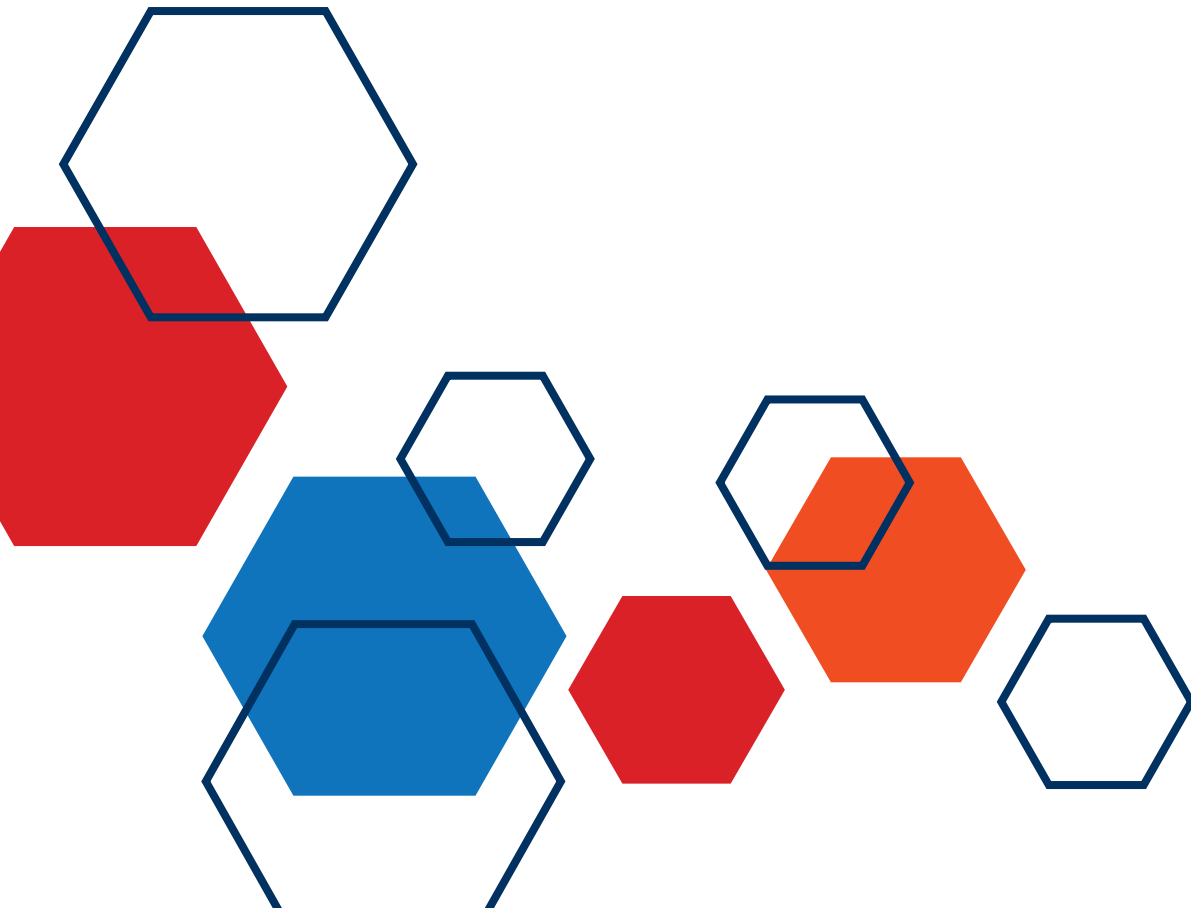


# Hogan Assessments: Putting Science into Emotional Intelligence

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



# Hogan puts Science into EQ

Up until the 1990s, the only well-known and publicised intelligence was cognitive ability or IQ. By the 1990s, some very wise people started using the language of emotional intelligence. EQ was described as a form of social intelligence to understand self and others' feelings and to guide one's thinking and behaviour. The concept of multiple intelligence had arrived!

Daniel Goleman published his ground-breaking and best selling book on EQ in 1995 where he described self-awareness, self-regulation, motivation, empathy and social skills as the foundation stones for emotional intelligence:

**Self-Awareness:** The ability to recognise and understand your moods, emotions, and drives as well as their effect on others.

