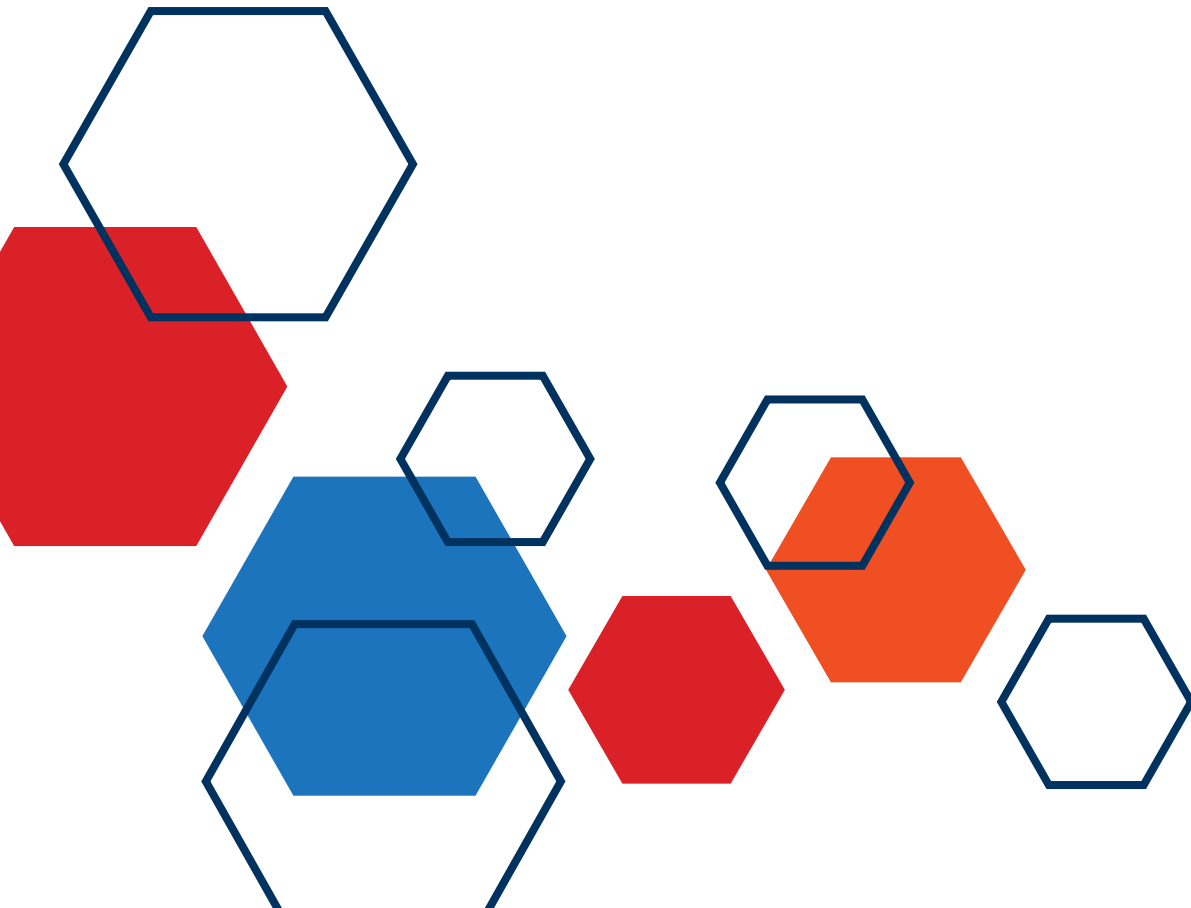


Whitepaper

Leader Personality and Performance Differences in the Public Versus Private Sector

Authored by: Dr Lynne Cruickshank, Head of Research, PBC



Executive summary

Understanding what differentiates leaders can be useful when it comes to their selection and development, and an interesting avenue that has been explored is whether there are differences between leaders in the public and private sectors. The following white paper summarises research that aimed to contribute insights into this area by examining similarities and differences in the personality and multi-rater performance of executives and managers within the Australian public and private sectors.

