

Executive Summary

What the best leaders look like

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Based on new research, looking at the Hogan 360 benchmark results of 17,680 managers, we can evaluate leadership strengths by job role and by top quartile results and identify the competencies that separate the most successful senior leaders from the rest of the pack. By taking a deeper dive into all of the data in the benchmarking research we can see the following four meta competencies that provide a home to 24 strengths in the most successful leaders.

These 4 come together nicely around our model of leadership driving engagement which in turn drives performance.

Achievement Focus:

- Is competitive and determined
- Is assertive and energetic
- Is driven
- Sets high performance expectations
- Sets clear goals and drives results
- Has strong influencing and negotiation skills

Inspiring:

- Has the passion to make a difference
- Motivates and inspires others
- Works hard to improve morale
- Brings a positive attitude to work
- Is customer focused
- Creates a positive working environment

Strategic:

- Thinks about new long term opportunities
- Is visionary and strategic
- Communicates a long term vision
- Sets long term stretch goals
- Often suggests new and original ideas
- Always looks for improvement opportunities

Emotional Intelligence:

- Calm and even tempered
- Has high personal self-awareness around personal improvement opportunities
- Manages emotions maturely and intelligently in stressful situations
- Has excellent people skills
- Makes people feel valued
- Is friendly, warm and thoughtful in relationships with others



Engagement pays

This then leads to our philosophy around leadership and business outcomes.

Leadership competency is driven by personality, intelligence, experience and behaviour choices. To best measure, understand and improve leadership, using the Hogan personality assessments with the Hogan 360 is recommended.

Hogan personality assessments measure one’s motivation and likely behaviour and captures the inside, the bright side and the dark side of personality, covering the idealised self, an individual’s strengths and their potential derailers. The Hogan 360 measures workplace behaviour and performance, capturing one’s brand/ reputation at a point in time and identifies improvement opportunities.

EQ behaviours are measured as are operational and strategic capabilities.

Leadership behaviour drives strategy, team performance, employee engagement and culture. High performing teams should be a goal in business. Leadership is about results, teams deliver results, so judge the leader by the team.

There needs to be a strong strategic planning cycle, focusing on both the long term and the short term. A one-page summary plan should be used for high level clarity, accountability and communication. Key performance indicators should cascade into second tier teams. A balanced scorecard approach should be taken, which includes a measure of employee engagement. The focus on strategy and people needs to be connected by understanding that people deliver results and engagement is not an end in itself but the means to delivering superior results.

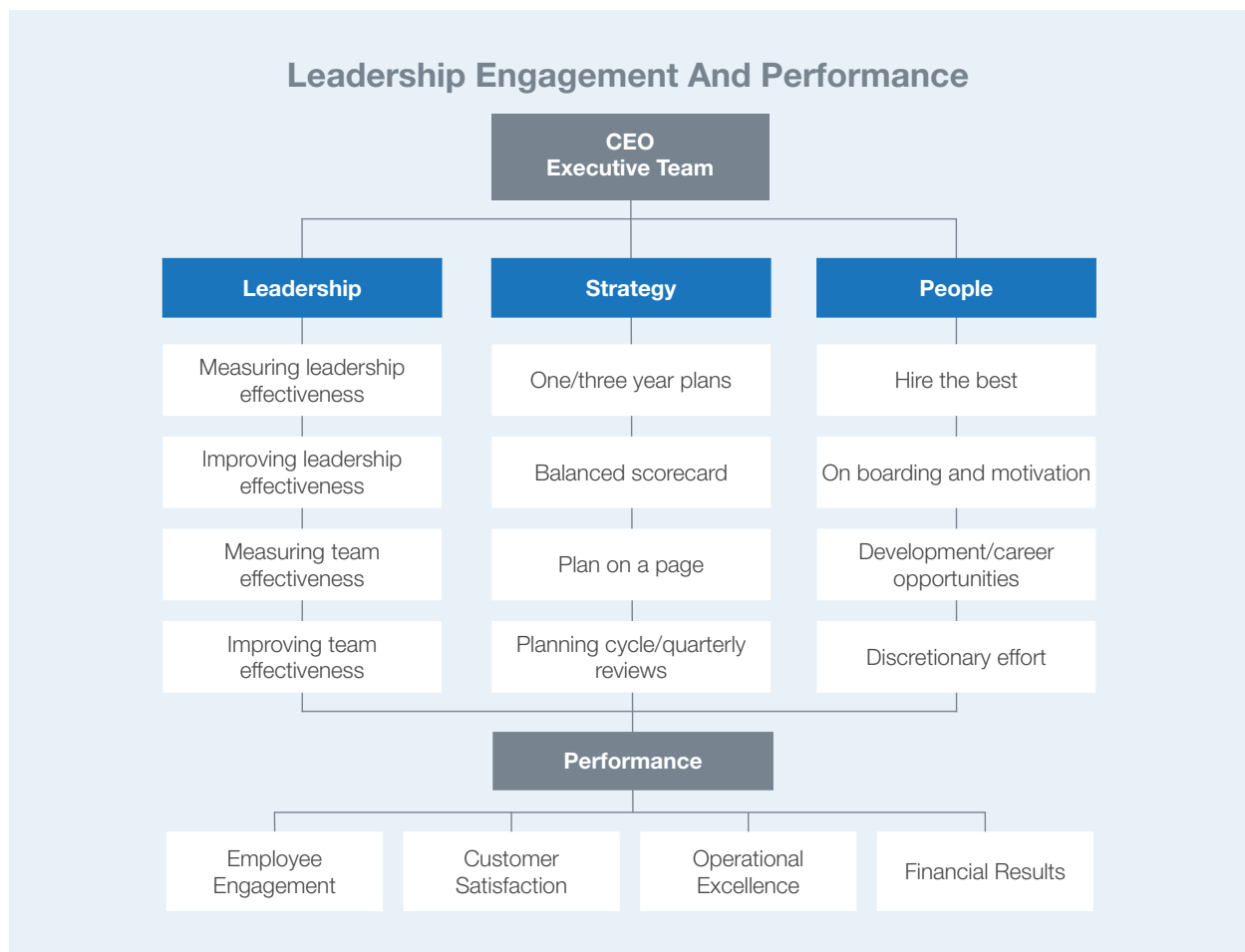
Employee engagement drives employee retention and operational and financial performance. Global engagement surveys show that 30-35 percent of employees are disengaged. They are ready to quit their manager, the team culture or the job.

