

WHITEPAPER

OBSERVED LEADERSHIP BEHAVIOUR AROUND THE WORLD

USING THE HOGAN 360 TO EXPLORE COUNTRY DIFFERENCES IN
LEADERSHIP REPUTATION

EXECUTIVE SUMMARY

- This white paper explores the differences in leadership competencies for leaders across eight countries – Australia, Denmark, Greece, Japan, Mexico, Singapore, United Kingdom, and the United States of America – as gathered through the Hogan 360 multi-rater survey.
- Analyses of the overall Hogan 360 scores and leadership competency scores indicated that leaders from Mexico were, on average, rated more positively than leaders from other countries.
- Leaders from Singapore (non-expat workers) consistently received the lowest ratings at both the overall level and competency level of the Hogan 360.
- There was also significant variability across countries in scores relating to *Self-Management* and *Relationship Management* competencies (*Behavioural Competencies*).
- Scores across the *Working in the Business* and *Working on the Business* (*Business Competencies*) were more consistent across leaders from each country. *Working on the Business* was the lowest scoring leadership domain for all leaders.
- Significant differences in observed leadership behaviour across different countries may indicate a need to consider country-specific benchmarking as a relevant comparison point for leaders within the same country or between countries with similar cultures.

BACKGROUND

There has been research that has explored potential differences in desired leadership behaviours across countries (e.g. Gentry & Sparks, 2011), as well as research around how culture influences these perceptions (Dorfman et al., 2012; Gerstner & Day, 1994; Hofstede, 2001; Shalooop & Sanger, 2012). The current study differentiates itself by focusing on the *observed* behaviours of leaders from different countries through the use of multi-rater feedback data. Multi-rater instruments, such as the Hogan 360 (Peter Berry Consultancy, 2015), are designed to assess the performance of leaders in organisations and provide a means by which to understand a leader's impact, level of self-awareness, individual strengths, and opportunities for improvement in the context of their role. Perspectives are gathered confidentially from relevant stakeholders and inform what is, in essence, a measure of a leader's observed reputation in the workplace. The Hogan 360 tool, in particular, provides a global benchmark against which leaders can be compared. This is powerful information, especially in light of organisations and industries becoming more global, and the need for leaders to deal with stakeholders who come from potentially dissimilar cultures.

THIS RESEARCH

Participants

Data were analysed from a sample of 1,642 leaders from eight countries collected between 2012 and 2017. The total number of ratings compiled from the multi-rater feedback tool for the sample of leaders was 5,603, which incorporated feedback from the following rater categories:

- Managers
- Peers
- Reports
- Others (e.g., customers, stakeholders)

A breakdown by country can be found in the table below.

Table 1: Country Sample Sizes

Country	No. of raters
Australia	2,389
United States	1,150
Mexico	675
Greece	641
Japan	322
Singapore (non expat)	176
United Kingdom	151
Denmark	99

Leaders came from private, public and not-for-profit sectors across a large range of industries including (but not limited to) Banking and Finance, Building and Construction, Education, Healthcare and Medical, Hospitality, IT and Telecommunications, Professional Services, and Sales and Marketing. Participating countries were selected for inclusion in this study on the basis that they both represent culturally different business environments and meet the appropriate sample size requirements for analysis. Differences in sample sizes have been taken into consideration in this review.

THIS RESEARCH (CONT'D.)

Measures

Hogan 360

Ratees in this study participated in a multi-rater feedback process using the Hogan 360. The Hogan 360 is an online multi-rater assessment tool (developed by Peter Berry Consultancy) that gathers leadership feedback from a variety of key stakeholder groups. The tool is supported by research that demonstrates its reliability and validity (Peter Berry Consultancy, 2015).

As shown in Figure 1 below, the tool covers four key domains.