- Significant differences were found in relation to day-to-day personality tendencies which may contribute to differences in the leadership styles and approaches adopted by leaders in the public and private sectors. Specifically, leaders (i.e. executives and managers) in the public sector were more likely to be resilient, display tact, adopt a structured approach to work, focus on the bigger picture, and enjoy learning relative to their counterparts in the private sector. On the other hand, leaders in the private sector were relatively more likely to work with a sense of passion and urgency, be flexible in their approach to work, appear outgoing and forthright, and be pragmatic when compared to their counterparts in the public sector.
- Significant differences were also found in relation to derailment tendencies which may contribute to differences in development needs and responses when in situations such as when under pressure or complacent. Specifically, leaders in the public sector were relatively more likely to derail by being unassertive, indecisive, reluctant to take chances or make changes, and reluctant to make decisions or act independently. Managers in the public sector were also more likely to derail by withdrawing, being uncommunicative and seeming unapproachable. Additionally, executives in the public sector were relatively more likely to derail by generating and communicating ideas that others may find impractical, overly complicated or hard to understand.
- On the other hand, leaders (i.e. executives and managers) in the private sector were relatively more likely to derail by overreacting to situations, being prone to emotional outbursts, cynicism, defensiveness and fault-finding. They were also relatively more likely to derail by being overly confident and overestimating their competence, acting hastily and taking unnecessary risks, dominating social situations, overvaluing their independence, and ignoring constructive criticism.
- There were also significant differences in relation to motivators and drivers which may contribute to differences in the types of work environments or cultures that they are likely to foster as a leader. Specifically, leaders in the public sector were relatively more likely to embrace values associated with helping others, having a positive impact on society, innovation, and objective decision-making processes. On the other hand, leaders in the private sector were relatively more likely to embrace values associated with wanting to work on high-visibility projects, competition, getting ahead, being seen as influential, focusing on commercial matters, social interaction, and having fun and variety in the workplace.

- When looking at differences in relation to performance on multi-rater assessments, leaders in the public sector had significantly higher ratings of overall leadership performance relative to their counterparts in the private sector. They performed significantly better on a range of capabilities assessed within the Hogan 360 including capabilities associated with self-management, relationship management, working in the business (i.e. achieving operational excellence) and working on the business (i.e. adding value through innovation and strategic planning). However, there was no difference between leaders in the public sector and private sector on the capabilities associated with being engaging (i.e. bringing positive energy into the workforce) or fostering accountability (i.e. managing performance by providing consistent and constructive feedback).
- There were some similarities in the top rated strengths and opportunities to improve regardless of sector, speaking to common leadership strengths and development needs regardless of whether someone was a leader in the public or private sector. In terms of strengths, these were working hard with a strong work ethic, being action-orientated and getting things done, and having a solid technical ability, experience and knowledge. In terms of opportunities to improve, these were to stop taking on too much and spreading oneself too thin, delegating more, and challenging poor performance.
- There were also some differences in ranked strengths when comparing leaders in the public and private sectors. Executives in the public sector tended to be rated higher on having strong leadership skills and being empathetic and supportive relative to executives in the private sector. Additionally, managers in the public sector tended to be rated higher on having high ethical standards and integrity, having strong communication skills, and being good at planning and thinking ahead relative to managers in the private sector. On the other hand, executives and managers within the private sector tended to be rated higher on the strengths of being customer-focused and good with clients and being competitive and determined. Managers in the private sector also tended to be rated higher on having strong people skills relative to managers in the public sector.
- Additionally, there were some differences in the rankings of opportunities to improve when comparing leaders in the public and private sectors. Leaders (i.e. executives and managers) in the public sector tended to be rated higher on the opportunity of setting clear goals and performance indicators. Managers in the public sector also tended to be rated higher on the opportunities of improving their time management and organisational skills and listening more and letting others have their say. On the other hand, leaders (i.e. executives and managers) in the private sector tended to be rated higher on the opportunities of communicating better and improving their people and interpersonal skills.



Background

As leaders play such a significant role in driving the culture and success of an organisation, it is really valuable to understand what differentiates leaders, especially in this current world climate where there is a need for leaders to step up to ensure the ongoing performance of individuals, teams and organisations.

Understanding what differentiates leaders can be useful when it comes to their selection and development, and an interesting avenue that has been explored is whether there are differences between leaders in the public and private sectors.

Some previous research has found differences in the type of leadership styles adopted by leaders in the public and private sectors. Specifically, public sector leaders were found to prefer more participative leadership styles while leaders in the private sector were found to prefer more directive leadership styles (Hansen & Villadsen, 2010; Hooijnerg & Choi, 2001). As personality has been proposed to play a role in shaping a person's leadership style and behaviours (Hassan, Asad & Hoshino, 2016; Kaiser & Hogan, 2011), it may contribute to differences in the leadership styles and behaviours adopted by leaders in the public and private sectors. The current research aims to provide greater insight into personality-related differences between leaders in the public and private sectors, specifically by looking at three aspects of personality; day-to-day tendencies, derailment tendencies, and motivators.

Another area of interest is whether there are differences in the performance of leaders in the public and private sectors. If there is an inclination for leaders in the public and private sectors to adopt different leadership styles and behaviours, this may contribute to differences in leadership performance. In order to examine whether there are differences in the performance of leaders in the public and private sectors, the current research looks at differences in their performance on a multi-rater assessment. Multi-rater assessments can be an effective way to measure leadership effectiveness and provide insights into strengths and development opportunities that may not be seen from a single perspective (Hogan, Curphy & Hogan, 1994). The current research aimed to explore whether there are similarities and differences between leaders in the public and private sectors in their overall multi-rater assessment performance as well as their performance on particular competencies. Differences in identified strengths and opportunities for improvement were also explored.

Methodology

Participants

This study drew on two samples of data for Australian executives and managers in the public and private sectors collected during 2012 and 2019. Each sample included 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.

