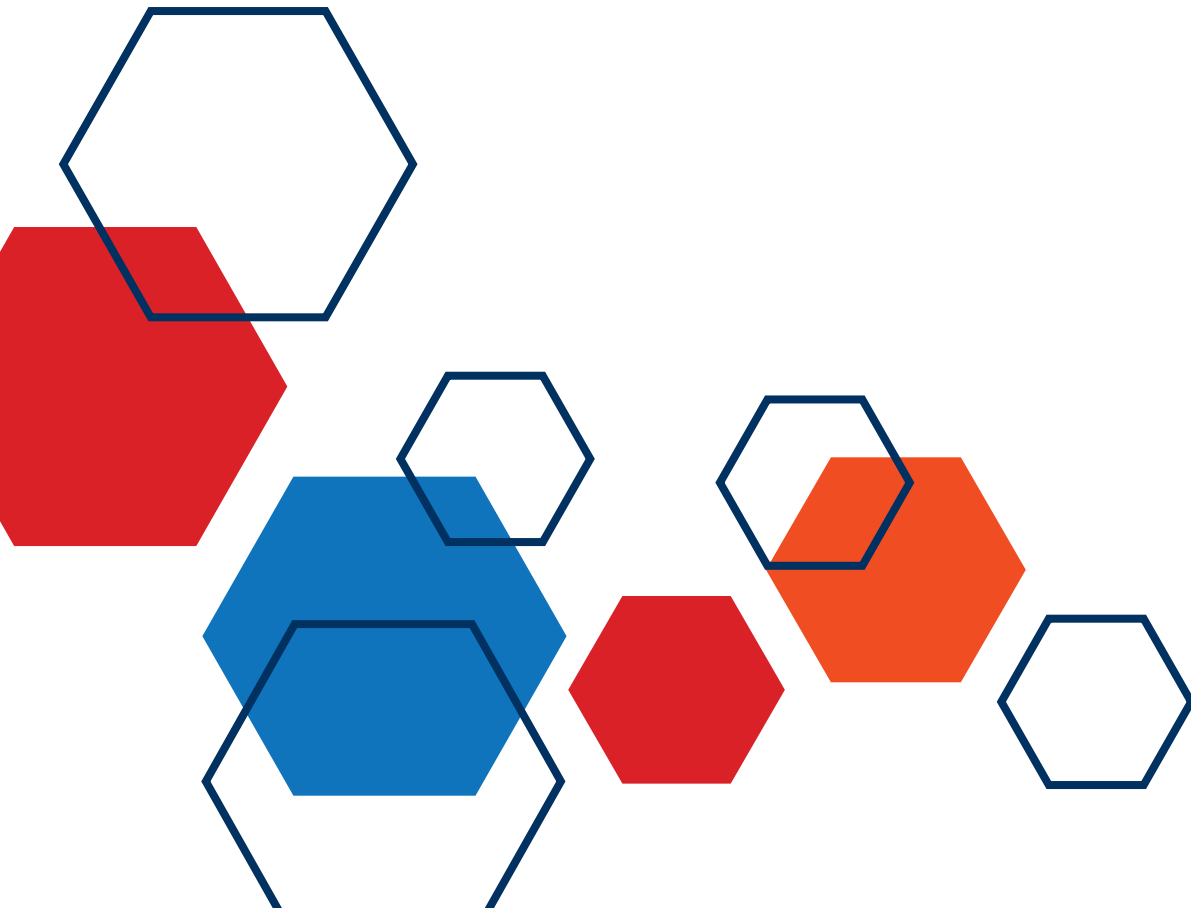


White Paper

Japan vs. World: Hogan 360 Comparison

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Executive summary

Understanding similarities and differences in the multi-rater performance of leaders can help to support the development of leadership talent within organisations. One interesting area of exploration is whether there are differences in the performance of leaders from countries around the world. This white paper summarises research focusing specifically on leaders in Japan and how they compare to leaders from other countries around the world, highlighting their relative strengths and opportunities.