**Self-Regulation:** The ability to control or redirect disruptive impulses and moods. The propensity to suspend judgement - to think before acting.

**Motivation:** A passion to work for reasons that go beyond money or status. A propensity to pursue goals with energy and persistence.

**Empathy:** The ability to understand the emotional makeup of other people. The skill in treating people according to their emotional reactions.

**Social skills:** Proficiency in managing relationships and building networks. An ability to find common ground and build rapport.

The Hogans began working on the Hogan Personality Inventory (HPI) in the late 1970s. The five-factor model of personality was

the basis of what to measure. Two of the five factors, emotional stability and agreeableness, are the building blocks of Emotional Intelligence. In the HPI, these scales are called Adjustment and Interpersonal Sensitivity.

In 1992, work started on the Hogan Development Survey (HDS) which was designed to measure interpersonal competencies around dysfunctional dispositions that interfere with an individual's ability to get along and get ahead. The HDS today is the gold standard for measuring derailment tendencies that impact emotional and social competencies. For example, the scale called Excitable contains positive elements of passion and enthusiasm. But when not self-regulating, these can show up as frustration or emotional volatility, which is a lack of EQ.

In 1995, Peter Berry Consultancy (PBC) started work on designing the Hogan 360. The framework consists of behavioural and business competencies. These are the soft and hard skills needed to be both an effective manager and leader. The behavioural skills are self-management and relationship management, which measure EQ competencies. We measure both intrapersonal and interpersonal qualities. The business skills are associated with one's capability to work both "in" and "on" the business.

The validity and reliability from the Hogan science has proved invaluable to the business world. They have given us personality insights into the measurement of EQ, which could be used for both selection and development of people. EQ is also fundamental for creating the interpersonal chemistry in teams.

## Combining Hogan Personality & 360 assessments... One without the other is only half the jigsaw



**HOGAN  
PERSONALITY  
INVENTORY**



**HOGAN  
DEVELOPMENT  
SURVEY**



**MOTIVES, VALUES,  
PREFERENCES  
INVENTORY**



**HOGAN  
360**

**“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

# EQ: Personality (HPI) and Hogan 360 Correlations

By mapping positive correlations between HPI and Hogan 360 data, we gain further insights into understanding EQ, and the power of measuring behaviours using world class assessments. Let's start with HPI descriptors.

| HPI Scales                | Lower Score Behaviours                    | Higher Score Behaviours                  |
|---------------------------|---|--|
| Adjustment                | Vigilant, self-aware, stress-prone        | Resilient, optimistic, composed          |
| Ambition                  | Supportive, team-oriented                 | High self-confidence, drive, energy      |
| Sociability               | Focused, purposeful, task-oriented        | Socially proactive, team oriented        |
| Interpersonal Sensitivity | Direct, frank, straightforward            | Diplomatic, warm, friendly               |
| Prudence                  | Flexible, ambiguity-tolerant              | Dependable, process-focused, organised   |
| Inquisitive               | Pragmatic, strong implementer             | Strategic, longer-term, big picture view |
| Learning Approach         | Hands-on, practical, just-in-time learner | Continuous traditional learning style    |

Our research shows that Adjustment and Interpersonal Sensitivity have the strongest 360 correlations.

## Adjustment

A high score for Adjustment (HPI) correlates with the following Hogan 360 competencies:

- Resilience
- People Skills
- Integrity

## Interpersonal Sensitivity

A high score for Interpersonal Sensitivity (HPI) correlates with the following Hogan 360 competencies:

- People Skills
- Motivation
- Engaging
- Resilience

2 competencies, Resilience and People Skills, feature in both of the HPI scales. Let's look at these competencies in greater detail

| Motivation  | People Skills  | Integrity   | Resilience   | Engaging   |
|---|--|---|--|--|
| <p>This relates to 360 items including:</p> <p>Working hard to improve morale, creating a positive working environment, and motivating others to achieve goals.</p> | <p>This relates to 360 items including:</p> <p>Demonstrating role model behaviour, making people feel valued, being friendly warm and thoughtful, and showing excellent people skills.</p> | <p>This relates to 360 items including:</p> <p>Treating people with respect, treating people fairly, and having high ethical standards.</p> | <p>This relates to 360 items including:</p> <p>Being polite and considerate, managing pressure, having a positive attitude, being self aware, and managing emotions.</p> | <p>This relates to 360 items including:</p> <p>Showing passion, being competitive about results, demonstrating general leadership ability, and pursuing goals despite obstacles.</p> |

