

# Whitepaper

## Healthcare industry

Exploring personality Within the Australian Healthcare Industry

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# Executive Summary

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This paper provides considerations for those looking to optimise leadership and facilitate outcomes in the healthcare industry by providing insights on how Australian healthcare workers may differ when compared to workers in other industries and also when comparing different groups within the healthcare industry. It explores differences based on the results of personality and value-based assessments.

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- **When comparing the healthcare industry to other industries**, regardless of job level, people in the healthcare industry had a stronger focus on helping others, appropriate social behaviour, and objective decision-making processes. However, the results also indicated that people in the healthcare industry may have a stronger tendency to be conflict-averse and less inclined to embrace change or focus on commercial outcomes.
- **Leaders** in the healthcare industry were more inclined to hold high standards of performance, be procedurally driven, and attentive to ensuring compliance and mitigating potential risks relative to their counterparts in other industries. However, they were also less inclined to delegate, be flexible in their approach to work, or actively seek opportunities to socialise and build their networks.
- **Individual contributors** in the healthcare industry were more likely to be concerned about their performance and work with a sense of passion and urgency relative to their counterparts in other industries. However, they were also likely to be more susceptible to daily stresses and pressures.
- **When looking at differences across job levels** within the healthcare industry, leaders were more likely to value opportunities to drive high performance, embrace change and new challenges, and seek opportunities to stay up to date. However, they were also at a greater risk of communicating in a complicated or hard to understand manner.
- **When looking specifically at doctors**, relative to other healthcare practitioners they were more inclined to value analytic problem solving, focus on the bigger picture, and stay up to date. They were also more inclined to value opportunities to lead and help others, hold high standards of performance, be procedurally driven, and attentive to rules and mitigating potential risks. However, they were less inclined to delegate or be flexible in their approach.
- **Relative to those in management roles**, doctors were more likely to value helping others and opportunities to be recognised for their performance. They were also more inclined to value objective decision-making processes and minimising risks, be procedurally driven and adopt high standards of performance. They were also more likely to focus on the bigger picture and stay up to date, although less inclined to focus on commercial matters.

- **In terms of sector differences**, regardless of job level, those working in the private healthcare sector were more inclined to value social interaction, recognition for their performance, and be interested in financial matters relative to those in the public healthcare sector.
- **Leaders in the private healthcare sector** were more likely to value opportunities to lead and drive performance and exhibit higher levels of resilience and confidence relative to leaders in the public healthcare sector. They were also more likely to focus on the bigger picture and take an innovative approach to problem solving. However, when not self-managing, they were more likely to be at risk of communicating in a manner that is overly complicated or hard to understand.
- **Leaders in the public healthcare sector** were more likely to value helping others and to work with a sense of passion and urgency relative to leaders in the private healthcare sector. They were also more inclined to be pragmatic in their approach to problem solving and focus on minimising risks. However, they were more likely to be susceptible to stress and pressure and derail by seeking to distance themselves from others. When not self-managing, they were also more inclined to derail by being indecisive and hesitant to voice their own opinions.
- **Regardless of job level, males within the healthcare industry** were more inclined to value opportunities to be noticed and recognised for their performance relative to their female counterparts. They were also more likely to value opportunities to lead others, drive high performance, focus on commercial matters, adopt objective decision making processes, and focus on the bigger picture. However, when not self-managing, they were more likely to seem indifferent to others' feelings and concerns, less inclined to attend to risks, and more likely to communicate in a manner that others may find overly complicated or hard to understand.
- **Regardless of job level, females within the healthcare industry** were more inclined to value helping others and adopt a tactful and considerate approach, although they may also be more likely to be conflict-averse relative to their male counterparts. They were more inclined to be comfortable following others' lead and direction and less inclined to engage in politics to advance professionally. Additionally, females were more likely to be pragmatic in the approach to problem solving. However, when not self-managing, they were more likely to derail by being reluctant to change methods or take chances, or by being slow to act and make decisions.



# Background

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The healthcare industry plays an important role in society and has experienced increasing challenges and demands, especially as a result of COVID-19.

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Those within the healthcare industry are required to operate in a complex and shifting environment, where they need to be able to adapt to succeed (Centre for Creative Leadership, 2010). While the healthcare sector experiences challenges similar to those experienced by other industries, it also experiences challenges that are related to its unique characteristics (Ayeleke & Colleagues, 2018). By understanding the similarities and differences between the healthcare industry and other industries, valuable insights can be obtained to help support the selection and development of talent and to help optimise leadership and work environments within the healthcare industry.

When examining similarities and differences between the healthcare industry and other industries, valuable insights can be obtained by looking at differences in relation to values and personality characteristics due to their relationship with job performance and outcomes at the individual, team and organisational level (e.g. Barrick, Mount & Judge, 2001; Driskell & Colleagues, 2006; Sikalieh & Mkoji, 2012). It is also beneficial to understand similarities and differences in the values and personality characteristics of different groups that work within the healthcare industry as they are likely to experience different challenges and development needs. For instance, previous research has found differences in values and personality characteristics based on sector, job level and gender (e.g. Costa, Terracciano, & McCrae, 2001; GøtzscheAstrup, Jakobsen, & Furnham, 2016; Lyons, Duxburn, & Higgins, 2006).

**“Valuable insights can be obtained by looking at differences in relation to values and personality characteristics.”**

These differences may also occur within the healthcare industry and influence the types of challenges and development needs experienced by different groups within the healthcare industry and provide important insights for the selection and development of talent.

**The present research seeks to identify whether meaningful personality-based differences exist between those working in the healthcare industry compared to other industries.**

This includes industry-related differences when looking at specific job levels (i.e. executives, managers, and individual contributors).

In addition, the present research seeks to examine whether there are any interesting differences within the healthcare industry across sectors, job levels, roles and genders. Understanding these differences may help prioritise development for different groups within the healthcare industry and provide valuable insights for areas such as talent management and leadership.

# Methodology



## Participants

This study drew on a sample of 5,067 Australian workers within the healthcare industry and a sample of 91,662 Australian workers from other industries, with data collected during 2012 and 2019.

The healthcare industry sample included participants from both the private and public healthcare sectors and participants who occupied a wide range of roles within the healthcare industry including (but not limited to) support and administration, physicians, allied health professionals, academics, management and executives. For a more detailed breakdown of the sample including by job level, sector and gender please refer to Appendix I. The sample for Australian workers from other industries consisted of participants from 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.



## Measures

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 not self-managing such as when under stress and pressure, and describes individuals' strengths which, when overplayed, can potentially derail performance at work.
- Motives, Values, Preferences Inventory (MVPI; Hogan & Hogan, 2010): provides insight into individuals' core values that motivate and drive their behaviour.



## Statistical Analyses

Average percentile scores were calculated from raw score data for each scale. Analyses of variance were carried out to assess where there were significant differences based on industry, job level, job role, sector and gender. 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.

### Participants

**5,067**

Australian Healthcare workers

**91,662**

Australian workers

Private & public sectors

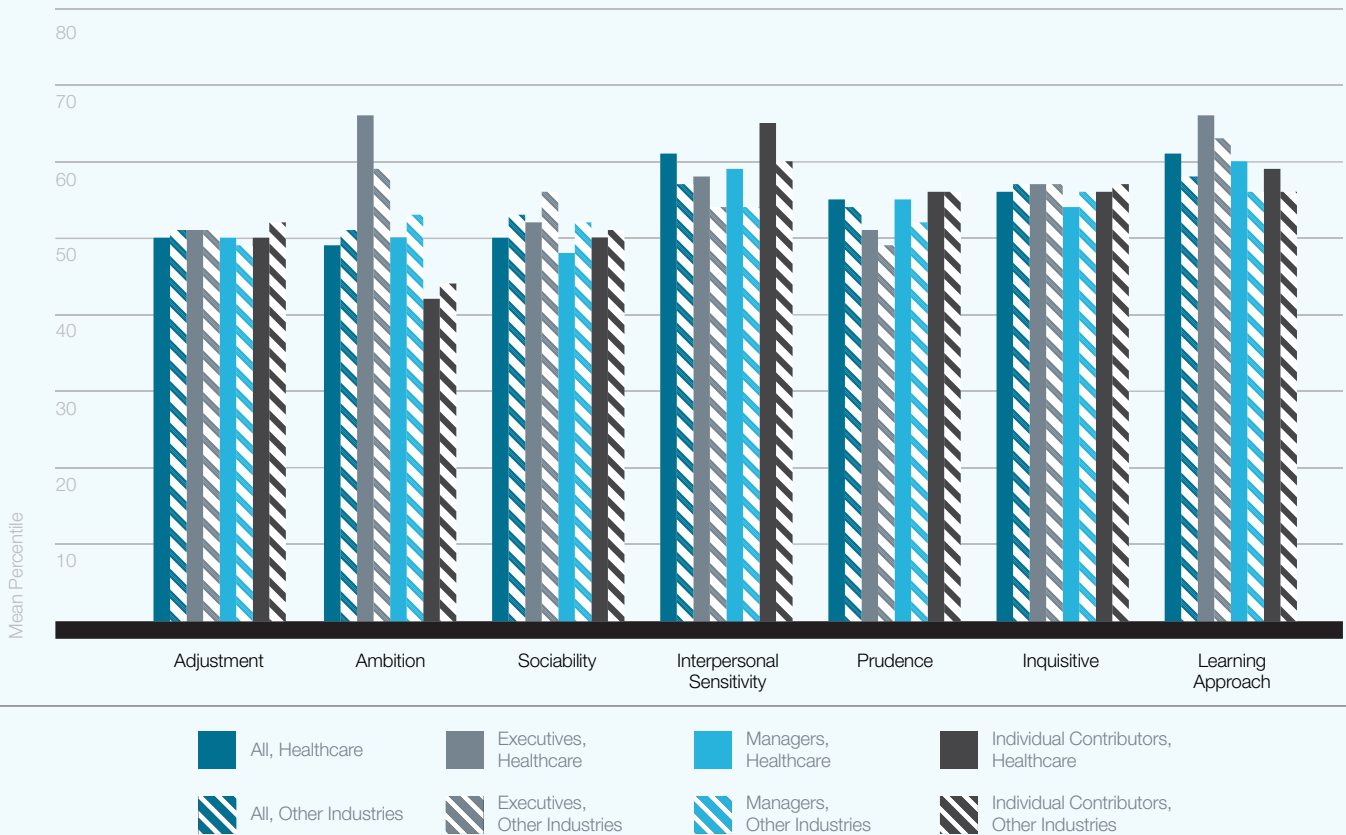


OUTCOMES

# Industry Comparison

The following section examines differences in personality between the healthcare industry relative to other industries.

## Hogan Personality Inventory



Regardless of job level, those in the healthcare industry were found to score significantly higher on Interpersonal Sensitivity, which suggests that they are more included to be perceptive and considerate of others and adopt a tactful and diplomatic approach. It also suggests that they may be more inclined to be conflict-averse and avoid confrontation which may have implications in terms of how readily contrary opinions are voiced, and how timely and directly performance issues are addressed.

Those within the healthcare industry were also found to score significantly higher on Learning Approach regardless of job level. This suggests that people within the healthcare industry are more inclined to value training and development activities, and actively seek opportunities to stay up to date with trends and developments within their profession.

### Executives

In addition to the differences noted above, executives within the healthcare industry scored significantly higher on Ambition relative to executives in other industries. This suggests that executives in the healthcare industry may tend to be more driven, focused on achieving results, and exhibit higher levels of confidence and initiative.

Executives within the healthcare industry also scored significantly higher on Prudence relative to other executives. This indicates that executives in the healthcare industry 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.

Additionally, Executives within the healthcare industry scored significantly lower on Sociability which suggests that they may not be as active in seeking opportunities to engage, communicate and collaborate with others relative to other executives and may need to work harder at networking and strategic socialising.

**Managers**

Interestingly, unlike executives in the healthcare industry who scored higher on Ambition relative to executives in other industries, managers in the healthcare industry scored lower on Ambition relative to managers in other industries. This suggests that managers in the healthcare industry may prefer less competitive environments and may be more comfortable following others' lead and suggestions relative to managers from other industries.

Similar to healthcare executives, managers in the healthcare industry scored significantly higher on Prudence relative to other managers which suggests that they 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.

Managers in the healthcare industry also scored lower on Inquisitive relative to managers in other industries. This suggests 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 operational than strategic matters relative to managers in other industries.

Similar to healthcare executives, managers within the healthcare industry also scored significantly lower on Sociability which indicates that they may not be as active in seeking opportunities to engage, communicate and collaborate with others relative to managers in other industries and may need to work harder at networking and strategic socialising.

