



Hogan 360

POWERED BY **PBC**

The Hogan 360

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.

360 feedback is not just for personal development.

It lays the foundation for self-awareness to drive the business imperatives of high performing teams, employee engagement and KPIs.

The best leaders care more about their people than themselves. They value feedback, understand the importance of emotional intelligence and are open to learning.

The global 360 market is growing. The Hogan 360 is becoming a core HR practice. The Hogan 360 can be trusted because it is built on very strong measurement properties.

The Hogan 360 is a world class multi-rater assessment that captures a manager's workplace brand as seen typically by manager, peers and direct reports. Combining the Hogan 360 with the Hogan personality assessments captures the complete person. The 360 captures the 'what' (i.e. a person's performance and reputation at a given point in time) and the personality assessments explain the 'why' (i.e. why certain behaviours are being displayed). This combination is the most efficient and cost-effective measurement of leadership effectiveness.

Research shows that leadership drives engagement which in turn drives performance. Leadership at the individual and team level has a huge impact on employee engagement. Engagement drives retention and performance which can be measured across safety,

absenteeism, customer satisfaction, productivity and profitability. Leadership should be seen as a resource for the group.

The global 360 market is growing. The multi-rater assessment is now becoming a mainstream HR practice. Coaching of managers is now a well-established practice. Coaching should be science based using 360 and personality assessments.

Use of people and business analytics is becoming of great interest. Best practice is when you can establish the causal link between people and business analytics to drive better business outcomes. Measurements of leadership effectiveness are crucial.

An internal study demonstrated a strong relationship between leadership and performance. Using 360 assessments, the organisation was able to understand the causal effect between engagement and business results, including safety performance. The organisation found a strong association between team engagement and 360-based leadership competencies. Leadership at the team or organisational level accounts for 50% of engagement."

- Multinational Petrochemical Company

Measuring and improving key business drivers

There are five types of assessments available to businesses.

There are 3 measures of leadership. They are personality assessments, a 360 review and a team assessment. The next two assessments relate to stakeholder satisfaction that measure employee engagement and customer satisfaction. They pick up on both the employee and customer experience.

The challenge is to understand, measure and improve the causal link between leadership, engagement and performance.

“Give me a manager’s Hogan personality assessments and their Hogan 360 results, and they have no place to hide.”
- Peter Berry



Global 360 assessment picture

The 360 market continues to grow and is now well established in HR practices.

The 360 multi-rater assessment has evolved from being simply a development and feedback assessment for individuals to a mainstream HR practice. It was originally designed to create self-awareness but there was often no obligation to have in place a development plan and measures of success. The 360 assessment is now being used for performance management, talent identification, promotion and even salary reviews. The 360 is being used to drive behavioural and reputational change to improve individual and team performance around employee engagement and business outcomes.

There has been growing support for the philosophy of leadership driving engagement and engagement driving performance where leadership at the team or organisational level has the biggest impact on engagement. However, the goal when using 360 assessments is not simply to improve engagement results but to link it in the strongest possible way to the strategic business plan and the delivery of key performance indicators.

A growing trend when using 360 assessments is to look for a return on investment. This can be measured by individual and team performance and ultimately by employee engagement. This is best understood and managed by using 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.

Understanding self-awareness is an important part of the 360 journey. Some people may have blind spots, derailers or be lacking in confidence. A 360 should measure self-awareness by comparing the self-ratings against the ratings by selected raters. These are typically managers, peers and report ratings. The ratings from direct reports

can provide a key insight as to whether the manager is leading an engaged team. Strategic self-awareness comes from benchmarking one's results against an external benchmark.

Personality plus chosen behaviour equals workplace reputation. Leadership is observable, measurable and improvable by understanding personality, performance and reputation. The 360 assessment is best used in conjunction with a well-validated personality assessment where the tests have been developed according to established psychometric procedures. This is the most effective way to assess leadership capability. It will explain the 'what' one does and the 'why' one does it. It gives a complete picture of personality and behaviour which constitute one's brand. Together, the assessments expand the learning and coaching journey aimed at delivering greater leadership effectiveness and improved business results.

