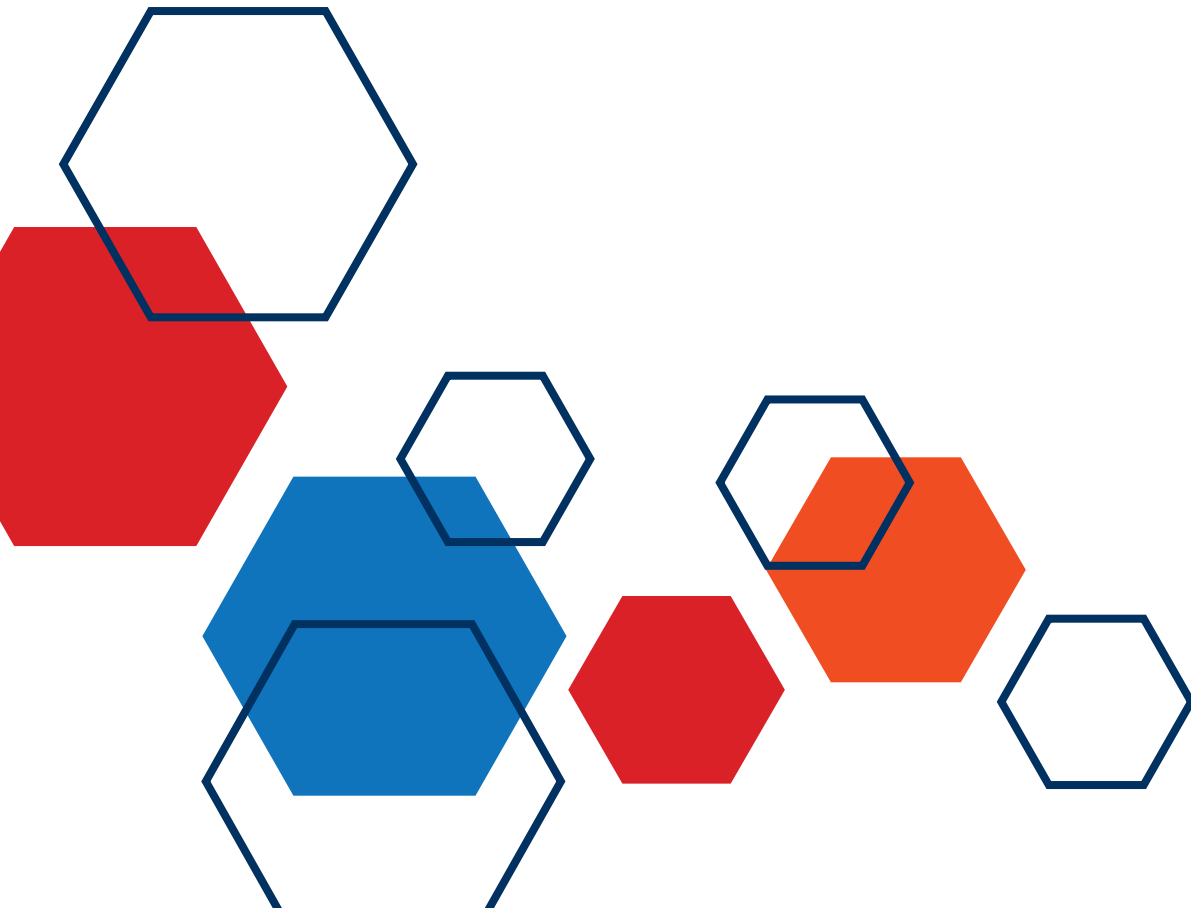


# Whitepaper

## Competitive Leadership

**Authored by:** Peter Berry, Managing Director, PBC



# Competitive Leadership... Why it matters!

**I have had the pleasure of collaborating with Dr. Robert Hogan, President of Hogan Assessment Systems, for more than 20 years. Our shared passion is understanding, measuring and improving leadership effectiveness to produce better organisational outcomes. Dr. Hogan is famous for the development of gold standard, science-based solutions for selecting and developing people.**

Dr. Hogan is the world's most successful business psychologist. He says, "Leadership is a resource for the group. I define leadership as the ability to build and maintain effective teams. Leadership should be evaluated in terms of the performance of a team compared to other teams engaged in the same activity." He developed the language of "getting along and getting ahead" to describe interpersonal effectiveness and high performance.

