

# Leadership in Australia and What Makes a High Performing CEO

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# New Research on Leadership and What Makes a High Performing Australian CEO

In 2006, Peter Berry Consultancy in conjunction with Hogan Assessments and The Executive Connection (TEC), conducted personality profiling on 55 high performing CEO's and benchmarked them against American Fortune 100 Executives. At the time we made a number of conclusions about similarities and differences and surmised that there were 6 distinguishing features about Australian Chief Executives that made them stand out from others. The results were launched in Sydney in August by a TEC sponsored function with Bob Hogan from the USA as the key-note speaker.

We have continued to build on these research findings. We have developed a sound database of 94 other executives and 405 middle managers. We can now benchmark the TEC 55 high-fliers against these other norms to see what they have in common and what makes them stand taller. We need to remember that the TEC 55 were chosen on the basis of sound financial performance over the previous three years, including revenue growth and sound profitability. They were chosen because of proven performance

We also have pleasure in introducing our 4 Domain Leadership framework to situate executive development. Our model consists of self management, relationship management, working 'in' the business (operational) and working 'on' the business (strategic). We have been developing and refining this model in consultation with Bob Hogan. Self management and relationship management relate to the personality of the individual and their awareness and maturity in using their emotions intelligently to achieve results through others. These can be called key behaviour indicators. The working 'in' and 'on' the business relates to job performance and how much competitive value is added beyond the job description. These can be called key performance indicators. In short, we are seeking to measure the 'how' and the 'what'. Jack Welch, the former CEO of GE, insisted on measuring his managers against these two criteria.

We have recently redesigned our 360 instrument to reflect these four domains. In the redesign process we have aligned the 360 to complement the Hogan Personality Assessments.

We have also included new research about great and not so great managers from the results of our 360 research. We have looked at the top 25 and worst 25 in the last two years. The great ones excel in self management, relationship management and in operational and strategic performance. The not so great do well in operational performance but score poorly in the other categories. We have reached the following five conclusions about what gives the TEC 55 a winning edge.

## 1. They are more competitive

These CEO's are naturally more ambitious than other executives. They are driven by competition and will seek to take the lead and search for leadership roles. They have strong self belief, are positive about what they can achieve and are comfortable with their identity as a leader. In most situations they are also confident with public presentations, which gives them opportunities for self display, motivating others and creating the way forward. This gives them the ability to outperform other executives.

## **2. They are more visionary**

These CEO's have a competitive edge when it comes to being impulsive and thinking outside the square. They enjoy testing the limits, sailing close to the wind and the adrenaline rush that goes with seeking excitement. They can think in imaginative, unusual and unpredictable ways that can make them innovative. They get excited about new ideas and have a natural aptitude for growing the business with new services/products and new markets. This gives them the ability to work "on" the business, not just "in" the business. Compared to other executives they will be seen as more strategic and less operational.

## **3. They are greater risk-takers**

These CEO's have a greater appetite for risk-taking. They have strong impulses to challenge the status quo, to "rock the boat" and are not driven by a need to play it safe. They can be described as entrepreneurial. They will be seen by others as being daring, pioneering brave and ground breaking. This gives them an adventurous, opportunistic edge and a greater ability to build empires compared to other Chief Executives.

## **4. They are more dynamic**

These CEO's will stand out in a crowd. They have a strong presence and will be noticed by others. They can be colourful and entertaining in their dress, manner and conversations. They also have a determination to be influential and dominant in the company of others, through their profile, passion or ideas. They can be charming, melodramatic, assertive, high-profile and spirited. They will draw others to their agenda. These qualities help them stand taller than others, they will be seen and heard.

## **5. They are more wired**

These CEO's are pumping with adrenaline, they have a greater sense of urgency. They have a significant degree of private stress and internal churn, which is often not displayed to the public. Healthy stress will give them energy and focus in driving business growth. They will keep an eye on the ball. They can be critical, fault finding, somewhat mistrustful and alert. They don't suffer fools or failure easily. Compared to other Chief Executives they will be more independent, tough and capable of conflict. We also found some element of external stress where they cope by letting off steam in the public domain. Stress management techniques are necessary so that emotions are always used intelligently and relationships are not damaged.