**Individual Contributors**

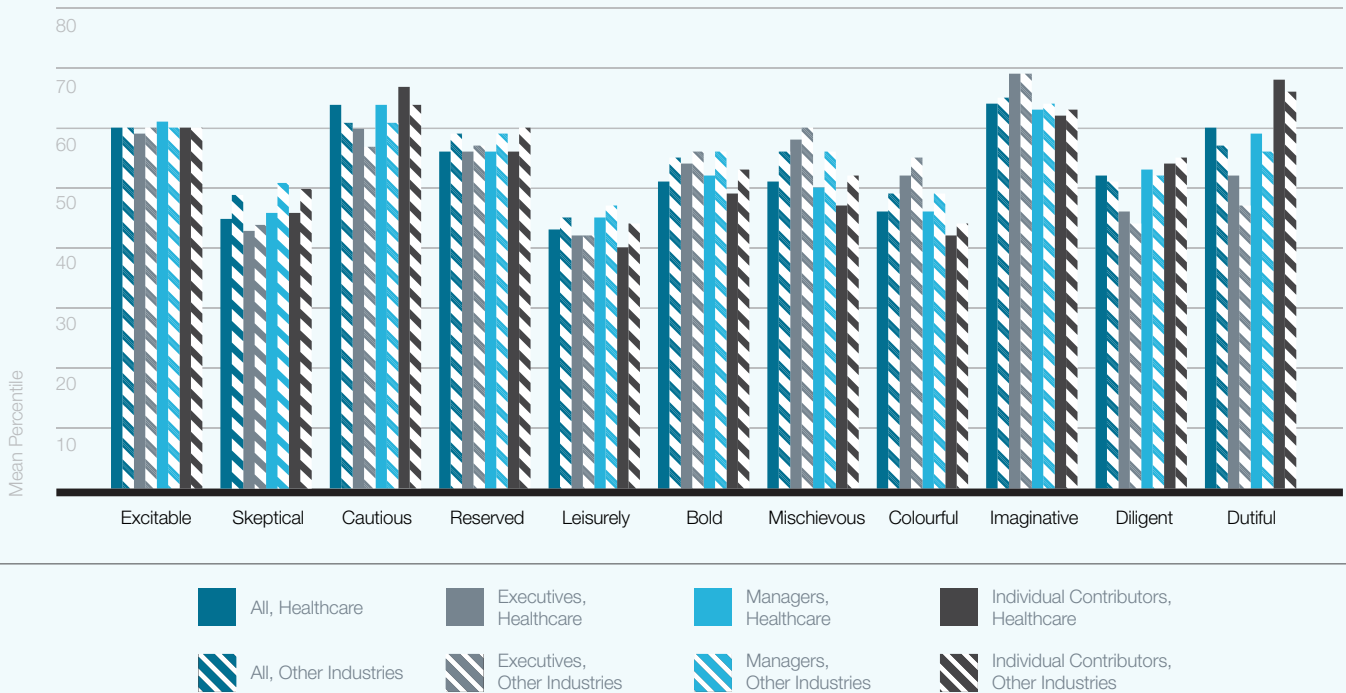
Individual contributors within the healthcare industry scored lower on Adjustment relative to individual contributors in other industries. This suggests that they are more likely to be reflective, concerned about performance and work with a sense of passion and urgency. However, it also indicates that they may be more susceptible to daily stresses and pressures.

Similar to managers within the healthcare industry, individual contributors scored lower on Ambition which suggests that they may have a higher preference for following others' lead and suggestions and their career advancement may depend more on their technical ability or expertise and opportunities that occur naturally relative to individual contributors in other industries.





## Hogan Development Survey



Regardless of job level, those in the healthcare industry were found to score significantly higher on Cautious and lower on Mischievous which indicates that those within the healthcare industry 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.

Those within the healthcare industry were also found to score significantly higher on Dutiful which indicates a greater tendency to be compliant, conforming and eager to please others. This suggests that when not self-managing, those in the healthcare industry may be more inclined to be hesitant to voice strong or contrary opinions and support others' regardless of their own opinion.

Those within the healthcare industry scored significantly lower on Bold which suggest that they are less inclined to be overly self-confident and self-promoting relative to those in other industries. They also scored significantly lower on Colourful which indicates that they are less inclined to be at risk of dominating social situations and are more likely to present as self-restrained.

### Executives

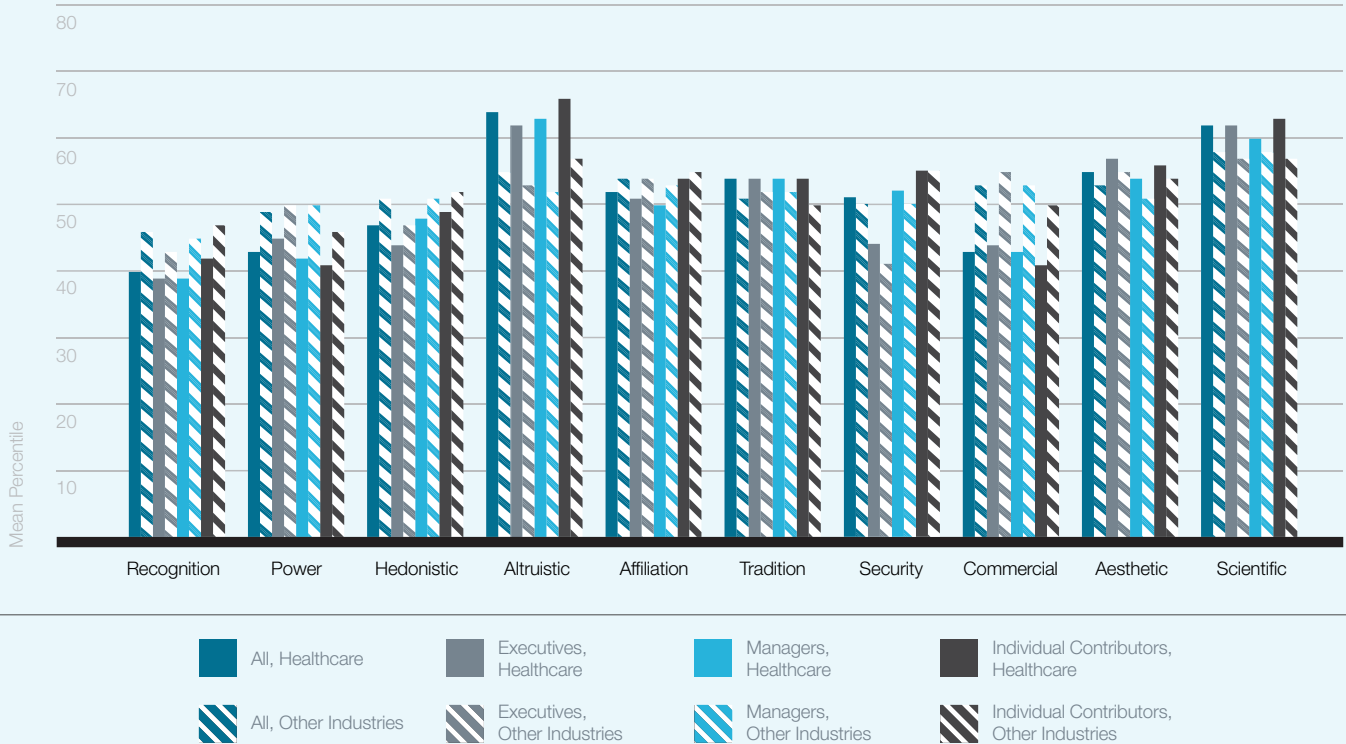
In addition to the differences noted above, executives within the healthcare industry scored significantly higher on Diligent. This suggests that they are more inclined to hold high standards of performance, be detailed-oriented, and meticulous about rules, procedures and schedules relative to executives in other industries. It also indicates that when not self-managing, executives in the healthcare industry may be less inclined to delegate or be flexible in their approach relative to other executives.

### Managers and Individual Contributors

Both managers and individual contributors within the healthcare industry were found to score significantly lower on Sceptical which indicates that they are less inclined to be at risk of being overly cynical, mistrusting and prone to fault-finding relative to their counterparts in other industries. They also scored significantly lower on Reserved which suggests that they are less inclined to be indifferent to others' feelings and problems, unapproachable or aloof relative to their counterparts in other industries. Additionally, managers and individual contributors in the healthcare industry scored lower on Leisurely which indicates that they are less inclined to overvalue their independence, feel resentful or unappreciated when others make demands on them, or ignore constructive criticism relative to their counterparts in other industries.



## Motives, Values, Preferences Inventory



Regardless of job level, those in the healthcare industry were found to score significantly lower on the values associated with status interests (i.e. lower on Recognition, Power and Hedonism). This indicates that those working within the healthcare industry are less likely to value opportunities to stand out, be noticed or get ahead, or fun and variety in the workplace relative to those in other industries. The healthcare industry was also found to score significantly lower on Commerce which suggests a lower inclination to focus on commercial outcomes.

Those working in the healthcare industry were found to score significantly higher on Altruistic which suggests that they are more likely to value helping others and contributing to society. It also indicates that the healthcare industry may be more inclined to focus on fostering a culture that cares about the welfare and wellbeing of others and emphasises fair treatment, civil behaviour and respect for others.

Those working in the healthcare industry were also found to score significantly higher on Tradition which suggests that they are more likely to value history and convention and have an interest in high standards and appropriate social behaviour relative to other industries. Organisations and leaders in the healthcare industry may be more inclined to focus on fostering a culture marked by formality, rules and uniform procedures relative to other industries.

Those working in the healthcare industry were also found to score significantly higher on Science which suggests that they are more likely to value analytic problem solving and objective decision-making processes. Organisations and leaders in the healthcare industry may be more inclined to focus on fostering a culture that emphasises rigour and defensibility of decisions and plans.

### Executives and Managers

In addition to the differences noted above, both executives and managers within the healthcare industry scored significantly lower on Affiliation. This indicates that leaders within the healthcare industry are less inclined to value opportunities to build their social networks and interact with others. As per their lower score on Sociability, this suggests that they may not be as active in seeking opportunities to engage, communicate and collaborate with others relative to their counterparts in other industries and may need to work harder at networking and strategic socialising.

Executives and managers within the healthcare industry also scored significantly higher on Security relative to executives in other industries. This indicates that executives and managers in the healthcare industry may be more inclined to value consistency, predictability and minimising risks and more likely to foster a culture that is risk-averse and concerned about mitigating potential errors or mistakes.

Managers within the healthcare industry also scored significantly higher on Aesthetics relative to managers in other industries. This indicates that managers in the healthcare industry are more inclined to value innovation and creative problem solving. That said, as managers scored significantly lower on Inquisitive relative to other managers, this suggests that while they may be more inclined to value innovation, they may be more likely to adopt a practical approach to their daily work and ultimately rely on routine, tried-and-tested approaches.

### Individual Contributors

There were no additional significant differences that were specific to individual contributors in the healthcare industry.

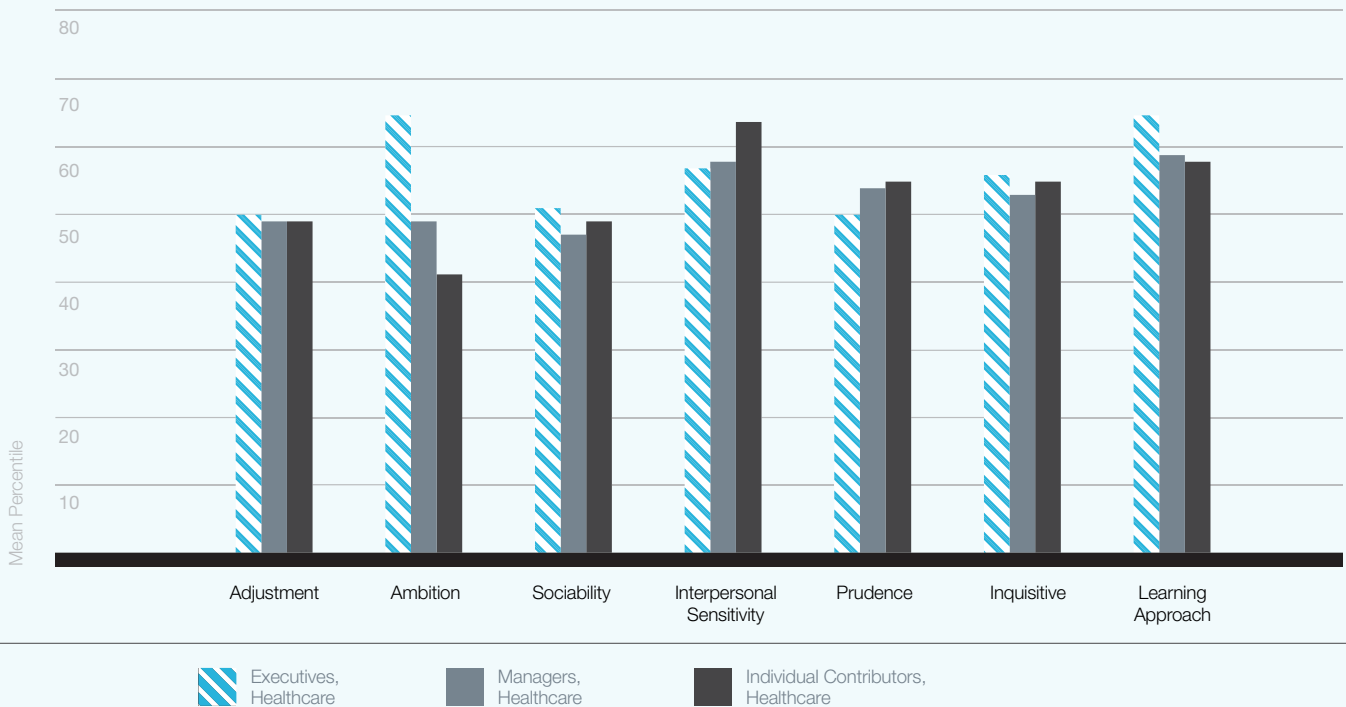


OUTCOMES

# Job Level Comparison

The following section examines differences in personality across job levels within the healthcare industry.

