Optimising Feedback:
Linking Multirater data and Hogan Profiles

2012

Introduction

Many large organisations assess employees' personalities and collect 360 feedback–based performance data; however, it is rare that these sources of information are analysed to optimize the combined usefulness of feedback provided to both the organisation and the individual. The current study examines patterns in score differences on a 360 feedback tool with variance in personality traits. In addition, score patterns for different rater groups (i.e., self, direct reports, peers, managers) will be examined to see if there is variance in how these groups rate managers on various aspects of leadership performance. The database of almost 500 managers from across a variety of industries contains personality data from three inventories and ratings on a 360 feedback tool.

Historically, researchers have interpreted differences between source ratings in multirater tools as error related to rating difficulty or another factor irrelevant to true managerial performance (Viswesvaran, Schmidt, & Ones, 2005). For example, differences between subordinate and peer ratings were perceived as unwanted error rather than legitimate variance based on differing expectations of the target manager. However, in more recent years, I/O professionals have started to reconsider this position (Hoffman & Woehr, 2009; Vecchio & Anderson, 2009).
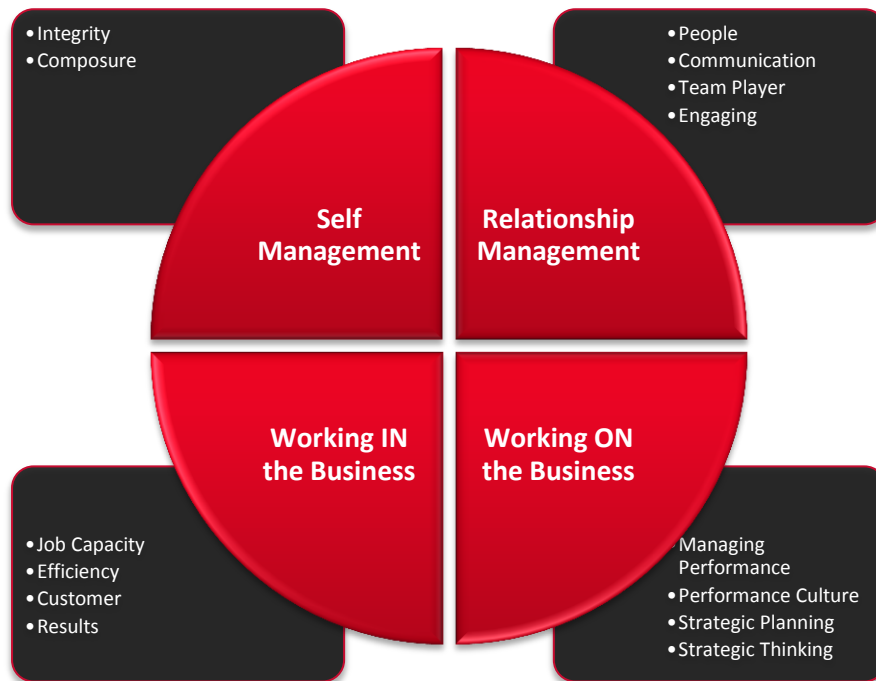
Oh and Berry published a study presenting the idea that mulitrater tools serve as a robust assessment of the effectiveness of personality tools in predicting managerial performance precisely because of between source variance in ratings (Oh & Berry, 2009). They assert that a socioanalytic framework (Hogan & Holland, 2003) can facilitate a better understanding of differences in motivation and needs of various rater sources, and consequently, a better understanding of the challenges managers face in fulfilling the conflicting needs of multiple entities at work.

In addition to examining rating differences between groups, it is also valuable to examine incongruities between the target managers' self ratings and ratings of other groups. Discrepancies can lead to richer and more tailored feedback discussions, and may also lead managers to identify areas in which personal focus and performance improvements are necessary (Vecchio & Anderson, 2009). These instances in particular can provide insights to both individuals and organisations to guide development programs to mutually beneficial outcomes for both the individual and the organisation.

The Multirater Feedback Tool

The managers in this study participated in a 360 feedback process using the PBC 360 Feedback Report. This report has four leadership quadrants that are further divided in to fourteen themes. Exhibit 1 below displays the PBC Leadership Framework.