Competitive leadership in business should show industry leadership measured by bottom-line results. Senior leaders must inspire their people by being passionate about values, purpose, strategy and performance. The motivation is about how the organisation's products and services improve the lives of people. The vision and strategy needs to be agile, innovative and sustainable. Competitive leadership is not about throwing someone under a bus or winning at the expense of a colleague. It's about driving superior organisational outcomes.

Our philosophy is that leadership drives engagement which drives performance. Competitive leadership is also about being an employer of choice. It is having the best employees with great engagement, retention and performance. Having the right people, emotionally intelligent leaders, and high performing teams has to be at the heart of organisational culture. Winning teams will have a laser focus on service/operational excellence and enriching the customer experience to achieve loyalty and engagement.

We understand the importance of leadership in driving employee engagement and organisational results. This paper will touch upon two of the world's leading business excellence models and the critical role of leadership in organising best practices to deliver industry leadership.

We also draw on global employee engagement results which demonstrate the causal link between effective leadership, workforce motivation and business outcomes.

At PBC and in the broader Hogan global community, we understand the science and practice of measuring and improving leadership effectiveness. This paper will share our research combining Hogan personality assessments, Hogan 360 and the Hogan Competency Model (HCM) to explain what the best leaders look like. Our elite leaders are engaging, strategic and innovative in driving organisational outcomes. They also demonstrate high levels of emotional intelligence. We also know why leaders derail.

We also refer to the importance of leadership in creating high performing teams. Leadership is defined by results and teams deliver results. So it makes sense to judge the leader by their team. In our experience teams can be anywhere from dysfunctional to highly functional. Every manager has had good and bad experiences in teams. The best representation of an effective leader is having a high performing team.

**There are five primary behaviours for great leaders and leadership teams to build engagement and deliver results:**

1. **Building leadership capabilities** throughout the whole organisation
2. **Showing passion** around purpose, strategy, goals and values
3. **An enthusiasm** for building high performance teams and employee engagement
4. **A total commitment** for service and operational excellence to drive customer satisfaction and loyalty
5. **Taking pride** in delivering excellent, balanced scorecard, results

**"Great organisations make sure they have the right people on the bus and the right people in the key seats. Letting the wrong people hang around is unfair to all the right people who often find themselves compensating for the wrong people's inadequacies. Get the wrong people off the bus."**

– Jim Collins

The American Baldrige Performance Excellence Framework talks about the importance of “competitive leadership” as building a sustainable, best in class organisation. The Baldrige framework says that competitive leadership requires:

**“A view of the future that includes the markets or segments in which you compete, but also how you compete. How to compete requires that you understand your and your competitors’ strengths and weaknesses and also involves decisions on taking intelligent risks in order to gain or retain market leadership. The focus is on revenue growth and operational effectiveness.”**

The Baldrige model puts a strong emphasis on the role of senior leaders:

**“Senior leaders play a central role in setting values and directions, creating and reinforcing an organisational culture, creating and balancing value for all stakeholders, and creating an organisational focus on action.**

**Success requires a strong orientation to the future; an understanding that risk is a part of planning and conducting operations; A commitment to improvement, innovation, and intelligent risk taking; and a focus on organisational sustainability.**