When we take a deep dive into the 50 Hogan 360 Items, Adjustment (HPI) correlates with the following:

- Calm and even tempered, not volatile or moody
- Manages emotions maturely in stressful situations
- Polite and considerate, never rude or abrasive
- Brings a positive attitude to work

When we take a deep dive into the 50 Hogan 360 Items, Interpersonal Sensitivity (HPI) correlates with the following:

- Always friendly, warm, and thoughtful with others
- Has the passion to make a difference
- Has excellent people skills
- Makes people feel valued

The HPI does a great job of showing one's natural level of EQ potential. But a complete picture of EQ potential should include the HDS and MVPI. The HDS will disclose the barriers to getting along and getting ahead. The MVPI will highlight your key drivers and needs in life. And EQ is the key to achieving them.

# EQ: Hogan 360 and HCM Correlations

The Hogan 360 competencies, **Resilience** and **People Skills**, are the best predictors of EQ.

We have mapped these two capabilities to the Hogan Competency Model (HCM).

Organisations use competencies and competency models to develop behaviours/skills to deliver organisational strategies. Competencies are defined as representative groups of behaviours underlying individual characteristics that enable superior job performance. The HCM is a comprehensive taxonomy of work-related capabilities, and all 62 of its component items have proven to be valid, reliable, and mutually independent.

The HCM aligns with other well known academic, commercial and government competency models. It functions as a largely universal library of work relevant competencies, and provides a foundation for organising job analytics and performance data that can drive competency based reports.

The good news is EQ competencies can be learnt. Learning new competencies requires self-awareness, focus, and self mastery. Combining Personality with 360 data is the best way to measure and then improve EQ.

## Top 10 Hogan Competencies with HPI & 360 Correlations

|                          |  |
|--------------------------|--|
| Caring about People      | Displays sensitivity towards the attitudes, feelings, or circumstances of others.        |
| Customer Focus           | Provides courteous, timely, and helpful service to encourage client loyalty.             |
| Handling Stress          | Manages pressure without getting upset, moody, or anxious.                               |
| Leveraging People Skills | Gets along well with others, is tactful, and behaves appropriately in social situations. |
| Listening to Others      | Listens and restates the ideas and opinions of others to improve mutual understanding.   |
| Relationship Building    | Develops collaborative relationships to facilitate current and future objectives.        |
| Positive Attitude        | Displays a positive disposition towards work.  |
| Networking               | Builds and maintains a system of strategic business connections.                         |
| Self-Management          | Demonstrates appropriate motivation, attitude, and self-control.                         |
| Teamwork                 | Collaborates with others to achieve goals.   |

By triangulating our research of HPI scales, Adjustment and Interpersonal Sensitivity, with 360 Competencies of Resilience and People Skills, and then mapping these to the HCM model, we have

a very precise definition of EQ capability. We are passionate about working with clients to develop and improve competency/capability frameworks.

**“Self awareness + Self mastery = Career success”**

## Let's introduce the HDS which are the barriers to EQ

The HDS is a competence taxonomy of personality related behaviours most often associated with the success or failure of leaders. Dr Hogan calls the red flags associated with high scores being the barriers to getting along and getting ahead.

The HDS, when used in conjunction with the HPI, gives a complete picture of EQ potential.

The HDS is the most sophisticated assessment that requires self-awareness from an individual. The self-awareness provides the opportunity to self regulate with the goal of eventually achieving self-mastery.

Let's visit the 11 scales where we describe the positive and negative potential.