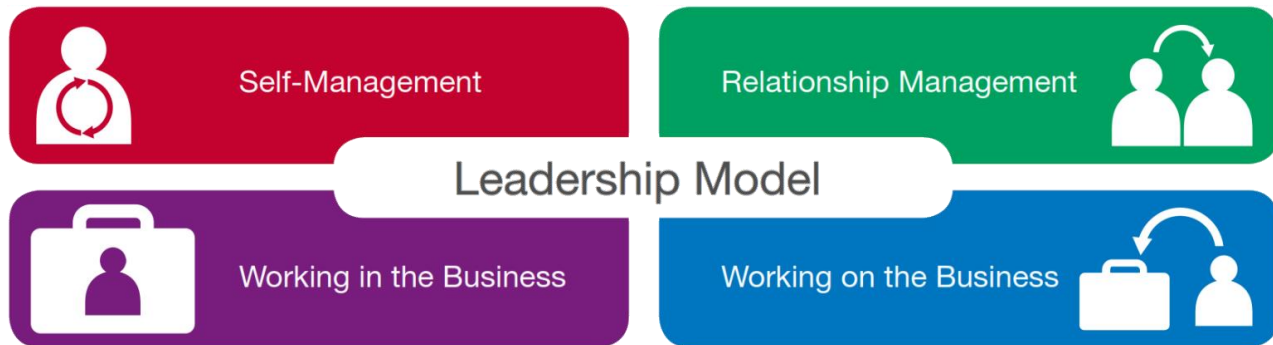


Figure 1: The Hogan 360 Leadership Model

Each of the four Hogan 360 leadership model domains are defined below, each containing two to four competencies.

- **Self-Management:** being self-aware, self-regulating and able to manage stress; being transparent and authentic. Competencies include Integrity and Resilience.
- **Relationship Management:** achieving better results through better relationships. Competencies include Communication, People Skills, Team Player and Customer.
- **Working in the Business:** having the experience, ability and momentum to consistently deliver great results. Competencies include Capability, Efficiency, Results and Engaging.
- **Working on the Business:** adding extra value through innovation and strategic planning and building motivated accountable teams. Competencies include Accountability, Motivation, Strategy and Innovation.

Ratees received ratings on 50 items using a 1 to 7 scale (1 = Does not describe this person at all, 7 = Describes this person exactly). Raters were classified as Managers, Peers, Reports or Others. Ratees also rated themselves.

Procedure

Analyses of variance (ANOVA) were carried out to assess whether there was a significant difference between overall Hogan 360 scores across the eight countries. ANOVAs were also used to identify any country differences occurring in each of the leadership domains. 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.

RESEARCH FINDINGS

The table below shows the average overall Hogan 360 scores for each country as well as by leadership domain and competencies.

Table 2: Hogan 360 Scores by Country (scores out of 7)

Country*	MEX	GRE	USA	AUS	UK	DEN	JAP	SIN
No. of raters	675	641	1150	2389	151	99	322	176
Overall	5.65	5.48	5.44	5.42	5.28	5.22	5.18	4.80
Self-Management	5.86	5.64	5.52	5.49	5.33	5.42	5.27	4.89
Integrity	6.00	5.68	5.62	5.61	5.42	5.45	5.31	4.97
Resilience	5.69	5.58	5.38	5.34	5.22	5.40	5.22	4.79
Relationship Management	5.57	5.42	5.38	5.37	5.19	5.09	5.08	4.75
Communication	5.54	5.43	5.35	5.34	5.21	5.07	5.09	4.79
People skills	5.58	5.36	5.36	5.31	5.12	5.12	4.93	4.67
Team player	5.53	5.35	5.31	5.34	5.12	5.08	5.16	4.72
Customer	5.65	5.56	5.55	5.54	5.37	5.07	5.19	4.92
Working in the Business	5.76	5.55	5.64	5.58	5.49	5.37	5.36	4.93
Capability	5.93	5.74	5.86	5.87	5.80	5.57	5.62	5.11
Efficiency	5.61	5.37	5.39	5.30	5.14	5.16	5.20	4.74
Results	5.82	5.54	5.64	5.65	5.58	5.36	5.37	4.90
Engaging	5.70	5.53	5.62	5.49	5.44	5.35	5.30	4.96
Working on the Business	5.45	5.33	5.21	5.22	5.06	5.05	5.00	4.60
Accountability	5.49	5.44	5.24	5.25	5.02	5.02	5.19	4.77
Motivation	5.42	5.22	5.03	5.13	4.95	4.85	4.88	4.46
Strategy	5.45	5.28	5.20	5.17	4.97	5.03	5.00	4.48
Innovation	5.49	5.34	5.35	5.35	5.22	5.18	4.98	4.66

*MEX = Mexico, GRE = Greece, USA = United States of America, AUS = Australia, UK = United Kingdom, DEN = Denmark, JAP = Japanese, SIN = Singapore

THIS RESEARCH (CONT'D)

Overall Hogan 360 Scores

When looking at overall leadership performance (combined scores from all rater groups, excluding self-ratings), leaders from Mexico received, on average, the most positive feedback (5.65 out of a possible 7), where leaders from Singapore received the lowest ratings (4.8). Leaders from Greece, USA, and Australia overall performed on par with each other, with no significant differences, however they did outperform leaders from the UK, Denmark and Japan (who also received similar scores to each other).