"PBC's leadership research based on their 360 process is first rate."

- Dr. Robert Hogan

Global engagement surveys show that 30-35 percent of employees are disengaged. They are ready to quit their manager, team or job.

Gallup research shows that 70% of the variance in engagement can be attributed to the team manager.

The 360 market will continue to grow as will coaching and leadership development programs. One study found that 92% of organisations use a 360 assessment for coaching. Measuring and improving leadership effectiveness will increasingly be tied to return on investment data by combining people and business analytics. The two key metrics will increasingly be employee engagement and organisational performance.

It is essential to establish scientific evidence for the quality of the 360 assessment.

Who benefits from the Hogan 360?

- **The Hogan 360 is perfect for leadership development for individuals, teams and high potentials. Anyone looking for improvement opportunities will benefit greatly.**
- **The Hogan 360 creates self-awareness around strengths to be leveraged and opportunities to be addressed.**
- **The results are compared to our global database of over 44,000 leaders. The benchmark score is expressed against percentiles from the bottom 10th percentile through to the top 90th percentile.**
- **Behavioural and business competencies are measured and create sustainable learning and coaching opportunities for the next year.**
- **The Hogan 360 can improve leadership effectiveness which enhances team performance, employee engagement and organisational results.**

Leadership is concerned with the success of teams, groups, and organisations. Therefore, leadership effectiveness can be measured by how positively a leader's behaviours and performance are evaluated by those they work with. The multi-rater aspect of the Hogan 360 ensures evaluations are elicited from multiple sources from within the leader's work circle (e.g., from direct reports, peers, and managers). These diverse perspectives help provide a real-time snapshot of a leader's attitude, behaviour, and performance, and reveal strengths and development opportunities that may not be seen from a single perspective.

Further, due to the confidential and anonymous nature of the responses, the Hogan 360 allows raters to provide honest feedback that might otherwise be difficult to solicit. The report uses an easy-to-interpret leadership framework, offers constructive feedback and sets priorities for improvement. Therefore, the Hogan 360 aims to help leaders at any level of an organisation gain a better

understanding of how they are truly perceived by others and thereby improve their leadership potential.

There are two main benefits of multi-rater feedback tools. As previously mentioned, it provides a measurement of a leader's effectiveness, and research into multi-rater feedback ratings has demonstrated links to a variety of important organisational outcomes (e.g. profitability, engagement, customer satisfaction).

Second, results from multi-rater feedback tools can provide the foundations for development. The results can help pinpoint the strengths and opportunities, which can then be used to formulate targeted strategies for improvement. It is important to use a multi-rater tool with sound reliability and validity, as well as a consistent and best practice approach to administering the tool.

The Hogan 360 includes:

- 50 scaled items (7-point scale) mapped to the four quadrants of the Hogan 360 Leadership Model and their corresponding sub-themes
- Strengths and opportunities tables that identify key strengths and opportunities
- Three open-ended questions focusing on strengths, opportunities, and overused strengths
- Appendices - Frequency tables that enable additional insights into the ratings provided

The ratee's overall Hogan 360 score is calculated by averaging all ratings across the 50 items, yielding an overall Hogan 360 score between 1.00 and 7.00. This overall score is compared to a global benchmark sample which is updated annually. The sample is comprised of leaders and executives that represent the international working population across a broad number of industries. The comparison between an individual's overall score and the benchmark mean yields a percentile ranking that allows leaders to gauge their performance in relation to others around the world.

Cultivating strategic self-awareness

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 26 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 26 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 technical manual supplement. It provides the latest in our benchmarking research. We now have 44,000 managers in our data base. 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.

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

Standard and fully customised 360 assessments

Many organisations are looking for customised 360 assessments. Typically, they will reflect the values, strategy and leadership competency framework of the organisation.

PBC offers several customised options.

