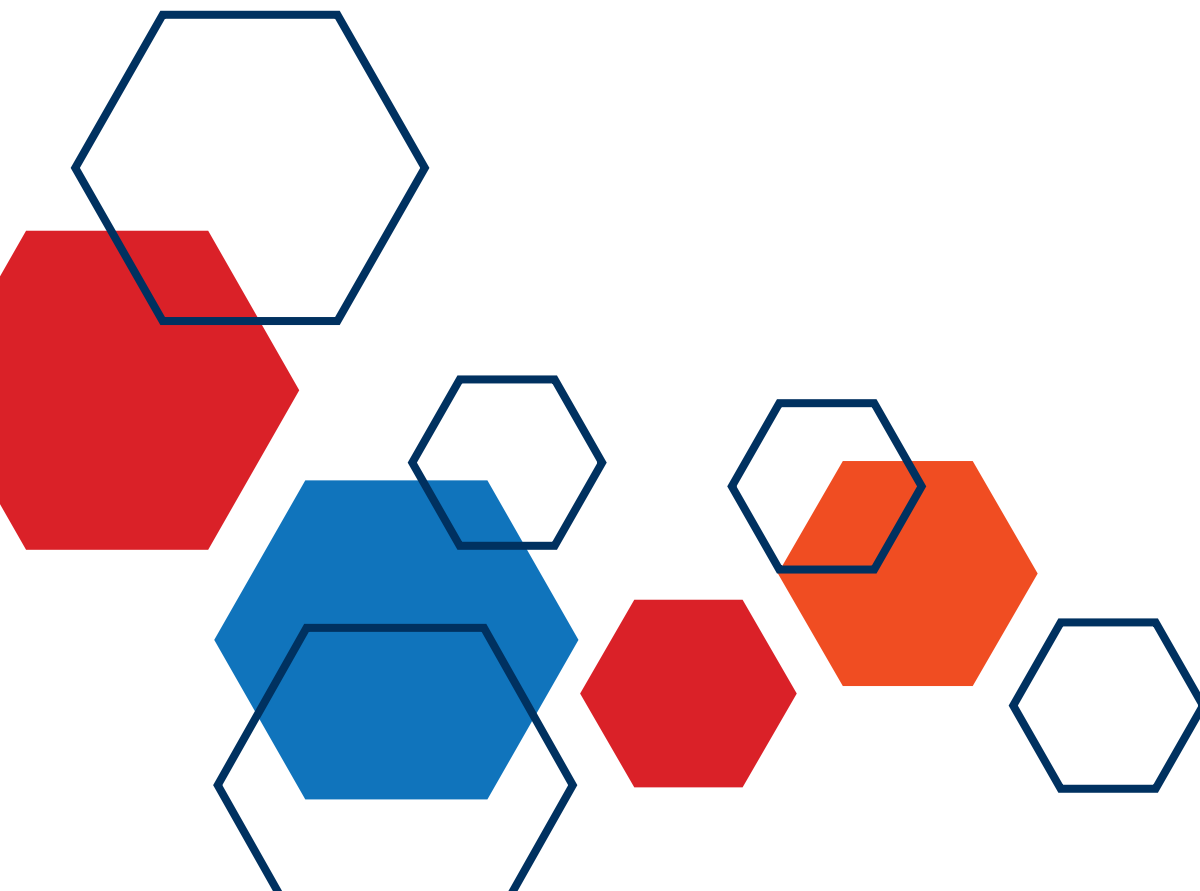# Whitepaper

Australia 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 Australia and how they compare to leaders from other countries around with world, highlighting their relative strengths and opportunities.

– When looking at overall performance on the Hogan 360, there was not a significant difference between leaders in Australia compared to other leaders based in countries around the world. This indicates that generally Australian leaders are likely to be perceived as effective by their managers, peers, reports and other stakeholders as leaders from other countries around the world.

– When looking at differences at a quadrant level, there were no significant differences between leaders in Australia and leaders in other countries around the world for the quadrants containing behavioural competencies associated with professionally managing oneself and relating appropriately to others to get the best outcomes (i.e., Self-Management and Relationship Management).

– However, there was a significant difference between leaders in Australia and leaders in other countries around the world for the quadrants containing business competencies associated with demonstrating the technical ability to deliver operational excellence and strategic insight to drive the bigger picture (i.e., Working in the Business and Working on the Business).

Specifically, leaders in Australia had significantly lower overall scores for these two quadrants when compared to other leaders around the world.

– When looking more closely at the competencies underlying each of the four leadership quadrants, compared to leaders around the rest of the world, Australian leaders were found to score significantly higher for the competencies of People Skills, Team Player, Motivation, and Capability. This suggests that these competencies may tend to be relative strengths for leaders in Australia compared to leaders in other countries around the world.

– However, compared to leaders around the rest of the world, leaders in Australia scored significantly lower on Efficiency, Engaging, Accountability and Strategy, and these areas may be relative opportunities for leaders in Australia. The implications and recommendations for how Australian leaders may be able to enhance their performance in relation to these capabilities are provided in the implications section.