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### Hogan Development Survey

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# THE DARK SIDE OF PERSONALITY

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**That measure how people behave when they are under stress and pressure.**

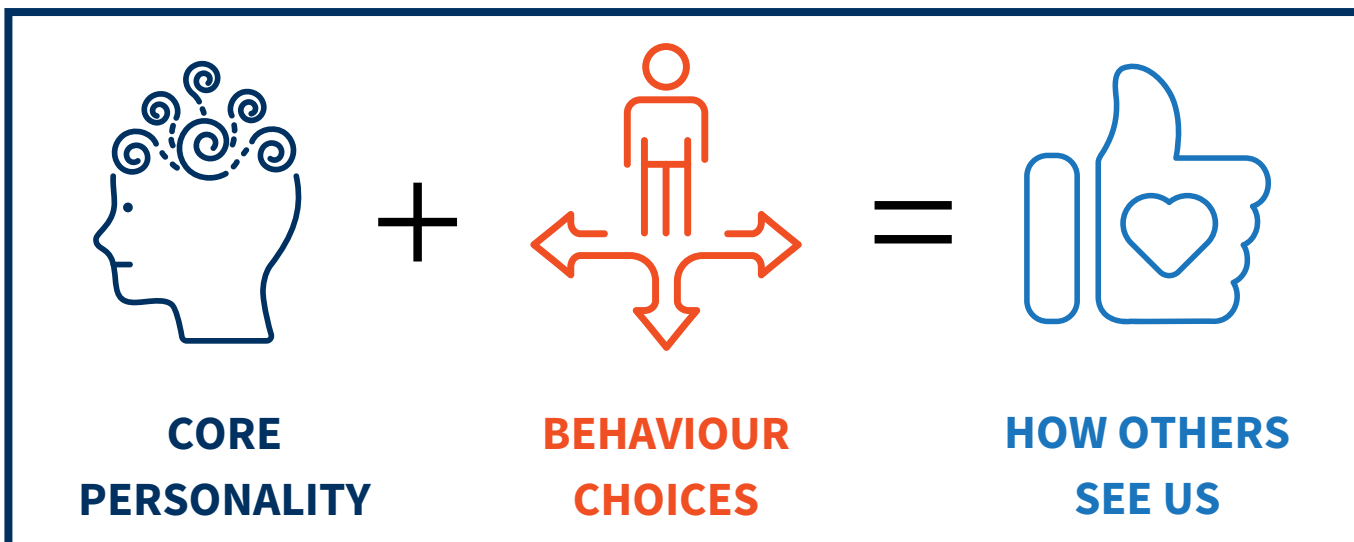
|                    |                                 |   |                                  |
|--------------------|---------------------------------|---|----------------------------------|
| <b>Excitable</b>   | Intense and energetic           | → | Moody and prone to overreacting  |
| <b>Skeptical</b>   | Perceptive and shrewd           | → | Cynical and mistrustful          |
| <b>Cautious</b>    | Careful and thorough            | → | Afraid of making mistakes        |
| <b>Reserved</b>    | Independent and businesslike    | → | Stoic and disconnected           |
| <b>Leisurely</b>   | Cooperative and agreeable       | → | Covertly resistant and insincere |
| <b>Bold</b>        | Confident and assertive         | → | Stubborn, arrogant, and entitled |
| <b>Mischievous</b> | Charming and self-assured       | → | Impulsive and unpredictable      |
| <b>Colourful</b>   | Leaderlike and socially skilled | → | Easily bored and distracted      |
| <b>Imaginative</b> | Innovative and creative         | → | Off-the-wall and unrealistic     |
| <b>Diligent</b>    | Detail oriented and hardworking | → | Perfectionistic and demanding    |
| <b>Dutiful</b>     | Supportive and loyal            | → | Ingratiating and deferential     |

“The HPI concerns people’s behaviour when they are paying attention and behaving in a socially appropriate manner. The HDS concerns people’s behaviour when they are not paying attention - when they are tired, frustrated, bored, or just being themselves. Each scale on the HPI and HDS has positive and negative consequences for leader performance, and reviewing these data creates Strategic Self-awareness.

– Dr Robert Hogan

# Personality is not fate

The good news about EQ is that it can be learnt. We like the model from Marc Effron, in his book "8 Steps to High Performance". Core Personality is your foundation. Core personality and chosen behaviour is how others see you, your reputation. Chosen and learnt behaviour (building competencies and habits) by being self-aware is the key to career success.



## Case Studies

### Case study 1: Maria Sample

Maria had high HPI Adjustment and Interpersonal Sensitivity but the Hogan 360 data showed aggression, rudeness, lack of empathy, and poor people skills. Maria's explanation was "my team is under-performing and I've chosen to be tough with them. Maria's team had the company's lowest employee engagement score." Luckily, the CEO intervened and said she had to bring more EQ to the team, which fortunately is in her core personality. Poor behaviour choices had damaged her brand.