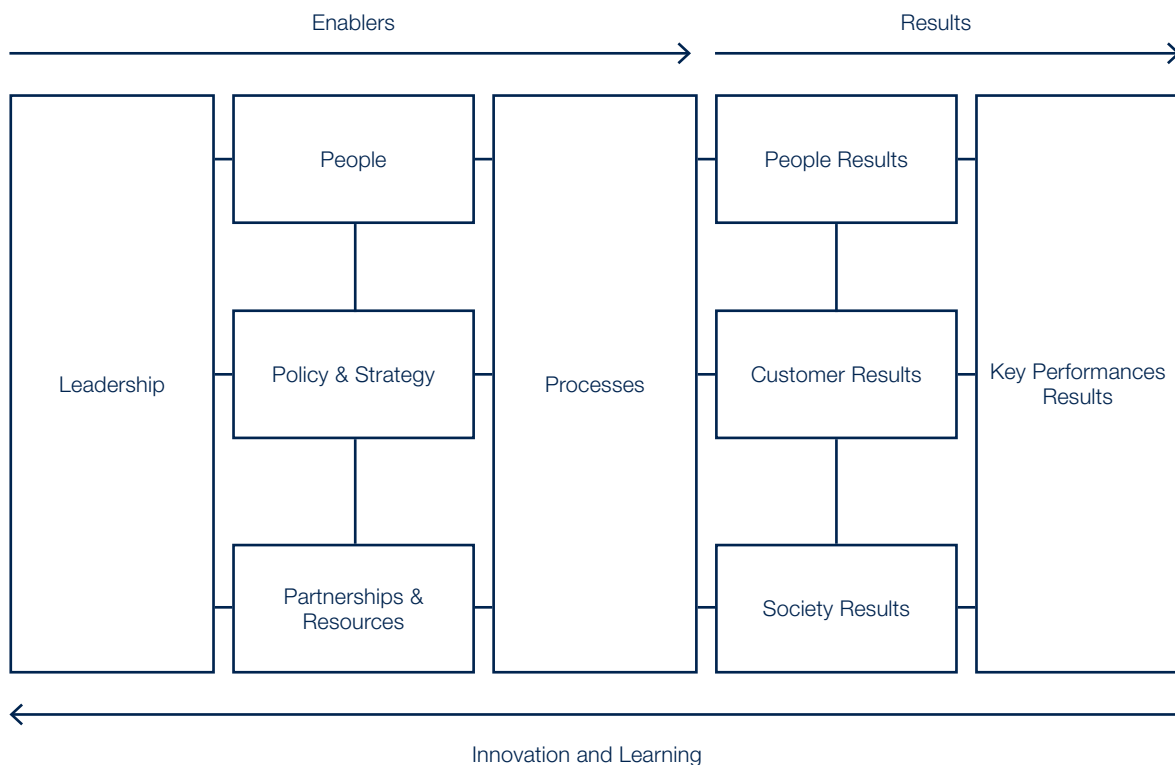
**Increasingly, this requires an environment for empowerment, resilience, agility, change, and learning”**

### The Baldrige Model

1. Leadership
2. Strategy
3. Customers
4. Knowledge Management
5. Workforce
6. Operations
7. Performance Measures or results

The European Foundation for Quality Management (EFQM) has a similar model that starts with the following premise: Results are achieved through leadership driving policy and strategy, people, partnerships and resources, leading ultimately to excellence in key performance results.

They say “In an outstanding organisation, leadership is positioned as an activity not a role and leadership behaviours are evident across all levels and parts of the organisation This role model leadership inspires others.” The EFQM is the world’s most widely used management framework.



The reputation of a leader is their most important asset.

The best leaders care more about their teams than themselves.

The culture and performance of a team is a reflection of the leader.

So there it is. Business excellence is about leadership driving strategy and culture, strengthening the management systems and processes, engaging employees and customers, improving performance and creating value for stakeholders.

These definitions of competitive leadership fit nicely with our leadership research findings.

We have been highly motivated about working with clients on business excellence for more than 30 years. Performance excellence requires strong leadership and is demonstrated through outstanding results. The goal for a senior leadership team is to demonstrate competitive leadership through a focus on balanced scorecard outcomes. To achieve this, they need to demonstrate best practices with leadership, strategy, people, customers and operations to achieve industry leadership results. The following is an outline of our executive checklist which we use with c-suite executives to assess business strengths and opportunities.

### Leadership

Understanding that leadership drives engagement and performance has to underpin a holistic approach to culture and strategy. Leadership is defined, measured and improved as having passion for performance and emotional intelligence. A key focus of leadership is to have high performing teams as the reputation of the leader.

### Strategy

Strategic plans supported by a rigorous strategic planning cycle should drive a clear and compelling vision of future success. An agile and sustainable picture of winning should empower a culture of KPI accountability. The strategy needs to prioritise innovation opportunities, be supported by structure and communicated regularly to employees.

### People

Having the right people is key. Being an employer of choice with superior performance and retention is key. Poor performers must be improved or removed. Having values supported by behaviours helps. The better employers have an inclusive, psychologically safe environment, for a diverse workforce.

### Customer

The goal is customer retention and loyalty by delivering industry leadership on functional and emotional value. Listening to customers and strong brand management are the foundations of reputation and doing business. Meeting or exceeding customer expectations is important as is being first to market with goods and services.

### Operations

A high level of operational capability including speed, responsiveness and flexibility are critical. Process improvement, cyber security, strategic supplier networks and technology are imperatives. Quality information, analysis and knowledge management for competitive advantage and productivity growth are key drivers.

### Results

Financial performance should show top quartile industry outcomes and be sustainable. Excellent market, people, customer and societal results are necessary lead indicators of future success. The causal link between leadership, high performing teams, employee engagement and business results has to be well established.

# Measuring and Improving Leadership Effectiveness

**Leaders are not born knowing how to build great teams. On the contrary, their early professional development has a focus on cognitive and technical skills, such as engineers and accountants. With career progression, they then need new competencies around strategy, teams and engagement. The transition is from manager to leader and from operations to strategy. It is about getting the right balance of working 'in' and 'on' the business.**

The leader of the team needs to have true self-awareness. 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.

