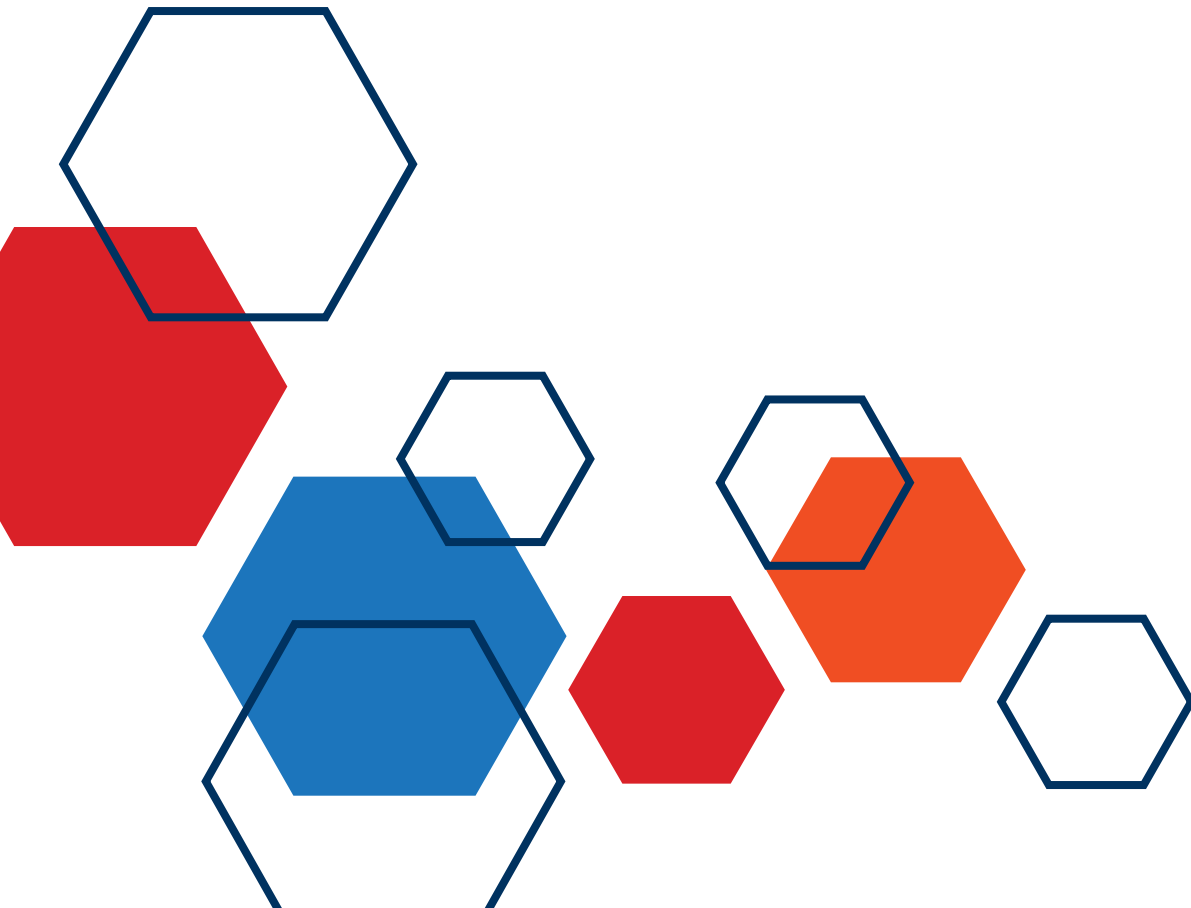


# **Thought Leadership**

## Building Your Personal Brand: The Key to Career Success

**Authored by:** Peter Berry, Managing Director, PBC



# Building your personal brand

The concept of personal brand has become very popular in the world of leadership and business literature, including Forbes magazine and the Harvard Business Review.

Personal brand is about building one's value proposition to enhance private and professional success. It's about having an elevator pitch around what you want to be known for. This can include your purpose, values, strengths, skills, passions and leaving a legacy. People with a strong personal brand often have the narrative and stories to support their personal value proposition. They get noticed.