We will return to these five themes later in the paper. We will summarise our earlier research where we compare the TEC 55 CEO's with Fortune 100 Executives from America. We will also describe the Hogan Personality Assessments and provide tables showing the difference between the three Australian groups that produced our key findings.

## Four Leadership Competencies

We have developed a four domain model of leadership that consists of self management, relationship management, working 'in the business' (operational) and working 'on the business' (strategic). We have collaborated with Hogan Assessments in developing this concept which is still a work in progress. Robert Hogan, in his recent book "Personality and The Fate of Organisations" (Lawrence, Erlbaum Associates, 2007) is still making a leading edge contribution to this approach.

Self management and relationship management relate to the individual and how their personality is capable of building profitable relationships to achieve goals in personal and corporate life. These are personal competencies and can be measured at work as key behaviour indicators. The operational and strategic domains relate to the organisation and where a leader spends their time and how much value they add. These can be described as business competencies and can be measured at work as key performance indicators. Let's look at each of the four domains one at a time:

### 1. Self Management

COMPETENCIES INCLUDE LEARNING, COMPOSURE, INTEGRITY AND STRENGTH

- Understanding personal stresses, impulses, motivators
- Understanding healthy and unhealthy stress
- Understanding private stress and public stress.
- Managing your inside and outside lives with stress management
- Identifying blind spots
- Awareness around personal 'masks'
- GAP analysis of real self and ideal self
- Credibility through honesty, consistency, transparency and stability
- Identification and control of potential derailers
- Identification of strengths and how to leverage them for success

### 2. Relationship Management

COMPETENCIES INCLUDE PARTNERSHIPS, VALUES, VISION, COMMUNICATION, CHANGE AND CONFLICT

- Managing stress caused by others through mature behaviours to ensure lasting, constructive relationships
- Understanding others, their emotions and behaviours and seeing the world through their eyes
- Making others feel valued, sometimes making others feel more important than yourself
- Communication skills, talking, sharing information, listening, paraphrasing, body language and setting agendas
- Being a role model and building trust with others as the key to long term sustainable relationships
- Negotiating skilfully for win win outcomes, saying sorry, making concessions ... to keep relationships on track

- Setting clearly defined values, behaviours and standards to anchor the relationships and set the rules
- Creating partnerships around shared destinations with mutually satisfying outcomes
- Creating visions and dreams to give the relationships purpose and meaning
- Creating goals and milestones to give the relationship tangibility and specificity
- Using vision and dreams to create energy, passion, identity, belonging and emotional engagement
- Building teamwork and coalitions beyond 'turf territories' around bigger pictures
- Inspiring buy-in from those outside the organisation
- Unleashing discretionary effort where people give 110% because they believe

### **3. Working 'In' the Business (Operational)**

COMPETENCIES INCLUDE PROCESSES, CUSTOMERS, PEOPLE AND MEASUREMENT

- Sound industry knowledge, good technical skills
- Good work ethic
- Annual operational plans, including financial, process, customer and people issues
- Process improvement aimed at reducing rework, aiming for operational excellence using ISO9000 and six sigma
- Customer focus, including value, quality, timeliness and tactics around customer relationship management and customer intimacy
- People issues include selection, development and retention, aiming for employer of choice
- A measurement culture where all groups have user friendly key performance indicators
- Strong focus on budgets and financial performance

### **4. Working 'On' the Business (Strategic)**

COMPETENCIES INCLUDE STRATEGY, EXECUTION, ACCOUNTABILITY, LEADERSHIP AND CULTURE

- Great work ethic
- Good industry and technical knowledge
- Great strategic skills
- Strategic planning, 3 - 20 year horizon
- Passion around opportunities to 'reinvent ourselves', rejection of 'business as usual'
- Growth focus – new markets and new products/services
- Mergers and acquisitions
- Execution – rigorous implementation of accountabilities, reviews and rewards
- Leadership development programs for senior and middle managers and rising stars
- Building a leadership pipeline to deliver strategy based on all four quadrants
- Performance reviews for all around behaviour and performance and including individual and business development opportunities
- A high performing culture with clearly defined values and behaviours, emotional engagement of stakeholders, discretionary effort and zero tolerance of poor performers

We believe this to be a great model for executive development and education, and also as the basis of contemporary performance management systems, including feedback and appraisals. Everyone on the payroll, from top to bottom, should be given feedback in all four domains and development opportunities identified.