### Case study 2: Mark Sample

Mark's HDS had 9 out of the 11 scales scoring high, where the average adult would only have 3 elevations. Mark will require enormous self-regulation not to derail. He will need to be very self-aware and self-regulating in his pursuit of leadership effectiveness and career success. Fortunately, Mark's 360 was in the top 25<sup>th</sup> percentile, which is a great result. Let's read about his experience.

"My Hogan Personality and 360 reports undertaken during the Peter Berry Leadership Coaching Program showed a number of contrasting traits that I found interesting but not totally surprising. I scored very low on traits such as interpersonal sensitivity, adjustment and affiliation and very high on scepticism, cautious and reserved (much to the amusement of my partner). In contrast, the large majority of my 360 review peers stated I was a positive, supportive, happy and personable colleague and leader. I do feel this contrast on a daily basis. For the most part I prefer to work alone in quiet trying to achieve goals and better myself. That said, I am hyper aware of my impact on my team through my moods, behaviours and leadership style. For that reason I try my best to remain an example of positivity, care and respect even though at times it can be an internal battle."

- Mark Sample (Case study 2)

# The role of EQ in Teams

**Leadership is about results. Teams deliver results. Therefore, we should judge the leader by their team.**

The leader can have anywhere between 50-70% of the impact on the performance and culture of the team. Teams can be dysfunctional or awesome.

PBC has a team diagnostic called the High Performing Team Assessment (HPTA). Team members confidentially assess their team for both performance and cultural characteristics, each with 6 competencies, as described in the table below. We have conducted research of correlations between the HPI and the HPTA. This gives us

an insight into which personality characteristics are most conducive to a high performing team.

In the HPI profile, Interpersonal Sensitivity is the most influential in generating positive outcomes in a team. It contributes to both performance and culture in a team. It correlates positively with emotional intelligence, resilience and trust. Of great interest is the positive impact on meeting effectiveness, innovation, strategy, leading change and results (which are performance competencies). Adjustment is also a significant contributor to the functioning of the team. Remember, Adjustment and Interpersonal Sensitivity are the measurement of EQ.

## Hogan Personality Inventory

Table 1. Correlations between the HPI Scales and the HPTA Sub-Themes

| Domain      | Sub-Theme              | ADJ  | AMB  | SOC   | INT   | PRU  | INQ  | LEA  |
|-------------|------------------------|------|------|-------|-------|------|------|------|
| Performance | Strategy               | .16  | .20* | .26** | .17*  | .11  | -.01 | .14  |
|             | Innovation             | .20* | .17* | .22** | .20*  | .03  | .06  | -.02 |
|             | Accountability         | .08  | .11  | .12   | .13   | .04  | -.01 | .03  |
|             | Leading Change         | .19* | .13  | .10   | .17*  | -.03 | .05  | .07  |
|             | Results                | .13  | .02  | .14   | .17*  | .08  | .02  | .03  |
|             | Meeting Effectiveness  | .18* | .14  | .19*  | .21*  | .06  | .01  | .13  |
| Culture     | Trust                  | .14  | -.03 | -.04  | .17*  | -.01 | .02  | -.01 |
|             | Professional Conflict  | .09  | .05  | .04   | .14   | .03  | .05  | .04  |
|             | Communication          | .12  | -.01 | .19   | .12   | -.03 | .03  | -.05 |
|             | Emotional Intelligence | .16  | .05  | .09   | .24** | .02  | .02  | .01  |
|             | Collaboration          | .11  | .00  | .12   | .17   | .00  | -.04 | -.10 |
|             | Resilience             | .21* | .13  | .05   | .19*  | .02  | .02  | .06  |

Note: \*p < .05, \*\*p < .01; ADJ = Adjustment, AMB = Ambition, SOC = Sociability, INT = Interpersonal Sensitivity, PRU = Prudence, INQ = Inquisitive, LEA = Learning Approach.