Exhibit 1
PBC Leadership Framework[1]

- Integrity
- Composure

Self Management

- People
- Communication
- Team Player
- Engaging

Relationship Management

Working IN the Business

- Job Capacity
- Efficiency
- Customer
- Results

Working ON the Business

- Managing Performance
- Performance Culture
- Strategic Planning
- Strategic Thinking

The 476 managers in the database work for more than 20 organisations, including public sector, private sector, and not-for-profit organisations. Each target manager (i.e., the manager on whom the feedback was provided) received ratings and open-ended feedback from between seven and fourteen raters. Raters were designated as direct reports, peers, or managers (i.e., the target manager's manager). Ratings are provided on all fourteen of the themes in the PBC Leadership Framework (e.g., Integrity, Communication) in addition to open-ended feedback. Ratings range from 1 to 8 for the fifty items that are each assigned to one of the fourteen themes with 8 being the most favourable rating.

Hogan Assessments

Each of the target managers in the database completed the Hogan Personality Inventory (Hogan & Hogan, 2007), the Hogan Development Survey (Hogan & Hogan, 2009), and the Motives, Values, and Preferences Inventory (Hogan & Hogan, 2010). See Appendix A for a complete list of scale descriptions and information about the assessments.

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[1] The PBC Leadership Framework was modified in 2012. For the latest version of the PBC Leadership Model and the PBC360, please contact PBC.

The Research

The data were examined for the following points of interest:

> An examination of the relationship between a target manager's own personality and their self ratings on the 360 tool. Or, does a person's personality affect their propensity to rate themselves high or low?

> An examination of systematic differences between a target manager's personality and ratings by group. Or, do peers, reports, and managers prefer different personality characteristics in the target managers?

> An examination to determine if any dark side traits are positively related to 360 ratings. Or, is there any dark side trait that is preferred by reports, peers, or managers?

The average theme scores were computed for person by rater group (e.g., the Communication mean was computed for direct reports, peers, managers, and self ratings). The rater group theme scores were correlated with the Hogan assessment raw scale scores.

The Results

Results are presented below in tables which display the 360 themes which were significantly (p < .05) related to the Hogan scales by rater group. A plus sign (+) indicates a positive significant relationship and a minus sign (-) indicates a negative significant relationship.

Hogan Personality Inventory Results

Table 1 below displays the 360 theme scores by rater group that are significantly correlated with HPI scales. Target managers who scored high on Adjustment, indicating that they are more optimistic and emotionally stable, scored themselves significantly higher on 12 out 14 themes when compared with those who scored low on Adjustment. Reports, peers, and managers agree on the beneficial impact of Adjustment on a target manager's composure, which is not surprising given that is a key characteristic of those who are high on Adjustment.

Target managers who are high on Ambition scored themselves significantly higher than those who score low on Ambition on every theme. Reports, peers, and managers agreed on the beneficial impact of Ambition on some themes, but scored those more ambitious target managers lower on Integrity. Target managers who scored high on Sociability rate themselves higher on 10 of the 14 themes. Peers and managers rate highly social people lower on Integrity, Composure, and People Skills. This is not surprising given that people who are highly social tend to seek interaction much more than others, often to the point of being perceived as inappropriate in their incessant need to interface rather than complete work independently.

Table 1
HPI Scales with Related 360 Themes[A]

HPI Scale	360 Ratings by Reports	360 Ratings by Peers	360 Ratings by Manager	Self Ratings
HPI Adjustment	Integrity + Composure +	Composure +	Composure + People Skills +	Integrity + Composure + Communication + People Skills + Team Player + Efficiency + Results + Engaging + Managing Performance+ Performance Culture + Strategic Planning + Strategic Thinking +
HPI Ambition	Engaging +	Integrity – Engaging +	Integrity – Customer + Engaging + Managing Performance + Strategic Planning + Strategic Thinking+	Integrity + Composure + Communication + People Skills + Team Player + Customer + Job Capacity + Efficiency + Results + Engaging + Managing Performance+ Performance Culture + Strategic Planning + Strategic Thinking +
HPI Sociability		Integrity – Composure – People Skills –	Integrity –	Communication + People Skills + Team Player + Customer + Job Capacity + Engaging + Managing Performance+ Performance Culture + Strategic Planning + Strategic Thinking +
HPI Interpersonal Sensitivity	Integrity + Composure + People Skills + Strategic Thinking +	Composure + People Skills +	People Skills +	Integrity + Composure + Communication + People Skills + Team Player + Engaging + Performance Culture +