The figure below illustrates the average overall Hogan 360 for each country, with the global benchmark provided as a reference point. For all figures that follow, the rating scale on the Y axis has been abridged to 4.00 to 6.00 to highlight differences between countries.

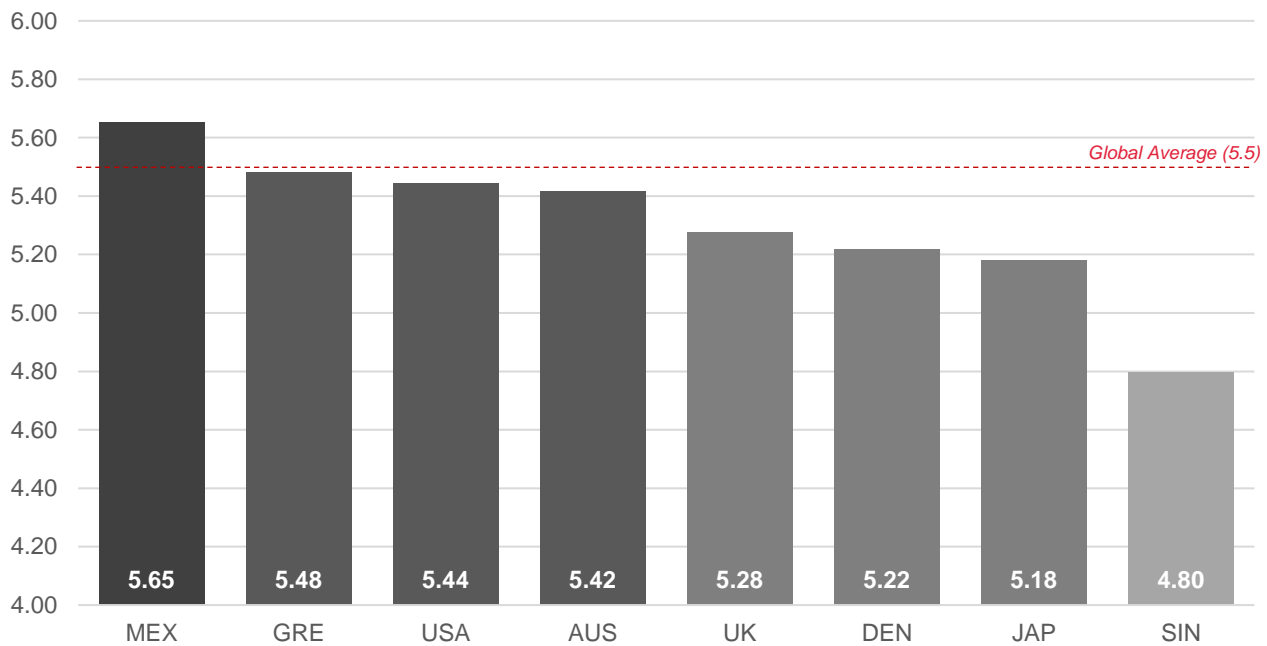


Figure 2: Overall Hogan 360 Ratee Scores by Country (out of 7). Scores are rounded to 2 decimal places.

RESEARCH FINDINGS (CONT'D)

Leadership Domain Scores

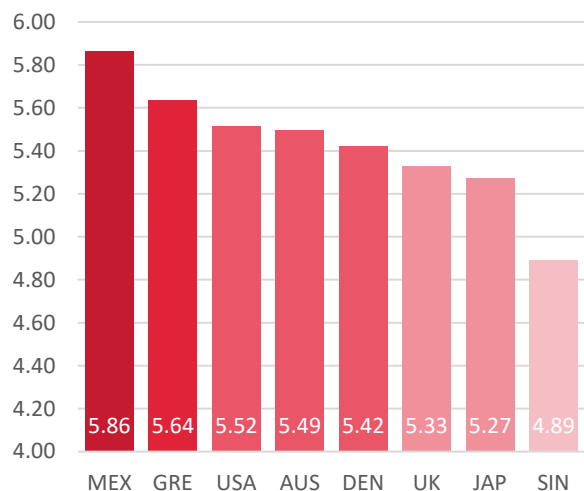


Figure 3: Self-Management Scores by Country (out of 7)

Self-Management

Self-Management refers to managing one’s emotions to achieve the best outcomes, demonstrating integrity and resilience. *Self-Management* presented as the highest scoring domain for Mexican, Greek and Danish Leaders. Ratees from Mexico received more positive ratings for *Self-Management* than all other countries. *Self-Management* also presented as Mexico’s strongest leadership domain, outperforming other countries by 0.3 – 1.0 rater points. This may suggest that, compared to other countries, leaders in Mexico appear polite, considerate and likely to manage their emotions maturely in stressful situations. They are also likely to treat people fairly and with respect and have a high level of self-awareness around their personal improvement.