## Hogan Personality Inventory



Consistent with findings more broadly, the higher the job level the higher the scores on Ambition with executives scoring significantly higher on Ambition than managers and individual contributors, and managers scoring significantly higher on Ambition than individual contributors. This suggests that the higher the job level within the healthcare industry, the greater the inclination to be seen as driven, focused on achieving results, and as exhibiting higher levels of confidence and initiative.

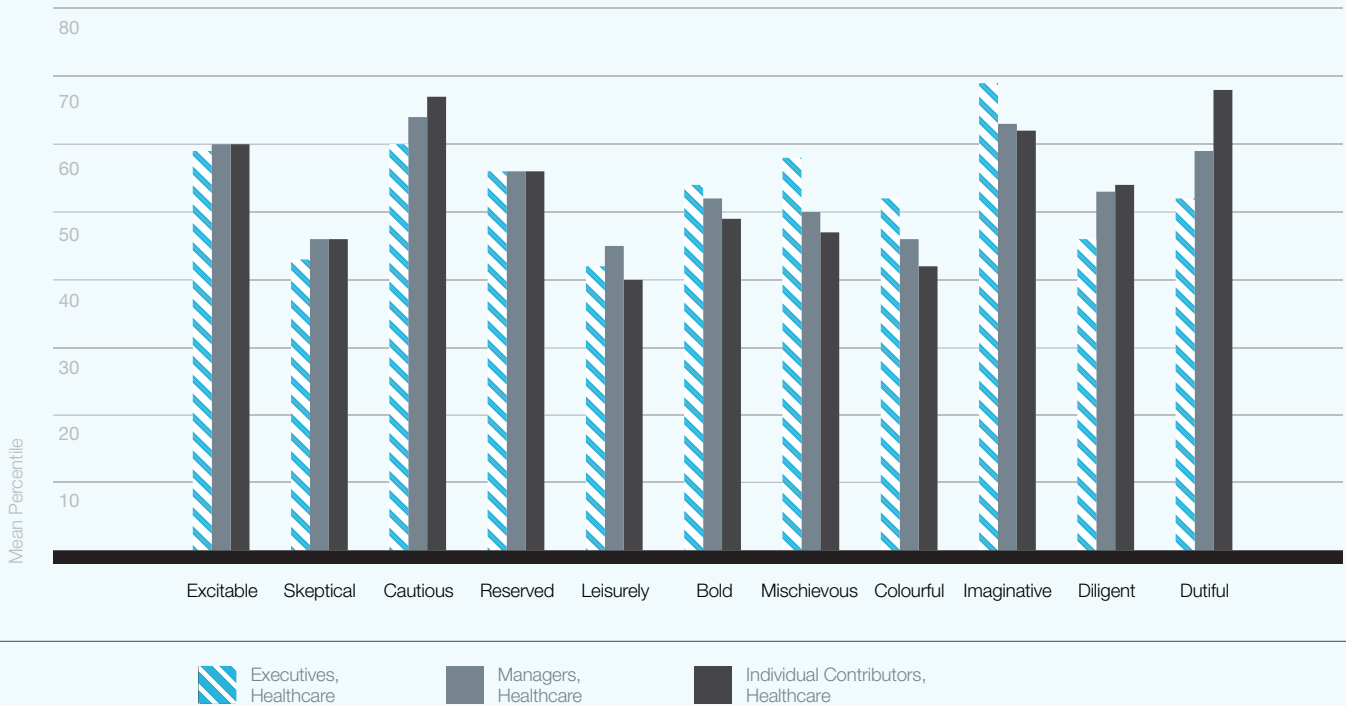
Executives within the healthcare industry were also found to score significantly higher on Learning Approach which indicates that they are more likely to value training and development activities, and actively seek opportunities to stay up to date with trends and developments relative to managers or individual contributors.

Additionally, executives within the healthcare industry scored significantly lower on Prudence which suggests that they are likely to be relatively more flexible, comfortable with change and adapting their approach than those in lower job levels.

Compared to managers, healthcare executives also scored higher on Sociability, indicating that they may be relatively more active in seeking opportunities to communicate and interact with others.

Leaders within the healthcare industry (i.e. executives and managers) were also found to score significantly lower on Interpersonal Sensitivity relative to individual contributors. This suggests that they are relatively more willing to adopt a direct and task-orientated approach when interacting with others compared to individual contributors.

### Hogan Development Survey



The higher the job level, the lower the score on Cautious with executives scoring significantly lower on Cautious relative to managers and individual contributors, and managers scoring significantly lower on Cautious relative to individual contributors. This suggests the higher the job level within the healthcare industry, the lower the inclination to derail by being unwilling to change methods, take chances or act quickly when under pressure.

The higher the job level, the lower the score on Dutiful with executives scoring significantly lower on Dutiful relative to managers and individual contributors, and managers scoring significantly lower on Dutiful relative to individual contributors. This suggests the higher the job level within the healthcare industry, the lower the likelihood of derailing by being indecisive and hesitant to voice one’s opinions.

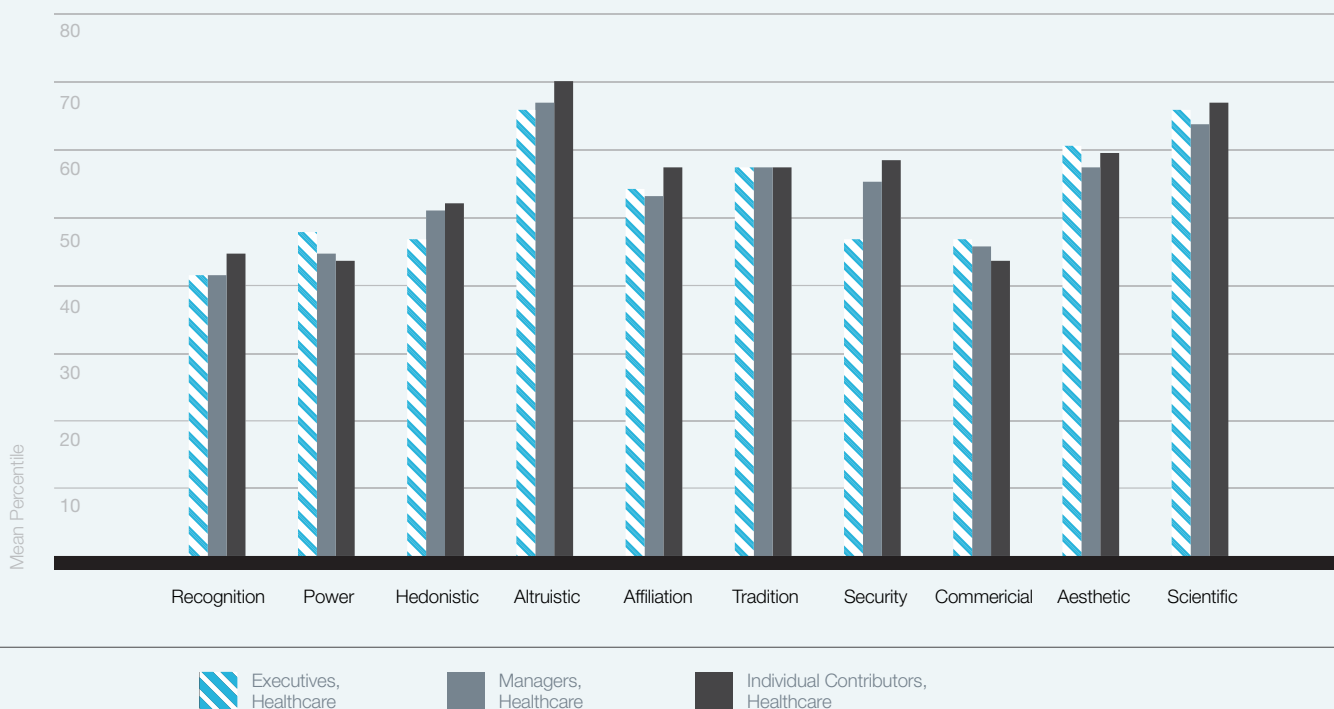
The higher the job level, the higher the score on Colourful with executives scoring significantly higher on Colourful relative to managers and individual contributors, and managers scoring significantly higher on Colourful relative to individual contributors. This suggests the higher the job level within the healthcare industry, the more likely to be comfortable being in the spotlight and presenting one’s ideas. However, they may also be at a relatively greater risk of derailing by being overly self-confident, self-promoting and dominating social situations when not self-managing.

Leaders (i.e. executives and managers) in the healthcare industry were also found to score significantly higher on Bold relative to individual contributors. This indicates that executives and managers are more likely to present as confident and self-assured and be willing to take on new challenges relative to individual contributors. However, when not self-managing, they may also be at a relatively higher risk of derailing by ignoring their shortcomings and constructive feedback.

Executives within the healthcare industry were also found to be more comfortable with taking risks and making quick decisions as evident by their significantly higher score on Mischievous. Executives also had scores that were significantly higher on Imaginative which suggests that they may be more inclined to be creative and idea-orientated, although when not self-managing may also be less inclined to attend to practical considerations and at a greater risk of communicating their ideas in a manner that others find overly complicated or hard to understand.

Executives also scored significantly lower on Diligent relative to managers and individual contributors in the healthcare industry. This suggests that they are less likely to derail by being overly perfectionistic, exacting in their expectations, and inflexible in their approach relative to managers and individual contributors in the healthcare industry.

### Motives, Values, Preferences Inventory



The higher the job level the lower the scores on Security with executives scoring significantly lower on Security than managers and individual contributors, and managers scoring significantly lower on Security than individual contributors. This suggests that the higher the job level within the healthcare industry, the lower the inclination to value consistency, predictability and minimising risks relative to others in the healthcare industry.

Leaders (i.e. executives and managers) within the healthcare industry were found to score significantly lower on Recognition which indicates that they are less likely to value opportunities to stand out and be noticed relative to individual contributors. Leaders within the healthcare industry also scored significantly lower on Affiliation which suggests that they are less likely to value opportunities for social interaction and collaboration relative to individual contributors. Additionally, leaders scored significantly lower on Altruistic which indicates that they may not value as strongly helping others and contributing to society as individual contributors in the healthcare sector.

Executives within the healthcare industry were found to score significantly higher on Power which suggests that they are likely to more strongly value opportunities to lead and influence others and value high performance, productivity and achievement relative to managers and individual contributors. Executives also scored significantly lower on Hedonism which suggests that they may be less inclined to value fun and variety in the workplace, and may be more strongly inclined to prefer professional environments focused on achieving results relative to managers and individual contributors. Executives in the healthcare industry also scored significantly higher on Commerce suggesting that they may be more inclined to attend to commercial considerations relative to managers or individual contributors.

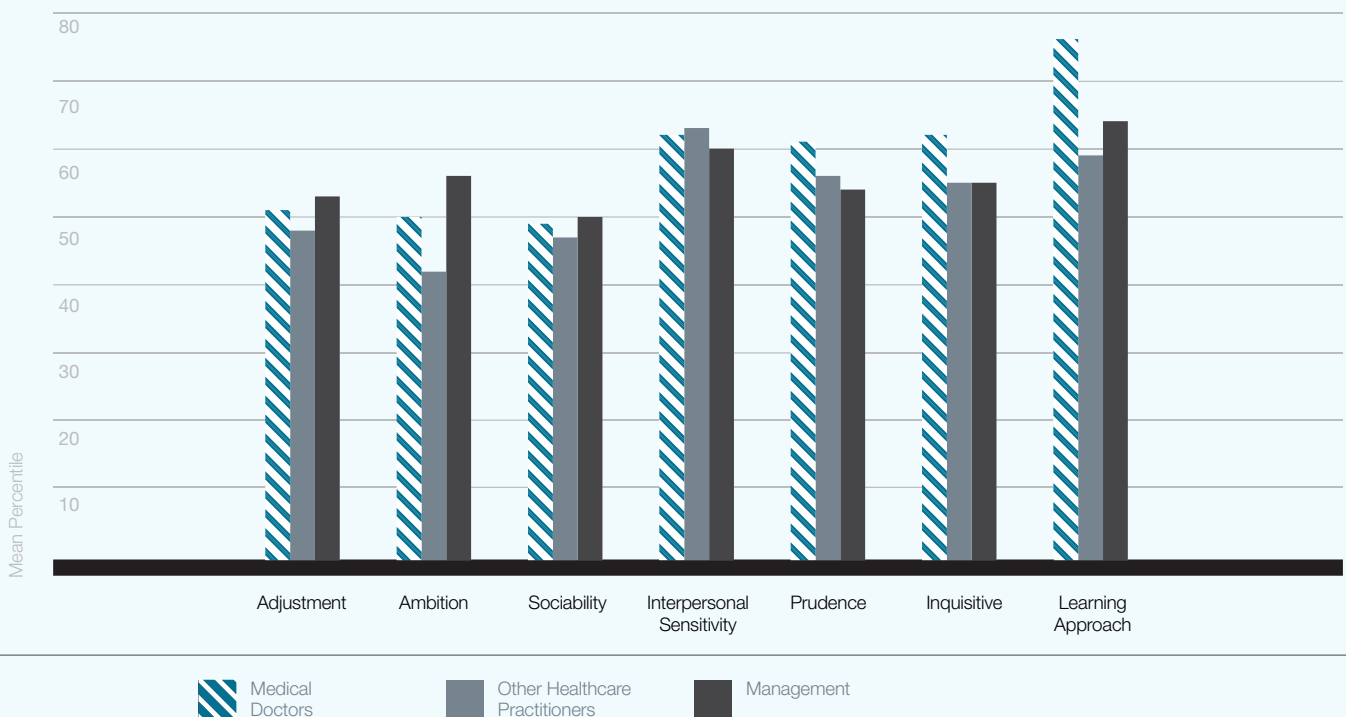


OUTCOMES

# Doctor Comparison

The following section examines how medical doctors differ from other types of healthcare professionals and those in management roles in the healthcare industry.