HPI Scale	360 Ratings by Reports	360 Ratings by Peers	360 Ratings by Manager	Self Ratings
HPI Prudence	Integrity + Composure + People Skills + Job Capacity + Results +	Integrity + Composure + Communication + People Skills + Team Player + Customer + Job Capacity + Efficiency + Results + Engaging + Performance Culture + Strategic Planning +		Integrity + Composure + People Skills + Team Player + Efficiency + Results + Strategic Thinking –
HPI Inquisitive	Strategic Thinking +		Integrity – Strategic Thinking +	Composure + Customer + Engaging + Strategic Planning + Strategic Thinking +
HPI Learning Approach				Communication + Customer + Job Capacity + Results + Engaging + Strategic Planning + Strategic Thinking +

[A] The + or – sign indicates the direction of the relationship. Only statistically significant (p < .05) relationships are indicated on this table.

Target managers who are high on Interpersonal Sensitivity, or Agreeableness, rated themselves higher on seven of the themes, and all three other rating groups seem to think highly of the people skills of these more agreeable people. Given that high Interpersonal Sensitivity individuals tend to prefer harmony with others and are generally more empathetic, it is not a surprise that their co-workers find this beneficial.

Reports and peers clearly prefer the target managers who score high on the Prudence, or conscientiousness, scale. It is understandable that peers and reports would prefer a colleague who is reliable, dependable, and organised. Those target managers who score high on the Inquisitive, or openness, scale seem to be thought of as better at strategic planning and thinking than those who are lower on openness. Learning Approach, or a preference for academic activities such as reading and math, has no effect on how the other groups rated the target managers.

Hogan Development Survey Results

The Hogan Development Survey measures characteristics that can seem like strengths but lead to derailing characteristics when a person is under stress or pressure. See Appendix A for more information on each scale. The pattern of self ratings for the Excitable, Cautious, and Reserved scales is not surprising given the characteristics of individuals who score high on those scales. Generally high Excitable, high Reserved, and high Cautious individuals will manage their anxiety by pushing others away and internalising their fear and doubt, losing trust

in others (and systems and organisations), by becoming pessimistic and afraid to take action. It is also not surprising those individuals who are high Excitable, and therefore prone to anxiety, indecisiveness, and overreactions, would be rated far lower by their reports, as the direct reports are likely the ones who most suffer from these behaviour patterns. High Cautious and High Reserved individuals tend to hide out and resist action when under stress and pressure, consequently, their managers have rated them quite low on many of the themes; however, peers seem to see some value in a colleague that is overly careful. High Bold individuals tend to be arrogant and outwardly express personal confidence when under pressure, and therefore have rated themselves higher on every theme.

Table 2
HDS Scales with Related 360 Themes[A]

HDS scale	360 Ratings by Reports	360 Ratings by Peers	360 Ratings by Manager	Self Rating
HDS Excitable	Integrity – Composure – People Skills – Engaging – Strategic Thinking –	Composure –		Integrity – Composure – Communication – People Skills – Team Player – Customer – Job Capacity – Efficiency – Results – Engaging – Managing Performance– Performance Culture – Strategic Planning – Strategic Thinking –
HDS Sceptical			Communication – Results –	Performance Culture + Strategic Planning +
HDS Cautious		Integrity + Composure + People Skills + Engaging –	Integrity + Efficiency – Engaging – Managing Performance – Strategic Planning – Strategic Thinking –	Integrity – Composure – Communication – People Skills – Team Player – Customer – Job Capacity – Efficiency – Results – Engaging – Managing Performance– Performance Culture – Strategic Planning – Strategic Thinking –