- Sample one consisted of data from 48,484 Australian executives and managers who completed the Hogan personality assessments.
- Sample two consisted of data from 6,297 Australian executives and manager who completed the Hogan 360 assessment.

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

Measures

Hogan Personality Assessments

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

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

Hogan 360

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

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



Figure 1. The Hogan 360 Leadership Model

In its current form, the Hogan 360 includes:

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

Statistical Analyses

Independent samples t-tests were carried out to assess where there were significant differences between public and private sector leaders. The level of statistical significance used to assess for differences was based on $p < .05$.



OUTCOMES

Personality Comparison

Hogan Personality Inventory

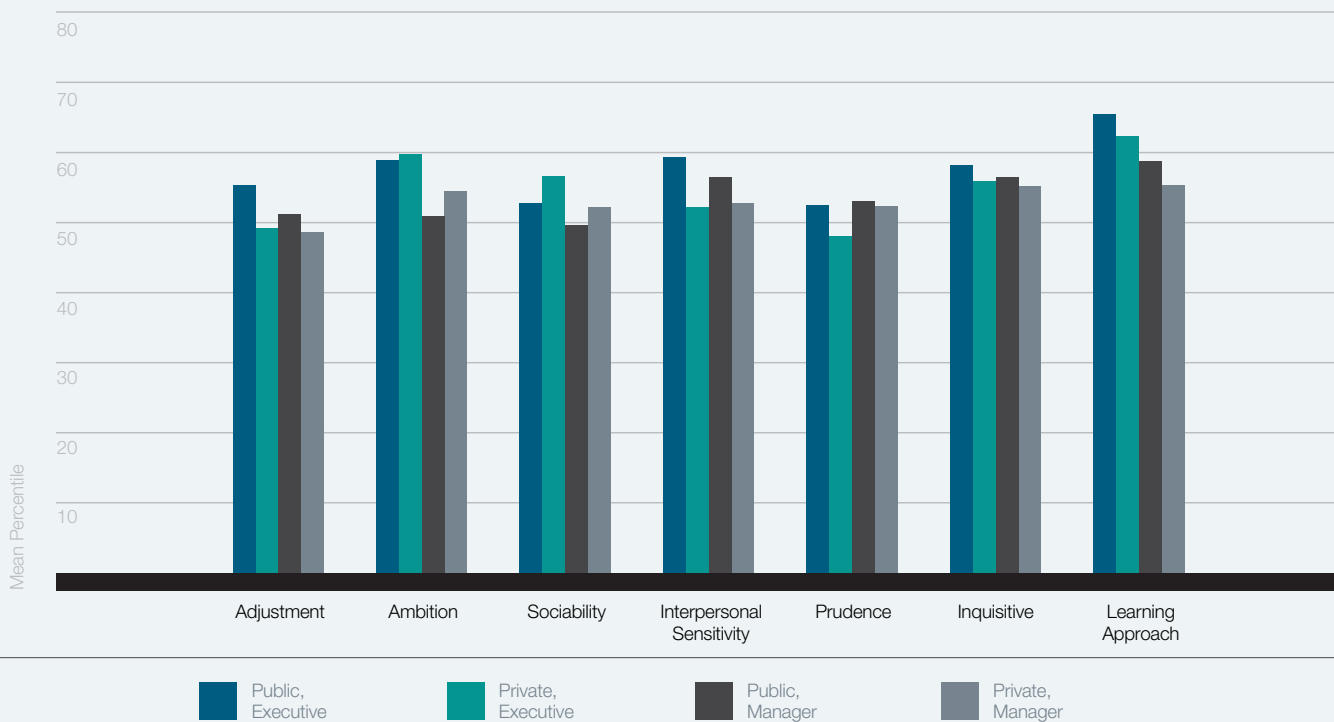


Figure 2. Mean HPI Percentile Scores for Public and Private Sector Executives and Managers in Australia

Similar differences were found for both executives and managers when looking at differences between those in the public and private sectors. Specifically, leaders (i.e. executives and managers) within the public sector scored significantly higher on Adjustment which suggests that they are more likely to exhibit tendencies associated with being resilient and able to handle high levels of pressure and workload. On the other hand, leaders in the private sector may be more inclined to work with a sense of passion and urgency and may be more susceptible to stress.

While there was no difference for Ambition between executives in the public and private sectors, managers in the public sector scored significantly lower on Ambition indicating that they were more likely to prefer less competitive environments and following others' lead and suggestion, while managers in the private sector were more inclined to be confident, driven and focused on achieving results.

Leaders in the public sector 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 their counterparts in the private sector and they may need to work harder at networking and strategic socialising. However, leaders in the public sector scored significantly higher on Interpersonal Sensitivity. This indicates that during their interactions with others, leaders in the public sector were more likely to exhibit tendencies associated with being perceptive and considerate of others and adopting a tactful and diplomatic approach. On the other hand, leaders in the private sector may be relatively more likely to adopt a more direct approach.