## **Australian 360° Research**

At Peter Berry Consultancy we have been using 360° feedback (where managers are assessed from above, sideways and below) for twelve years. Our instrument has been used in Qantas, TNT, Australia Post, Nestle, Boral and Ella Baché, to name a few. We recently plotted the 25 highest scoring managers in the last two years against the twenty-five lowest scoring. Please note that this research is not just CEO's but includes other executives and middle managers. Therefore we are talking about feedback from work colleagues as to what constitutes great leadership as distinct from ordinary leadership. The differences are profound.. The 360° process showed that our most highly regarded leaders stand out for four reasons:

### **1. Motivation**

These managers are very motivated to achieve, are very effective in goal setting and KPIs, driving performance improvement, supporting the big picture and vision, possess the passion to make a difference and bring a positive attitude to the job.

### **2. Achievement**

They deliver very good results, get the job done professionally, perform to a high standard, get different work areas to pull together, are productive and drive continuous improvement for quality and customer service.

### **3. People Skills**

They have excellent human relations skills, give credit where credit is due, make people feel valued, communicate effectively, share resources, knowledge and time, and hold staff accountable.

### **4. Integrity**

They are role models, actively support the organisation's values and treat people with respect. They do not demonstrate rude, aggressive behaviour, favouritism, hidden agendas, harassment and double standards.

By contrast the poorly performing leaders had one strength:

### **1. Achievement**

They scored well for having the right knowledge (technical ability and experience) and for being hardworking (a good work ethic). They are concerned about customer service, performance, measuring performance, delivering results, efficiency, process improvement and on time delivery.



(I believe that the inclusion of customer service is not because they are passionate about it but it fits with their operational bias and the need to get things done for the customer. In this sense the customer is the end and their focus on working in the business is the means. The key driver here is clearly operational – we are here to get the job done.)

The opportunities to improve for these poorly rated managers are as follows:

1. People Skills

The manager has poor human relations skills and doesn't make people feel valued. They don't give credit where credit is due, are not effective in coaching and developing employees or communicating.

2. Motivation

The managers are not very motivated to achieve, lack passion, do not bring a positive attitude to the job and are not effective with goal setting, KPIs and supporting the vision.

3. Integrity

They are not seen as role models, do not treat people with respect (indeed harassment is common), are aggressive, rude, have favourites, double standards and get involved in internal politics and power games.

One huge difference is that great leaders are rated as having good people skills, they are a 'people person'. They also rated highly for being a motivator and a role model. These three features, by contrast, were at the bottom of the ladder for the poorly performing managers.

We then searched for how the great leaders can improve and four big items emerged:

1. Takes on too much: spreads self too thin
2. Challenge poor performers
3. Delegate more
4. Be out and about more: be seen, accessible

We also asked how the not so good leaders can improve with the following results:

1. Improve people skills: interpersonal skills
2. Motivate people: improve morale
3. Communicate better
4. Be less aggressive

The great managers look to have all four bases covered when we reflect on our 4 Domain Leadership Model. They appear to be strong on self management, relationship management and working 'in' and 'on' the business. The not so good managers seem to be lacking in self-management, relationship management and strategic skills. This means their competencies are restricted to one of the 4 domains, operational. They will have trouble leading teams, being respected and delivering results on a longer term basis through others. They have poor people



skills, are not motivational, need to communicate better and have a bullying style. They are better placed working 'in' rather than 'on' the business. These people probably survive because of the operational contribution they make. Despite their shortcomings, they are strong on knowledge and work ethic. Senior managers probably keep them because they are worried about how to replace them.

Now let's look at a summary of the 2006 TEC/Hogan study before we explore our new Australian Hogan Research in greater detail.