## Hogan Personality Inventory



There were several similarities when comparing doctors to other healthcare professionals and when comparing doctors to those in management roles in the healthcare industry. Specifically, for both comparisons, there was not a significant difference on Adjustment which indicates that they are likely to have similar levels of resilience and composure in the face of everyday stresses and pressures.

There were also no significant differences for Sociability and Interpersonal Sensitivity, indicating that doctors are likely to be similar to other healthcare practitioners and those in management roles in the healthcare industry in the extent that they seek out social interaction and adopt a perceptive and considerate interpersonal style.

Doctors did score significantly higher on Prudence compared to other healthcare professionals and those in management roles which suggests that they may be

more inclined to adopt high standards for performance, be procedurally driven and attentive to aspects such as details, rules and risks.

Doctors also scored significantly higher on Inquisitive than other healthcare professionals and management. This indicates that they may be more inclined to focus on the bigger picture and take an innovative approach to problem solving.

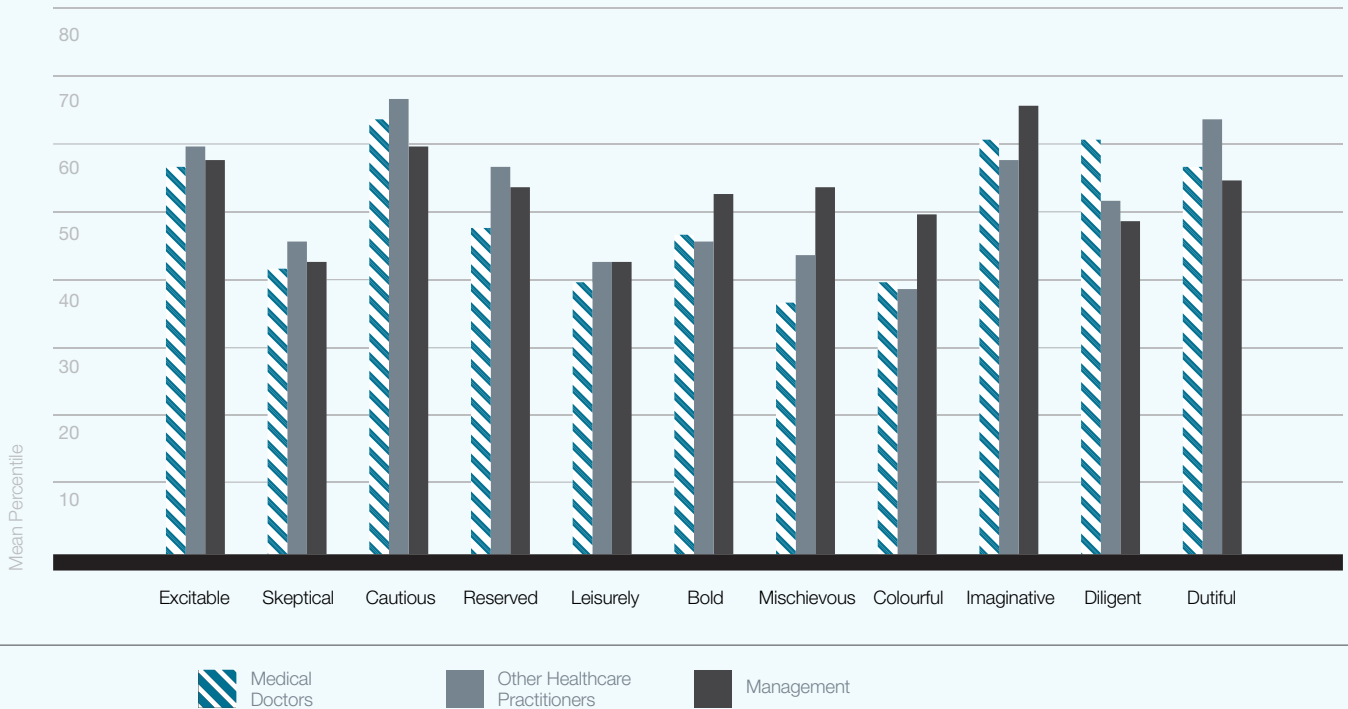
Additionally, doctors scored significantly higher on Learning Approach which suggests that doctors are more inclined to value training and development activities, and actively seek opportunities to stay up to date with trends and developments within their profession than other healthcare practitioners or those in management roles.

Doctors scored significantly higher on Ambition than other healthcare practitioners, which suggests that doctors may

tend to be more driven, focused on achieving results, and exhibit higher levels of confidence and initiative relative to other healthcare practitioners. However, doctors scored significantly lower on Ambition relative

to those in management roles, which suggests that they may be less inclined to present as confident, driven, results-focused compared to those in management roles within the healthcare industry.

### Hogan Development Survey



#### Comparing Doctors to Other Healthcare Practitioners

Doctors scored significantly lower on Reserved relative to other healthcare practitioners which indicates that they are less inclined to derail by being indifferent to others’ feelings and problems, unapproachable or aloof when not self-managing.

Doctors scored significantly lower on Mischievous relative to other healthcare practitioners which suggests that they may be less inclined to take unnecessary risks or act impulsively without considering the potential consequences of their actions when not self-managing.

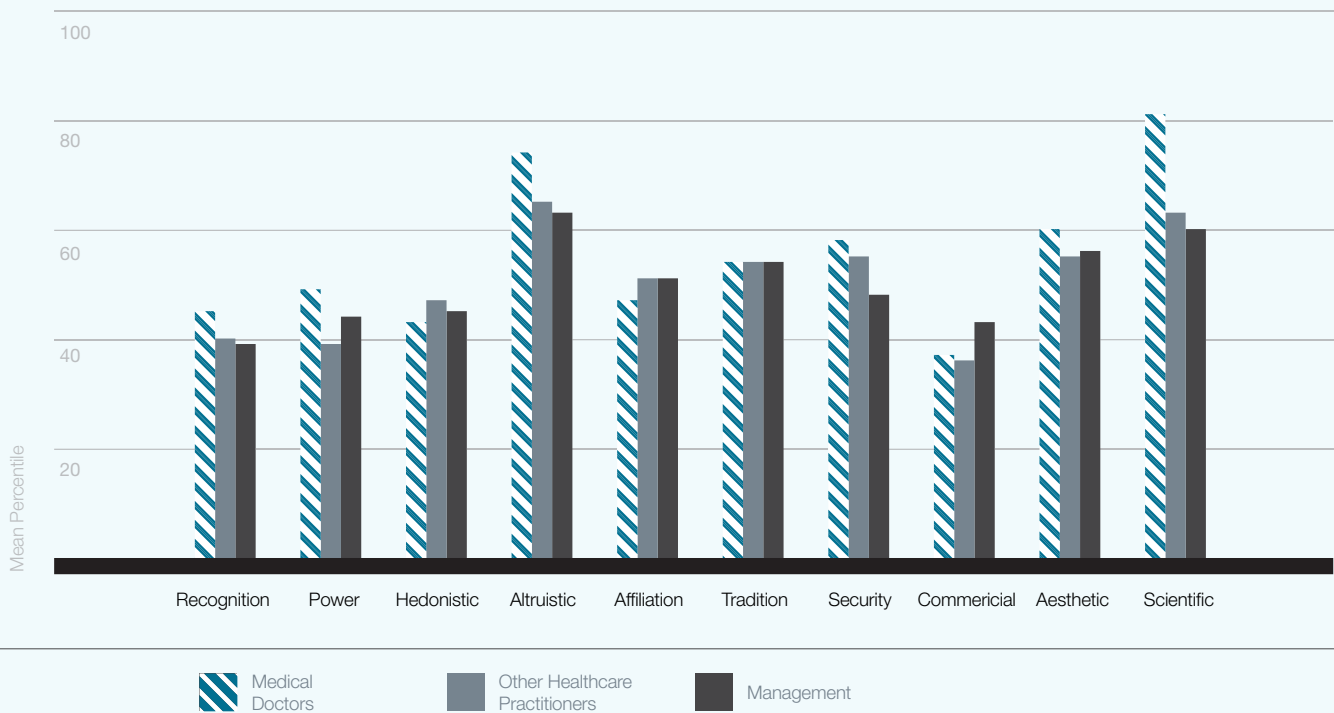
Doctors scored significantly higher on Diligent relative to other healthcare practitioners which indicates that they may be more inclined to hold high standards of performance, be detailed-orientated, and meticulous about rules, procedures and schedules. It also indicates that when not self-managing, doctors in the healthcare industry may be less inclined to delegate or be flexible in their approach relative to other healthcare practitioners.

Doctors scored significantly lower on Dutiful relative to other healthcare practitioners. This suggests that doctors may tend to be less inclined to derail by being indecisive and hesitant to voice their own opinions when under pressure relative to other healthcare practitioners.

#### Comparing Doctors to Management Roles

Relative to those in management roles in the healthcare industry, doctors scored significantly lower on the scales associated with managing one’s emotions by seeking to assert power and control others (i.e. lower on Bold, Mischievous, Colourful, and Imaginative). This indicates that relative to those in management roles in the healthcare industry, doctors 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).

## Motives, Values, Preferences Inventory



### Comparing Doctors to Other Healthcare Practitioners

Doctors scored significantly higher on Power relative to other healthcare practitioners. This suggests that doctors are more likely to strongly value opportunities to lead and influence others and value high performance, productivity and achievement relative to other healthcare practitioners.

Doctors also scored significantly higher on Altruistic relative to other healthcare practitioners. This indicates that doctors are more likely to value helping others and contributing to society relative to other healthcare practitioners.

Doctors scored significantly higher on Science relative to other health practitioners. This suggests that doctors are more likely to value analytic problem solving and objective decision-making processes relative to other healthcare practitioners.

### Comparing Doctors to Management Roles

Doctors scored significantly higher on Recognition relative to those in management roles in the healthcare industry. This suggests that doctors may be more likely to value opportunities to stand out, be noticed and acknowledged for their contributions and achievements relative to those in management roles.

Doctors also scored significantly higher on Altruistic relative to those in management roles in the healthcare industry. This indicates that doctors are more likely to value helping others and contributing to society relative to those in management roles.

Additionally, doctors scored significantly higher on Security relative to those in management roles in the healthcare industry. This suggests that doctors may be more inclined to value consistency, predictability and minimising risks than those in management roles.

Doctors also scored significantly higher on Science relative to those in management roles in the healthcare industry. This suggests that doctors are more likely to value analytic problem solving and objective decision-making processes relative to those in management roles.

Additionally, doctors scored significantly lower on Commerce relative to those in management roles in the healthcare industry. This indicates that doctors may have a lower inclination to focus on commercial outcomes than those in management roles.