The key findings are:

- Raters for leaders in Japan and the rest of the world share a similar understanding of the Hogan 360's leadership dimensions, minimising any concerns about potential cultural bias in the Hogan 360 assessment.
- That said, leaders in Japan tended to receive lower ratings on the Hogan 360 compared to their global counterparts, except for the competency of Accountability. This may be due to leaders in Japan being held to higher standards or their raters observing a lower frequency of behaviours associated with leadership effectiveness. It highlights the importance of culturally sensitive approaches to leadership assessment and development.
- When looking specifically at how leaders were rated on the Hogan 360 by their managers, the only significant difference that was moderate in strength was for the capability of Accountability. In general, similar levels of behaviour tended to be observed by the managers of leaders in Japan compared to their global counterparts for most of the competencies assessed.
- When looking at how leaders were rated by their peers on the Hogan 360, the differences between leaders in Japan and globally were minimal. The results indicated that there are likely to be similar levels of behaviour observed by peers for each of the competencies assessed in the Hogan 360.
- Direct reports, in contrast to other rater groups, tended to give leaders in Japan lower ratings on most of the competencies assessed by the Hogan 360. Competencies with notable differences included Integrity, People Skills, Team Player, Customer, and Motivation. Overall, the results indicated that followers of leaders in Japan might see fewer of the behaviours associated with leadership effectiveness.
- When looking at the top ranked strengths and opportunities to improve, there tended to be several similarities when comparing leaders in Japan to leaders in the rest of the world. That said, there were also some differences that highlighted key areas that leaders in Japan may benefit from focusing on to leverage their strengths and enhance their leadership performance. The top opportunities that emerged could help identify areas for growth, such as active listening and effective workload management. On the other hand, the strengths table might highlight behaviours to sustain optimal team performance, including maintaining technical abilities and composure when under pressure.
- By focusing on tailored strategies and localised benchmarks, organisations may enhance the effectiveness of leaders in Japan, ensuring sustained performance and engagement in a global context.

Background

Effective leadership is crucial for building and maintaining high-performing teams. Leadership impacts team engagement, which in turn affects business outcomes like profitability, productivity, and customer satisfaction (Campbell & Wiernik, 2015; Decuyper & Schaufeli, 2021; Harter et al., 2020; Schaufeli, 2018).

Previous research examining country differences in leadership has found that there tend to be aspects of leadership that are universal as well as aspects that can differ from country to country. For example, the Global Leadership and Organisational Behaviour Effectiveness (GLOBE) project examined leadership across 62 nations and found some leadership behaviours were universally effective while others were more culturally sensitive (Dorfman et al., 2012).

Leadership in Japan

Japan is one of the world's most successful economies (World Bank, 2024). Japan is known for its innovation and advanced technology, with significant contributions to industries such as consumer electronics, automotive, and robotics (World Intellectual Property Organization, 2023). Despite these strengths, there may be unique cultural and organisational challenges that leaders in Japan may face. Understanding these challenges is crucial for multinational organisations operating in Japan or collaborating with Japanese teams.

When looking at cultural practices and values in Japan, the 2020 results from the GLOBE project indicated a strong emphasis on high standards, innovation, and a preference for clear rules and procedures (Globe Project, 2020). The results also highlighted the importance of group loyalty and organisational cohesiveness in Japanese culture. Relative to other countries, there was a lower degree of assertiveness, suggesting more harmonious interpersonal communication styles.

When looking specifically at what is viewed as contributing to the most outstanding leadership in Japan, the results indicated that Japanese managers tend to value charismatic/value-based leadership (i.e., the ability to inspire and motivate, and to expect high-performance outcomes from others based on firmly held core values) and team-orientated leadership (i.e., the ability effectively build teams and implement a common purpose or goal among team members).