Hogan Assessments have pioneered the science behind emotional intelligence, leadership and derailment. Work began on the development of the Hogan Personality Assessment (HPI) in the late 1970s. The five-factor model was the basis of what to measure and how to measure. The Hogans used socio-analytic theory which is the study of human nature and how personality is about individual differences in getting along, getting ahead and finding meaning.

Hogan Assessments launched the Hogan Development Survey (HDS) in 1992. Its job is to predict strengths potentially becoming derailleurs. It measures a capacity for dysfunctional dispositions that inhibit interpersonal effectiveness, or the barriers to getting along and getting ahead. Dark side behaviours can inhibit performance and destroy teams and reputation.

The Motives, Values, Preferences Inventory (MVPI) helps to understand one's idealised self, and pinpoints how people derive meaning at work and in their personal lives.

Dr. Ryne Sherman is the Chief Science Officer with Hogan Assessments. In a recent talk called The Taboo of Ambition (I define Ambition as being competitive leadership), he made the following points;

1. Psychologists don't define ambition, it has been largely ignored historically
2. Ambition does not feature in personality models, such as the 5-factor model, which traditionally defined what to measure and how to measure
3. Ambition is different from extraversion
4. Ambition is hugely important to life outcomes which is the getting ahead component in the Hogan philosophy of getting along and getting ahead
5. Hogan assessments measure ambition

The Hogan 360, a multi-rater assessment, sheds light on reputation, or how one's behaviour is perceived by others. Feedback from managers, peers, and direct reports highlights good and bad habits, and makes it possible to target behaviours that need improvement. We are what we habitually do, so developing good habits is paramount.

Leadership and team effectiveness are measurable and improvable. A complete picture of leadership potential and performance is best captured by personality, 360 and team surveys. Team diagnostics that shed light on a team profile are critical for improving team effectiveness. It helps to connect people data with operational and financial data to understand the causal link with leadership.



Our Hogan 360 research of highly rated c-suite executives shows that they have stronger competencies around being achievement focused, strategic and inspiring, which is all about engagement around the big picture. They are more like leaders than managers. They also have high levels of EQ. They are resilient and socially skilled. They are passionate and competitive about the organisation's values, purpose and performance.

The focus of this paper is to combine research from Hogan personality assessments, the Hogan Competency Model and our Hogan 360 to understand what competitive leadership is.

The superior 360 competencies of high performers are listed below. These competencies are needed to build high performing teams and organisations focused on industry leadership.

**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
- Is a positive role model
- Builds very strong relationships
- Has strong leadership skills

**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



The combination of **Inspiring** and **Emotional Intelligence** is being **Interpersonally Effective**. The combination of **Achievement Focus** and **Strategic** is being **Performance Driven**. Being Interpersonally Effective and performance driven is Dr. Hogan's description of getting along and getting ahead. When designing the HPI, Dr. Hogan designed scales to measure leadership, interpersonal effectiveness, conscientiousness and problem-solving potential. He specifically designed the scale called Ambition to measure competitive leadership.

# Thought Leadership – Hogan, Collins and Kotter

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## Ambition – a definition

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In the Hogan Guide 2007, Ambition is described as follows:

**“High scoring individuals tend to be leaderlike, energetic, driven, competitive and focused on achieving results and success. They will also take initiative, be persistent when completing a task, and are eager to advance in the organisation. These individuals are confident, comfortable when presenting their ideas in front of groups and will lead others to focus on major business goals.”**

Pure and simple, it's leadership and performance.

On your way to becoming a leader, success is all about proving your business capability and growing yourself. When you become a leader it's about being engaging, strategic and growing your team. The best leaders care more about their people than themselves. They value feedback and are open to learning. Dr. Robert Hogan has spent his life measuring and improving leadership effectiveness. He has the following powerful quote:

**“The quality of people's lives depends on their careers. The quality of people's careers depends on the organisations in which their careers are embedded. The success of these organisations depends on their leadership. The effectiveness of the leadership depends on the characteristics of the people in leadership roles. Ultimately, then, personality drives leadership, leadership drives organisational performance, and who is in charge matters greatly for the fate of organisations and the people in them.”**

Jim Collins, of 'Good to Great' fame said the following about leadership capabilities:

