives (PBC, 2020) shows that they have stronger competencies around being achievement- focused, strategic and inspiring, which is all about engagement around the big picture.

They are more like leaders than managers. They are strategic not just operational. They also have high levels of EQ. In short, they are passionate about performance, resilient and socially skilled.

The superior 360 competencies of high performers are listed below. These competencies are needed to build high performing teams and organisations that achieve industry leadership results.

“The Hogan 360 is the starting point for true self awareness. It captures your workplace reputation and how to improve it.”

– Peter Berry

Achievement Focus:

- Is competitive and determined
- Is assertive and energetic
- Is driven
- Sets high performance expectations
- Sets clear goals and drives results
- Has strong influencing and negotiation skills

Inspiring:

- Has the passion to make a difference
- Motivates and inspires others
- Works hard to improve morale
- Is a positive role model
- Builds very strong relationships
- Has strong leadership skills

Strategic:

- Thinks about new long term opportunities
- Is visionary and strategic
- Communicates a long term vision
- Sets long term stretch goals
- Often suggests new and original ideas
- Always looks for improvement opportunities

Emotional Intelligence:

- Calm and even tempered
- Has high personal self-awareness around personal improvement opportunities
- Manages emotions maturely and intelligently in stressful situations
- Has excellent people skills
- Makes people feel valued
- Is friendly, warm and thoughtful in relationships with others



The combination of Inspiring and Emotional Intelligence is being **Interpersonally Effective**. The combination of Achievement Focus and Strategic is being **Performance Driven**. This is getting along and getting ahead.

Learning leadership to improve team performance

The best leaders are the ones that understand that their team is their reputation. Fortunately, leadership can be learnt. Being a better leader means being passionate about learning and feedback.

The starting point is accurate self-awareness which begins with 360 data. Strategic self-awareness only happens when you can benchmark your results against others. The purpose of the assessments is to deliver behavioural and reputational change to improve individual and team performance around employee engagement and business outcomes. Leadership and coaching need to be science-based and tied to performance outcomes.

Leadership competency is driven by personality, intelligence, experience and behaviour choices.

The Hogan 360 measures workplace behaviour and performance, capturing one's brand/reputation at a point in time and identifies improvement opportunities. EQ behaviours are measured as are operational and strategic capabilities.

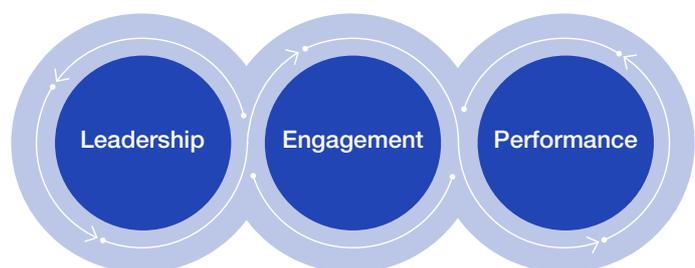
Leadership behaviour drives strategy, team performance, employee engagement and culture. High performing teams should be a goal in business.

There needs to be a strong strategic planning cycle, focusing on both the long term and the short term. A one-page business plan should be used for high-level clarity, accountability and communication. Key performance indicators should cascade into second tier teams.

A balanced scorecard approach should be taken, which includes a measure of employee engagement. The focus on strategy and people needs to be connected by understanding that people deliver results and engagement is not an end in itself but the means to delivering superior results. The leader's team is absolutely the core driver of performance.

“We often suffer from a disconnect between the self we think we are, and the self that everyone else sees. The best method for identifying strengths and weakness is 360 feedback”

– Marshall Goldsmith



Leadership coaching trends

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

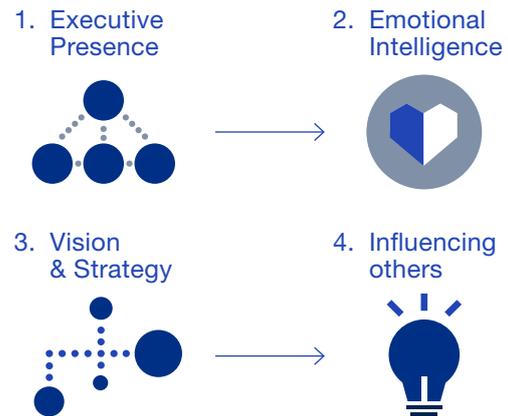
An emerging trend is looking for return on investment. This can be measured by individual and team performance and ultimately by employee engagement. This is best understood and managed by people analytics. The challenge is being able to connect people data with operational and financial data.

A huge opportunity in the future is to measure leadership and team effectiveness and track and improve employee engagement and organisational performance. The challenge is to measure correlations and causality to understand and improve linkages between an individual, their team and the employees in terms of engagement and organisational performance. The causality link will be of great interest to organisations measuring and improving the linkage between leadership, engagement and performance.

360
92%

CoachSource is a global coaching and research business. Their research in 2018 and 2020 provides invaluable data on coaching trends. A 360 tool is used 92% of the time.