**“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.”**

– Dr Robert Hogan

# What the best teams do better

Our HPTA research shows that at the executive team level, there are two major competencies that separate the best from the worst teams – collaboration and accountability. The research comes from team assessments where members of the team vote on the top team opportunities to improve. The bottom 25<sup>th</sup> percentile reflects the worst performing teams in our database, while the top 25<sup>th</sup> percentile are the 1 in 4 that get superior results. **More collaboration** is the key point of difference. **More Accountability** is where everyone is held accountable by the manager, and most importantly, by their peers. This is the EQ of working together for shared goals.

| What four things would improve the team?   | Bottom 25% | Top 25% |
|--|------------|---------|
| <b>MORE COLLABORATION</b><br>One team approach, no siloes, less them and us, all on the same page, working together with one goal  | 1          | 12      |
| <b>MORE ACCOUNTABILITY</b><br>Challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers                              | 2          | 11      |
| <b>CLEARER VISION, STRATEGY AND GOALS</b><br>Clear KPIs, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews  | 3          | 7       |
| <b>TACKLE THE DIFFICULT ISSUES</b><br>More healthy debate, challenge each other, discuss the hard issues, don't avoid conflict   | 4          | 2       |
| <b>IMPROVE COMMUNICATIONS</b><br>Open and honest communications, keep us updated, share the big picture, share information, communicate decisions  | 5          | 14      |
| <b>SET PRIORITIES</b><br>Be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities                  | 6          | 4       |
| <b>TEAM BUILDING</b><br>Understand each other, share our strengths and weaknesses, build self-awareness, team building exercises, understand each other's personality and work style             | 7          | 3       |
| <b>PROCESS IMPROVEMENT</b><br>Streamline processes, standardise processes, continuous improvement, improve internal processes, consistency   | 8          | 1       |
| <b>REGULAR MEETING RHYTHM</b><br>Regular business reviews, regular team meetings, stronger planning process, separate operational from strategic reviews, strategic discussions                  | 9          | 13      |
| <b>REGULAR FEEDBACK</b><br>Continuous performance feedback, constructive feedback, ongoing feedback on how to do better  | 10         | 8       |
| <b>BETTER MEETINGS</b><br>Clearer agendas, improve punctuality, better attendance, not wasting time, regular meetings for catch ups  | 11         | 6       |
| <b>MORE RESOURCES</b><br>Need more resources, align resources to business objectives, better resource planning, better sharing of resources  | 12         | 5       |
| <b>CELEBRATE SUCCESSES</b><br>Celebrate achievements, more recognition and reward, recognise good performance, celebrate wins and milestones   | 13         | 9       |
| <b>CLEARER ROLES AND RESPONSIBILITIES</b><br>Clarify exactly who does what, clearly define job descriptions, get people to take ownership, understanding each other's roles and responsibilities | 14         | 10      |
| <b>MORE SOCIAL OCCASIONS</b><br>Social events, more time together as friends, social activity, regular social occasions  | 15         | 15      |



# Comparing the best and worst CEOs

Our Hogan 360 database is very rich. We have over 29,000 managers and over 1,000 CEOs. This gives us deep insights into high and low scoring managers and their strengths and opportunities. We identified the top and bottom 10% of CEOs and looked at their strengths. We have a unique strengths table of 26 competencies. The rater group (typically manager, peers, and reports) are asked to pick 4 strengths. The scores are weighted

with 4 votes allocated to a first choice, 3 votes for a second choice, 2 votes for a third choice, and 1 vote for the fourth choice. The following rankings reflect the hierarchy of scores.

The top four strengths of the best CEOs are vastly different from the bottom 10%. **For the top 10%, the third and fourth competencies clearly relate to EQ.**