**“In our research into why some companies become great while others do not, my colleagues and I observed that leadership capabilities follow a five-level hierarchy with level 5 at the top. At level 1, you are a highly capable individual. At level 2, you become a contributing team member. At level 3, you become a competent manager. At level 4, you become an effective leader. Stepping up to level 5 requires a special blend of personal humility and professional will – the**

**capacity to channel your personal ambitions and capabilities into a larger cause or mission. Level 5 leaders differ from level 4 in that they are ambitious first and foremost for the cause, the organisation, the mission, the nation, the work – not themselves – and they have the will to do whatever it takes (within the bounds of the organisation's core values) to make good on that ambition.”**

John Kotter, the distinguished Harvard Business School professor, has spent a lot of time talking about the difference between management and leadership. They require different sets of competencies. John Kotter provides the following description:

**“So, management is crucial – but it's not leadership. Leadership is entirely different. It is associated with taking an organisation into the future, finding opportunities that are coming at it faster and faster and successfully exploiting those opportunities. Leadership is about vision, about people buying in, about empowerment and, most of all, about producing useful change. Leadership is not about attributes, it's about behaviour. And in an ever-faster-moving world, leadership is increasingly needed from more and more people, no matter where they are in a hierarchy. The notion that a few extraordinary people at the top can provide all the leadership needed today is ridiculous, and it's a recipe for failure.”**

# Engagement pays

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. They capture one's 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 business 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.

According to research from survey providers AON, Glint and Mercer/ SIROTA 30-35% of employees are disengaged, and therein lies the challenge. These employees are ready to quit their boss, the team or the job. Some of these people share their misery with others, impacting morale, performance and retention.

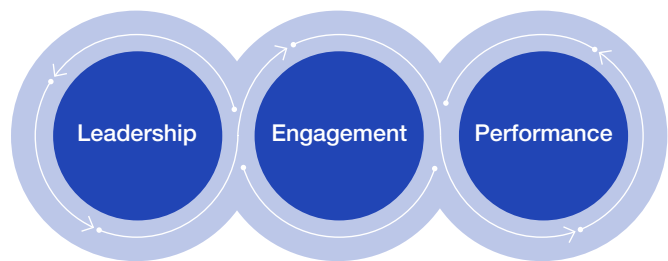
Gallup research shows that engagement has a positive impact on business outcomes, including:

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

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

Analytical work in Shell shows that leadership drives engagement, safety and business results. Leadership at the team or organisational level accounts for **50%** of engagement.

Leadership is the most consequential force on the planet. It can make or break teams, enterprises and even countries.



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 and looking for return on investment.



# Understanding and measuring leadership competencies

The Hogan Competency Model (HCM) has 62 competencies, with reliability and validity evidence, defined as groups of behaviours underlying individual characteristics that enable superior job performance. The strongest personality correlations are with the HPI. Twenty significant correlations are with the Ambition scale, which in our 360 research links to being engaging, innovative and strategic, i.e., passionate about performance. The Ambition scale is measuring leadership potential to drive performance. Twenty-one correlations exist with Adjustment and Interpersonal Sensitivity, predicting resilience and people skills, or interpersonal effectiveness. This provides a baseline measure of EQ potential. Prudence scored 14 correlations indicating resilience and integrity.

HPI scales and definitions:

Scales	Definition
Adjustment	Measures stress-tolerance, resilience, optimism and composure
Ambition	Measures competitive drive, perceived energy and goal-orientation
Sociability	Measures social energy, communication frequency and relationship-building
Interpersonal Sensitivity	Measures tact, communication style and relationship-maintenance skill
Prudence	Measures detail-orientation, organisational skills and dependability
Inquisitive	Measures idea-orientation, level of curiosity and openness to new ideas
Learning Approach	Measures learning style, propensity to seek new information and stay up-to-date

By identifying the 18 most significant correlations from the HCM library with the HPI Ambition scale, we get our own definition of competitive leadership for individual leaders and high performing teams. These competencies should create an opportunity to achieve the organisational results in the Baldrige definition of competitive leadership. They are a blueprint for success:

Competency	Definition
Competing with Others	Strives to exceed others' performance.
Developing People	Provides support, coaching, training, and career direction to others.
Displaying Confidence	Projects poise and self-assurance when completing work tasks.
Driving Change	Champions new methods, systems, and processes to improve performance.
Driving for Results	Accomplishes goals, completes tasks, and achieves results.
Driving Innovation	Stimulates creative ideas and perspectives that add value.
Driving Performance	Provides guidance and feedback to maximise performance of individuals.
Driving Strategy	Directs effort to achieve long-term business objectives.