At PBC we have always believed in the importance of building your personal brand. Personal brand is one's reputation in the workplace. One's brand is the key to career success.

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

– Aristotle

The starting point is to build self-awareness. The best data to use is the combination of Hogan personality and 360 assessments. The bright, dark and inside of personality measure your natural behavioural traits, as well as your motivations in life. It's like looking into a mirror to discover the real self. Because the results are presented as percentile scores relative to others, you get strategic self-awareness, i.e., how am I similar and different to other people.

The Hogan 360 is a multi-rater assessment that captures your reputation as seen at work, typically by one's boss, peers and subordinates. The 360 presents an overall score so you can quickly establish how your performance and behaviour is viewed relative to benchmark scores.

Personality captures the private person, while the 360 profiles the public person. This data is critical in the continuous improvement journey, it provides the self-awareness to then move towards self-management and eventually self-mastery. After all, the best leaders are the best learners. It's about becoming the successful person you want to be.

**“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

Great leaders create high performing teams and employee engagement to deliver superior business outcomes. Leadership drives engagement and performance. Leadership is about results. Teams deliver results. Therefore, we should judge the leader by their team.

The journey for many careers is from strong individual contributor to successful manager and eventually as c-suite leader. The competencies at each level are very different. The best managers are hard-working, capable and action-oriented, while the best leaders are visionary, positive and motivational.

We have an enormous amount of data correlating personality and 360 results, with the Hogan Competency Model (HCM). The HCM has 62 competencies. The validity and reliability are first class.

When it comes to building your personal brand, three meta competencies stand out. They are:

1. **Emotional intelligence** is a distinguishing feature in one having a successful personal brand. We define EQ as being effective with self-management, relationship management and relationship results.
2. We also know that **high performance** matters a lot. This includes being achievement focused, strategic and inspiring. It's about driving the purpose, strategy, and values of an organisation to deliver outcomes.
3. One's personal brand finally includes **engagement**. This is a leader who shows passion and influence in getting results from relationships.

# Emotional Intelligence

Our research combining Personality, 360, and HCM Competencies defines EQ as having the following qualities. These qualities are Self Management, Relationship Management, and Results Management.

EQ FRAMEWORK	COMPETENCY	COMPETENCY DEFINITION
<b>SELF MANAGEMENT</b>	Handling Stress	Manages pressure without getting upset, moody, or anxious
	Positive Attitude	Displays a positive disposition towards work
	Self Management	Demonstrates appropriate motivation, attitude, and self-control
<b>RELATIONSHIP MANAGEMENT</b>	Teamwork	Collaborates with others to achieve goals
	Caring about People	Displays sensitivity towards the attitudes, feelings, or circumstances of others
	Leveraging People Skills	Gets along well with others, is tactful, and behaves appropriately in social situations
	Networking	Builds and maintains a system of strategic business connections
	Team Building	Assembles productive groups based upon required skills, goals and tasks
	Relationship Building	Develops collaborative relationships to facilitate current and future objectives
<b>RESULTS MANAGEMENT</b>	Customer Focus	Provides courteous, timely, and helpful service to encourage client loyalty
	Influencing Others	Persuades others to help achieve organisational goals and objectives
	Inspiring Others	Motivates others to accomplish organisational goals
	Driving Performance	Provides guidance and feedback to maximise performance of individuals and/or groups

This combination of EQ competencies combines intra-personal and inter-personal skill sets, as well as the ability to motivate others. It captures both emotional and social capabilities.



# High Performance

The second meta competency is about being a high performer (HP). This involves being achievement focused, strategic, and inspiring.