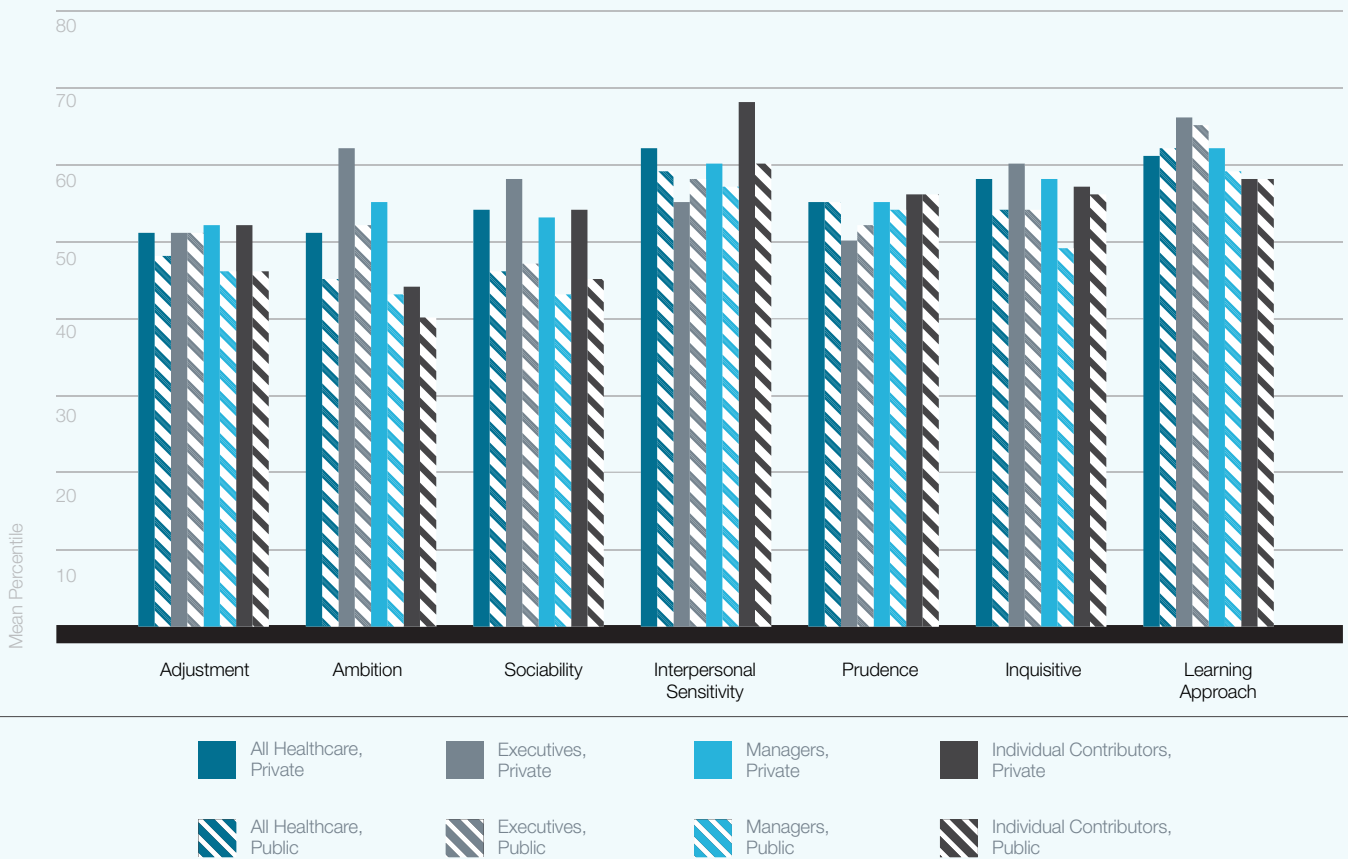


OUTCOMES

# Sector Comparison

The following section compares the differences between those working within the public versus the private sector within the healthcare industry.

## Hogan Personality Inventory



Regardless of job level, those working in the private healthcare sector scored significantly higher on Sociability. This indicates that those working within the private healthcare sector may tend to be more active in seeking opportunities to engage, communicate and collaborate with others relative to their counterparts within the public healthcare sector.

### Executives and Managers

In addition to the difference noted above, executives and managers working within the private healthcare sector scored significantly higher on Ambition relative to their counterparts in the public healthcare sector. This indicates that executives and managers working within the private healthcare sector are more likely to be seen as exhibiting higher levels of confidence, drive and initiative relative to their counterparts working within the public healthcare sector.

Executives and managers working in the private healthcare sector also scored significantly higher on Inquisitive suggesting that they may be more inclined to be focused on the bigger picture and take an innovative approach to problem solving. On the other hand, executives and managers in the public healthcare sector may be seen as more inclined to be process-focused and pragmatic in their approach to problem solving relative to their counterparts in the private healthcare sector.

Managers working within the private healthcare sector scored significantly higher on Adjustment relative to managers working in the public healthcare sector. This suggests that managers in the private sector may tend to be more resilient and composed in the face of everyday stresses and pressures. On the other hand, those in the public healthcare sector may be more inclined to work with a sense of passion and urgency and may be more susceptible to daily stresses and pressures.

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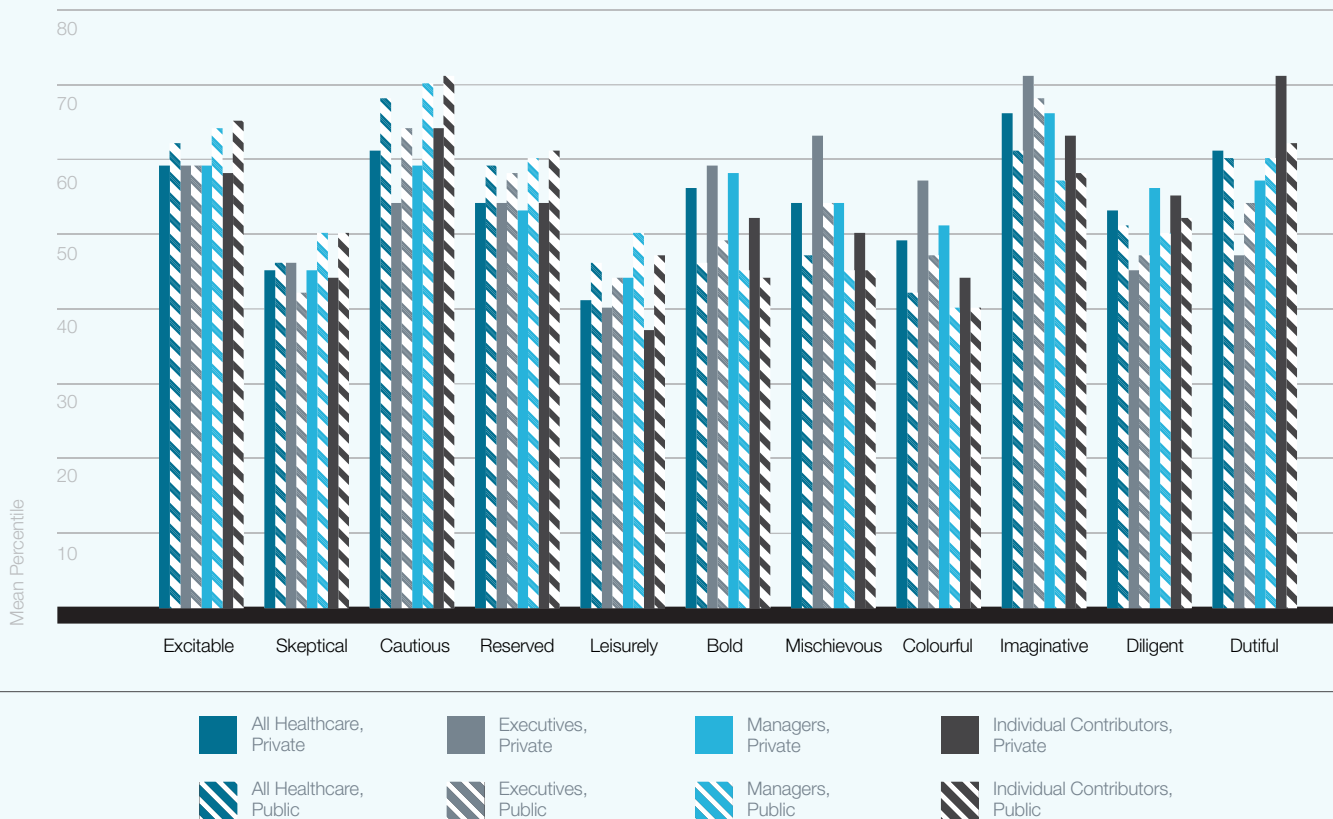
### Individual Contributors

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Similar to managers, individual contributors working within the private healthcare sector scored significantly higher on Adjustment relative to individual contributors working in the public healthcare sector. This suggests that individual contributors in the private healthcare sector may tend to be relatively more resilient while individual contributors in the public healthcare sector may be relatively more susceptible to daily stresses and pressures.

Individual contributors working in the private healthcare sector also scored significantly higher on Interpersonal Sensitivity relative to individual contributors working in the public healthcare sector. This indicates that individual contributors working in the private healthcare sector may be more inclined to be perceptive and considerate of others and adopt a tactful and diplomatic approach relative to those in the public healthcare sector. On the other hand, individual contributors in the public healthcare sector may be more inclined to adopt a task-focused approach in their interactions with others relative to those in the private healthcare sector.

### Hogan Development Survey



Regardless of job level, those working in the private healthcare sector scored significantly lower on Cautious. This indicates that those in the private healthcare sector are less inclined to derail by being unwilling to change methods, take chances or act quickly when under pressure relative to those working in the public healthcare sector.

Those within the private healthcare sector also scored significantly higher on Bold, suggesting that they may be more likely to present as confident and self-assured and be willing to take on new challenges relative to those in the public sector. However, when not self-managing, they may also be more likely to derail by ignoring their shortcomings and constructive feedback relative to those in the public sector.

Those within the private healthcare sector also scored significantly higher on Mischievous which indicates that they may tend to be more comfortable with taking risks and making quick decisions when under pressure relative to those in the public sector. However, when not self-managing, they may also be more likely to derail by taking risks without reviewing the potential consequences.

#### Executives

In addition to the differences noted above, executives working within the private healthcare sector scored

significantly higher on Colourful relative to executives working within the public healthcare sector. This suggests that executives within the private healthcare sector may tend to be more comfortable being in the spotlight and presenting their ideas. However, when not self-managing, they may also be more likely to derail by talking more than they listen, confusing social activity with productivity, and seeming self-promoting.

Executives in the private healthcare sector also scored significantly lower on Dutiful which suggests that they may tend to be less inclined to derail by being indecisive and hesitant to voice their own opinions when under pressure relative to executives in the public healthcare sector.

#### Managers

Managers within the private healthcare sector scored significantly lower on the HDS scales associated with managing stress and pressure by seeking to distance themselves from others and push others away (i.e. lower on Excitable, Sceptical, Cautious, Reserved, and Leisurely). This indicates that managers within the private healthcare sector may be less inclined to exhibit the following tendencies when not self-managing, relative to those in the public healthcare sector: overreacting to situations and being tense under pressure (Excitable); being cynical of others and prone to fault-finding (Sceptical); being reluctant

to take chances and resistant to change (Cautious); withdrawing and seeming indifferent to others (Reserved); and being stubborn, uncooperative and focused on their own agenda (Leisurely).

Similar to executives, managers working within the private healthcare sector scored significantly higher on Colourful relative to managers working within the public healthcare sector. This suggests that managers within the private healthcare sector may tend to be more comfortable being in the spotlight and presenting their ideas relative to their counterparts in the public healthcare sector. However, when not self-managing, they may also be more likely to derail by talking more than they listen, confusing social activity with productivity, and seeming self-promoting relative to managers in the public healthcare sector.

Managers within the private healthcare sector also scored significantly higher on Imaginative relative to managers working in the public healthcare sector. This suggests that they may be more inclined to be creative and idea-orientated relative to managers in the public healthcare sector, although when not self-managing, they may also be less inclined to attend to practical considerations and at a greater risk of communicating their ideas in a manner that others find overly complicated or hard to understand.

Managers within the private healthcare sector also scored significantly higher on Diligent relative to managers working in the public healthcare sector. This suggests that they may be more inclined to hold high standards of performance, be detailed-orientated, and meticulous about rules, procedures and schedules relative to managers in the public healthcare sector. However, it also indicates that when not self-managing, managers working within the private healthcare sector may be less inclined to delegate or be flexible in their approach relative to those in the public healthcare sector.

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### Individual Contributors

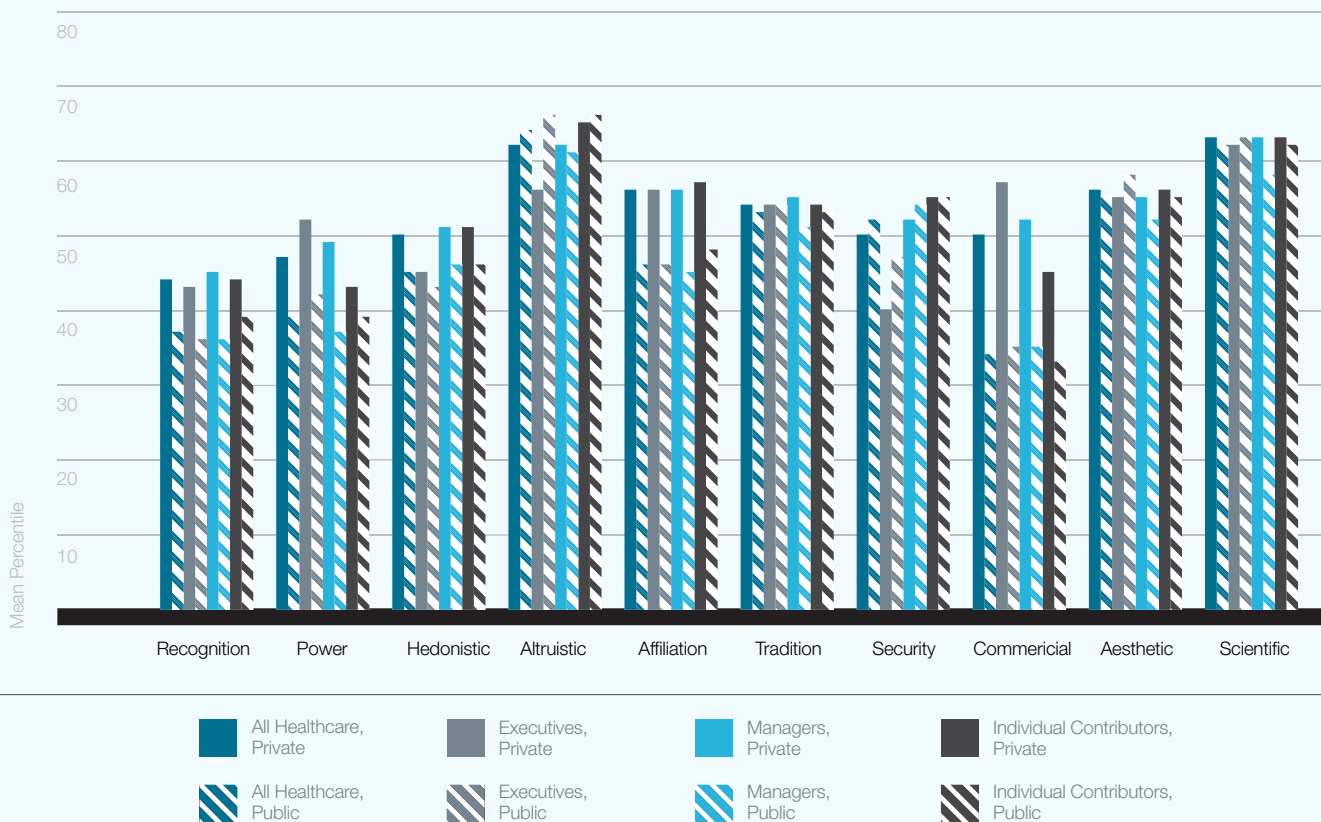
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Similar to managers, individual contributors in the private sector scored significantly lower on the HDS scales associated with managing stress and pressure by seeking to distance themselves from others and push others away (i.e. lower on Excitable, Sceptical, Cautious, Reserved, and Leisurely).