We can maintain a core set of items and capabilities from our standard 360 so that a robust external benchmark with percentiles can be used. The remainder of the 360 can then be customised and ideally starts with our bank of items that also has benchmarks. For brand new items/competencies with no benchmarks we can develop the benchmarks 3 months prior to rolling out the 360 assessments.

Customised assessments are focused on designing items and competencies that reflect business imperatives. These normally cover the desired behavioural and performance characteristics for organisational success.


Our database includes 30 core competencies and over 250 benchmarked items. This is a good place to start the mapping. This involves aligning the benchmarked Hogan 360 items to the organisations competency/capability framework. It means you can have external benchmarks to create strategic self-awareness with the results. The benchmark score is expressed against percentiles from the bottom 10th percentile through to the top 90th percentile.

A selection of up to 3 item banks can be added on a complimentary basis following scoping with PBC. These additional item banks are benchmarked items for the following common 17 competencies/capabilities:

- Agile Leadership
- Agility
- Change Leadership
- Change Management
- Commercial Acumen
- Digital Focus
- Diversity & Inclusion
- Humility
- Judgment and Decision Making
- Leadership Effectiveness
- Learning Agility
- Managing Risk
- Project Management
- Psychological Safety
- Safety Leadership
- Strategic Intent
- Work Life Alignment and Wellbeing

To discuss further customisations including the design of additional items please contact PBC.

The Hogan 360 Leadership Model and 14 core competencies

 <p>Self-Management</p> <ol style="list-style-type: none"> 1. Integrity 2. Resilience 	 <p>Relationship Management</p> <ol style="list-style-type: none"> 3. Communication 4. People skills 5. Team Player 6. Engaging 	 <p>Working in the Business</p> <ol style="list-style-type: none"> 7. Capability 8. Efficiency 9. Results 10. Customer 	 <p>Working on the Business</p> <ol style="list-style-type: none"> 11. Accountability 12. Motivation 13. Strategy 14. Innovation
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Turn leadership into an exact science with research

Our research is extensive and we are happy to share our learnings. Senior, high performing leaders have different strengths that stand out from the rest of the management population. These four meta competencies are achievement focused, strategic, inspiring and emotional intelligence. We know the items that support these competencies.

We also know that the two most common opportunities for all levels of managers are better workload management and challenging poor performers. We also have leading edge research between Hogan personality assessments and Hogan 360. The construct validity is excellent. This research can help inform the construction of the customised 360. We think that combining personality assessments with a 360 review is the most productive way to gather information about potential and performance.

Suppliers of customised 360s should be able to demonstrate that their model has been developed in accordance with well-established psychometric procedures. A technical manual which outlines the theoretical rationale behind the development of the assessment should provide evidence for reliability and validity of the assessment. **Beware of 360 marketing materials that are not supported by scientific evidence for the quality of the assessment.**

There also needs to be rigorous benchmarks that are both global and industry specific. These benchmarks should also exist for different levels of the organisational hierarchy covering board members, c-suite executives, middle managers, frontline supervisors and high potentials. The benchmarks must be updated annually.

The external benchmarks enable a reliable score to be given against a global population. Otherwise the score has no relative meaning. When reporting one's results the benchmarking is very important by having

cutoffs to capture 10th/ 25th / 50th / 75th and 90th percentiles. Strategic self-awareness comes from clearly understanding where one sits in the percentile range.

Most customised assessments aim to be unique but as much as 85% of content can be similar. Typically, most 360s will cover intra-personal, inter-personal, business and leadership skills. The Hogan 360 covers self-management, relationship management and working in and on the business (being operational and strategic).

The purpose of the 360 needs to be clear. Opportunities include linking it to personality assessments, employee engagement and business unit performance. There is research scope by combining people and business analytics to better understand the causal link that can improve organisational performance. Many organisations are wanting to measure return on investment.