### **Australian Leaders versus Fortune 100 Leaders...2006 Findings**

In 2006 we benchmarked the TEC 55 CEO's against Fortune 100 leaders and reached the following conclusions:

- Australian leaders are more entrepreneurial in comparison to the U.S. sample
- Australian leaders show a greater sense of urgency and willingness to learn from mistakes
- Australian leaders are more willing to confront problem performers
- Australian leaders are more flexible, more tolerant of ambiguity and more willing to change direction quickly
- Australian leaders are more business-focussed and less interested in abstract discussions of theory and strategy
- Australian leaders are less conservative and more action-oriented and more risk taking
- Australian leaders are tough and resilient and astute about corporate politics
- Australian leaders are more fun-loving, socially engaging, imaginative and visionary
- Australian leaders place greater value on team building skills, strategic thinking, delegating and being a good organisational citizen

### **Owner Operating CEOs versus Corporate CEOs:**

- The owner-operating TEC CEOs are more co-operative, cheerful, open to feedback, helpful, upbeat and supportive of the organization
- Corporate TEC CEOs are looking for more recognition of their achievements and a high profile
- Owner operators are more modest and less in need of the limelight
- Owner operators are found to be more entrepreneurial

### **About the TEC CEO Leadership Study**

The TEC CEO Leadership Study, undertaken by The Executive Connection (TEC) in partnership with Peter Berry Consultancy and renowned psychologist, Dr Robert Hogan, is the first major study of successful Australian CEOs resulting in defining key personality traits for successful leadership. TEC and Peter Berry Consultancy selected 55 TEC CEOs to complete the Hogan Assessment Systems assessment battery; including the Hogan Personality Inventory, the Hogan Development Survey and the Motives, Values, Preferences Inventory. The CEOs were chosen based on their success at growing a profitable business.

Peter Berry Consultancy was responsible for the administration of the research study and collected research data from TEC CEOs and TEC Chairman through April and May 2006.

Of the 55 TEC CEOs who completed the study, 32 are owner-operator CEOs and 23 are non-owner operators or corporate CEOs. Ages of CEOs in the study range from 37-63, and 23.6 percent were women. The CEOs, from New South Wales, Victoria, Queensland, South Australia and Western Australia, run small to medium-sized organisations, ranging in turnover from \$2 million to \$450 million, employing between 10 and 8,500 staff. They come from a range of industries such as: non-profit, health care, industrial organisations, technology, bulk exporters, construction, publishing houses, tourism, professional services, pharmaceuticals, manufacturers, consumer goods importers and retailers.

### **About The Executive Connection**

The Executive Connection (TEC) is the world's leading CEO membership organisation for ongoing professional and personal development, increasing the effectiveness and enhancing the lives of business leaders.

Members are placed in groups of up to 16 non-competing peers to gain insights and learn from each other's experiences. Each group is led in a monthly one-day session, by a TEC Chair, a highly experienced business professional. The day consists of interactive speaker sessions and issues workshops. The Chair also holds one-on-one sessions once a month with each member of the group to address individual issues.

With TEC, chief executives improve their decision making, increase accountability, overcome isolation and anticipate and manage change while networking nationally and internationally.

The Executive Connection was founded in the USA in 1957 with a global membership of over 10,000 Chief Executives in 15 countries. The Executive Connection began in Australia in 1986 and currently has over 1200 members. For more information, [www.tec.com.au](http://www.tec.com.au)

### **About Hogan Assessment Systems**

Hogan Assessment Systems (HAS), founded by renowned psychologist, Dr Robert Hogan, is a multidisciplinary consulting firm that specializes in employee selection and development, providing comprehensive assessment solutions for customers around the world. HAS customers include more than half of the Fortune 100 companies, plus many other organizations in Australasia and around the world.

Hogan assessments are used by many well-known organisations, including over 50 percent of the Fortune 500 companies, of which 75 percent are multi-national organisations. The assessments are also used by Australasian brands, including BHP, Qantas, Ingeus, BP, St Hillers, Maggie Beer, The College of Law, Australand, SydneyWater, Blue Star Print, AMP Capital, Challenger, Mars Corporation, Ella Bache, and Sara Lee.

## About Peter Berry Consultancy

Peter Berry Consultancy is a multidisciplinary consulting organisation specialising in profiling and consulting services that make a real difference in leadership, business planning, people and culture. Peter Berry Consultancy has been operating since 1990 working with blue-chip organisations including Toyota, Coca-Cola, Nestlé, General Electric and Qantas.