HDS scale	360 Ratings by Reports	360 Ratings by Peers	360 Ratings by Manager	Self Rating
HDS Reserved		Engaging –	Communication – Team Player – Customer – Engaging – Managing Performance – Performance Culture –	Integrity – Composure – Communication – People Skills – Team Player – Customer – Efficiency – Engaging – Managing Performance– Performance Culture – Strategic Planning – Strategic Thinking –
HDS Leisurely		Engaging –	Communication – Team Player – Efficiency – Results – Engaging – Managing Performance –	
HDS Bold		Integrity – Composure –	Integrity –	Composure + Communication + People Skills + Team Player + Customer + Job Capacity + Efficiency + Results + Engaging + Managing Performance+ Performance Culture + Strategic Planning + Strategic Thinking +
HDS Mischievous		Integrity – Results –		Communication + People Skills + Team Player + Customer + Job Capacity + Engaging + Managing Performance+ Performance Culture + Strategic Planning + Strategic Thinking +
HDS Colourful	Integrity –	Integrity – Composure – People Skills – Results –	Integrity – Customer + Engaging + Managing Performance + Strategic Planning + Strategic Thinking +	Communication + People Skills + Team Player + Customer + Efficiency + Results + Engaging + Managing Performance+ Performance Culture + Strategic Planning + Strategic Thinking +

HDS scale	360 Ratings by Reports	360 Ratings by Peers	360 Ratings by Manager	Self Rating
HDS Imaginative		Integrity – Composure – Communication – People Skills – Team Player – Job Capacity – Results –	Integrity – Job Capacity – Results –	Communication + Team Player + Customer + Engaging + Performance Culture + Strategic Planning + Strategic Thinking +
HDS Diligent		Customer +	Communication –	Team Player + Customer + Job Capacity + Efficiency + Results + Managing Performance+ Performance Culture + Strategic Planning +
HDS Dutiful	People Skills +			Integrity – Communication – Job Capacity – Efficiency – Results – Engaging – Managing Performance– Performance Culture – Strategic Planning – Strategic Thinking –

A The + or – sign indicates the direction of the relationship. Only statistically significant (p < .05) relationships are indicated on this table.

High Colourful individuals have some of the most interesting results, with peers seeing their attention seeking and outgoing behaviour as detrimental, whereas managers have rated them higher on a number of categories. High Imaginative individuals tend to see their idea generating behaviour as beneficial; however, peers and managers disagree and have rated them lower on many themes. High Dutiful individuals tend to view themselves as performing to a much lower standard than everyone else, which aligns with their characteristics of being deferential to the opinions of others.

The HDS correlations with the 360 theme scores quite clearly align with how individuals with elevated scale scores typically behave. The self ratings are quite telling in view of the relationship between the target manager's derailing characteristics and how they view their own performance. The scale elevations that suggest that the target manager's derailing characteristics are related to anxious, cautious, fearful, untrusting behaviours (Excitable, Cautious, Reserved, and Dutiful) all relate to much lower self ratings than other groups. The scale elevations related to boundary testing, arrogance, and attention seeking behaviour (Mischievous, Bold, Colourful, and Imaginative) all relate to much higher self ratings than with other groups.

Motives, Values, and Preferences Inventory Results

Target managers also took the Motives, Values, and Preferences Inventory. This assessment is a measure of one's drivers, or what values and preferences lead people to make the choices that they have made. An initial look at the table tells us that one's values and drivers are much

less related to perceived work performance by self and others than is one's personality. One of the more notable results is the relationship between MVPI Power scale elevations and other groups' ratings. High Power individuals tend to seek promotions and view receiving more authority at work as rewarding. Reports and managers view this behaviour as beneficial to performance while peers rate them lower on Integrity.