Defining Leadership Effectiveness

Two universal characteristics have been proposed to define effective leadership (Hogan & Blicke, 2013):

1. Getting Along i.e., behaviours that foster harmony, cooperation, and positive relationships within a group.
2. Getting Ahead i.e., behaviours that drive goal achievement and organisational success.

Insight into a leader's performance and effectiveness, including in relation to Getting Along and Getting Ahead, can be evaluated using the Hogan 360. Specifically, the two main leadership dimensions of Self-Management and Relationship Management in the Hogan 360 can provide insight into Getting Along, with higher scorers often displaying emotional resilience and strong interpersonal skills, enhancing results through better relationships (Peter Berry Consultancy, 2022). The other two dimensions of Working in the Business and Working on the Business can provide insight into Getting Ahead, with high scores typically demonstrating the technical expertise needed for service delivery, operational excellence, and the strategic insight necessary to navigate the broader business landscape (Peter Berry Consultancy, 2022).

Cross-Cultural Understanding of Leadership Effectiveness

As multinational organisations expand into new territories, the need for standardised approaches to identify and develop effective leadership becomes increasingly important. Many organisations utilise assessments, such as the Hogan 360, to efficiently gather and compare data from a large group of diverse leaders. It is crucial to ensure that assessments used reflect the challenges and expectations faced by leaders in different regions.

There may be differences in the importance placed on leadership behaviours associated with Getting Along and Getting Ahead in different regions. For example, leadership behaviours related to Getting Ahead, such as being assertive, competitive, and driven, appear to be less associated with individuals' ability to rise to higher levels in organisations in countries like Japan, Mainland China, South Korea, and Thailand (Sanger et al., 2019).

This white paper aims to evaluate the similarities and differences in how raters in Japan interpret the items related to the Hogan 360 compared to the rest of the world. It also explores whether there are differences in the scores obtained for the various leadership competencies assessed by the Hogan 360. By understanding these nuances, organisations can develop targeted strategies to enhance the effectiveness of their leaders in Japan, ultimately improving engagement, performance, and business outcomes.

Methodology

Participants

Data was analysed for a sample of 39,047 subjects who completed the Hogan 360 between 1st January 2013 and 31st December 2023. The sample included 1,019 subjects from Japan and 38,028 subjects from other countries around the world including countries in Africa, Asia, Europe, the Middle East, North America and South America. The sample consisted of subjects from a diverse range of sectors and 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. Table 1 below provides a breakdown of the different groups used to compare Japan to the rest of the world:

Table 1 Number of Subjects and Raters by Region

	Japan		Rest of the World	
	Number of Subjects	Number of Raters	Number of Subjects	Number of Raters
All rater groups	1019	10527	38028	461941
Managers rater group	93	150	8866	14775
Peers rater group	91	298	8866	38210
Direct reports rater group	74	389	8364	33935

Measures

The Hogan 360 (Peter Berry Consultancy, 2022) is a multi-rater survey that collects leadership feedback from

key stakeholder groups, including managers, peers, direct reports, and customers or external stakeholders. As illustrated in Figure 1, the tool evaluates four key domains and 14 underlying competencies.

In its current form, the Hogan 360 includes:

- 50 scaled items rated on a 7-point scale, where 1 means 'Does not describe this person at all' and 7 means 'Describes this person exactly'. These 50 items are mapped to the four quadrants of the Hogan 360 Leadership Model and their corresponding sub-themes.
- Ranked items designed to identify the top four key strengths and top four key opportunities for improvement. Raters select the top four strengths/opportunities from 26 items, with the top selected item receiving a weight of 4, the second a weight of 3, the third a weight of 2, and the fourth a weight of 1.
- Three open-ended questions focusing on strengths, opportunities, and overused strengths.

This study focuses on data from the scaled items ranked strengths and opportunities.