Like managers, they also scored significantly higher on Imaginative which suggests that they may be more inclined to be creative and idea-orientated, although when not self-managing, they may also be less inclined to attend to practical considerations and at a greater risk of communicating their ideas in a manner that others find overly complicated or hard to understand relative to those in the public healthcare sector.

Individual contributors working within the private healthcare sector also scored significantly higher on Dutiful relative to individual contributors within the public healthcare sector. This indicates when not self-managing, individual contributors in the private healthcare sector may be more inclined to be hesitant to voice strong or contrary opinions and support others regardless of their own opinion. This aligns with their significantly higher score on Interpersonal Sensitivity which indicates that they may be more conflict-averse and inclined to avoid confrontations.

## Motives, Values, Preferences Inventory



Regardless of job level, those within the private healthcare sector scored significantly higher on Recognition relative to those within the public healthcare sector. This suggests that those within the private healthcare sector may be more likely to value opportunities to stand out and be noticed relative to their counterparts in the public healthcare sector.

They also scored significantly higher on Commerce which indicates that they may be more inclined to attend to commercial considerations relative to their counterparts in the public healthcare sector.

Additionally, those within the private healthcare sector scored significantly higher on Affiliation, suggesting that they may be more inclined to value opportunities to build their social networks and interact with others relative to their counterparts in the public healthcare sector.

### Executives

In addition to the differences noted above, executives within the private healthcare sector scored significantly higher on Power relative to executives in the public healthcare sector. This suggests that they are likely to more strongly value opportunities to lead and influence others and value high performance, productivity and achievement relative to executives in the public healthcare sector.

Executives within the private healthcare sector scored significantly lower on Altruistic relative to executives within the public healthcare sector. This indicates that they may not value as strongly helping others and contributing to society as executives in the public healthcare sector.

They also scored significantly lower on Security which suggests that they may be less inclined to value consistency, predictability and minimising risks relative to executives in the public healthcare sector.

### Managers

Similar to executives, managers within the private healthcare sector scored significantly higher on Power relative to managers in the public healthcare sector. This suggests that they are likely to more strongly value opportunities to lead and influence others and value high performance, productivity and achievement relative to managers in the public healthcare sector.

Managers within the private healthcare sector also scored significantly higher on Hedonism relative to managers in the public healthcare sector. This suggests that managers within the private healthcare sector may have a relatively stronger preference for fun and variety in the workplace when compared to managers in the public healthcare sector. On the other hand, managers in the public healthcare sector may be more strongly inclined to prefer professional environments focused on achieving results.

**Individual Contributors**

Similar to managers, individual contributors within the private healthcare sector also scored significantly higher on Hedonism relative to individual contributors in the public healthcare sector. This suggests that they may have

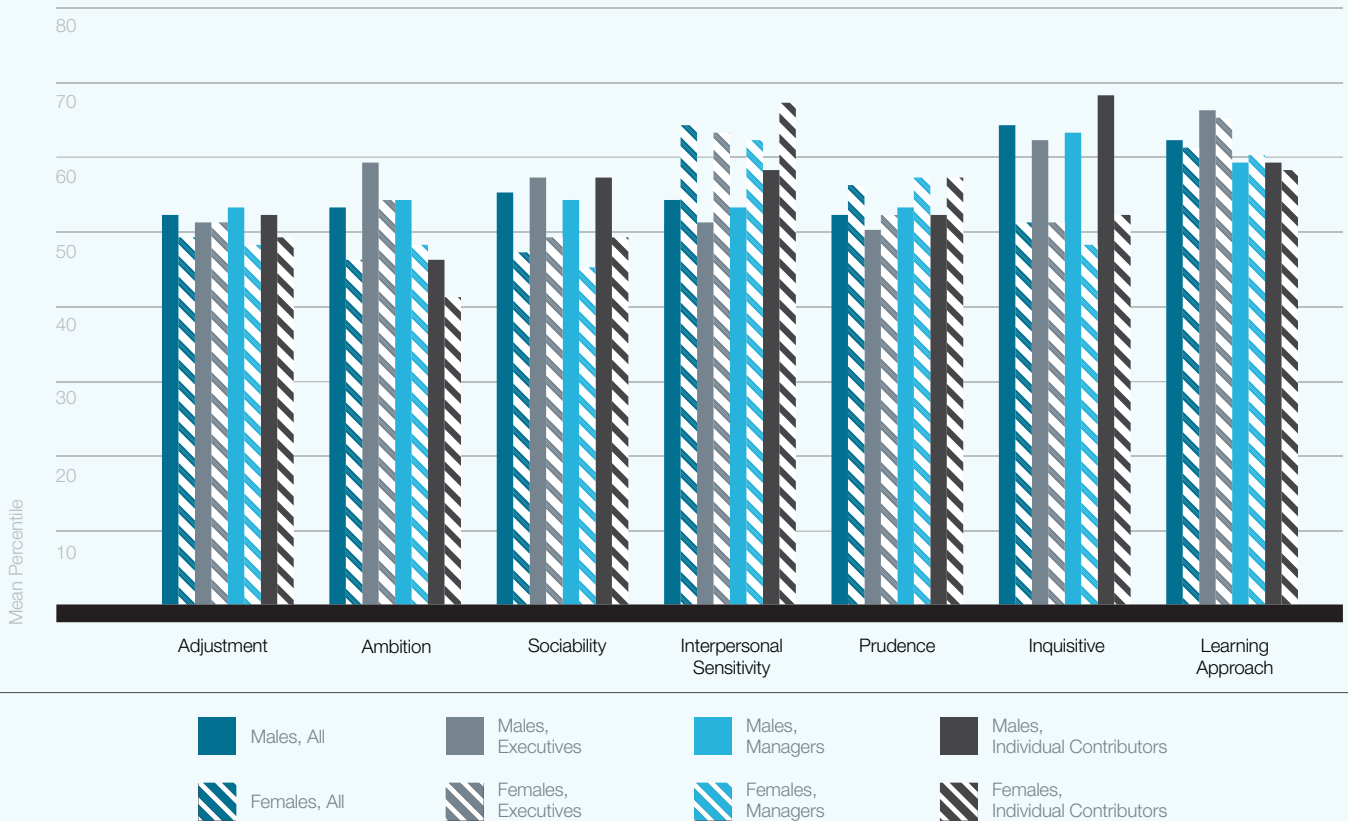
a relatively stronger preference for fun and variety in the workplace when compared to individual contributors in the public healthcare sector. On the other hand, individual contributors in the public healthcare sector may be more strongly inclined to prefer professional environments focused on achieving results.



OUTCOMES

# Gender Comparison

## Hogan Personality Inventory



Regardless of job level, males within the healthcare industry were found to score significantly higher on Ambition relative to their female counterparts within the healthcare industry. This suggests that males within the healthcare industry may tend to present as driven, focused on achieving results, and exhibit higher levels of confidence and initiative relative to their female counterparts. On the other hand, females within the healthcare industry may be more inclined to present as comfortable following others’ lead and direction and less inclined to engage in politics to advance professionally.

Males within the healthcare industry also scored significantly higher on Sociability relative to their female counterparts. This indicates males within the healthcare industry may tend to be more active in seeking opportunities to engage, communicate and collaborate with others relative to their female counterparts.

Additionally, males within the healthcare industry scored significantly higher on Inquisitive relative to their female counterparts. This suggests that males within the healthcare industry may be more inclined to be focused on the bigger

picture and take an innovative approach to problem solving relative to their female counterparts. On the other hand, females within the healthcare industry may be more inclined to be process-focused and pragmatic in their approach to problem solving relative to their male counterparts.

Males scored significantly lower on Interpersonal Sensitivity relative to females within the healthcare industry. This suggests that males within the healthcare industry may be more willing to adopt a direct and task-orientated approach when interacting with others compared to their female counterparts. On the other hand, females within the healthcare industry are more inclined to adopt a tactful and considerate approach when interacting with others relative to their male counterparts.

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### Executives

There were no additional significant gender differences to those noted above that were specific to executives in the healthcare industry.

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### Managers

Male managers within the healthcare industry were found to score significantly higher on Adjustment relative to female managers. This suggests that male managers within the healthcare industry may be more resilient and less susceptible to daily stresses and pressures relative to female managers.

Male managers in the healthcare industry also scored significantly lower on Prudence relative to female managers. This suggests that male managers may be relatively more flexible and comfortable with change and adapting their approach. Combined with their significantly higher score on Inquisitive, they may tend to be more focused on the bigger picture and less attentive to details or procedural matters relative to female managers. On the other hand, female managers within the healthcare industry 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 relative to male managers.

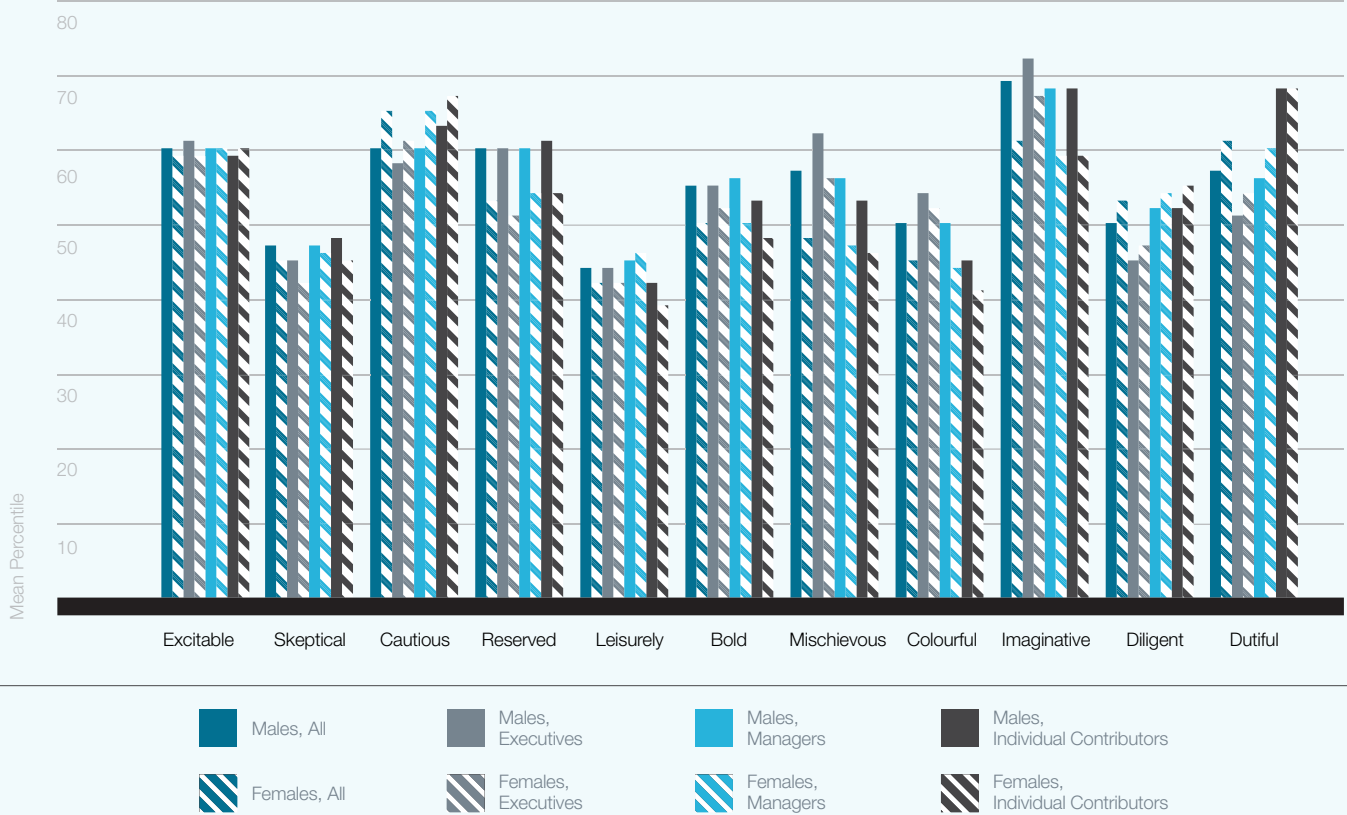
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### Individual Contributors

Similar to managers, male individual contributors within the healthcare industry scored significantly lower on Prudence relative to their female counterparts. This suggests that male individual contributors may tend to be relatively more flexible and comfortable with change and adapting their approach. On the other hand, female individual contributors within the healthcare industry 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 relative to their male counterparts.