Engagement has a positive impact on business outcomes, including:

- Revenue, sales growth and shareholder return.
- Levels of customer retention and net promoter scores.
- Productivity and safety.
- Employee retention, absenteeism and wellness.

Investing in leadership, high performing teams and employee engagement is an investment in a sustainable bottom line. Investment in leadership assessments, coaching and development programs is growing globally. An emerging trend is looking for return on investment. This can be measured by individual and team performance and ultimately by employee engagement. This is best understood and managed by people analytics. The challenge is being able to connect people data with operational and financial data.

A huge opportunity in the future is to measure leadership and team effectiveness and track and improve employee engagement and organisational performance. The challenge is to measure correlations and causality to understand and improve linkages between an individual, their team and the employees in terms of engagement and organisational performance. The causality link will be of great interest to organisations measuring and improving the linkage between leadership, engagement and performance. Our LEAP Model explains how it all comes together.



Professional development is a process

The good news is that leadership can be learnt. It takes focus, motivation, deliberate practice and support. The Hogan 360 is critical to starting with focus.

Learning leadership competencies requires disciplined self-management around one's core personality and the necessary learned behaviours to drive engagement and performance. Leadership is observable, measurable and improvable.

Combining the Hogan 360 with Hogan personality assessments is the most efficient and cost effective way to gather performance related information. The Hogan 360 reveals one's real self which helps to build the ideal self.

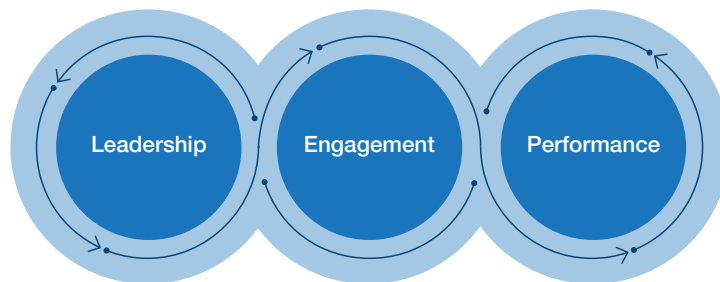
Dr Robert Hogan says:

“By combining Hogan 360 data with Hogan personality assessment data, we compare the public person with the private person to build strategic self-awareness and career success.”



Professional development can't succeed without a clear understanding of one's core motivation. Protecting and improving reputation is an essential motivator; others could include strengthening a personal brand, improving job performance, increasing engagement, or boosting overall career success.

Deeply ingrained habits are difficult to change. One must be willing to commit to deliberate practice to achieve competency, then mastery. Re-educating the brain involves building new mental muscles through repetition until new habits become second nature. Confidence from the new competencies is then observed by others. So are the improved business results. The successful outcomes include performance, reputation and career.



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