Statistical analysis

We first ensured that the Hogan 360 assessment measured leadership qualities consistently across different cultures, by confirming that raters in Japan and other countries understood the leadership dimensions in the same way. This consisted of conducting multi-group confirmatory factor analyses. After establishing consistency in understanding of the leadership dimensions within the Hogan 360, we compared the average ratings between leaders in Japan and the rest of the world on the Hogan 360 leadership dimensions and underlying competencies using robust t-tests. The results are presented in Table 2.



Figure 1. The Hogan 360 Leadership Model

Results

Table 2 Hogan 360 Scores by Rater Group for Japan and the Rest of the World.

Dimension	Competency	All Raters		Managers		Peers		Reports	
		Japan	World	Japan	World	Japan	World	Japan	World
OVERALL SCORE		5.43*	5.65*	5.78	5.66	5.73	5.71	5.69*	5.92*
GETTING ALONG		5.44*	5.66*	5.74	5.69	5.74	5.73	5.69*	5.94*
Self-Management		5.65*	5.80*	5.93	5.86	5.97	5.88	5.84*	6.05*
	Integrity	5.68*	5.90*	5.98	6.04	6.00	5.99	5.80*	6.11*
	Resilience	5.61*	5.72*	5.90	5.72	5.94	5.79	5.87*	5.99*
Relationship Management		5.32*	5.59*	5.63	5.59	5.62	5.64	5.60*	5.88*
	Communication	5.39*	5.56*	5.62*	5.40*	5.65	5.62	5.78	5.90
	People Skills	5.27*	5.60*	5.66	5.68	5.60	5.70	5.54*	5.90*
	Team Player	5.24*	5.48*	5.61	5.56	5.56	5.58	5.43*	5.78*
	Engaging	5.40*	5.69*	5.64	5.60	5.67	5.64	5.74	5.92
GETTING AHEAD		5.43*	5.64*	5.78	5.63	5.72	5.70	5.67*	5.90*
Working in the Business		5.57*	5.79*	5.94	5.82	5.91	5.86	5.82*	6.03*
	Capability	5.90*	6.05*	6.16	6.08	6.17	6.09	6.09*	6.26*
	Efficiency	5.35*	5.59*	5.60	5.53	5.72	5.68	5.65	5.81
	Results	5.62*	5.85*	6.04	5.89	5.94	5.91	5.91*	6.11*
	Customer	5.38*	5.66*	5.87	5.73	5.79	5.72	5.64*	5.90*
Working on the Business		5.25*	5.46*	5.59	5.40	5.50	5.50	5.50*	5.73*
	Accountability	5.48	5.46	5.79*	5.38*	5.66*	5.47*	5.67	5.72
	Motivation	5.12*	5.43*	5.58	5.58	5.44	5.50	5.33*	5.73*
	Strategy	5.17*	5.41*	5.40	5.20	5.48	5.44	5.41*	5.66*
	Innovation	5.20*	5.53*	5.54	5.45	5.44	5.55	5.51*	5.80*

Note: * $p < 0.05$. Values in bold reflect areas where differences are practically meaningful based on effect sizes.

All raters

When looking at the data from all rater groups, there was a significant difference between leaders in Japan and leaders in the rest of the world in their overall Hogan 360 score, with leaders in Japan scoring significantly lower. This difference was found to be moderate in strength (i.e., a moderate effect size) and implies that there may be meaningful differences in how frequently leaders in Japan display behaviours associated with leadership effectiveness compared to their global counterparts.

Additionally, there were significant differences between leaders in Japan compared to leaders in the rest of the world when looking at their results in relation to Getting Along and Getting Ahead, with leaders in Japan scoring significantly lower on both of these dimensions. These differences were also moderate in strength and imply that there may be notable and practically

relevant differences in how frequently leaders in Japan are seen to display behaviours associated with Getting Along and Getting Ahead compared to leaders in other parts of the world.