### Hogan Development Survey



Regardless of job level, males within the healthcare industry scored significantly lower on Cautious and higher on Mischievous relative to their female counterparts. This suggests that males within the healthcare industry may tend to be less concerned about potential risks or mistakes relative to their female counterparts. It also suggests that they may be less inclined to derail by being reluctant to change methods or take chances, or by being slow to act and make decisions when under pressure relative to their female counterparts.

Males within the healthcare industry also scored significantly higher on Imaginative relative to their female counterparts which suggests that they may be more inclined to be creative and idea orientated. However, when not self-managing, males within the healthcare industry may also be less inclined to attend to practical considerations and at a greater risk of communicating their ideas in a manner that others find overly complicated or hard to understand relative to their female counterparts.

Additionally, males within the healthcare industry scored significantly higher on Reserved relative to their female counterparts. This suggests that when not self-managing, they may be more inclined to become task-focused and prefer to work alone or keep others at a distance relative to their female counterparts. This may result in them being at a greater risk of seeming indifferent to others' feelings and

problems, unapproachable or aloof when under pressure relative to their female counterparts.

#### Executives

There were no additional significant gender differences to those noted above that were specific to executives in the healthcare industry.

#### Managers

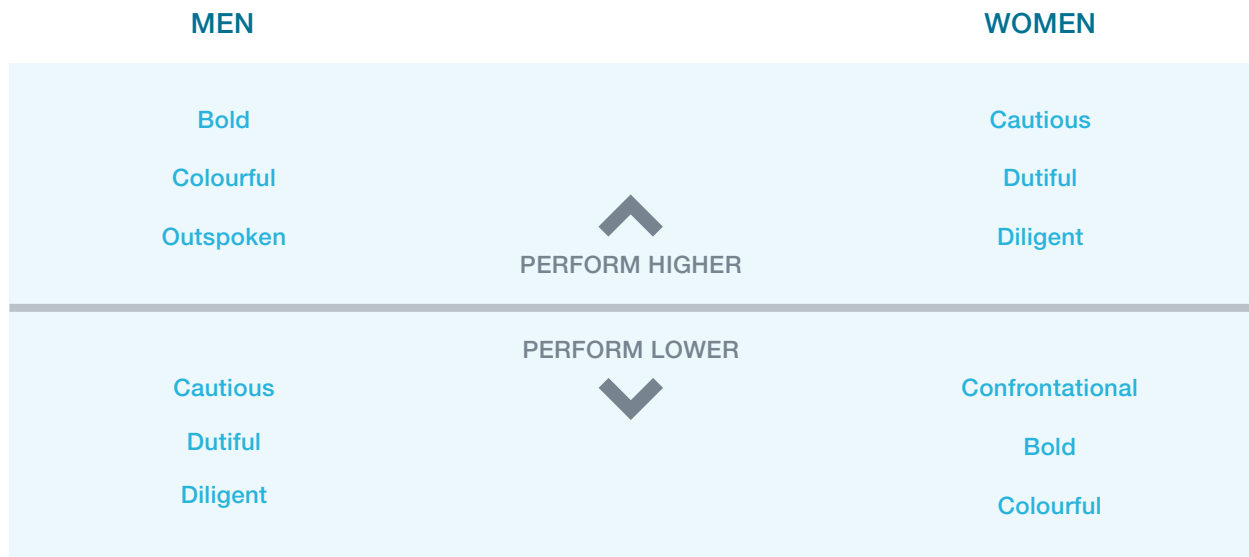
In addition to the differences noted above, male managers working within the healthcare industry scored significantly higher on Bold relative to female managers. This indicates that male managers within the healthcare industry are more likely to present as confident and self-assured and be willing to take on new challenges relative to female managers. However, when not self-managing, they may also be more likely to be at risk of being overly self-confident and self-promoting relative to their female counterparts.

Male managers working within the healthcare industry also scored significantly higher on Colourful relative to female managers. This indicates that male managers within the healthcare industry are more likely to be comfortable being in the spotlight and presenting one's ideas. However, when not self-managing, they may be at a greater risk of dominating social situations and mistaking social activity with productivity relative to their female counterparts.

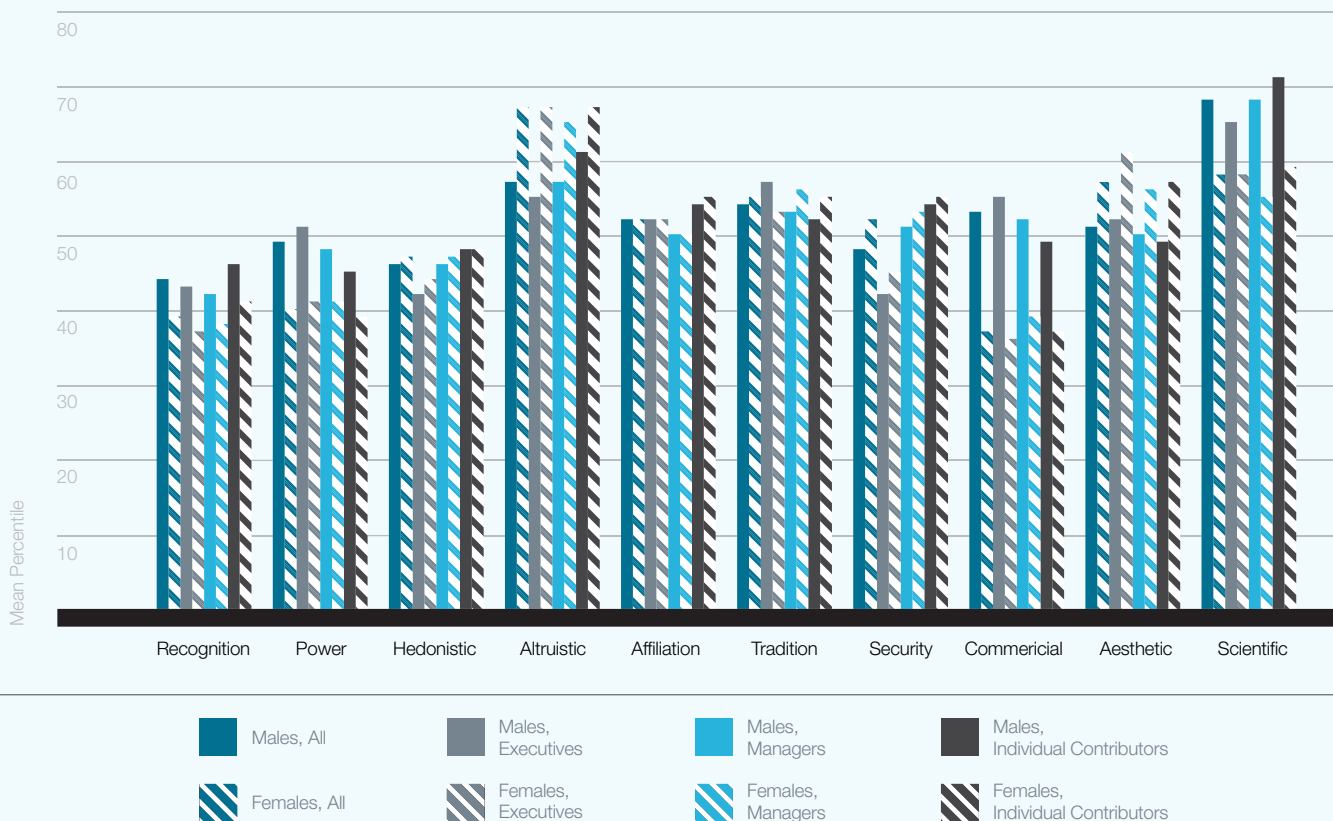
Additionally, male managers working within the healthcare industry scored significantly lower on Dutiful relative to female managers. This suggests that they may tend to be less inclined to derail by being indecisive and hesitant to voice their own opinions when under pressure relative to their female counterparts.

**Individual Contributors**

Similar to managers, male individual contributors working within the healthcare industry scored significantly higher on Bold and Colourful relative to female individual contributors. This suggests that male individual contributors within the healthcare industry may tend to be more socially self-confident relative to female individual contributors. However, they may also be at a relatively greater risk of derailing by being overly self-confident, self-promoting and dominating social situations when not self-managing.



## Motives, Values, Preferences Inventory



Regardless of job level, males within the healthcare industry scored significantly higher on Recognition relative to their female counterparts. This suggests that males within the healthcare industry may be more likely to value opportunities to stand out, be noticed and recognised for their performance and accomplishments.

Males within the healthcare industry also scored significantly higher on Power relative to their female counterparts. This indicates that they are likely to more strongly value opportunities to lead and influence others and value high performance, productivity and achievement.

Additionally, males within the healthcare industry scored significantly higher on Commerce relative to their female counterparts. This suggests that they may be more inclined to attend to commercial considerations.

Males within the healthcare industry also scored significantly higher on Science which suggests that they are more likely to value analytic problem solving and objective decision-making processes.

Males within the healthcare industry scored significantly lower on Altruistic relative to their female counterparts. This indicates that they may not value as strongly helping others and contributing to society.

Males within the healthcare industry also scored significantly lower on Aesthetics relative to their female counterparts. This suggests that males within the healthcare industry may be less inclined to value innovation and creative problem solving.

### Executives

In addition to the above differences, male executives within the healthcare industry scored higher on Tradition relative to female executives. This suggests that male executives are more likely to value history and convention and have an interest in high standards and appropriate social behaviour. As a result, they may have a relatively stronger focus on fostering a culture marked by formality, rules and uniform procedures relative to female executives.

### Managers

There were no additional significant gender differences to those noted above that were specific to managers in the healthcare industry.

### Individual Contributors

There were no additional significant gender differences to those noted above that were specific to individual contributors in the healthcare industry.

# Implications

This research has highlighted differences between the healthcare industry and other industries as well as differences across different groups within the healthcare industry. The findings provide insights into some of the different considerations and challenges for those working within the healthcare industry which are discussed below.



## Industry Differences

When comparing the healthcare industry to other industries, regardless of job level, those in the healthcare industry were more inclined to have an interest in appropriate social behaviour and fostering a culture that emphasises fair treatment, civil behaviour and respect for others. They were also more likely to value helping others and adopt a tactful and considerate interpersonal style. However, they may also be more likely to be conflict-averse and avoid confrontations, and when not self-managing, more inclined to be hesitant in voicing strong or contrary opinions, especially to those in more senior roles. This could have implications in relation to how timely and directly issues are addressed such as non-performance issues. This aligns with other research which has found that confronting poor performance is an area that those within the healthcare industry have traditionally struggled with and one of the lowest rated skills for leaders within the healthcare industry (Centre for Creative Leadership, 2010; Mayberry, 2007). Those within the healthcare industry may benefit from training and support on how to raise challenging issues and have difficult conversations including to address non-performance issues.

**Those within the healthcare industry were also more likely to value training and development activities and actively seek opportunities to stay up to date.**

They were more inclined to value knowledge and research and adopt data-driven, objective decision-making processes. This is likely to have positive implications for the quality of decisions made by those in the healthcare industry. When not self-managing,

those in the healthcare industry may seem slower to make decisions or take action relative to those in other industries due to being more concerned about mitigating potential errors or risks. Relative to other industries, those within the healthcare industry may also be less inclined to embrace change or to focus on commercial outcomes. As there are a number of significant changes impacting on the healthcare industry (Deloitte, 2020), leaders may benefit from reviewing their change management processes and considering how they can best prepare, engage and support staff when implementing changes.

Leaders within the healthcare industry (i.e. executives and managers) were less inclined to value and engage in opportunities to socialise with others and build their social networks relative to their counterparts in other industries. Leaders in the healthcare industry may benefit from more actively seeking opportunities to engage, communicate and collaborate with others and may need to work harder at networking and strategic socialising. Leaders in the healthcare industry are likely to benefit from ensuring they model and encourage collaborative behaviours and facilitate interdependencies between different healthcare practitioners and stakeholders, as this can have an important impact on providing high-quality patient care (Al-Sawai, 2013; Wei & Colleagues, 2018).