Leaders in the public sector scored significantly higher on Prudence which suggests that they were more inclined to adopt a structured approach to work, hold high standards for performance, and be procedurally driven. On the other hand, leaders in the private sector may be relatively more flexible, comfortable with change and adapting their approach compared to their counterparts in the public sector.

Leaders in the public sector also scored significantly higher on Inquisitive which indicates that they were relatively more likely to take an innovative approach to problem-solving while leaders in the private sector may be relatively more likely to adopt a pragmatic approach. Additionally, leaders

in the public sector scored significantly higher on Learning Approach which suggests that they were more likely to value training and development activities, and actively seek opportunities to stay up to date with trends and developments within their field.

Hogan Development Survey

Derailers can have a significant impact on the performance and reputation of leaders including by impacting on their leadership style. These tendencies can emerge when a leader is not actively self-managing such as when they are under pressure or complacent and can hinder their overall effectiveness.

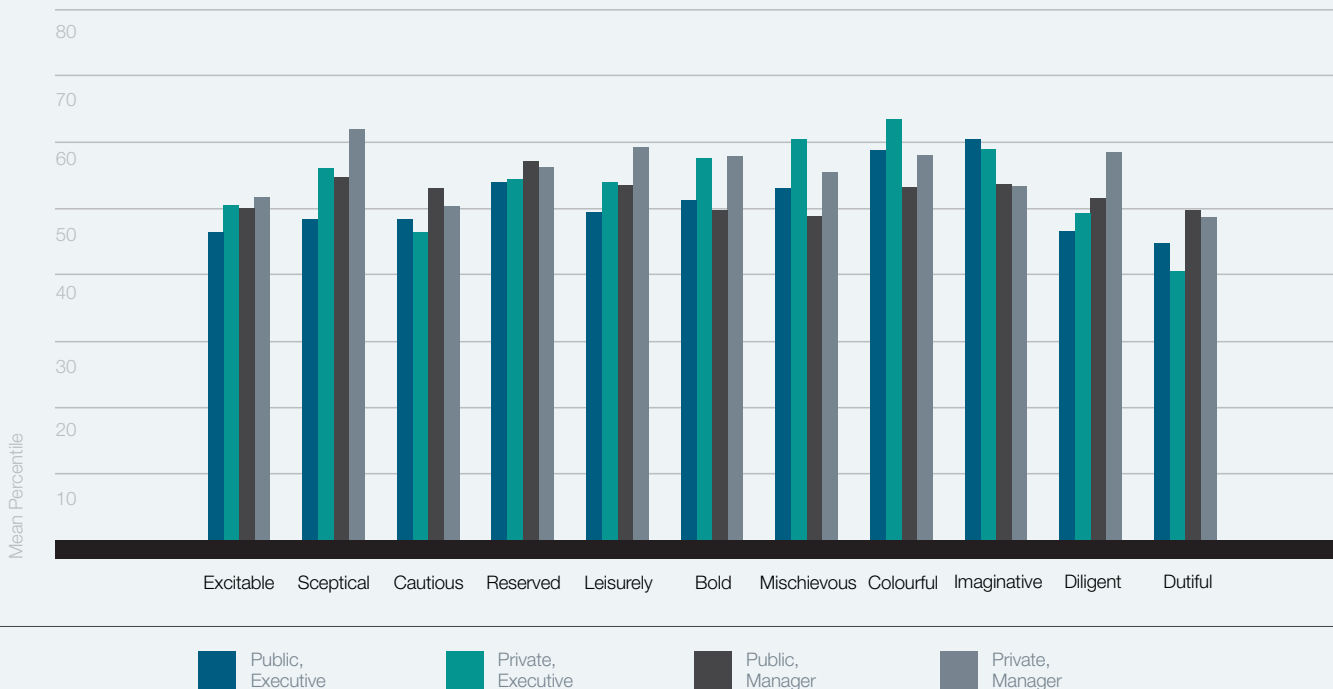


Figure 3. Mean HDS Percentile Scores for Public and Private Sector Executives and Managers in Australia

Leaders (i.e. executives and managers) in the public sector scored significantly lower on Excitable relative to their private sector counterparts. This suggests that they are less likely to derail by overreacting to situations and being tense under pressure relative to their counterparts in the private sector. Leaders in the public sector also scored significantly lower on Sceptical which indicates that they are less inclined to derail by being overly cynical, mistrusting and prone to fault-finding relative to their counterparts.

Leaders in the public sector scored significantly higher on Cautious relative to their counterparts in the private sector which suggests that they are more inclined to derail by being overly cautious due to concerns about potential criticism or mistakes. When under pressure, they may be

more likely to exhibit behaviours associated with being unassertive, indecisive, and reluctant to take chances or make changes. They also scored significantly lower on Mischievous which indicates that they are less likely than their private sector counterparts to derail by acting hastily or taking unnecessary risks.