Leaders from Singapore scored lowest on this domain, suggesting that compared to leaders from other countries, they may be seen unconcerned about managing their own emotions, less able to handle stress, and less likely to be seen as treating others fairly.

Relationship Management

Relationship Management refers to achieving better results through building and maintaining strong relationships based on trust and loyalty. Scoring patterns for the *Relationship Management* domain are similar to those for *Self-Management*, however all countries saw a decrease in scores for this domain. Leaders from Mexico received the highest score on the *Relationship Management* domain, suggesting that, compared to leaders from other countries, they are to be strong communicators who present as warm and thoughtful. They are likely to be good team players build trust and loyalty with others, with a focus on improving customer service.

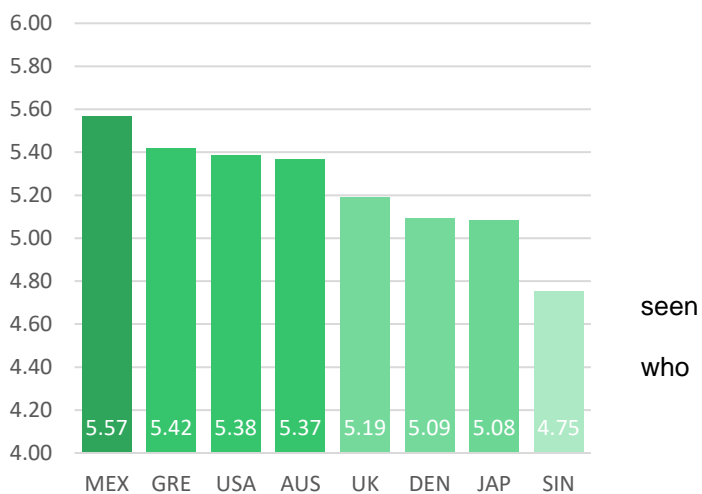


Figure 4: Relationship Management Scores by Country (out of 7)

Leaders from Greece, USA, and Australia performed on par with each other, and received significantly higher scores on *Relationship Management* compared to their counterparts in the UK, Denmark, Japan, and Singapore. This suggests that leaders from UK and Denmark, as well as Asia, may not appear as open or approachable as leaders from the other countries. They may also be less likely to encourage or emphasise team cohesion and may place less emphasis on building rapport and trust with their teams in order to achieve desired results.

The *Self-Management* and *Relationship Management* domains together describe the *Behavioural Competency* of leaders. Typically, high scores on both these domains describe leaders who professionally manage themselves and relate appropriately to others to achieve the best outcomes from their teams and stakeholders. The results suggest that leaders from Mexico may seek to achieve results by remaining emotionally calm and resilient whilst utilizing strong interpersonal skills to improve results through relationships with others. Leaders from Singapore, however, may be less inclined to demonstrate these qualities.

RESEARCH FINDINGS (CONT'D)



Figure 5: Working in the Business Scores by Country (out of 7)

efficiency in delivering results. Interestingly, the *Working in the Business* domain was the highest scoring domain for USA, UK and Australian leaders, as well leaders from Japan and Singapore.

Working on the Business

Working on the Business refers to adding extra value through innovation and strategic planning and building motivated, accountable teams. Leaders across all countries received their lowest scores from the *Working on the Business* domain, which is consistent with global Hogan 360 trends. This suggests that effective strategic planning, maintaining staff engagement and holding others accountable is a development area for leaders, regardless of the country.

Whilst leaders from Mexico remain the highest scoring cohort, the pattern of consistency seen in the *Working in Business* continues across the other country leaders in domain, albeit with lower scores.

This may suggest that whilst *Behavioural Competencies (Self-Management and Relationship Management)* of leaders vary significantly across countries, there seems to be more consistency regarding perceived *Business Competencies (Working in the Business and Working on the Business)*. That is, leaders across countries are likely to vary with respect to how resilient and emotionally intelligent they appear to be, as well as how much importance they place on building trust and rapport through strong relationships when driving results. However, there seems to be more consistency in perceived effectiveness around technical ability, operational execution, and optimisation of short and long-term results.

Working in the Business

Working in the Business refers to having the technical knowledge and capability to consistently deliver results. Whilst leaders from Mexico continue to receive the highest scores, perceptions of leadership behaviour in the *Working in the Business* domain appear more consistent across other countries, with the exception of Singapore (which did however see a marginal increase).

