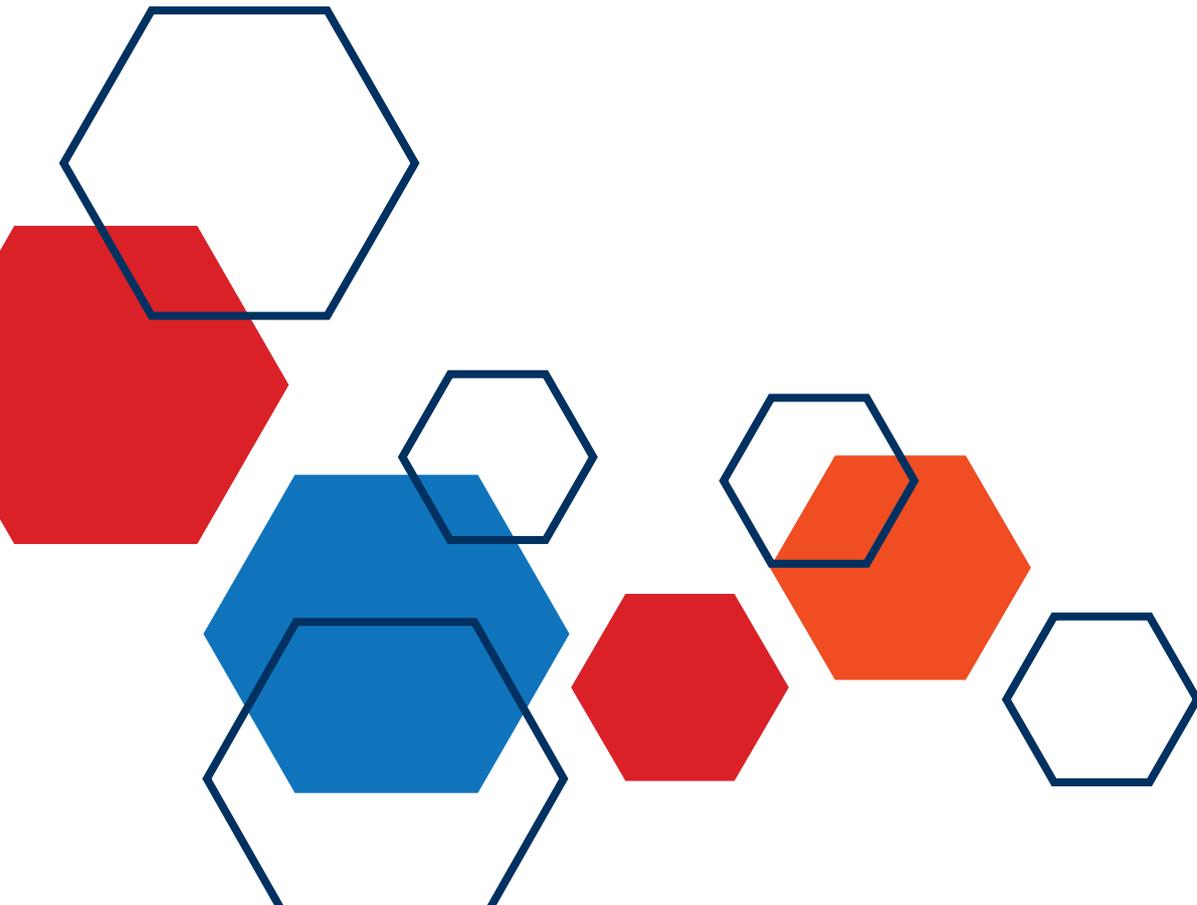


Thought Leadership

Executive Presence

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Executive Presence

What is it?

Can it be measured?

Can it be learnt?

Executive presence is one of the hottest management topics in the business world. Executive presence features heavily in leadership literature, is a major component of executive coaching and is taught in business schools.