When looking more closely at the four underlying leadership dimensions, significant differences were found for Self-Management, Relationship Management, Working in the Business, and Working on the Business, with leaders in Japan consistently scoring lower than their global counterparts. For Relationship Management and Working in the Business, these differences were moderate in strength, implying that there may be meaningful differences in how frequently leaders in Japan display behaviours associated with these two dimensions. The results imply that there may be noticeable differences in how relationships as well as operational tasks and day-to-day management responsibilities are performed by leaders in Japan when compared to leaders in other parts of the world.

However, for Self-Management and Working on the Business the differences were statistically modest in size and less likely to have notable practical implications. In other words, there are only likely to be slight differences between leaders in Japan and their global counterparts in how they manage themselves and when it comes to activities focused on areas such as strategic planning and innovation.

When looking at differences based on the underlying competencies, leaders in Japan obtained significantly lower ratings for most of the competencies examined except for Accountability, where there was no significant difference. Competencies with significant differences that were moderate in strength and are likely to be associated with notable and meaningful differences included People Skills, Team Player, Engaging, Efficiency, Results, Customer, Motivation, Strategy, and Innovation. However, the differences for Integrity, Resilience, Communication, and Capability were statistically modest in size and less likely to have notable practical implications.

Managers

When looking specifically at manager ratings of leaders in Japan and the rest of the world, there were no significant differences in the overall Hogan 360 score leaders received from their managers. There was also no significant difference in scores for Getting Along or Getting Ahead or the four underlying leadership dimensions when comparing leaders in Japan to leaders in the rest of the world. The only significant differences found were for the competencies of Communication and Accountability, with leaders in Japan obtaining higher scores in both competencies. While the difference reported for Communication was modest in size, the difference reported for Accountability was moderate in size. Leaders in Japan might effectively manage upward by displaying behaviours associated with taking responsibility for their actions compared to their global counterparts.

Peers

When looking specifically at peer ratings of leaders in Japan and the rest of the world, there were no significant differences in the overall Hogan 360 score leaders received from their peers. There were also no significant differences in scores for Getting Along or Getting Ahead or for the four underlying leadership dimensions when comparing leaders in Japan to leaders in the rest of the world. The only significant difference found was for the competency of Accountability, with leaders in Japan obtaining higher scores compared to leaders in the rest of the world. That said, the difference for Accountability was modest in size, indicating that any practical implications are likely to be minor.

Direct Reports

When looking specifically at direct report ratings of leaders in Japan and the rest of the world, there was a significant difference in the overall Hogan 360 score that leaders in Japan received from their direct reports, with leaders in Japan obtaining a lower score than their global counterparts. The size of the difference was moderate and could suggest practically meaningful differences in the frequency with which behaviours associated with leadership effectiveness are observed by direct reports.

Additionally, there were significant differences between the scores that leaders in Japan and leaders in the rest of the world received from their direct reports on behaviours associated with Getting Along and Getting Ahead, with leaders in Japan scoring significantly lower on both dimensions. While the difference reported for Getting Ahead was small, the differences for Getting Along were moderate in strength. This implied that there may be notable differences in the frequency with which direct reports observe behaviours associated with Getting Along for leaders in Japan compared to leaders in other parts of the world.

When examining the four underlying leadership dimensions, significant differences were identified in Self-Management, Relationship Management, Working in the Business, and Working on the Business, with leaders in Japan consistently receiving lower scores from direct reports. The differences in Relationship Management were moderate in strength, indicating a practically meaningful difference in how direct reports evaluated leaders in Japan. These findings suggest noticeable differences in how leaders in Japan manage relationships with direct reports compared to their global counterparts.

When looking at differences based on the underlying competencies, leaders in Japan received significantly lower ratings from their direct reports for most competencies, including Integrity, Resilience, People Skills, Team Player, Capability, Results, Customer, Motivation, Strategy and Innovation. Competencies showing notable and meaningful differences included Integrity, People Skills, Team Player, Customer, and Motivation. On the other hand, for the competencies of Resilience, Capability, Results, Strategy, and Innovation the differences were statistically modest in size and less likely to have notable practical implications. Additionally, there were no significant differences found between leaders in Japan and leaders in the rest of the world in the ratings they received from their direct reports for the competencies of Communication, Engaging, Efficiency, and Accountability.