Hogan Assessment Systems is available in Australia through Peter Berry Consultancy at [www.peterberry.com.au](http://www.peterberry.com.au)

## Hogan Assessment Systems Background Information:

Hogan Assessment Systems has three primary inventories:

- the Hogan Personality Inventory ('The Bright Side of Personality')
- the Hogan Development Survey ('The Dark Side of Personality')
- the Motives, Values, Preferences Inventory ('The Inside of Personality').

## The Hogan Leadership Forecast™

We define the Bright Side using the Hogan Personality Inventory (HPI; Hogan & Hogan, 1995). The HPI is an inventory of normal personality, based on the Five Factor Model (Wiggins, 1996), developed with employed adults, and designed to predict career success. The HPI has been used to study every job in the U.S. economy, and rests on an archival database of over 1,000,000 cases. There is a well-defined HPI profile of successful business leadership (Hogan, J. & Holland, 2003). Table One describes and defines the scales of the HPI.

**Table One HPI Scale Definitions**

Scale Name	Definition
	<i>The degree to which a person seems....</i>
Adjustment	calm and self-accepting
Ambition	self-confident and competitive
Sociability	to need or enjoy social interaction
Interpersonal Sensitivity	perceptive, tactful, and sensitive
Prudence	conscientious and conforming
Inquisitive	creative and interested in problems
Learning Approach	to value learning for its own sake

The Dark Side refers to peoples' interpersonal style when they don't care how they are evaluated—after they come to work or after you have married them. We define the Dark Side in terms of the Hogan Development Survey (HDS; Hogan & Hogan, 1997). The HDS is the result of our research on leadership, and is designed to assess characteristics associated with managerial derailment and leadership dysfunction. There is a well-defined HDS profile of successful business leadership (Hogan & Hogan, 2001). Table Two describes and defines the scales of the HDS.

**Table Two HDS Scale Definitions**

Scale Name	Definition
Excitable	Concerns seeming moody and hard to please, being enthusiastic about new persons or projects and then becoming disappointed with them
Sceptical	Concerns seeming cynical, mistrustful, and doubting the true intentions of others
Cautious	Concerns the tendency to be conservative, careful, concerned about making mistakes, and reluctant to take initiative for fear of being criticized or embarrassed
Reserved	Concerns the tendency to keep to oneself, to dislike working in teams or meeting new people, and to be indifferent to the moods and feelings of others
Leisurely	Concerns seeming independent, refusing to be hurried, ignoring other peoples' requests, and becoming irritable if they persist
Bold	Concerns seeming unusually self-confident, having strong feelings of entitlement, and being unwilling to admit mistakes, listen to advice, or attend to feedback
Mischievous	Concerns seeming to enjoy taking risks and testing the limits, being easily bored, and seeking excitement
Colourful	Concerns seeming lively, expressive, dramatic, and wanting to be noticed
Imaginative	Concerns seeming to act and think in creative and sometimes unusual ways
Diligent	Concerns seeming meticulous, precise, and critical of the performance of others
Dutiful	Concerns seeming eager to please, ingratiating, and reluctant to take independent action or go against popular opinion

The Inside of personality refers to core values. There are good values and bad values: charity, honesty, and fairness are good values; greed and selfishness (think senior executives at Enron) are bad values. We define values using the Motives, Values, Preferences Inventory (MVPI: J. Hogan & R. Hogan, 1996), and there is a values profile associated with successful business leadership. Table Three describes and defines the scales of the MVPI.

**Table Three MVPI Scale Definitions**

Scale Name	Definition
	<i>Motives are associated with....</i>
Aesthetics	an interest in art, literature, music, and humanities
Affiliation	A desire for and enjoyment of social interaction
Altruistic	involving concerns about others' welfare
Commerce	an interest in business and Finance gains
Hedonism	producing an orientation for fun and pleasure
Power	A desire for success, accomplishment, and status
Recognition	A need to be recognized
Science	A value of analysis and the pursuit of knowledge
Security	A desire for certainty and predictability in life
Tradition	A dedication to ritual and old-fashioned virtues

The HPI, HDS, and MPVI provide well-validated and technically sound measures of the Bright Side, the Dark Side, and the Inside; we have tested executives and senior leaders from major corporations all over the world using these inventories, and we have a great deal of statistical data to support the claim that personality drives leadership style, and leadership style drives business unit performance. It was with this point in mind that we conducted our study of high performing CEOs in Australia.