While there was not a statistically significant difference between public and private sector executives on the Reserved scale, managers in the public sector scored significantly higher on Reserved. This suggests that managers in the public sector may tend to be at a greater risk of derailing by seeming indifferent to others' feelings and problems, uncommunicative and aloof relative to managers in the private sector.

Leaders (i.e. executives and managers) in the public sector scored significantly lower on Leisurely. This indicates that leaders in the public sector are less inclined to derail by overvaluing their independence, feeling resentful or unappreciated when others make demands on them, or ignoring constructive criticism when not self-managing relative to their counterparts in the private sector.

Leaders in the public sector also scored significantly lower on Bold which suggest that they are less inclined to derail by being overly self-confident and self-promoting relative to their counterparts in the private sector.

Additionally, they scored significantly lower on Colourful which indicates that they are less inclined to derail by dominating social situations and confusing social activity with productivity.

While there was not a statistically significant difference between managers in the public and private sectors, executives in the public sector scored significantly higher on Imaginative. This indicates that when not self-managing,

executives in the public sector may be less inclined to attend to practical considerations and may be at a greater risk of communicating their ideas in a manner that others find overly complicated or hard to understand relative to executives in the private sector.

Leaders (i.e. executives and managers) in the public sector scored significantly lower on Diligent relative to their counterparts in the private sector. This suggests that when not self-managing, leaders in the public sector may be less inclined to derail by being overly perfectionistic, exacting in their expectations, and inflexible in their approach relative to leaders in the private sector.

Leaders in the public sector scored significantly higher on Dutiful relative to their counterparts in the private sector. This indicates that leaders in the public sector may be at a greater risk of derailing by being hesitant to voice strong or contrary opinions and supporting others' regardless of their own opinion, particularly when interacting with those in more senior roles.



Motives, Values and Preferences Inventory

Values, interests and drivers play an important role in the type of work environment and organisational culture that leaders are likely to foster. They can impact on the kind of behaviours that leaders encourage and discourage from their staff and influence their decisions including in relation to strategy.

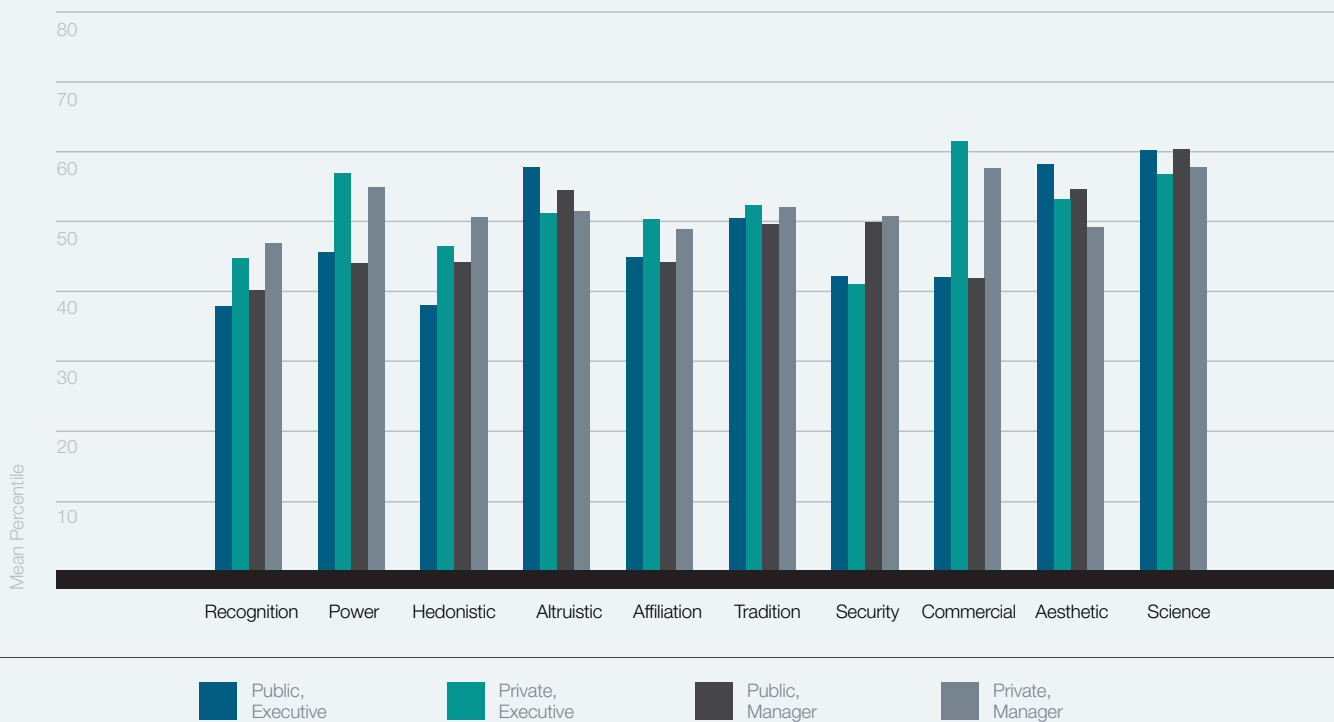


Figure 4. Mean MVPI Percentile Scores for Public and Private Sector Executives and Managers in Australia

Leaders (i.e. executives and managers) in the public sector scored significantly lower on the values associated with status interests (i.e. lower on Recognition, Power and Hedonism). This indicates that leaders in the public sector are less likely to value opportunities to stand out, be noticed or get ahead, or fun and variety in the workplace relative to leaders in the private sector. Leaders in the public sector were also found to score significantly lower on Commerce which suggests a lower inclination to focus on commercial outcomes relative to their counterparts in the private sector.