Top strengths and opportunities to improve

Table 3 Strength Item Rankings for Japan vs World

Strengths	Japan	World
Has solid technical ability, experience and knowledge	1	1
Has a professional approach	2	5
Is steady and calm under pressure	3	3
Has a positive and enthusiastic attitude	4	6
Works hard with a strong work ethic	5	2
Is action-oriented and gets things done	6	4
Has high ethical standards and integrity	7	8
Strong communication skills	8	14
Builds effective relationships	9	7
Is well organised	10	12
Shows empathy and is supportive	11	15
Has strong leadership skills	12	10
Is customer focused, and good with clients	13	9
Has strong people skills	14	16
Sets clear goals and drives results	15	17
Is good at solving problems	16	13
Is visionary and strategic	17	22
Is competitive and determined	18	11
Suggests new and innovative ideas	19	21
Shows loyalty	20	23
Good at planning and thinking ahead	21	19
Is a positive role model	22	20
Good sense of humour	23	24
Motivates and inspires others	24	18
Makes the tough decisions	25	26
Challenges poor performance	26	25

For the top five rated strengths, there were several similarities when comparing leaders in Japan to leaders worldwide. These were:

- Has solid technical ability, experience and knowledge
- Has a professional approach
- Is steady and calm under pressure
- Works hard with a strong work ethic

On the other hand, leaders in the rest of the world were more likely to be rated higher on the following strengths relative to leaders in Japan:

- Is competitive and determined
- Motivates and inspires others

Strengths that were more pronounced for leaders in Japan compared to the rest of the world included:

- Strong communication skills
- Is visionary and strategic

Table 4 Opportunities Item Rankings for Japan vs World

Opportunities to Improve	Japan	World
Stop taking on too much and spreading yourself too thin	1	1
Motivate others and improve morale	2	6
Show leadership on issues	3	7
Listen more and let others have their say	4	11
Delegate more	5	2
Look at the big picture of the organisation's overall goals	6	8
Be more assertive	7	9
Be more available and visible in the workplace	8	10
Set clear goals and performance indicators	9	4
Share knowledge and resources	10	5
Give appropriate feedback	11	12
Show more empathy	12	20
Acquire better job and/or industry knowledge	13	17
Improve your time management and organisational skills	14	15
Build more effective relationships	15	14
Be less moody and control your temper	16	26
Be more positive	17	23
Be more action-oriented and make it happen	18	18
Challenge poor performance	19	3
Communicate better	20	13
Be less aggressive	21	24
Improve your people and interpersonal skills	22	16
Be more open to change	23	19
Treat people fairly and without favouritism	24	25
More customer and/or client focus	25	21
Be more of a team player	26	22

There were some similarities between the top five rated opportunities to improve when comparing leaders in Japan to leaders in the rest of the world. These were:

- Stop taking on too much and spreading yourself too thin
- Delegate more

Leaders in Japan were more likely to be rated higher on the following opportunities to improve relative to leaders in the rest of the world:

- Listen more and let others have their say
- Show more empathy
- Be less moody and control your temper
- Be more positive

On the other hand, leaders in the rest of the world were more likely to be rated higher on the following opportunities to improve relative to leaders in Japan:

- Set clear goals and performance indicators
- Share knowledge and resources
- Challenge poor performance
- Communicate better
- Improve your people and interpersonal skills

Implications

When considering the differences found between leaders in Japan and leaders from other parts of the world, particularly for direct report ratings, one possible reason for these differences may be that leaders in Japan are less inclined to demonstrate behaviours associated with the leadership dimensions and underlying competencies assessed by the Hogan 360 when compared to the rest of the world. However, an alternative reason may be that leaders in Japan tend to be held to higher standards or experience different expectations, with raters tending to provide more stringent ratings when evaluating a leader's performance on the Hogan 360. If this is the case, having a Japan-specific norm for comparing leaders with their peers in Japan may be valuable. Organisations may also benefit from providing feedback and development programs that consider the cultural nuances in Japan.

