

Hogan 360



Best and Worst Managers

Comparing Strengths

And Opportunities

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Comparing the Strengths and Opportunities of the Best and Worst Managers

The Hogan 360 powered by Peter Berry Consultancy (PBC) is a multi-rater instrument designed to measure leadership effectiveness. As well as 50 scaled questions to measure leadership competencies, the tool contains a strengths and opportunities table based on qualitative analysis of over 3000 open-ended comments. This table comprises 26 strengths and 26 opportunities and raters are asked to select and rank the top four strengths and opportunities of the ratee. The resultant rankings highlight the convergent strengths and opportunities of the ratee as identified by his/her raters.

To understand the similarities and differences in the strengths and opportunities of the best and worst managers, PBC conducted a study to identify and compare the strengths and opportunities tables of the best and worst managers.

Method

The analyses were conducted on the total sample of managers ($n = 1603$) who completed the Hogan 360 in 2012 and 2013. This sample includes data from 16232 raters. The 1603 managers were ranked from best to worst on their overall Hogan 360 score, which is based on the ratings from the 50 scaled questions. The 30 managers with the best and worst scores were selected for analyses. The ratings on the strengths and opportunities were summed and ranked for both the best and worst managers.

The Findings

The results suggest that both the best and worst managers are hardworking and possess good knowledge and experience. The best managers have strong people skills. Compared to the worst managers, they are also more likely to be seen as role models, having good leadership skills, and being motivational and visionary.

The opportunities for the best managers include more effective work load management and challenging poor performers. On the other hand, the number one opportunity for the worst managers is to improve their people skills. Second, the worst managers need to improve their communication skills. The results also suggest that they have issues with time management skills and getting things done. Tables 1 and 2 ranks the strengths and opportunities, from top to bottom, of the best and worst managers.

Concluding Remarks

These results highlight the key similarities and differences between the best and worst managers. The similarities are unsurprising given that being hardworking and having the right knowledge is likely to have helped these individuals reach their manager role within the organisation. The key difference between the best and worst managers is in the best managers' greater people orientation. The best managers' greater people orientation is likely to facilitate better relationship-management and is indicative of the importance of emotional intelligence in leadership.

These key similarities and differences support the notion that "what got you here, won't get you there". Hard work and knowledge will only get one so far. Having people skills and will get one further.

Table 1. *Strengths*

Rank	Strength	
	Best Managers	Worst Managers
1	Hardworking: has a good work ethic	Knowledge: technical ability, experience
2	Good people skills: people person	Hardworking: has a good work ethic
3	The right attitude: enthusiastic, positive	Competitive and determined
4	Knowledge: technical ability, experience	Client focussed: good with clients
5	Client focussed: good with clients	Is very loyal
6	Positive role model: leads by example	Integrity: high ethical standards
7	Good leadership skills	The right attitude: enthusiastic, positive
8	Professional approach	Cool under pressure
9	Cool under pressure	Professional approach
10	Good organisational skills: well organised	Good sense of humour
11	Action oriented: gets the job done	Action oriented: gets the job done
12	Integrity: high ethical standards	Empathy: supportive
13	Motivational: inspires others	Problem solving approach: good troubleshooter
14	Visionary: understands the big picture	Good organisational skills: well organised
15	Creative: thinks outside the square	Communication skills
16	Communication skills	Good people skills: people person
17	Problem solving approach: good troubleshooter	Challenges poor performance
18	Makes tough decisions: deals with the hard issues	Creative: thinks outside the square
19	Builds effective relationships	Makes tough decisions: deals with the hard issues
20	Competitive and determined	Builds effective relationships
21	Good at planning: forward thinking	Good leadership skills
22	Empathy: supportive	Good at planning: forward thinking
23	Good sense of humour	Sets clear goals: results driven
24	Is very loyal	Visionary: understands the big picture
25	Sets clear goals: results driven	Motivational: inspires others
26	Challenges poor performance	Positive role model: leads by example

Key Differences

Strength Item	Best Managers Rank	Worst Managers Rank
Good people skills: people person	2	16
Positive role model: leads by example	6	26
Good leadership skills	7	21
Motivational: inspires others	13	25
Visionary: understands the big picture	15	24

Table 2. Opportunities

Opportunities		
Rank	Best Managers	Worst Managers
1	Takes on too much: spreads self too thin	Improve people skills: interpersonal skills
2	Delegate more	Communicate better
3	Challenge poor performers	Time management and organisational skills
4	Be more assertive	Make it happen: get things done
5	Give appropriate feedback	Show leadership on issues
6	Share knowledge and resources	Motivate people: improve morale
7	Look at the big picture	Listen more: don't jump the gun
8	Be out and about more: be seen, accessible	Build effective relationships
9	Be more open to new ideas: embrace change	Be more of a team player
10	Show leadership on issues	Be out and about more: be seen, accessible
11	Sets clear goals and KPIs	Better job or industry knowledge
12	Listen more: don't jump the gun	Sets clear goals and KPIs
13	Communicate better	Be less aggressive
14	Time management and organisational skills	Takes on too much: spreads self too thin
15	Motivate people: improve morale	Delegate more
16	Better job or industry knowledge	Share knowledge and resources
17	Less favouritism: treat people equally	Be more positive: good attitude
18	Build effective relationships	Be more open to new ideas: embrace change
19	Be more of a team player	Be more assertive
20	Control temper: less moodiness	Challenge poor performers
21	Make it happen: get things done	Give appropriate feedback
22	Be less aggressive	Control temper: less moodiness
23	Be more empathetic	Look at the big picture
24	Improve people skills: interpersonal skills	Less favouritism: treat people equally
25	Be more positive: good attitude	More client focus
26	More client focus	Be more empathetic

Key Differences

Opportunity Item	Best Managers Rank	Worst Managers Rank
Communicate better	13	2
Time management and organisational skills	14	3
Motivate people: improve morale	15	6
Build effective relationships	18	8
Be more of a team player	19	9
Make it happen: get things done	21	4
Be less aggressive	22	13
Improve people skills: interpersonal skills	24	1
Be more positive: good attitude	25	17