Interestingly, leaders from Greece ranked lower in this domain compared to their performance on the other leadership domains, placing them on par with leaders from Australia, USA and the UK. This may suggest that whilst leaders from Greece tend to be seen as emotionally resilient, and strong communicators and relationship builders compared to other countries (excluding Mexico), they are comparable to other leaders in relation to their perceived capability, knowledge and

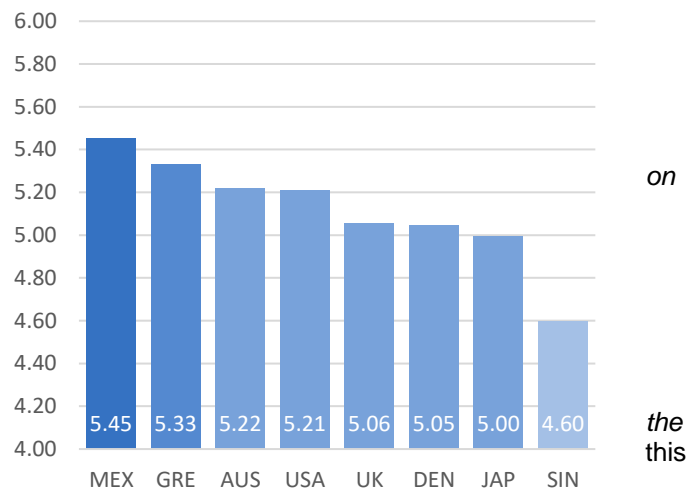


Figure 6: Working on the Business Scores by Country (out of 7)

RESEARCH FINDINGS (CONT'D)

Broadly, the scoring pattern across countries that was identified when examining overall Hogan 360 scores is reflected at the leadership domain level, with leaders from Mexico outperforming all other leaders, and Singaporean leaders receiving the lowest scores across all domains. There were two exceptions to this pattern. The first was in the domain of *Working in the Business*, which was the only domain in which leaders from the USA and Australia outperformed leaders from Greece. This may suggest that, compared to leaders in Greece, there is a stronger tendency for leaders in the USA and Australia to be technically capable, with a focus on the operational efficiencies of their teams and the business. The second exception was in the domain of *Self-Management*, which was the only instance in which UK leaders scored lower than leaders from Denmark. This may suggest that, relative to many of their global peers, leaders in the UK are seen to be less concerned with managing their emotions and general resilience, in light of achieving desired outcomes.

IMPLICATIONS

In examining Hogan 360 scores for leaders across different countries, it is apparent that there are differences in perceived leadership effectiveness at both the overall level and at the competency level. From our results, we cannot infer differing levels of capability of leaders from different countries, nor can we assume rater-lenience from the rater groups. There is research however to suggest that these differences in perceived leadership effectiveness could be driven by varying expectations of leadership in each country. Specifically, we know that individuals are likely to judge leaders based on their own perceptions of what effective leadership should look like. These leadership prototypes (Lord, Foti & DeVader, 1984) tend to be influenced by an individual's own experience and examples of leadership available to them, which are often context-dependant (Lord et al., 2001) and which can differ across cultures (Jogulu, 2010).

Research examining the desired attributes of leaders can also tell us a lot about the impact of behaviours described by the Hogan 360 leadership model. While the results from this study tell us about observed leadership behaviour, it does not necessarily capture desired leadership behaviours in different countries. Some research has shown there to be universally desired behaviours that span across numerous countries (Dorfman et al. 2012; Gentry & Sparks, 2011), yet behaviours that also appear to be culturally specific or preferred (Dorfman et al., 1997, Dorfman et al., 2012). Research undertaken by the Global Leadership and Organizational Behaviour Effectiveness (GLOBE) project have also demonstrated that national culture influences leadership behaviours as a result of the societal expectations of that country or culture (Dorfman et al., 2012), and that leaders will tend to lead in a manner that is consistent with those endorsed expectations.

Hence, whilst the determination of the variables that have led to the observed country differences in Hogan 360 scores across countries is beyond the scope of this study, the results from this study may provide an impetus for the potential use of country specific benchmarks when evaluating leadership effectiveness across different countries. The use of a standard global benchmark can be argued to create a baseline for leaders who are operating in an increasingly global marketplace, however the use of country specific benchmarks could help organisations better understand how their local leaders compare with each other and account for country specific nuances in expected leadership behaviour.

Further research is needed to explore the relationship between observed leadership behaviour obtained from multi-rater feedback instruments and desired leader behaviours that exist across and within different countries and cultures. Leadership expectations and organisational culture can certainly influence the way that people rate the leaders in their organisation. Unfortunately, this study did not allow for control of such influences.

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