Inspiring Others	Motivates others to accomplish organisational goals.
Leading Others	Demonstrates general leadership ability and effectiveness.
Negotiating	Explores alternatives to reach outcomes acceptable to all parties.
Overcoming Obstacles	Pursues goals and strategies despite discouragement or opposition.
Sales Focus	Generates revenue by promoting products and services to others.
Self Development	Actively acquires new knowledge and skills to remain current with and/ or grow beyond job requirements.
Setting Goals	Identifies short-term objectives and steps to achieve them.
Solving Problems	Identifies solutions given available information.
Taking Initiative	Takes action without needing direction from others.
Taking Smart Risks	Evaluates tradeoffs between potential costs and benefits and acts accordingly.

These competencies are measurable by combining personality and 360 assessments. They are also improvable through leadership programs, coaching, personal motivation and deliberate practice.

## We can combine the 18 Ambition correlations into three clusters:

<b>HCM Achievement Focus:</b>	<b>HCM Strategic:</b>	<b>HCM Inspiring:</b>
<ul style="list-style-type: none"> <li>• Competing with others</li> <li>• Setting goals</li> <li>• Driving for results</li> <li>• Overcoming obstacles</li> <li>• Taking initiative</li> <li>• Sales focus</li> </ul>	<ul style="list-style-type: none"> <li>• Driving innovation</li> <li>• Driving strategy</li> <li>• Driving change</li> <li>• Taking smart risks</li> <li>• Negotiating</li> <li>• Solving problems</li> </ul>	<ul style="list-style-type: none"> <li>• Developing people</li> <li>• Driving performance</li> <li>• Inspiring others</li> <li>• Leading others</li> <li>• Display confidence</li> <li>• Self development</li> </ul>

This profile supports the research on page 6 from our 360 study of highly rated c-suite leaders. EQ competencies are also a hallmark of great leaders with strong correlations to Adjustment and Interpersonal Sensitivity.

# Hogan 360 and Personality Assessments

In the Hogan 360, there are 50 items that measure both behavioural and business competencies. The Hogan personality scale Ambition has the highest correlation with the following 11 items.

1. This person has strong influencing and negotiation skills.
2. This person effectively uses goals and performance indicators to drive improved performance.
3. This person has the passion to make a difference.
4. This person is assertive and energetic.
5. This person is very competitive and driven.
6. This person is very effective in setting long- term stretch goals.
7. This person sets high expectations for performance and performance improvement.
8. This person promotes and communicates a long-term vision for our organisation.
9. This person always looks for improvement opportunities and to deliver better results.
10. This person often suggests new and original ideas.
11. This person thinks long-term about new opportunities.

These are the hallmarks of highly effective, motivational, competitive leaders. You can see that they are also passionate and strategic. These correlations further support the competency cluster of achievement focus, strategic and inspiring, from the HCM and Ambition correlations.

**“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.”**

– Dr Robert Hogan

# HPI and 360 Scales

We have mapped the seven HPI scales to the four quadrant 360 model, where self and relationship management measure EQ behavioural competencies and working 'in' and 'on' the business are operational and strategic competencies concerned with performance outcomes. Four of the HPI scales correlate with a positive 360 score.

Hogan Score	Self Management	Relationship Management	Working in the business	Working on the business	Hogan 360 Score
Adjustment	0.195	0.105	0.105	0.044	0.102
Ambition	-0.032	0.050	0.050	0.123	0.069
Sociability	-0.081	0.034	0.034	0.047	0.005
Interpersonal Sensitivity	0.139	0.182	0.182	0.111	0.139
Prudence	0.136	0.059	0.059	0.017	0.071
Inquisitive	-0.069	-0.061	-0.061	0.002	-0.047
Learning Approach	0.013	0.012	0.012	0.064	0.048

The combination of Adjustment and Interpersonal Sensitivity predicts a strong foundation of EQ. It is a combination of resilience and relationship skills. Prudence also contributes to EQ with good 360 scores on Self Management. This includes competencies such as integrity, dependability and accountability.

The combination of Ambition and Interpersonal Sensitivity is about influencing results by showing passion and motivation around performance outcomes.

Notice, Prudence is good for "working in the business" and neutral for "working on the business".

**"Give me a manager's Hogan Personality Assessments and their Hogan 360 results and they have no place to hide."**

– Peter Berry

# Leadership Drives Engagement and Performance

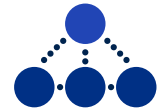
Leadership and team effectiveness are measurable and improvable. Being a better leader means being a better learner. A complete picture of leadership potential and performance is best captured by personality, 360 and team surveys. Team diagnostics that shed light on a team profile are critical for improving team effectiveness. It helps to connect people data with operational and financial data to understand the causal link with leadership.