Of particular note in the current research, is the tendency for direct reports to provide significantly lower ratings compared to direct reports located in other countries, while little to no difference was observed for ratings provided by managers or peers. This discrepancy may suggest that leaders in Japan are perceived differently by those who are subordinate to them, potentially indicating a need for greater downward communication and focus on enhancing their engagement and rapport with their direct reports to bridge this perception gap. Addressing the issue could lead to improved morale, increased trust, and overall team performance. Additionally, leadership development programs focused on leaders in Japan may benefit from incorporating strategies that emphasise building stronger, more supportive relationships with subordinates. This might positively impact employee engagement and performance.

According to other research, engagement, an indicator of employees' attitudes towards daily interactions at work, appears lower in Japan than in other East Asian countries and the rest of the world. Only 6% of employees in Japan reported feeling engaged at work (Gallup, 2024). Despite higher economic performance, lower engagement levels might be the "canary in the coalmine" and emphasise the need to improve leadership effectiveness to sustain current performance. Leaders scoring lower on the Hogan 360 might benefit from targeted development opportunities to maintain motivation and ensure sustained team performance. Displaying higher frequency behaviours associated with leadership effectiveness on the Hogan 360 might be important for motivating followers, as observed from the lower ratings received by direct reports for leaders in Japan. This is especially relevant when operating globally. Practising behaviours associated with emotional intelligence can help leaders effectively recognise emotionally charged situations and choose responses that build and maintain positive and effective working relationships. Similarly, leaders are likely to

benefit from making an effort to share a compelling vision, motivate others through a shared purpose, and implement operational practices that support long-term goals.

When considering areas to focus on for development, it may be beneficial to focus on the competencies in the Hogan 360 where there were significant moderate-sized differences, as they indicated notable and meaningful differences for leaders in Japan. This included the competencies of People Skills, Team Player, Engaging, Efficiency Results, Customer, Motivation, Strategy, and Innovation. For instance, leaders in Japan may benefit from programs focused on areas such as enhancing resilience, improving interpersonal skills, fostering team collaboration and engagement, effectively motivating teams, optimising time management and prioritisation, and developing strategic vision and innovation capabilities. Effective leadership development should also balance competencies associated with Getting Along and Getting Ahead to help leaders better navigate both relational and task/change-orientated challenges. The top ranked opportunities to improve mirrors the findings of the scores on the competencies underlying the Hogan 360, especially around the need to effectively motivate others, which in a relational context might be achieved through behaviours such as active listening. Effective workload management is also a key development that can be addressed by delegating to others. The results of the top ranked strengths further suggests that leaders in Japan's calmness when under pressure and technical abilities could be capabilities that should continue to be leveraged to help teams maintain their performance.

In summary, while leaders in Japan may receive lower ratings on certain dimensions of the Hogan 360, these differences highlight the importance of tailored leadership development strategies. By focusing on the specific needs and strengths of leaders in Japan, organisations can foster a more effective and engaged leadership team, ultimately driving better business outcomes.

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About Peter Berry Consultancy (PBC)

PBC is a multidisciplinary global consulting firm with over 30 years' experience in the delivery of solutions aimed at maximising the potential of individuals, teams, leaders and organisations. We undertake research to support our evidence-based solutions and have a network of partners and distributors globally.

PBC is the Australian and New Zealand distributor of Hogan Assessments and the authors of a range of diagnostics including the Hogan 360 suite, Agile suite, High Performing Team Assessment (HPTA), and co-authored the Hogan Safety Climate Survey.

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