Table 3
MVPI Scales with Related 360 Themes[A]

MVPI scale	360 Ratings by Reports	360 Ratings by Peers	360 Ratings by Manager	Self Rating
MVPI Aesthetic	Composure – People Skills – Performance Culture –	Team Player – Engaging –		Communication + Customer +
MVPI Affiliation			Customer +	Integrity + Composure + Communication + People Skills + Team Player + Customer + Efficiency + Results + Engaging + Managing Performance + Performance Culture + Strategic Planning + Strategic Thinking +
MVPI Altruistic				Communication + People Skills + Team Player + Customer + Results + Performance Culture + Strategic Planning + Strategic Thinking +
MVPI Commercial				Composure + Job Capacity + Engaging + Managing Performance + Strategic Planning + Strategic Thinking +
MVPI Hedonistic				
MVPI Power	Customer + Strategic Planning + Strategic Thinking +	Integrity –	Customer + Engaging + Managing Performance + Performance Culture + Strategic Planning + Strategic Thinking +	Integrity + Composure + Communication + People Skills + Team Player + Customer + Job Capacity + Efficiency + Results + Engaging + Managing Performance + Performance Culture + Strategic Planning + Strategic Thinking +

MVPI scale	360 Ratings by Reports	360 Ratings by Peers	360 Ratings by Manager	Self Rating
MVPI Recognition			Integrity –	Composure + Communication + People Skills + Team Player + Customer + Job Capacity + Results + Engaging + Managing Performance + Strategic Planning + Strategic Thinking +
MVPI Science				Communication –
MVPI Security				Strategic Thinking –
MVPI Tradition	Results +		Customer +	Composure + Team Player + Customer + Job Capacity +

A The + or – sign indicates the direction of the relationship. Only statistically significant (p < .05) relationships are indicated on this table.

Summary

One clear conclusion that can be drawn from this research is that different rater groups (reports, peers, and managers) prefer different behaviours and personalities in the target managers. Looking across all three assessments:

1) Direct reports prefer their managers to be:

   - Emotionally stable and consistent (high Adjustment, low Excitable)

   - Agreeable (high Interpersonal Sensitivity)

   - Conscientious (high Prudence)

2) Peers prefer a colleague who is:

   - Introverted (low Sociability and low Colourful)

   - Agreeable (high Interpersonal Sensitivity)

   - Highly conscientious (high Prudence)

   - Not boundary-pushing, not creative, and not attention-seeking (low Mischievous, low Imaginative, low Colourful)

   - Overly careful and detail oriented (high Cautious and high Diligent)

   - Not ambitious or power seeking (low Ambition and low Power)

3) Managers prefer to manage people who are:

   - Emotionally stable (high Adjustment)

   - Ambitious (high Ambition, high Power)

   - Decisive (low Cautious)

   - Likely to engage and be involved (low Reserved, high Affiliation)

   - Action-oriented and communicative (low Leisurely)

   - Practical (low Imaginative)

   - Not boundary-pushing (low Bold)

4) Personality strongly affects how one goes about making self ratings. In fact, these relationships between personality and self ratings were the strongest relationships of all.

5) With the exception of HDS Diligent, there are no dark side beahviours that contribute to positive perceptions of performance.

These contradictions help to explain why an individual in a managerial position may feel constant role conflict as each group is looking for different behaviours and clearly values different outcomes.

Additional analyses need to be conducted to compare actual score differences between the various rater groups, to compare the relative rankings of the self and other rater groups, and to compare the self and other rater group scores to actual performance data thus determining the salience of any of these personality characteristics.

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Appendix A: Hogan Scale Descriptions

Hogan Personality Inventory

The Hogan Personality Inventory (HPI) provides information regarding the "bright side" of personality—characteristics that appear during social interaction and that facilitate or inhibit a person's ability to: (a) get along with others and (b) achieve his or her goals. Every job has an ideal profile which typically consists of some high and some low scale scores - different characteristics will enable stronger performance at different jobs.

Adjustment measures the degree to which a person appears confident, self-accepting, and stable under pressure or conversely, self-critical, and self-reflective.

Ambition measures the degree to which a person seems socially self-confident, assertive, competitive, and energetic or conversely quiet, unassuming and more comfortable following than leading.

Sociability measures the degree to which a person seems to need and/or enjoy interacting with others or conversely shy and independent.

Interpersonal Sensitivity measures the degree to which a person is seen as perceptive, tactful, and socially sensitive or conversely straightforward, critical and tough.

Prudence measures the degree to which a person is conscientious, conforming, and dependable or conversely disorganised and flexible.