Now lets look at the new research results...

## **2007 Hogan 'Top Gun' CEOs - New Australian Research**

In 2006, 55 high performing CEO's were nominated to participate in Hogan profiling to determine what distinguishes a great CEO from other managers. The 55 were chosen on the basis of having a three year track record of sound business growth and profitability (i.e. financial performance) and other indicators such as client and employee satisfaction. We have now had the opportunity to compare their profiles with that of 94 other executives and 405 middle managers. We have defined executives as CEO's and their direct reports, meaning senior managers. We have defined as meaning middle managers, including categories such as team leaders and supervisors. These people don't report to a CEO. The tables with the supporting data follow shortly. We found the following five factors give the TEC CEO's a competitive edge:

### **1. They are competitive**

We expect to see a score of around 70 for Ambition, 66 for Power , 70 for Bold and 61 for Commerce. If we add these totals up, the score is 267. We describe these leaders as being motivated, determined, spirited, assertive, demanding, hardworking, impatient, self starting, energetic, confident, achievement oriented, interested in money/profit/budgets and bottom line numbers. They are also vitally interested in business opportunities, investments, financial planning and getting ahead.

## **2. They are visionary**

We expect to see scores of 70 for Mischievous, and 74 for Imaginative. If we add these totals up the score is above 140. We describe these leaders as being far-sighted. They are lively, headstrong, wishful, starry eyed, impatient, impulsive, unpredictable, experimental, hot blooded, limit testing, innovative, inventive, passionate, blue sky, and unconventional.

## **3. They are risk taking**

We expect to see scores of 40 for Prudence, 35 for Dutiful and 24 for Security. If we add these scores up the total is just under 100. They are entrepreneurial, adventurous, daring, intrepid, venturesome, unafraid, pioneering, go-getting, brave, speculative, ground breaking, courageous and empire building.