HP FRAMEWORK	COMPETENCY	COMPETENCY DEFINITION
<b>ACHIEVEMENT FOCUS</b>	Competing with Others	Strives to exceed others' performance
	Driving for Results	Accomplishes goals, completes tasks, and achieves results
	Overcoming Obstacles	Pursues goals and strategies despite discouragement or opposition
	Leading Others	Demonstrates general leadership ability and effectiveness
	Taking Initiative	Takes action without needing direction from others
	Setting Goals	Identifies short-term objectives and steps to achieve them
	Developing People	Provides support, coaching, training, and career direction to others
<b>STRATEGIC</b>	Driving Innovation	Stimulates creative ideas and perspectives that add value
	Driving Strategy	Directs effort to achieve long-term business objectives
	Taking Smart Risks	Evaluates trade-offs between potential costs and benefits and acts accordingly
<b>INSPIRING</b>	Driving Performance	Provides guidance and feedback to maximise performance of individuals and/or groups
	Inspiring Others	Motivates others to accomplish organisational goals
	Sales Focus	Generates revenue by promoting products and services to others

**Achievement Focused**



**Strategic**



**Inspiring**

# Engagement

The combination of emotional intelligence and high performance makes one an engaging leader. Engagement can create high performing teams and employee engagement. Engagement typically brings passion and motivation to others.

In HCM terms, an engaging leader is influential and passionate in getting results from relationships. Two competencies, Driving Performance and Inspiring Others, feature in both Emotional Intelligence and High Performance.

**EQ + High Performance = Engagement**

# A leader's reputation is their most important asset

Leadership competency is driven by personality, intelligence, experience and behaviour choices. To best understand and improve leadership effectiveness, identity and reputation should be measured simultaneously through Hogan personality assessments and Hogan 360 assessments respectively.

## Assessing behaviours and performance

Hogan personality assessments measure one's motivations and likely behaviour. They capture the inside, the bright side and the dark side of personality, covering one's idealised self, an individual's strengths and their potential derailers, as well as capturing internal values and motivators. Personality is truly important to leadership as it drives the leader's behaviour, performance and ultimately reputation. Externally, it impacts others, driving employee engagement and team performance. The Hogan 360 assessments measure workplace behaviour and performance, capturing one's brand or reputation at a point in time and identifies improvement opportunities. Emotionally Intelligent (EQ) behaviours are measured as are operational and strategic capabilities.

## Hogan personality assessments

Hogan personality assessments capture natural and likely behaviour as seen by others. The Hogan Personality Inventory (HPI) or bright side, and the Hogan Development Survey (HDS) or dark side, pinpoint behavioural tendencies that can help or hinder one's reputation. The Motives, Values, Preferences Inventory (MVPI) helps to understand one's idealised self, and pinpoints how people derive meaning at work and in their personal lives. Behaviours are easier to change when one's motivations are clear.



Hogan has pioneered the science behind emotional intelligence and derailment since the late 1970s. The five-factor model was the basis of what to measure and how to measure. The Hogans used socio-analytic theory which is the study of human nature and how individual personality differences in getting along, getting ahead and finding meaning are expressed.

Hogan Assessments launched the HDS in 1992. Its job is to predict strengths, that if overplayed, have the potential to become derailers. It measures a capacity for dysfunctional dispositions that inhibit interpersonal effectiveness, or the barriers to getting along and getting ahead. Dark side behaviours can inhibit performance and destroy reputation and teams.

## Hogan 360 assessments

The Hogan 360 sheds light on reputation, or how one's behaviour is perceived by others. Feedback from managers, peers, and direct reports highlights favourable and adverse habits and makes it possible to identify and target behaviours that should be continued and those that require improvement. We are what we habitually do, so developing good habits is paramount.

## Benefits of combining Hogan personality and 360 assessments

When administering Hogan personality assessments in conjunction with the Hogan 360, we can immediately identify if the predicted behaviour is confirmed by observer ratings. Some managers exhibit a strong sense of self-awareness as evidenced by learned positive behaviours, while others may have a difficult time overcoming dark-side derailment issues.

The good news is that leadership can be learnt. It is observable, measurable and improvable. Personality and 360 assessments used in tandem are the key to unlocking self-awareness, allowing a person to effectively manage their reputation. It takes focus, motivation, deliberate practice and support. The Hogan 360 is critical to bringing focus. Learning leadership competencies requires disciplined self-management of one's core personality and the necessary learned behaviours to drive engagement and performance.