Leaders in the public sector scored significantly higher on Altruistic relative to their counterparts in the private sector. This indicates that they are more likely to value helping others and contributing to society. It also indicates that leaders in the public sector may be more inclined to focus on fostering a culture that cares about the welfare and wellbeing of others, providing quality customer service, and emphasises fair treatment, civil behaviour and respect for others.

Leaders in the public sector scored significantly lower on Affiliation relative to their counterparts in the private sector. This indicates that leaders within the public sector

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 the private sector and may need to work harder at networking and strategic socialising.

Leaders in the public sector scored significantly lower on Tradition relative to their counterparts in the private sector. This indicates that leaders in the public sector may be less likely to value history and convention and may be more likely to value change and progress and prefer work environments that are flexible regarding personal conduct relative to their counterparts in the private sector.

While there was not a statistically significant difference between public and private sector managers on the Security scale, executives in the public sector scored significantly higher on Security. This indicates that relative to executives in the private sector, executives in the public sector 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.

Leaders in the public sector scored significantly higher on Aesthetics relative to leaders in the private sector. This suggests that leaders are more inclined to value innovation and creative problem-solving. Leaders in the public sector also scored significantly higher on

Science which indicates that they are more likely to value analytic problem solving and objective decision-making processes relative to their counterparts in the private sector.



OUTCOMES

Multi-Rater Performance Comparison

Hogan 360 Overall and Leadership Competency Scores

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

	Public Sector Executives	Private Sector Executives	Public Sector Managers	Private Sector Managers
Overall Score	5.70	5.58	5.64	5.56
Self-Management	5.78	5.61	5.80	5.67
Integrity	5.84	5.69	5.88	5.76
Resilience	5.70	5.51	5.70	5.55
Relationship Management	5.64	5.50	5.59	5.50
Communication	5.67	5.52	5.60	5.48
People Skills	5.57	5.40	5.59	5.47
Team Player	5.60	5.45	5.58	5.50
Customer	5.73	5.66	5.62	5.59
Working in the Business	5.86	5.78	5.76	5.71
Capability	6.11	6.04	6.02	5.96
Efficiency	5.64	5.51	5.56	5.51
Results	5.89	5.77	5.84	5.74
Engaging	5.80	5.79	5.61	5.64
Working on the Business	5.52	5.42	5.41	5.36
Accountability	5.49	5.46	5.37	5.40
Motivation	5.40	5.24	5.35	5.29
Strategy	5.52	5.40	5.36	5.29
Innovation	5.66	5.57	5.53	5.44

Executives in the public sector were found to have significantly higher ratings of overall leadership performance relative to executives in the private sector. Executives in the public sector also scored significantly higher across all four quadrants and underlying leadership competencies except for the competencies Capability and Engaging.

Managers in the public sector were also found to have significantly higher ratings of overall leadership performance relative to managers in the private sector. Additionally, managers in the public sector scored significantly higher across all four quadrants and underlying leadership competencies except for the competencies Customer, Engaging, and Accountability.

Similarities and Differences in Top Strengths

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

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

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

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

When looking at differences based on sector, executives in the public sector tended to be rated higher than executives in the private sector on the following strengths:

- Has strong leadership skills
- Is empathetic and supportive

On the other hand, executives in the private sector tended to be rated higher than executives in the public sector on the following strengths:

- Is customer focused and good with clients
- Is competitive and determined

Managers in the public sector tended to be rated higher than managers in the private sector on the following strengths:

- Has high ethical standards and integrity
- Has strong communication skills
- Is good at planning and thinking ahead

On the other hand, managers in the private sector tended to be rated higher than managers in the public sector on the following strengths:

- Is customer focused and good with clients
- Has strong people skills
- Is competitive and determined

Similarities and Differences in Top Opportunities

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

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

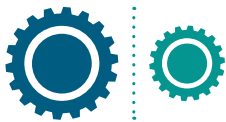
For the top five rated opportunities to improve, there were a number of similarities for executives and managers, regardless of sector. These were:

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

When looking at differences based on sector, leaders in the public sector (i.e. executives and managers) tended to be rated higher than their counterparts in the private sector on the opportunity to set clear goals and performance indicators. Managers in the public sector also tended to be rated higher on the opportunities listen more and let others have their say and improve your time management and organisational skills. On the other hand, leaders (i.e. executives and managers) in the private sector tended to be rated higher than leaders in the public sector on the opportunities communicate better and improve your people and interpersonal skills.