Our research on The Competencies of Great Leaders shows that they create high performing teams that shape and improve the employee and customer experience (PBC, 2020). Higher levels of engagement deliver stronger bottom line outcomes.

Teams are the engine room for driving employee engagement, the customer experience and service/operational excellence to deliver the bottom line. Building high performing teams takes a lot of effort, measurement and continuous improvement. Baseline team competencies should include diversity, experience, IQ, and EQ. Teams can play a critical role in creating and executing strategy, business plans and key

performance indicators. Effective teams provide stronger decision making and the capacity to navigate increasingly agile and complex business eco-systems. In moving from good to great, teams need a shared purpose, collaboration, and passion about performance. Group success must be more important than individual success.

## Leadership



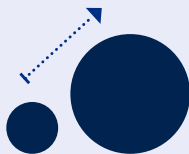
## Employee Engagement



## Organisational performance



1.



### Measuring and improving leadership effectiveness

- Hogan Personality Assessments
- Hogan 360
- High Performing Team Assessment

2.



### Measuring and improving engagement

- Employee Engagement Survey
- Customer Satisfaction Survey

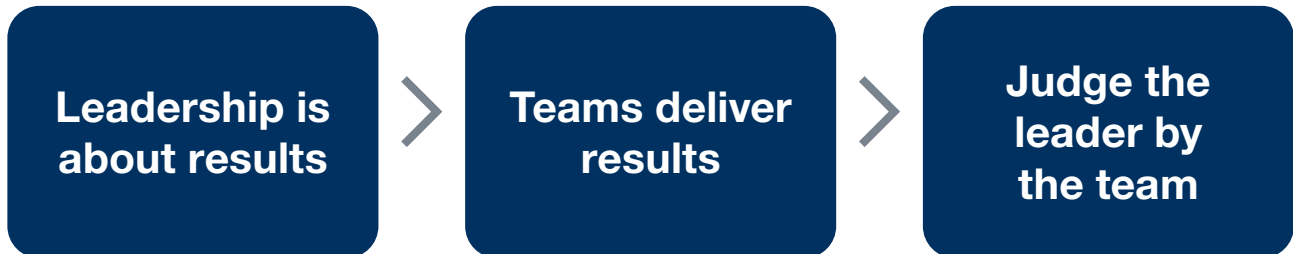
3.



### Delivering better business results

- Organisational Performance

## High Performing Teams



## Lencioni and Goleman

Patrick Lencioni and Daniel Goleman are globally respected authors. Patrick Lencioni in “The Five Dysfunctions of a Team” (2002) captured the attention of the business world by claiming that dysfunctions are at the very heart of why teams often struggle. He says everyone talks about teamwork but hardly anyone does it effectively. He says trust is the foundation stone of high performing teams and that personality and 360 profiles help build trust. Vulnerability in an inclusive, psychologically safe space, is critical.

**Daniel Goleman of EQ fame says emotional intelligence is about the fine tuning of interpersonal dynamics that make people smarter.**

It creates synergy in working toward group goals. Goleman is famous for the quote that EQ can matter more than IQ. Importantly, Goleman said that emotional competence can be learned.

He said the personal competencies include self-awareness, self-regulation and motivation. The social competencies include empathy and social skill, which make others feel valued and respected.

Goleman says:

**“How do you get to the truth of your real self? You use a 360-degree evaluation collecting information from your boss, your peers, and your subordinates.”**

**“The goal of leadership is to build a team. Leadership should be defined in terms of the ability to build and maintain a team, and leadership should be evaluated in terms of the performance of the team.”**

– Dr Robert Hogan

# Challenges For Building High Performing Teams

Our research from hundreds of team assessments show that the **top six opportunities** are:

1. **More collaboration:** one team approach, no silos, less them and us, all on the same page, working together with one goal.
2. **Tackle the difficult issues:** more healthy debate, challenge each other, discuss the hard issues, don't avoid conflict.
3. **More accountability:** challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers.
4. **Improve communications:** open and honest communications, keep us updated, share the big picture, share information, communicate decisions.
5. **Set priorities:** be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities.
6. **Clearer vision, strategy and goals:** clear KPI's, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews.

Teams need to be acutely aware of their strengths and weaknesses and constantly working on continuous improvement. Team assessment data is critical. Teamwork makes the dream work. There is much work to do!