# Engagement Pays!

At PBC, our philosophy is that leadership drives engagement which in turn drives performance. Research conducted by Gallup (2020) proves that employee engagement leads to better business outcomes, including:

- Higher revenue, sales growth and shareholder return
- Greater levels of customer retention and higher net promoter scores
- Increased productivity, quality and safety.
- Improved employee retention and wellness with lower absenteeism.

According to research from survey providers AON, Glint and Mercer/ SIROTA 30-35% of employees are disengaged, and therein lies the challenge. These employees are ready to quit their boss, the team or the job. Some of these people share their misery with others, impacting morale, performance and retention. Gallup found that 70% of the variance in engagement can be attributed to the team manager.

Analytical work by the Shell Corporation shows that leadership drives engagement, safety and business results, with leadership at the team or organisational level accounting for 50% of employee engagement.

Leadership is one of the most consequential forces on the planet, making or breaking teams, enterprises and in extreme circumstances, even countries. A focus on leadership, high performing teams and employee engagement is an investment in a sustainable bottom line – it is no wonder that use of leadership assessments, coaching and development programs is growing rapidly throughout the world.

Through self-reflection, personality and 360 assessments help leaders to identify behaviours they should continue, cease or change in order to create more team engagement, foster cohesion, and encourage a shared passion to deliver organisational goals.

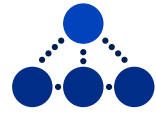
## Leadership



## Employee Engagement



## Organisational performance



**“The quality of people’s lives depends on their careers. The quality of people’s careers depends on the organisations in which their careers are embedded.**

**The success of these organisations depends on their leadership. The effectiveness of the leadership depends on the characteristics of the people in leadership roles. Ultimately, then, personality drives leadership, leadership drives organisational performance, and who is in charge matters greatly for the fate of organisations and the people in them.”**

– Dr Robert Hogan

# Learning Leadership

Leadership skills can be learnt if a leader has the motivation and desire to improve. Effective leaders understand that their team influences and reflects their reputation. Being a better leader means being a better learner which requires motivation and deliberate practice to build new competencies and mitigate negative behaviours.

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.

## Self-awareness

The starting point for improvement is accurate self-awareness gained through personality and 360 data. Strategic self-awareness only happens when a leader benchmarks their results against others, which can be confronting. The purpose of the assessments is to provide the scaffolding to deliver behavioural and reputational change to improve individual and team performance, and employee engagement and business outcomes. To accurately identify areas for improvement, leadership development and coaching needs to be science-based and tied to performance outcomes.

Leaders are encouraged to use assessments to best gain an understanding of their competencies at a single point in time, and more importantly to identify areas of untapped potential. We encourage people to begin with the end goal in mind – who do they want, and need, to be?

## Deliberate practice

Once a person understands that they can take personal responsibility for their reputation, the journey to becoming a better version of themselves begins – it takes focus, desire and drive. PBC's approach is to coach a leader to build new behavioural and business competencies through strategic and targeted effort. Deliberate practice has four components:

1. Specific goals must be set.
2. Goals must be measurable.
3. The leader should consciously step out of their comfort zone.
4. The leader must seek continuous feedback.

New habits come from repeated actions which teach the brain new neural pathways. Over time the new behaviours and confidence become second nature. The hard work is rewarded with a better reputation, results, and career success.

**“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

## Personal brand matters

Your personal brand is important in life. It is the key to your personal and professional success. It is defined by Dr Hogan as “getting along, getting ahead and finding meaning.”

Building a brand should be a journey of learning, discovery, and deliberate practice. It starts with Hogan Personality and 360 Assessments, so that science informs the development. The three meta competencies that stand out in building one's personal brand are emotional intelligence, high performance and engagement.

### **About Peter Berry Consultancy (PBC)**

PBC is a multidisciplinary global consulting firm with over 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

**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

**Peter Berry Consultancy New Zealand LP**  
info@peterberry.co.nz | www.peterberry.co.nz  
NZBN 94 2905 0294 0295

**Auckland Office**  
T: +64 9 941 9790  
11 Britomart Place, Auckland CBD, Auckland 1010