Implications

Understanding similarities and differences in the personality and multi-rater performance of public and private sector leaders can help support the selection and development of leadership talent. The current research provided insights into the personality-related tendencies and multi-rater strengths and opportunities that may tend to be common across leaders as well as those that are likely to differentiate between leaders in the public and private sectors.



Personality Differences

A number of significant differences were found when comparing public and private sector leaders on personality, including in relation to day-to-day tendencies, derailers and motivators. In terms of day-to-day tendencies, public sector leaders were more likely to be resilient and able to handle high levels of pressure and workload which may provide them with an advantage when required to deal with challenging or difficult situations. Leaders in the public sector were less likely to be interested in opportunities to socialise and may need to work harder at networking and strategic socialising. That said, during their interactions with others, public sector leaders were more likely to exhibit tendencies associated with being perceptive and considerate of others and adopt a tactful and diplomatic approach. This also suggests that they may be more inclined to be conflict-averse and avoid confrontations which may have implications in terms of how timely and directly performance issues are addressed relative to those in the private sector. Additionally, leaders in the public sector were 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. They were also more inclined to take an innovative approach to problem-solving, enjoy learning, and actively seek opportunities to stay up to date with trends and developments within their field.

On the other hand, leaders in the private sector were more likely to exhibit tendencies associated with working with a sense of passion and urgency, although they may also tend to be more susceptible to daily stressors relative to leaders in the public sector. Leaders in the private sector were also more likely to actively seek opportunities to socialise

with others which may result in them being more inclined to engage in strategic socialising and having wider social networks. Additionally, they were more likely to adopt a direct communication style and may tend to be relatively more comfortable with addressing performance issues. Leaders in the private sector were also relatively more likely to adopt a pragmatic approach to problem-solving and decision making.

Derailers (i.e. counterproductive work behaviours) can have a significant impact on the performance and reputation of leaders including by impacting on their leadership style. These tendencies can emerge when a leader is not actively self-managing such as when they are under pressure or complacent and can hinder their overall effectiveness. As there were significant differences between leaders in the public and private sectors in the likelihood of engaging in certain derailment tendencies, this suggests that there may be differences in their likelihood of having certain development opportunities.

Leaders within the public sector were more likely to derail by being overly cautious due to concerns about potential criticism or mistakes. When not self-managing, they were more likely to exhibit behaviours associated with being unassertive, indecisive, and reluctant to take chances or make changes. They were also more likely to derail due to being overly compliant, conforming and eager to please others including by being unwilling to take a strong stand on issues and seeming reluctant to make decisions or act independently. This is consistent with other research which found that those working in the public sector are more likely to deal with stress and pressure by becoming overly cautious and self-doubting (Furnham, Hyde, and Trickey, 2014). These tendencies may have important implications

for how effective leaders in the public sector engage and motivate others, their level of influence as a leader, and perceived suitability for managing others during periods of change or crisis. As a result, leaders in the public sector may benefit from developing their ability to show leadership and initiative when under pressure and confidently voice their views and opinions. Managers in the public sector may also need to ensure they are sufficiently communicative and approachable during periods of high level pressure due to their greater tendency to withdraw and become more focused on tasks than people during these times.

Executives in the public sector were also more likely to derail by overplaying strengths associated with innovative and creative thinking. Specifically, when not self-managing, they were more likely to generate and communicate ideas that others may find impractical, overly complicated or hard to understand. This could potentially impact on the level of buy-in or support received for their ideas during these times. They may require a greater development focus around strategies that they can use to effectively communicate with others such as when communicating their ideas or vision.

On the other hand, leaders in the private sector were more likely to derail by engaging in tendencies associated with being tense under pressure and overreacting to situations. When under pressure, they were more inclined to be prone to emotional outbursts, cynicism, defensiveness, and fault-finding. As a result, they may be more likely to benefit from development focused on areas such as building their resilience and developing the ability to suspend judgement. When not self-managing, leaders in the private sector were also more likely to be at risk of derailing due to overvaluing their independence, overestimating their competence, and being prone to being impulsive and limit-testing. During these times, they were also more likely to be feedback resistant, self-promoting, and dominating in social situations. As a result, they may have a greater development need around learning how to more effectively take on board constructive feedback, show an openness to differing perspectives and seek others' input.

Values and drivers play an important role in the type of work environment and organisational culture that leaders are likely to foster. They can impact on the kind of behaviours that leaders encourage and discourage from their staff and influence their decisions including in relation to strategy. When looking at differences in the values and drivers of public and private sector leaders, public sector leaders were more strongly inclined to value helping others and having a positive impact on society. 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). Public sector leaders may be more likely to foster a culture that cares about the welfare and wellbeing of others, focuses on providing quality service, and emphasises fair treatment, civil behaviour and respect for others. Public sector leaders were also more likely to strongly value

innovation, problem-solving, and objective decision-making processes. They may tend to place a greater emphasis on the rigour and defensibility of plans, goals and decisions and more readily encourage others to justify their positions and opinions with logical and data. This may have positive implications for the quality of the decisions made by those in the public sector.