Background

Due to the impact of globalisation, there are now numerous organisations that have leaders based across multiple countries. There are also leaders who need to manage diverse workforces across multiple countries. In order to compete successfully on an international front, it can be useful to understand the relative strengths that can be leveraged to provide an advantage as well as any areas that may be relative opportunities to improve.

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).

Looking specifically at Australia, the results of the GLOBE project indicated that effective Australian leaders are seen as exhibiting integrity and vision and are decisive and performance orientated (Chhokar, Brodbeck, & House, 2007). For Australia, both visionary leadership and egalitarian leadership were found to be associated with effective leadership (Ashkanasy & Trevor-Roberts, 2001). Visionary leadership (i.e., a style of leadership that provides vision and inspires followers in a tactful and diplomatic, yet decisive manner) was found to be universally associated with effective leadership (Ashkanasy & Trevor-Roberts, 2001). However, egalitarian leadership (i.e., leadership that is generous and compassionate while being group-orientated and focused on building a collaborative team) was found to be more of a unique manifestation of Australian cultural values such as 'mateship' (Ashkanasy & Trevor-Roberts, 2001).

When looking at what could inhibit leadership effectiveness in Australia, two leadership styles emerged, specifically narcissistic leadership and bureaucratic leadership (Ashkanasy & Trevor-Roberts, 2001). Narcissistic leadership (i.e., an individualistic, self-centred leader who promotes themselves over the team) was found to universally impede leadership while bureaucratic leadership (i.e., a leadership style that emphasises formality and following established routines and procedures) was found to be uniquely Australian and reflective of the country's cultural history (Ashkanasy & Trevor-Roberts, 2001).

The following paper aims to provide further insight into the similarities and differences that Australian leaders have with leaders in other countries. Specifically, it examines differences in leadership performance as measured by a multi-rater assessment. Multi-rater assessments can be used to measure leadership effectiveness and provide insights into strengths and development opportunities that may not be seen from a single perspective (Hogan, Curphy & Hogan 1994). The following paper aims to examine the relative strengths and opportunities of leaders in Australia when compared to leaders from around the rest of the world.

Methodology

Participants

Data was analysed for a sample of 20,099 subjects who completed the Hogan 360 between 1st January 2012 and 31st December 2020. The sample consisted of 8,745 subjects from Australia and 11,354 subjects from 129 other countries around the world including countries in Africa, Asia, Europe, the Middle East, and North 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.

Measures

The Hogan 360 (Peter Berry Consultancy, 2018) is a multi-rater survey that gathers leadership feedback from a variety of key stakeholder groups (i.e., managers, peers, direct reports, and others such as customers or stakeholders). As shown in Figure 1 below, the tool covers 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 is 'Does not describe this person at all' and 7 is 'Describes this person exactly'. The 50 items are all 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 to improve. Raters choose the top four strengths/opportunities from 26 items where the top selected item has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth has a weight of 1.

- Three open-ended questions focusing on strengths, opportunities, and overused strengths.

This study focuses on data from the scaled items.

Statistical analysis

To assess whether there were differences between Australia and the rest of the world, independent samples t-tests were conducted with a p-value set to .05.

Self-Management
- Integrity
- Resilience

Relationship Management
- Communication
- People Skills
- Team Player
- Customer

Leadership Model

Working in the Business
- Capability
- Efficiency
- Results
- Engaging

Working on the Business
- Accountability
- Motivation
- Strategy
- Innovation

Figure 1. The Hogan 360 Leadership Model

Results

	Australia	Rest of the World
Overall Score	5.60	5.61
Self-Management	5.71	5.71
Integrity	5.81	5.81
Resilience	5.60	5.60
Relationship Management	5.54	5.53
Communication	5.53	5.53
People Skills	5.50*	5.49*
Team Player	5.53**	5.51**
Customer	5.62	5.62
Working in the Business	5.76**	5.78**
Capability	6.01**	5.99**
Efficiency	5.54**	5.56**
Results	5.80	5.79
Engaging	5.68**	5.75**
Working on the Business	5.39**	5.41**
Accountability	5.40**	5.48**
Motivation	5.30**	5.28**
Strategy	5.34**	5.39**
Innovation	5.50	5.50

Note: *$p<.05$, **$p<.01$

There was not a significant difference in the overall Hogan 360 score when comparing leaders in Australia to leaders based around the rest of the world.

When looking at differences across the four leadership quadrants, there was not a significant difference between leaders in Australia and leaders around the rest of the world when looking at the quadrants related to behavioural competencies (i.e., Self-Management and Relationship Management). These competencies relate to demonstrating emotional intelligence and strong interpersonal skills to professionally manage oneself and relate appropriately to others to get the best outcomes.

However, there was a significant difference between leaders in Australia and leaders around the rest of the world when looking at the quadrants related to business competencies (i.e., Working in the Business and Working on the Business). These competencies relate to demonstrating the technical ability to deliver operational excellence as well as strategic insight to drive the bigger picture. Specifically, leaders in

Australia scored significantly lower for the Working in the Business and Working on the Business quadrants.