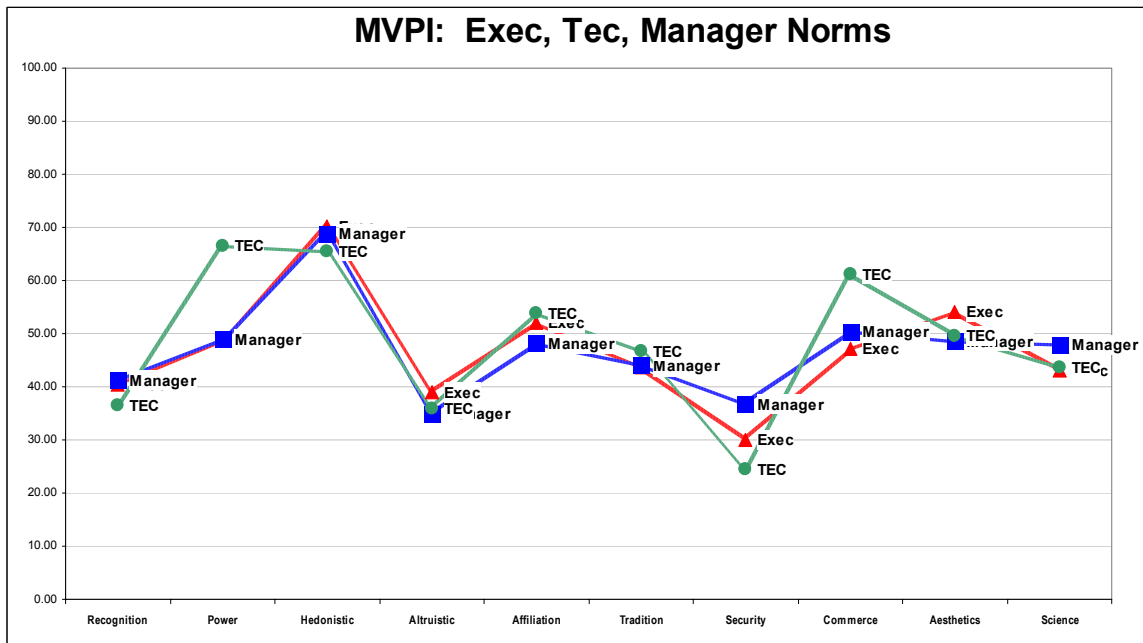
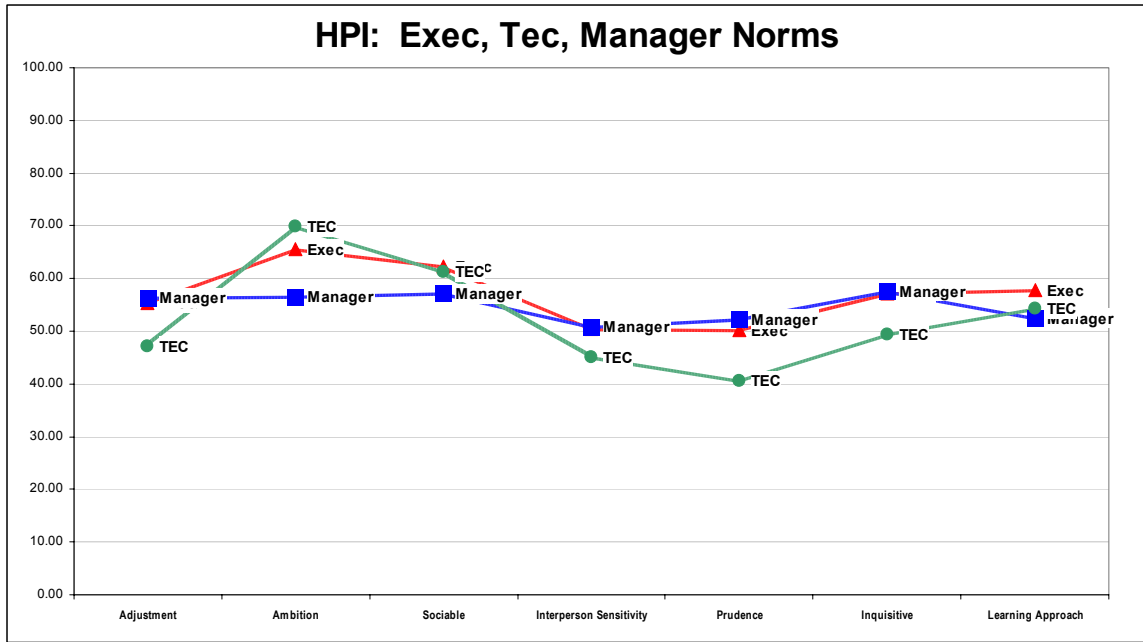
## **4. They are dynamic**

We expect to see scores of 70 plus for colorful. In combination with high scores on competitive, visionary and risk taking (above) they will be seen as being charming, melodramatic, charismatic, high impact, energetic, assertive, demanding, influential, high-profile, entertaining, animated, spirited and hot-blooded.