On the other hand, leaders in the private sector were found to score higher on scales associated with preferring high-visibility projects, competition, getting ahead, being seen as influential, and focusing on commercial matters. 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). Leaders in the private sector may be more inclined to foster a culture that is competitive, results-orientated, and focused on profitability and cost containment. 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 more inclined to value opportunities to build their social networks and interact with others relative to their public sector counterparts. As a result, they may be more likely to foster a culture that encourages social interaction and frequent communication. Additionally, leaders in the private sector were more likely to have an interest in fun, variety and may be more inclined to promote a 'work hard, play hard' culture.



Similarities and Differences in 360 Performance

Both executives and managers in the public sector were found to have significantly higher ratings of overall leadership performance relative to their counterparts in the private sector. They performed significantly better on a range of capabilities assessed within the Hogan 360 including capabilities associated with self-management, relationship management, working in the business (i.e. achieving operational excellence) and working on the business (i.e. adding value through innovation and strategic planning). However, there was no difference between leaders in the public sector and private sector on the capabilities associated with being engaging (i.e. bringing positive energy into the workforce) or fostering accountability (i.e. managing performance by providing consistent and constructive feedback). For managers, there was also no difference between those in the public and private sectors for the capability associated with focusing on providing quality customer service that meets customer's needs.

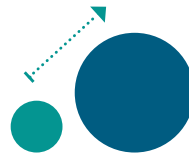


Strengths

When reviewing ranked strengths for leaders within the public and private sectors, there were some similarities in the top-rated strengths that emerged regardless of sector or leadership level (i.e. executive or manager). Specifically, the following strengths were consistently rated amongst the top five strengths: has solid technical ability, experience and knowledge; works hard with a strong work ethic; is steady and calm under pressure, and; is action-orientated and gets things done. This indicates that regardless of whether a leader is in the public or private sector, these tend to be common strengths that are seen amongst leaders.

However, executives in the public sector tended to be rated relatively higher on having strong leadership skills and being empathetic and supportive relative to executives in the private sector. Additionally, managers in the public sector tended to be rated relatively higher on having high ethical standards and integrity, having strong communication skills, and being good at planning and thinking ahead relative to their private sector managers. These strengths may tend to differentiate public sector leaders from their counterparts in the private sector.

On the other hand, executives and managers within the private sector tended to be rated relatively higher on the strengths of being customer-focused and good with clients and being competitive and determined. Managers in the private sector also tended to be rated higher on having strong people skills relative to managers in the public sector. These strengths may tend to differentiate private sector leaders from their counterparts in the public sector.



Opportunities for Improvement

When reviewing ranked opportunities for leaders within the public and private sectors, there were some similarities in the top-rated opportunities to improve that emerged regardless of sector or leadership level (i.e. executive or manager). Specifically, the following opportunities were consistently rated amongst the top five opportunities: stop taking on too much and spreading yourself too thin; delegate more, and; challenge poor performance. Be more available and visible in the workplace was also consistently rated in the top five opportunities for improvement for executives in the public and private sectors. This indicates that regardless of whether a leader is in the public or private sector, these tend to be common development opportunities. As a result, organisations may want to include a focus on these areas as part of their leadership development programs given their tendency to be relatively common developmental needs amongst leaders.

That said, executives and managers in the public sector tended to be rated higher on the opportunity of setting clear goals and performance indicators. Managers in the public sector also tended to be rated higher on the opportunities of improving their time management and organisational skills and listening more and letting others have their say. On the other hand, executives and managers in the private sector tended to be rated higher on the opportunity of communicating better and improving their people and interpersonal skills.

Concluding comments

Overall, this research highlighted differences in the personality and performance of leaders in the public versus private sectors that are important to keep in mind when it comes to the selection and development of leaders.

For selection, it is important for organisations to select leaders that align with the organisation's strategy and the key objectives of the leadership role. For leadership development, while there are likely to be common opportunities regardless of sector, there may also be opportunities that are more unique to particular leaders and warrant attention. This includes particular derailers that may be more likely to impact on the performance and reputation for some leaders relative to others.

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Appendix 1

Table 4: Sample 1 (Hogan Personality Data) by Sector and Leadership Level

	Hogan Personality Inventory		Hogan Development Survey		Motives, Values, Preferences Inventory	
	Executives	Managers	Executives	Managers	Executives	Managers
Public	5,099	8,452	4,877	7,264	4,257	6,362
Private	10,891	24,825	10,078	20,175	9,284	17,792

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

Table 5: Sample 2 (Hogan 360 data) by Sector and Leadership Level

	Executives	Managers
Public	730	3,143
Private	1,395	1,029

About Peter Berry Consultancy (PBC)

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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

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CONTACT US: info@peterberry.com.au