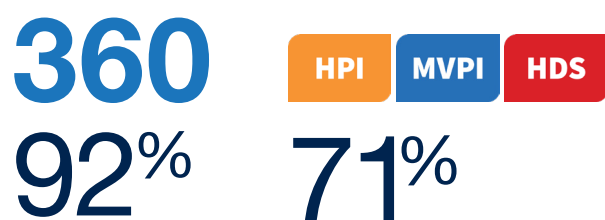
Customised 360 checklist

1. The competency model should have scientific rigor. We can help with the mapping.
2. The Hogan 360 items and competencies have proven reliability (consistent information about performance) and validity (accurate assessment of performance) and can be used to construct a 360.
3. External benchmarks are important to understand and compare results. It can allow for setting a goal of top quartile scores to encourage more effective leadership.
4. In addition to your item banks you can get great value by using our strengths and opportunities tables and soliciting written text responses.
5. Be clear about the purpose of the 360 from the start and use our best practices for administration.
6. Measures of leadership should be integrated and aimed at driving team performance, employee engagement and organisational results.

The 360 market continues to grow and is now well established in HR practices

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CoachSource is a global coaching and research business. Their 2018 and 2020 research provides invaluable data on coaching trends. A 360 tool is used 92% of the time and Hogan personality assessments 71% of the time.



Coaching has recently shifted to include a focus on social justice and ensuring workplace equality. Beyond equality it also brings a focus on wellness, work life balance, diversity and inclusion.

91% of respondents reported that the use of executive coaching has either increased or remained the same, demonstrating that it is maintaining impact when it comes to leader development. In addition, Coach certification and group coaching have increased in prominence since 2018.

It was found that where once coaching was used for remediation of ineffective leaders, today it is used more

for leader development and succession planning, to help leaders transition to leadership roles, and to develop executive presence.

No longer the realm of top executives, career coaching is exceedingly being used at the middle management level. This ensures middle managers are well prepared to take senior leadership positions, rather than coaching for the role once they are in it.

Employees and coaches alike report that target development areas for coaching include executive presence, emotional intelligence, ability to influence others and communication skills. In addition, practice managers identified communicating vision and strategy as key development areas. These are the skills that influence a leader's ability to get along with others, impacting their reputation and ability to lead effectively.