Leaders in the healthcare industry were more inclined to value consistency, predictability and minimising risks and are more likely to foster a culture that is risk-averse and concerned about mitigating potential errors or mistakes. They also exhibited a greater tendency to adopt high

**Leaders in the healthcare industry may benefit from more actively seeking opportunities to engage with others.**

MORE LIKELY



**Driven  
Self-aware  
Fair-treatment**

**Healthcare  
Executives**

**Delegate  
Confrontational  
Social**



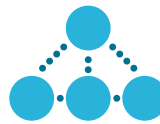
LESS LIKELY

standards for performance, be procedurally driven and attentive to aspects such as ensuring compliance with rules and considering potential risks. However, for executives in the healthcare industry, their results also indicated that when not self-managing, they were less inclined to delegate or to be flexible in their approach relative to executives in other industries. As developing the leadership capability to adapt has been identified as important for leaders in the healthcare industry (Centre for Creative Leadership, 2010), those responsible for developing healthcare leaders may wish to include a focus on helping them to increase their flexibility and adaptability to change as part of their development programs.

Executives in the healthcare industry were more likely to be driven, focused on achieving results, and exhibit higher levels of confidence and initiative relative to executives in other industries. This is likely to support them in driving results and desirable outcomes within the healthcare industry. On the other hand, managers and individual contributors in the healthcare industry were found to have a higher preference for following others' lead and suggestions and their career advancement may depend more on their technical ability or expertise and opportunities that occur naturally relative to their counterparts from other industries.

**Healthcare workers may be more susceptible to daily stresses and pressures relative to those in other industries.**

Individual contributors within the healthcare industry were more likely to be reflective, concerned about performance and work with a sense of passion and urgency relative to individual contributors in other industry. However, they may also be more susceptible to daily stresses and pressures relative to those in other industries. As a result, it may be important to ensure that appropriate support systems are in place and to focus on building the resilience of individual contributors within the healthcare industry. This is especially important given the significant pressures that can be experienced by those on the frontline within the healthcare industry and the high incidents of burnout that have been found to occur within the healthcare industry (e.g. Bakhamis & Colleagues, 2019; Embriaco & Colleagues, 2007; ).



**Job Level Differences**

Executives in the healthcare industry were more likely to strongly value opportunities to lead and influence others and present as confident, driven and focused on achieving results. They were more inclined to value high performance, productivity and achievement, and more likely to be willing to take on new challenges and embrace change when compared to others in the healthcare industry. Additionally, executives in the healthcare industry were more inclined to seek opportunities to engage and communicate with others, with both executives and managers more inclined to adopt a more direct and task-orientated communication approach than individual contributors in the healthcare industry. They were also more inclined to actively seek opportunities to learn and stay up to date. These tendencies are likely to support executives in leading others to achieve results and desirable outcomes.

Leaders (i.e. executives and managers) in the healthcare industry were less likely to value standing out and receiving public recognition for their accomplishments relative to individual contributors. They were also less inclined to value opportunities for social interaction or helping others. Additionally, leaders in the healthcare industry were less inclined to value consistency, predictability and minimising risks. It may be beneficial for leaders in the healthcare industry to reflect on how their values impact on the kind of culture that they promote as well as the types of behaviours they encourage and discourage. It may also be beneficial for leaders in the healthcare industry to consider if there are differences between their values and those of the people they lead, and how they can ensure that they don't miss opportunities to engage and motivate their staff based on what their staff value within the work environment.

There were also differences in the likelihood of engaging in derailing tendencies across job levels within the healthcare sector which indicates that there may be differences in how they may respond in situations such as when they are under pressure and differences in their development needs. Specifically, the higher the job level, the lower the inclination to derail by being unwilling to take risks, inflexible, indecisive, or hesitant to voice their own opinions. This is likely to be important for those in leadership roles within the healthcare industry. However, leaders (i.e. executives and managers) were relatively higher on being at risk of derailing by being overly self-confident, self-promoting and dominating social situations. Executives also presented as being at a relatively higher

**Leaders were relatively higher on being at risk of derailing by being overly complicated or hard to understand.**

risk of communicating ideas that others may find overly complicated or hard to understand. This could have potential implications for the level of buy-in or support that they receive for their ideas, so executives in the healthcare industry are likely to benefit from considering how they can ensure they communicate in a manner that enables them to engage others and obtain their support.



## Doctors

Relative to other healthcare practitioners, doctors were more likely to value analytic problem solving and objective decision-making processes. They were also found to be more inclined to focus on the bigger picture, take an innovative approach to problem solving, and stay up to date with issues, trends and developments within their profession than other healthcare practitioners. Additionally, doctors were more likely to value helping others and opportunities to lead and influence others. They were also more inclined to value high performance, productivity and achievement and to focus on results, adopt high standards for performance, be procedurally driven and attentive to aspects such as details, rules and risks. Relative to other healthcare practitioners, they were less likely to derail by taking unnecessary risks or act impulsively without considering the potential consequences of their actions. They were also less inclined to derail by withdrawing, being uncommunicative, indecisive, or hesitant to voice their own opinions. However, when not self-managing, they were also found to be less inclined to delegate or be flexible in their approach. This may be an area that is more likely to be a development opportunity for doctors, especially if they transition into leadership roles where there is a greater need to delegate and be adaptable.

Relative to those in management roles within the healthcare industry, doctors were more likely to value helping others and opportunities to stand out, be noticed and acknowledged for their contributions and achievements. Doctors were also more inclined to value analytic problem solving and objective decision-making processes relative to managers in the healthcare industry. Additionally, doctors were more likely to value consistency, predictability and minimising risks than those in management roles. They were also more inclined to adopt high standards for performance, be procedurally driven and attentive to aspects such as details, rules and risks. Doctors were also found to be more likely to focus on the bigger picture, take an innovative approach to problem solving, and stay up to date with issues, trends and developments within their profession

relative to those in management roles within the healthcare industry. However, doctors were less inclined to focus on commercial outcomes and if responsible for managing a practice or stepping into a leadership role where they need to attend to financial considerations, they may benefit from additional training to help enhance their commercial acumen.



## Sector Differences

There were various personality and value-based differences found between those working in the private and public healthcare sectors. This may contribute to broader differences between the two healthcare sectors including who tends to apply and be selected for roles, the type of leadership behaviours and approaches that tend to be adopted, the type of culture that tends to be fostered, and how to best motivate and engage staff.

Regardless of job level, those working in the private healthcare sector were more inclined to value opportunities to interact and engage with others and to more actively seek opportunities to communicate and collaborate with others relative to their counterparts within the public healthcare sector. They were also more inclined to value opportunities to stand out and be noticed and have an interest in financial matters relative to those working in the public healthcare sector. This is consistent with other research which indicates people working within the private sector are more likely to value work that is prestigious, financially incentivised, and status driven (Lyons, Duxburn, & Higgins, 2006; Gkorezis & Petridou, 2012). Additionally, they were less inclined to derail by being unwilling to change methods, take chances or act quickly when under pressure relative to those working in the public healthcare sector. However, they were more likely to derail by taking risks or acting quickly without considering the potential consequences and by ignoring their shortcomings and constructive feedback relative to those working in the public sector.

Leaders (i.e. executives and managers) working in the private healthcare sector were more likely to value opportunities to lead and influence others and to value high performance, productivity and achievement relative to their counterparts in the public healthcare sector. As a result, they may be more interested in performance management and maximising their impact by setting ambitious goals and targets that will help enhance the organisation's performance. Leaders in the private sector were also inclined to exhibit higher levels of resilience,



confidence and drive, have a stronger tendency to focus on the bigger picture and take an innovative approach to problem solving. As a result, they may be more inclined to focus on strategic matters and present as having greater potential in driving key organisational initiatives like organisational change. However, when not self-managing, managers in the private healthcare sector were less inclined to attend to practical considerations and at a greater risk of communicating their ideas in a manner that others find overly complicated or hard to understand. Leaders (i.e. executives and managers) working in the private healthcare sector were also relatively more likely to derail by dominating social interactions, confusing social activity for productivity, and seeming self-promoting. As a result, they may require a greater development focus around interpersonal strategies that they can use to effectively communicate their ideas and interact with others.

**Public sector employees are more likely to value work that contributes to society. Whereas employees in the private sector value opportunities to stand out and be noticed.**

This aligns with previous research which has found that public sector employees are more likely to value work that contributes to society (Lyons, Duxburn, & Higgins, 2006; Gkorezis & Petridou, 2012). Leaders (i.e. executives and managers) in the public healthcare sector were also more inclined to value consistency, predictability and minimising risks and to be process-focused and pragmatic in their approach to problem solving. As a result, they may be more inclined to focus on operational matters and encourage processes that mitigate potential risks. Leaders in the public healthcare sector were also more likely to be reflective and work with a sense of passion and urgency, although they may also be more susceptible to stress and pressure relative to their counterparts in the private healthcare sector. As a result, they may benefit from strategies focused on building their resilience. Managers within the public healthcare sector were relatively more likely to derail when under pressure by engaging in behaviours associated with seeking to distance themselves from others and push others away. Executives within the public healthcare sector were also more likely to derail by being indecisive and hesitant to voice their own opinions when under pressure relative to executives in the public healthcare sector. These findings are consistent with other research which found that those working in the public sector are more likely to deal with stress and pressure by withdrawing from others and becoming overly cautious and self-doubting (Furnham, Hyde, and Trickey, 2014). These tendencies may have important implications for how effectively they engage and motivate others, their level of influence as a leader and perceived suitability for managing others during periods of change or crisis.



## Gender Differences

Regardless of job level, the results suggest that males within the healthcare industry are more inclined to value opportunities to stand out, be noticed and recognised for their performance and accomplishments relative to their female counterparts. As a result, they may be more inclined to seek out pieces of work that result in them being noticed and that gives them greater visibility within the organisation. This may have implications for how readily males within the healthcare industry are considered for promotions and more senior roles relative to their female counterparts.

Males within the healthcare industry were also more likely to value opportunities to lead and influence others and value high performance, productivity and achievement. As a result, they may be more inclined to actively seek more senior roles and take leadership on important work-related issues. Males within the healthcare industry exhibited a greater tendency to present as driven, focused on achieving results and commercial matters, and to display higher levels of confidence and initiative relative to their female counterparts. They were also more inclined to seek opportunities to engage and communicate with others and to adopt a direct and task-orientated approach. This may assist them in raising and addressing challenging issues such as non-performance issues. However, when not self-managing, they were more inclined to be at risk of seeming indifferent to others' feelings and concerns due to focusing more on tasks than people. This may have implications with regards to how readily others approach them for support and guidance.

Males within the healthcare industry were more likely to value analytic problem solving and objective decision-making processes, and to focus on the bigger picture. As a result, they may present as having a greater interest in strategic matters and justifying decisions using evidence, logic and data. However, when not self-managing, males within the healthcare industry were also less inclined to attend to potential risks and were more likely to communicate in a manner that others find overly complicated or hard to understand relative to their female counterparts. This may have implications for the level of buy-in or support that they receive at times and they may be more likely to benefit from focusing on developing their communication skills.

On the other hand, females within the healthcare industry were more inclined to value helping others and to adopt a tactful and considerate approach when interacting with others. These tendencies are likely to assist women in





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**Men are more likely to:**

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**Focus on the big picture**  
**Value high achievement**  
**Like leading**



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**Women are more likely to:**

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**Value helping others**  
**Comfortable following others lead**  
**Pragmatic**

building and maintaining positive working relationships. However, females within the healthcare industry may also be more likely to prefer avoiding confrontations and conflict which may impact on how timely and direct they are in voicing their opinion and raising challenging issues. They may benefit from development or training focused on how to effectively have more difficult conversations, especially if they are in a leadership role.

Females within the healthcare industry were also more inclined to present as comfortable following others' lead and direction and less inclined to engage in politics to advance professionally. This could potentially have implications for how readily they are considered for more senior roles relative to their male peers. Females within the healthcare industry were more likely to be process-focused and pragmatic in their approach to problem solving relative to their male counterparts. However, when not self-managing, they were more likely to derail by being reluctant to change methods or take chances, or by being slow to act and make decisions relative to their male counterparts. These tendencies may have important implications in terms of their perceived level of influence and perceived suitability for managing others during periods of change or crisis.

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# Appendix

**Table 1: Sample by Industry and Job Level**

Industry	Size of Sample
Healthcare Industry	5,067
Executives	1,298
Managers	1,807
Individual Contributors	1,515
Other/Not Reported	447
Other Industries	91,662
Executives	16,099
Managers	33,603
Individual Contributors	31,773
Other/Not Reported	10,187

**Table 2: Sample by Job Role**

Job Role	Size of Sample
Doctor	219
Other Healthcare Practitioners	1,366
Management	1,283
Other/Not Reported	2,199

**Table 3: Healthcare Sample by Sector**

Sector	Size of Sample
Private	2,269
Executives	422
Managers	749
Individual Contributors	838
Other/Not Reported	260
Public	1,758
Executives	559
Managers	608
Individual Contributors	445
Other/Not Reported	146

**Table 4: Healthcare Sample by Gender**

Sector	Size of Sample
Males	1,489
Executives	498
Managers	512
Individual Contributors	352
Other/Not Reported	127
Females	2,839
Executives	625
Managers	1,049
Individual Contributors	920
Other/Not Reported	245

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

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

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

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