When looking more closely at the competencies underlying each of the four leadership quadrants, compared to leaders around the rest of the world, Australian leaders scored significantly higher for People Skills (i.e., engaging with others and being approachable and authentic), Team Player (i.e., actively building team function and cohesion), Motivation (i.e., creating a work environment that allows everyone to become engaged), and Capability (i.e., having the requisite ability and experience to do one's current role).

However, compared to leaders around the rest of the world, leaders in Australia scored significantly lower on Efficiency (i.e., prioritising and managing time and effort for maximum benefit), Engaging (i.e., bringing positive energy to the workplace), Accountability (i.e., managing performance by providing consistent and constructive feedback), and Strategy (i.e., spending time thinking long-term and sharing vision with others).

Implications

There was no difference found in overall perceived leadership effectiveness (as indicated by the overall Hogan 360 score) when comparing leaders in Australia to leaders from around the rest of the world. This indicates that generally Australian leaders are likely to be perceived as effective by their managers, peers, reports and other stakeholders as leaders from other countries around the world.

That said, there were some significant differences in perceived leadership effectiveness when looking at specific underlying competencies. Some of the significant differences may indicate relative strengths for leaders in Australia given their significantly higher results. These competencies were People Skills (i.e., engaging with others and being approachable and authentic), Team Player (i.e., actively building team function and cohesion), Motivation (i.e., creating a work environment that allows everyone to become engaged), and Capability (i.e., having the requisite ability and experience to do one's current role). Organisations and their leaders may benefit from reflecting on how they can leverage these relative strengths to build motivated high-performing teams that will help achieve strategic and operational goals and targets.

Significantly higher scores for leaders in Australia on a number of these competencies may relate to research that found egalitarian leadership (i.e., leadership that is generous and compassionate while being group-orientated and focused on building a collaborative team) tends to be relatively unique to facilitating effective leadership in Australia (Ashkanasy & Trevor-Roberts, 2001). There may be more of a focus on developing and rewarding behaviours associated with this leadership style amongst Australian leaders given its connection to Australian culture. This may also have important implications for those responsible for leading Australian employees given the connection of egalitarian leadership to Australian culture. For instance, those leading Australian employees from other countries may need to place a greater focus on ensuring they display the capabilities of People Skills, Team Player and Motivation.

Leaders in Australia also scored significantly lower on some of the competencies assessed within the Hogan 360, highlighting potential opportunities to improve, particularly if working or competing multi-nationally. These competencies were Efficiency (i.e., prioritising and managing time and effort for maximum benefit), Engaging (i.e., bringing positive energy to the workplace), Accountability (i.e., managing performance by providing consistent and constructive feedback), and Strategy (i.e., spending time thinking long term and sharing vision with others).

Leaders in Australia may be able to enhance their performance in relation to the competency Efficiency by improving their workload management and ensuring that they are spending the majority of their time where they can have the biggest impact and provide the greatest value. Often this requires them to find a better balance between working 'in' and 'on' the business or between the strategic and operational components of their role. Previous research exploring the top opportunities to improve for leaders found workload management is a common improvement opportunity for leaders, particularly in relation to delegating more and stopping spreading themselves too thin (Berry, 2020). As a result, leaders may benefit from considering how they can more readily delegate the more routine or less complex aspects of their job to free them up to focus on the more important tasks and so they can be more strategic. As a starting point, they may find it useful to list all the tasks and functions that they currently perform and then identify which ones are of the highest and lowest value and which ones can be delegated.

In addition to ensuring they are setting aside sufficient time to focus on the more strategic aspects of their role, Australian leaders may be able to improve the capability Strategy by ensuring that they dedicate time for strategic meetings with their team that focus on the bigger picture and strategic plan. This may include setting quarterly strategic meetings where they focus on identifying opportunities to lead change and think innovatively about what the business could look like down the track. It has been noted that while many Australian leaders often display vision, it tends to be focused on specific problems that are short- to medium-term, rather than long-term strategic issues (Chhokar, Brodbeck, & House, 2007).

Leaders in Australia may be able to enhance their demonstration of the capability Engaging by considering how they can display more passion and positive energy at work such as through celebrating successes, empowering and encouraging others, promoting a shared sense of purpose and direction, and seeking feedback on how to improve engagement within their teams. Leaders in Australia may also benefit from considering how they can help recover their energy levels as it is expended at work to continue to display a high level of positive energy. This

may include ensuring they are getting sufficient levels of exercise, relaxation, nutrition, and sleep.

Leaders in Australia may be able to enhance their demonstration of the capability Accountability by considering how they can provide feedback in a more regular and ongoing manner such as by regularly allocating specific time to give feedback so that it becomes a habit. Feedback should include both positive feedback which can improve morale and engagement and constructive feedback focused on addressing development opportunities and performance issues in a timely manner. To ensure they are effectively challenging poor performance and having difficult conversations in a timely manner, they may benefit from taking time to identify any poor performers in their team, plan and conduct conversations with these individuals, and then to ensure there is accountability, developing timeframes for improving performance.

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