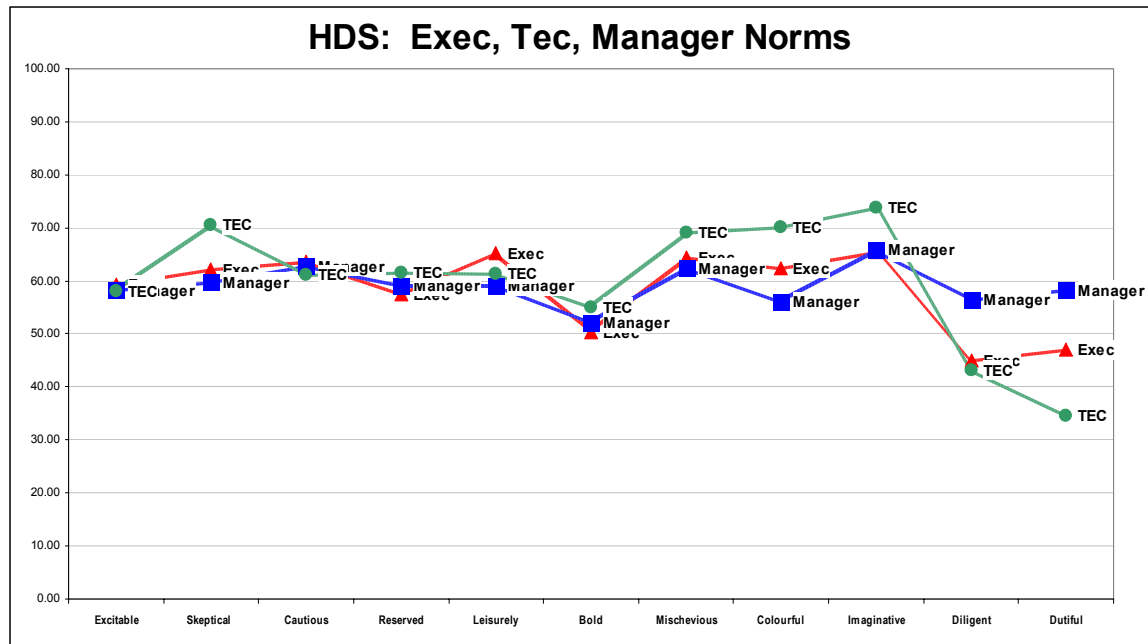
## **5. They are wired**

We expect to see scores below 50 for Adjustment, above the 70 mark for skeptical and below 50 for Interpersonal Sensitivity. These leaders keep an eye on the ball, have lots of adrenaline pumping and normally manage their anxieties as healthy stress. They tend to be critical, fault-finding, watchful, somewhat mistrustful, worried, alert, independent, tough and capable of conflict. They don't suffer fools or failure easily.

The following tables show you the breakdown of the three profiles:







## Conclusions

1. Since the 2006 research we have further refined what makes a great CEO by comparing the original TEC 55 with other Australian executives and middle managers. This has allowed us to put a microscope on where the TEC CEO's differ from the rest. The first four conclusions are perhaps hardly surprising but significant because we have sound data to prove that they are more competitive, visionary, risk-taking and dynamic. The fifth element, that they are stressed, may be surprising, but then again may not be. Given that the TEC 55 were chosen on the basis of financial criteria, including significant revenue growth (entrepreneurial) it may not be a coincidence that they are stressed. This simply means that they are watchful, keep their eye on the ball and don't suffer fools or failure easily. As long as this is healthy stress it will give them adrenaline and energy. Healthy or not, the conclusion is that executives need to have stress management regimes to help them cope and to keep on winning!
2. Our four domain model of leadership competencies is a great framework for approaching staff and executive feedback and development. It lends itself easily to identifying ones strengths and shortcomings. Our 360° appraisal has been revised to report against these four dimensions. Combined with the use of Hogan Personality Profiling they provide a powerful suite of instruments for evaluation, selection and coaching.
3. The 360° research shows that all managers are hard-working and have great knowledge. What separates the great manager from the others is their motivation, people skills and integrity. The best ones need to prioritise their work, delegate more, challenge poor performers and be out and about more. The not so good managers have a lot to do in self-management, relationship management and being strategic. The best managers are competent in all 4 domains and the not so good managers are competent only in the operational quadrant.

## Authors

**Peter Berry** is the Managing Director of Peter Berry Consultancy Pty Ltd. He has over 30 years experience in Human Resources. He is an associate of Melbourne Business School and is regarded as one of Australia's top speakers on leadership, business planning, people and culture.

**Shayne Nealon** is a partner in Peter Berry Consultancy. Shayne has had 25 years experience in Human Resources, Industrial Relations and Change Management with a customer service and safety focus. Shayne has held senior positions in Qantas and now consults to industry on workplace improvement, recruitment and a range of HR and IR issues.

We also wish to acknowledge the work of Robert Hogan that we have drawn on. He has also made some invaluable suggestions to this paper.

**Robert Hogan, Ph.D.**, President of Hogan Assessment Systems, is an international authority on personality assessment, leadership, and organisational effectiveness. He is a prolific writer, prize winning teacher and regularly talks in the USA, Australasia and EU. Dr Hogan is widely credited with demonstrating how careful attention to personality factors can influence organisational effectiveness in a variety of areas – ranging from organisational climate and leadership to selection and effective team performance.