The survey results show that corporate practice managers spending money on coaching rank the top **four development areas** as being:



Interestingly, the results also show that the 599 external coaches who participated in the survey are most often asked to coach on emotional intelligence. EQ is the most popular competency to be coached. It is measured in the Hogan 360.

360 Self awareness

We are subject matter experts on understanding, measuring and improving leadership and team performance. The science that informs our research is global and best in class; We can help design leadership competency models and deliver programs and coaching aimed at creating employee engagement, enriching the customer experience and delivering organisational strategy.

The Hogan 360 is the most powerful, insightful way to measure current performance and future potential. One must have reliable and valid assessments to give science and structure to the continuous improvement journey. A full profile of current behaviours that can help or hinder team dynamics is essential. The assessments should also be taken by all the reporting managers to the leader. The group results will be instructive and compelling in creating team self awareness and development opportunities.

The Hogan 360 is invaluable in helping leaders to build strategic self-awareness and to understand their reputation from the point of view of the manager, peers and their direct reports. **Our 360 cycle helps the manager to become a better version of themselves.**

①.

A 360 should measure self-awareness by comparing the self-ratings against the selected raters.

④.

Strategic self-awareness comes from benchmarking one's results against an external benchmark.



②.

These are typically managers, peers, and report ratings.

③.

The ratings from direct reports can provide key insights as to whether the manager is leading an engaged team.

Judge the leader by their team. The self awareness and improvement passage is about becoming the best version of yourself. Your team will be your reputation. This reputation, ultimately, is what you choose it to be!

Improving a leaders' performance and reputation is the key to career success.

References

Berry, P. (2007). *The big picture: 9 steps to business excellence*. Sydney, Australia: Peter Berry Consultancy.

Berry, P. (2016). *The CEO checklist*. Hogan Press.

Berry, P. (2020). *What the best leaders look like*. Sydney, Australia: Peter Berry Consultancy.

Center for Executive Excellence (2016). *ROI of 360 Feedback [White paper]*. Retrieved from: https://executiveexcellence.com/wp-content/uploads/2016/08/TheROIof360-Feedback_CEE.pdf

Church, A. H., Dawson, L. M., Barden, K. L., Fleck, C. R., Rotolo, C. T., & Tuller, M. D. (2018). Enhancing 360 feedback for individual assessment and organization development: Methods and lessons from the field. In D. A. Noumair & A. B. Shani (Eds.), *Research in organizational change and development*, 26, 47-97, Bingley, UK, Emerald Group Publishing Limited.

CoachSource: *Executive coaching industry research 2018 and 2020*.

Collins, J. (2009). *Good to great (Why some companies make the leap and others don't)*. GB: Cornerstone.

Criteria for Performance Excellence (1998). *Malcolm Baldrige National Quality Award*. United States Department of Commerce, Technology Administration, National Institute of Standards and Technology, Gaithersburg, MD.

Gallup, *The relationship between engagement at work and organizational outcomes: 2020, meta-analysis: 10th edition*.

Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. New York: Bantam Books.

Goldsmith, M. (2010). *What got you here won't get you there: How successful people become even more successful*. London, GB: Profile Books.

Kouzes, J. M., & Posner, B. Z. (2016). *Learning leadership: The five fundamentals of becoming an exemplary leader*. San Fransisco, CA: John Wiley & Sons.

Kotter, J. P. (2013). *Management is (still) not leadership*. Retrieved from: <https://hbr.org/2013/01/management-is-still-not-leadership>

Peter Berry Consultancy. (2018). *Hogan 360 Technical Manual (2nd Edition)*. Sydney, Australia: Author.

Peter Berry Consultancy. (2020). *Hogan 360 Technical Manual Supplement (5th Edition)*. Sydney, Australia: Author.

Peter Berry Consultancy (2021). *High Performing Team Assessment Technical Manual (3rd Edition)*. Sydney, Australia: Author

About Peter Berry Consultancy (PBC)

PBC is a multidisciplinary global consulting firm with 30 years' experience in the delivery of solutions aimed at maximising the potential of individuals, teams, leaders and organisations. We undertake research to support our evidence-based solutions and have a network of partners and distributors globally.

PBC is the Australian and New Zealand distributor of Hogan Assessments and the authors of a range of diagnostics including the Hogan 360 suite, Agile suite, High Performing Team Assessment (HPTA), and co-authored the Hogan Safety Climate Survey.

Peter Berry Consultancy Pty Ltd

info@peterberry.com.au | www.peterberry.com.au
ABN 77007400606

Peter Berry Consultancy New Zealand LP

info@peterberry.co.nz | www.peterberry.co.nz
NZBN 94 2905 0294 0295

Sydney Office

T: +61 2 8918 0888
Level 8, 201 Miller Street North Sydney, NSW 2060

Melbourne Office

T: +61 3 8629 5100
Suite 303, 430 Little Collins Street, Melbourne, VIC 3000