Inquisitive measures the degree to which a person is perceived as bright, creative, and interested in intellectual matters or conversely unimaginative and practical.

Learning Approach measures the degree to which a person seems to enjoy academic activities and values educational achievement for its own sake or conversely prefer hands-on learning.

Hogan Development Survey

The Hogan Development Survey (HDS) assesses 11 common performance risks that interfere with a person's ability to build relationships with others and create cohesive, goal oriented teams. These counterproductive behaviours associated with these performance risks negatively influence peoples' careers, relationships, and life satisfaction.

Excitable behaviour ranging from emotional calmness to emotional explosiveness; seeming moody and inconsistent, being enthusiastic about new persons or projects and then becoming disappointed with them.

Sceptical behaviour ranging from having confidence in others to expecting to be disappointed; seeming cynical, distrustful, overly sensitive to criticism, and questioning others' true intentions.

Cautious behaviour ranging from a confident willingness to undertake new ventures to a cautious reluctance to try new things; seeming reluctant to take even reasonable chances for fear of being evaluated negatively.

Reserved behaviour ranging from caring about the problems of others to seeming indifferent to, or unconcerned about, other people; seeming socially withdrawn and lacking interest in or awareness of the feelings of others.

Leisurely behaviour ranging from being cooperative, cheerful and open to feedback to being stubborn, irritable, privately resentful, and hard to coach; seeming autonomous, and indifferent to other people's requests.

Bold behaviour ranging from modesty and self-restraint to assertive self-promotion and unrealistic expectations of success and power; seeming unusually self-confident and, as a result, unwilling to admit mistakes or listen to advice, and unable to learn from experience.

Mischievous behaviour ranging from seeming quiet, unassuming, and responsible to seeming bright, charming, impulsive, and limit testing; seeming to enjoy taking risks and testing the limits.

Colourful behaviour ranging from modesty and quiet self-restraint to dramatic and colourful self-expression; seeming expressive, dramatic, and wanting to be noticed.

Imaginative behaviour ranging from being level-headed, sensible, and practical to imaginative, unusual, and unpredictable; seeming to act and think in creative and sometimes unusual ways.

Diligent behaviour ranging from being relaxed, tolerant, and willing to delegate to being meticulous, picky, critical, and overly-conscientious; seeming careful, precise, and critical of the performance of others.

Dutiful behaviour ranging from being independent and willing to challenge people in authority to being conforming and reluctant to take independent action; seeming eager to please and reliant on others for support.

The Motives, Values, and Preferences Inventory

The Motives, Values, and Preferences Inventory (MVPI) measures interests, motives, and drivers allowing us to understand the type of organisational culture that will lead to personal productivity and retention as well as the type of culture the person will create as a leader.

Aesthetic This scale concerns valuing creative and artistic self-expression, an interest in art, literature, and music, and a life-style guided by imagination, culture, and attractive surroundings.

Affiliation This scale concerns valuing frequent and varied social contact, an interest in working with others, and a life-style organized around social interaction.

Altruistic This scale concerns valuing improving society and actively helping others, an interest in helping the less fortunate, and a life-style organized around making the world a better place to live.

Commercial This scale concerns valuing business activities, money, and financial gain, an interest in realizing profits and finding business opportunities, and a life-style organized around investments and financial planning.

Hedonistic This scale concerns valuing good company and good times, an interest in pleasure, excitement, and variety, and a life-style organized around entertaining friends, good food, and having fun.

Power This scale concerns valuing competition, achievement and being perceived as influential, an interest in challenge, and a life-style organized around worldly success.

Recognition This scale concerns valuing fame, visibility, and publicity, an interest in being recognized, visible, and famous, and a life-style organized around opportunities for self-display.

Scientific This scale concerns valuing learning, an interest in new ideas, technology, and analytical problem solving, and a life-style organized around exploring and understanding how things work.

Security This scale concerns valuing certainty, predictability, and risk-free environments, an interest in structure and order, and a life-style organized around minimizing risk, uncertainty, and criticism.

Tradition This scale concerns valuing history and convention, an interest in high standards and appropriate social behaviour, and a life-style organized around well-established principles of conduct.

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