**“We often suffer from a disconnect between the self we think we are, and the self that everyone else sees. The best method for identifying strengths and weakness is 360 feedback”**

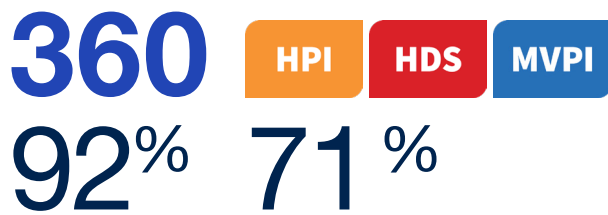
– Marshall Goldsmith

# Leadership coaching trends

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

Interestingly, the results also show that the 599 external coaches who participated in the survey are most often asked to coach on emotional intelligence. EQ is the most popular competency to be coached.

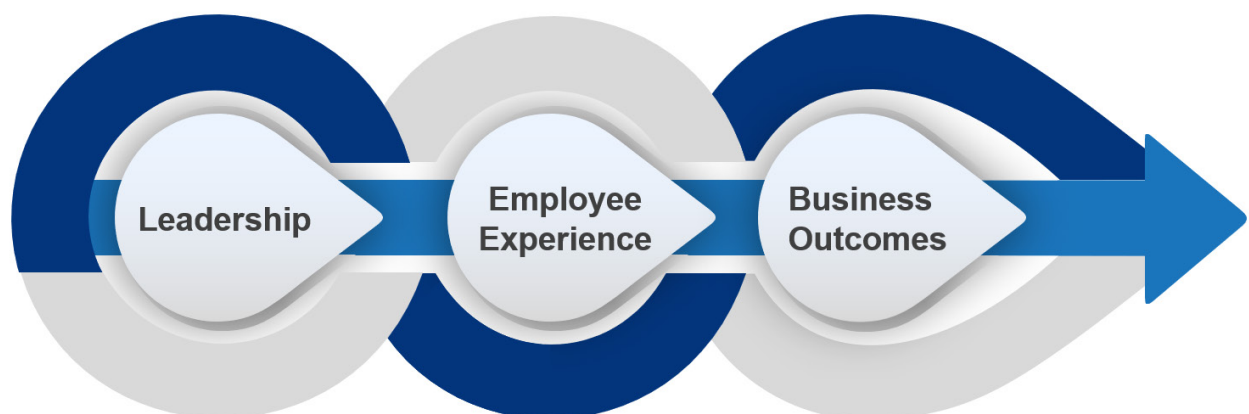
It sounds a lot like Dr Hogan talking...” getting along and getting ahead”.



The survey results show that corporate practice managers spending money on coaching rank the top **four development areas** as being:

- 1. Executive Presence
- 2. Emotional Intelligence
- 3. Vision & Strategy
- 4. Influencing others

“Hogan has easily experienced the fastest jump of any assessment we have studied over the years.”  
– CoachSource





# 360 Self-awareness

We are subject matter experts on understanding, measuring and improving leadership and team performance. The science that informs our research is global and best in class. We can help design leadership competency models and deliver programs and coaching aimed at creating employee engagement, enriching the customer experience and delivering organisational strategy.

Combining the Hogan 360 with personality assessments is the most powerful, insightful way to measure current performance and future potential. One must have reliable and valid assessments to give science and structure to the continuous improvement journey. A full profile of current behaviours that can help or hinder team dynamics is essential. The assessments should also be taken by all the reporting managers to the leader. The group results will be instructive and compelling in creating team self-awareness and development opportunities.

The Hogan 360 is invaluable in helping leaders to build strategic self-awareness and to understand their reputation from the point of view of the manager, peers and their direct reports. **Our 360 cycle helps the manager to become a better version of themselves.**

①.

A 360 should measure self-awareness by comparing the self-ratings against the selected raters.

②.

These are typically managers, peers, and report ratings.



④.

Strategic self-awareness comes from benchmarking one's results against an external benchmark.

③.

The ratings from direct reports can provide key insights as to whether the manager is leading an engaged team.

Judge the leader by their team. The self-awareness and improvement passage is about becoming the best version of yourself. Your team will be your reputation. This reputation, ultimately, is what you choose it to be!

So, there we have it. Competitive Leadership is an absolute positive force for driving organisational performance.

It's about having an inspiring story to motivate employees and outperform similar organisations.

Competitive Leadership is consequential, measurable and improvable!

**Improving a leader's performance and reputation is the key to career success.**

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### **About Peter Berry Consultancy (PBC)**

PBC is a multidisciplinary global consulting firm with 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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