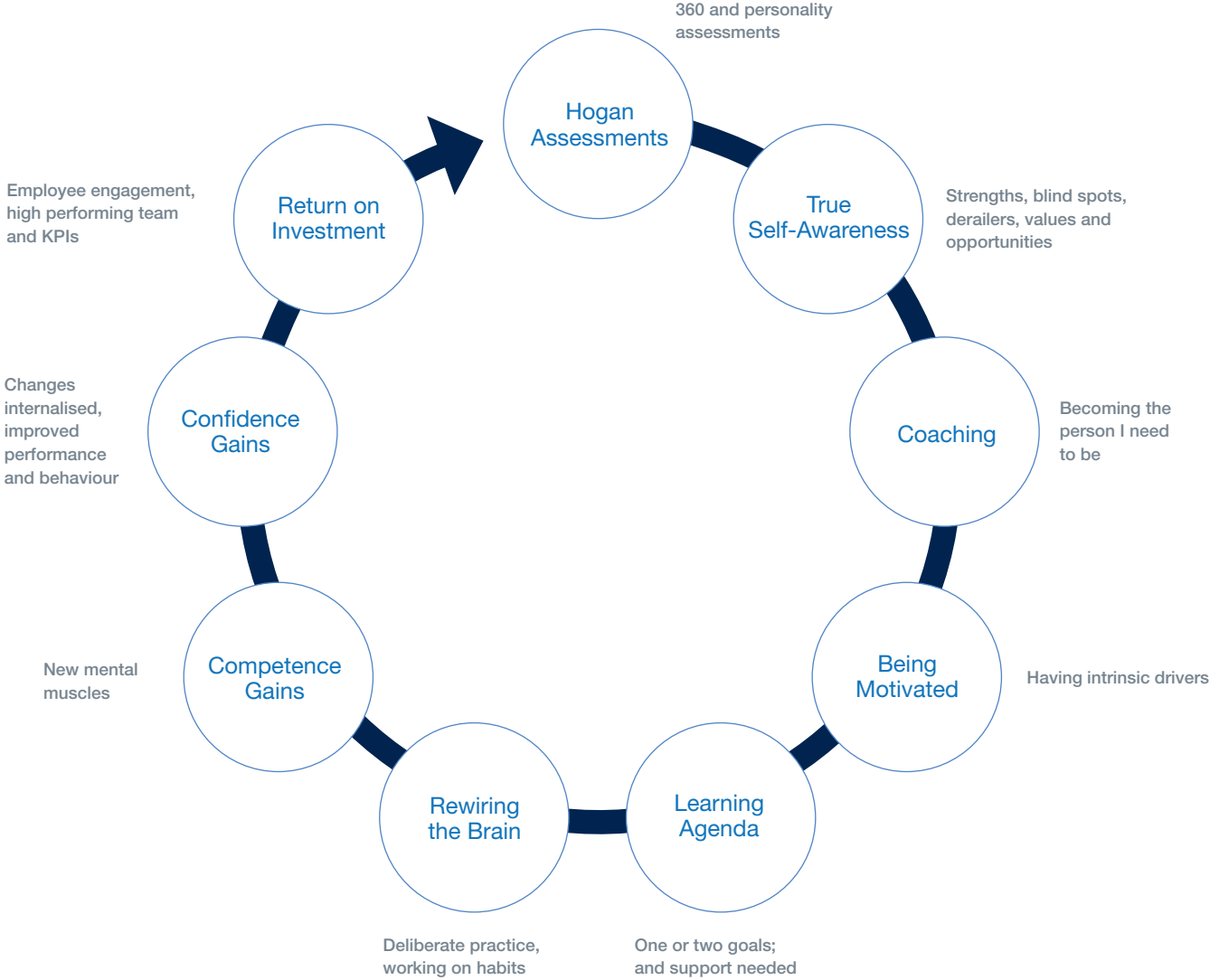
The average engagement timeline for coaching is now six months with an average of one to two sessions per month. Most coaching programs include 11-20 hours of coaching, followed by those including 21-30 hours, with face to face coaching preferred.

Measuring the impact of an executive coaching program is steadily gaining importance as businesses look to ensure any investment makes a positive contribution to the bottom line. 23% of respondents report linking coaching to business results, while 36% do not currently, but would like to. Measurement comes from self-assessment, manager assessment, surveys, 360 assessments and business impact.

Become a Hogan 360 Feedback Certified Coach

We offer a complimentary online Certification plus Application of Learning.

Continuous improvement coaching cycle



In PBC’s continuous improvement coaching cycle we use Hogan 360 and personality assessments as a baseline. These assessments provide an information-rich basis from which we create a development program aimed at helping leaders to build their self-awareness. Through focus, motivation, ongoing coaching and deliberate practice, leaders can improve their leadership performance and behaviour and ultimately deliver a return on investment in terms of employee engagement, high performing teams and other KPIs. This continuous improvement cycle ensures improvement is measured, sustained and ongoing.

Standout Hogan 360 features

Consistent with all Hogan assessments, the Hogan 360 is specifically designed and validated for use within working populations. Applications of the Hogan 360 include:

- Leadership Development
- Team Building
- Career Development
- Succession Planning
- Monitoring Organisational Change
- Internal & External Benchmarking
- Talent Identification
- Talent Development
- Cohort Analytics
- Research & Analytics
- Internal & External Benchmarking

Individual, Group & Analytic Reports

Individual Hogan 360 results can also be combined to create a Hogan 360 group report. This captures data from multiple individuals and generates scores for the group to highlight group-level strengths and opportunities.

Global Network

Our network of international partners and distributors in over 30 countries ensures that the 360 suite is supported locally.

Languages

The Hogan 360 has been meticulously translated into over 20 languages. Global benchmarks ensure standard comparison across countries, industries and job levels.

Technology

The Hogan 360 is hosted on an industry leading, cloud based platform is compliant with the most stringent data security standards globally, including GDPR.

