

Advantages of the Hogan 360

The Hogan 360 measures self-awareness by comparing the self-ratings against the ratings of selected raters.



These are typically manager, peer and direct report ratings. The 360 also benchmarks one's scores on the competencies against other managers and also shows strengths and opportunities relative to others. This benchmarking creates the opportunity for strategic self-awareness.

A key component of the Hogan 360 is the combination of behavioural and business competencies. We measure both soft and hard skills. Understanding one's real self helps build the ideal self.

The behavioural competencies measure the display of emotional intelligence (EQ), in managing self and others to get the best results. It's about getting along to get ahead.

The business competencies measure capability to be operational and strategic. High scores demonstrate competence around service/operational excellence and being strategic about the bigger picture.

The Hogan 360 items are highly job related and written in business language that is user friendly. The items are observable and specific so that ambiguity is avoided.

The Hogan 360 uses a 7-point scale which we believe is superior to other 360s that use a 5-point scale. When reporting one's results the benchmarking is very important by having cutoffs to capture 10th/ 25th / 50th / 75th and 90th percentiles. This is better done and more easily understood when using a 7-point scale. Strategic self-awareness comes from clearly understanding where one sits in the percentile range. These are currently our percentile benchmarks on the seven-point scale.

Percentile	10th	25th	50th	75th	90th
Mean	5.1	5.4	5.7	6.0	6.2

One powerful advantage of the Hogan 360 is the strengths and opportunities tables which are unique. The tables contain 30 ranked items that were identified as the most commonly cited strengths and opportunities based on a qualitative analysis of over 87,000 open text responses from the global benchmark. Raters are asked to choose the top 4 strengths and opportunities from a list of 30 items. The top opportunity has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1.

The results are presented with the votes unequivocally highlighting the top 3 or 4 strengths and opportunities. Whether there are eight or eighteen raters there is remarkably always a consensus around the major strengths and opportunities. Here is a sample snapshot of an individual's high scoring items for both the strengths and opportunities. They are ranked by highest scores and have a global average which is the ranked benchmark.

Your Rank	Global Rank	Questions	Total Score
1	10	Has strong leadership skills	32
2	22	Is strategic and visionary	24
3	6	Has a positive and enthusiastic attitude	10
3	17	Sets clear goals and objectives	10
5	14	Strong communication skills	9

Your Rank	Global Rank	Questions	Total Score
1	11	Listen more and let others have their say	27
2	1	Stop taking on too much and spreading yourself too thin	18
3	12	Provide more feedback and development opportunities	9
3	24	Be less aggressive	9
3	2	Delegate more	9

A person's brand is always well known to others and is best captured in our strengths and opportunities tables. This makes the development planning and coaching more powerful and accurate. We do this by both leveraging the strengths and addressing opportunities, including any derailers, by using the tables.

This approach of using the strengths and opportunities tables for development planning is superior to other 360 providers who focus excessively on strengths or who mainly coach off the low scoring items, using 1 to 5 or 1 to 7 scales. The problem here is the low scoring items may not be the top priorities for improvement. On the other hand, the *strengths* movement (play to your strengths and ignore the weaknesses) invites executive derailment by ignoring dark side potential, where strengths can become weaknesses.

The Hogan 360 also collects narrative comments around strengths, opportunities and strengths being overused. The last item contains unique and insightful information about how a manager could be derailing which is a special feature of the Hogan 360. By understanding and managing derailing habits one can better build performance, reputation and career success.

“A manager’s behaviour predicts employee engagement; employee engagement predicts business unit performance. A proper 360° process is the best way to evaluate managers’ behaviour, and the PBC 360 process is one of the very best.”

Dr. Robert Hogan

BENCHMARKING

In 2024, we updated the Hogan 360 global benchmarks. We now have over 44,000 leaders in our database. This provides for a very strong global benchmark of leadership.

We can offer clients benchmarks by industry, sector, job level and even at top quartile results.

RELIABILITY AND VALIDITY

The Hogan 360 is supported by a technical manual which outlines the theoretical rationale and development of the Hogan 360 and provides evidence for its reliability and validity.

The Hogan 360 has been the feature of numerous whitepapers applying the robust data set to a range of topics. Extensive research has produced correlations between the Hogan 360 and the Hogan personality assessments.

There is an impressive degree of validity coefficients for both assessments, which other 360 providers cannot match. We are currently developing further research and white papers looking at the matched Hogan 360 and personality data as well as data related to Hogan’s Competency Model.

“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.”

Peter Berry

360 users have every right to ask for technical reports and validation studies when choosing a supplier. It is important to establish scientific evidence for the quality of the 360 assessment. We also have a development guide, a feedback guide and the interpretive guide linking the Hogan 360 to the Hogan Personality Assessments.

The Hogan 360 has been widely used globally and is backed by a robust contemporary global benchmark which is updated annually. The Hogan 360 has both reliability [consistent information about performance] and validity [accurate assessment of performance].

A UNIQUE VALUE COMBINATION

1. A seven point scale with clearly defined global benchmark percentiles.
2. Tables showing strengths and opportunities relative to the global benchmark.
3. Written text including identification of any derailers.

STRENGTHS AND OPPORTUNITIES

Our research shows that senior and high performing leaders have different strengths that stand out from the rest of the management population. We also know that there are two big opportunities shared at all levels of managers.

There are four meta competencies seen in senior and highly rated managers:

- Achievement focused
- Strategic
- Inspiring
- Emotional intelligence

There are two opportunities that apply for all levels of management:

- Better workload management
- Challenging poor performance

Armed with this information we can help organisations:

1. Create leadership competency models
2. Inform training needs analysis
3. Shape content for leadership development programs
4. Assist with talent identification and development
5. Influence coaching practices
6. Connect people and business analytics