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

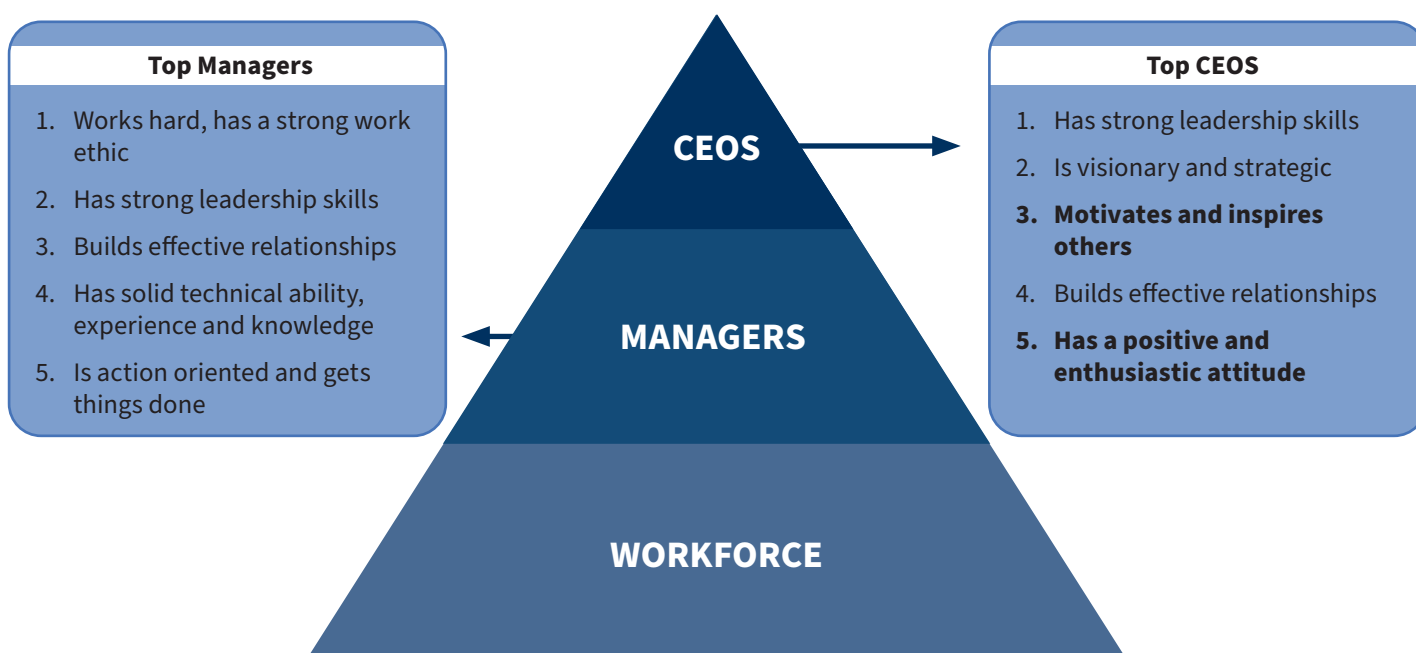
# CEOs vs Managers - Competencies at the 90<sup>th</sup> percentile

Our unique 360 research enables us to compare the top 10% of CEOs with the top 10% of managers, where the CEO is defined as the leader of the organisation and the manager is at the middle level of the pyramid.

The CEOs stand out for being visionary and strategic and motivational/inspiring. They are responsible for building high performing teams and employee engagement to deliver the purpose, goals and values. The best middle managers are working in the business where their work ethic and job competency stand out. They are operational, not strategic. They are getting the job done.

In a perfect world, we identify these high potential managers and expose them to leadership development programs and coaching to develop the leaders of the future. This gives an organisation a leadership pipeline and talent for succession planning.

**By using Hogan personality and 360 data, we are able to evaluate these competencies and with coaching improve them. The transition from manager to leader has to be supported by leadership programs, coaching, deliberate practice and ongoing feedback and support.**



The distinguishing EQ features in the top CEOs are motivating and inspiring others, and having a positive and enthusiastic attitude. **It's about getting results through others.**

## Strong social skills rule

In the Harvard Business Review, July – August 2022, unique research from Russell Reynolds covering the period from 2000 – 2017, looked at changes in 5,000 C-suite job descriptions.

Research showed mentions of managing financial and material resources has dropped by 40% while mentions of social skills has increased by 28%. Social skills include a high level of self-

awareness, the ability to listen and communicate well and a facility for working with different types of people and groups.

“As more tasks are entrusted to technology, workers with superior social skills will be in demand at all levels.” So, leadership programs, Business Schools and MBA programs should pay more attention to social skills!

**So there you have it. Hogan pioneered the science of EQ long before it became popular. We have been helping clients for decades to select and develop talent. The goal is to create employee engagement and high performing teams that out-perform similar teams. The starting point is personality and 360 assessments. EQ is one of the most talked about topics in coaching practices around the world. Soft skills are as important, if not more, than hard skills in this modern business world.**

## 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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