Various administration options are available, including self-administration super user access and bureau service. Access to real time read- only dashboard to monitor completion status is also available.

Complimentary Online Certification

Get Hogan 360 certified with our complimentary online Certification plus Application of Learning.

Research and Resources

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 white papers applying the robust data set to a range of topics. The Hogan 360 is supported by a robust contemporary global benchmark which is updated annually.

The following research and resources are available:

- White paper and research topics
- Technical manual
- Mapping to Hogan personality assessments
- Online certification webinar
- Development reference guide
- Feedback guide
- Facilitator materials
- Consulting services including data analytics.

Additional Hogan 360 Products

In addition to the standard Hogan 360 the following 360s are also available:

Hogan High Potential 360 is an ideal tool to support the development of high potential talent. Based on Hogan's model of high potential, this multi rater measures individuals against three integral components of leadership:

- Leadership Effectiveness
- Leadership Emergence
- Leadership Foundations

Hogan Leader Focus 360 is designed to assist leaders understand their strengths and opportunities using six leadership dimensions:

- Data Leader
- Results Leader
- People Leader
- Process Leader
- Thought Leader
- Social Leader

9 rules for best practice Hogan 360 administration

1. Sponsors should create a positive environment and role model participation

The senior leader who sponsors the 360 process is responsible for creating a positive environment and communicating the importance of the exercise to participants. For team 360 exercises, the leader should participate to role model how to ask for and respond to feedback.

2. Make the purpose clear & consistent

It is important to establish a culture of trust and transparency around the 360 process in order to create psychological safety. Before the process begins, clearly and consistently communicate the purpose of the 360 for your organisation. Is it simply a feedback exercise, or part of a broader HR practice to build capability? Will results be used for performance evaluation, talent identification or career progression? For greatest benefit, 360 results should be integrated with important talent management and development processes.

3. Choose an evidence-based 360

The reliability & validity of the 360 tool is of critical importance to the value of the exercise. In order for the results to be accurate and actionable for participants, the report should have evidence of reliability & validity, and be supported by a technical manual.

4. Confidentiality is key to quality feedback

It should be agreed at the start as to who will have access to the 360 reports, eg., the individual, manager and HR. Managers should understand that their feedback is not anonymous if they are the only manager nominated. The participant must be aware of how their data is shared before they participate and consent to the organisation using it.

5. Standardise selection of 12-16 raters

There needs to be a standard process for selection of raters, including who selects the raters. Raters need to include self, manager/s, peers, direct reports and potentially other stakeholders. An ideal number of raters is 12-16. This will ensure solid data, better anonymity within

the different rater groups and minimisation of any skew if there is one outlier.

6. Deliberate practice and coaching is required for behavioural change

The delivery of the reports and the coaching investment should be planned ahead to suit the desired outcome. The 360 results are best delivered in an initial 90-minute development debrief, and subsequently supported by ongoing coaching to help the leader to identify and build new behaviours and competencies. Participants should work with coaches to set specific goals and identify how these will be measured. The coach should help the leader step outside of their comfort zone and encourage them to seek continuous feedback.

7. Connect the leader's performance to their team

To create meaningful behavioural change from the 360 exercise, the participant should share their results with their manager and discuss how the manager will support them. Team effectiveness can also be enhanced with a group 360 report that combines individual results. Leadership is about results, and teams deliver results. Thus, best practice says we should evaluate the leader through the performance and behaviour of their team

8. Maximise the insight of 360s with personality assessments

Integrating valid & reliable personality assessments with the 360 is the most powerful and cost-effective way to assess leadership capability. 360s identify the 'what' in behaviours, whereas valid personality assessments explain the 'why' underlying these behaviours for deeper self-awareness. Capturing both the public & private sides of an individual gives a complete picture of the individual's likely and actual performance and behaviour.

9. Measure improvement and return on investment

A repeat 360 should be agreed upon at the start of the process to take place 12 months after the first 360 to measure consistent changes in behaviour. Other measures of return on investment should also be identified, such as performance metrics, KPIs, team effectiveness and employee engagement data.

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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