If you google executive presence you will find descriptions that include gravitas, body language, appearance, emotional intelligence (EQ) and integrity. With communications you find pitch, eye contact, speed, vocal range and listening skills. It is often described as how you act, speak and look. All of these are important but are a subset of broader leadership competencies needed to influence and inspire others to achieve great organizational outcomes. The purpose is sustainably impacting people's lives for the better.

The biggest danger is simply focusing narrowly on improved communication skills. The goal has to be broader motivational skills to lead teams and employee engagement to achieve outstanding business results. It's being passionate about purpose, performance, and culture to achieve industry leadership results.

Forbes magazine (July 30, 2018), said:

"In its simplest terms, executive presence is about your ability to inspire confidence-inspiring confidence in your subordinates that you're the leader they want to follow, inspiring confidence among peers that you're capable and reliable and, most importantly, inspiring confidence among senior leaders that you have the potential for great achievements."

The good news is that Executive Presence (EP) can be measured, coached, and improved. It starts with using highly reliable, valid assessments and having a return-on-investment approach that understands the causal link between leadership, employee engagement and business results.

This paper shares our research and insights into EP and our approach to building EP competencies.

We can explain the science behind the importance of EP.

About Peter Berry Consultancy (PBC)

- ✓ We are subject matter experts on understanding, measuring and improving leadership.
- ✓ The science that informs our research is global and best in class.
- ✓ We have gold standard assessments that can be used for selection and development.
- ✓ 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.
- ✓ We have a global network of partners who support international delivery of leadership programs and coaching.

Thought leadership and Executive Presence

The most successful leaders try to work appropriately both 'in' and 'on' the business. They look where to add extra value by being strategic and not just operational. They see their teams as being more important than themselves. They build teams with a strong brand around both performance and culture. The team is then responsible for driving organisational performance.

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 discussion:

“Management is a set of well-known processes, like planning, budgeting, structuring jobs, staffing jobs, measuring performance and problem-solving, which help an organisation to predictably do what it knows how to do well. Management helps you to produce products and services as you have promised, of consistent quality, on budget, day after day, week after week. In organisations of any size and complexity, this is an enormously difficult task. We constantly underestimate how complex this task really is, especially if we are not in senior management jobs. 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 behavior. 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.”

Getting the right balance between working 'in' and 'on' the business requires strategic self-awareness and discipline. What makes you a great manager won't make you a great leader.

We have worked with many successful leaders who operate with an annual strategic planning cycle where they do longer term planning (3-5 years) and the one-year plans. They have quarterly reviews around team building and strategy.

They use a balanced scorecard around employee engagement, customer satisfaction, service/ operational excellence and financial results. They must learn to delegate so as to be more strategic about where they can add the most value. This helps by having competent people to delegate to. The answer is having a robust recruitment/ selection process to start with and to improve or remove poor performing managers. The leader must set standards because with the delegation goes the responsibility.

Jim Collins, in “Good to Great” said the following:

“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.”

The research from Jim Collins matches our Hogan 360 research about what the best leaders at the 75th percentile look like.

The Jim Collins philosophy is supported by a focus on competitive leadership in the Baldrige framework. 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.”

This definition of competitive leadership fits nicely with our research findings.

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.”

Coaching trends... Executive Presence is number 1

While personality, 360 and team assessments provide a snapshot in time, interpreting the results and determining a course of action should be guided through coaching. Investment in leadership assessments, coaching and development programs is growing globally with good reason as it impacts the bottom line.

Return on investment

Personality and 360 assessments can be used to measure and accurately compare a leader’s effectiveness pre and post intervention.

While return on investment has always been important on an operational level, there is an emerging trend in identifying return on investment in human capital. This can be measured by individual and team performance, employee engagement, and ultimately the balance sheet. 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.

Importance of assessments in coaching

Personality and 360 assessments are an essential first step in coaching and developing leaders as they not only provide a baseline from which improvement can be measured, they can also accelerate the coaching process, quickly identifying areas for improvement.

CoachSource is a global coaching and research business. Their research in 2018 and 2020 provides invaluable data on coaching trends. It found that 360 assessment tools are used 92% of the time to inform the coaching program, and Hogan personality assessments are used in 71% of cases.

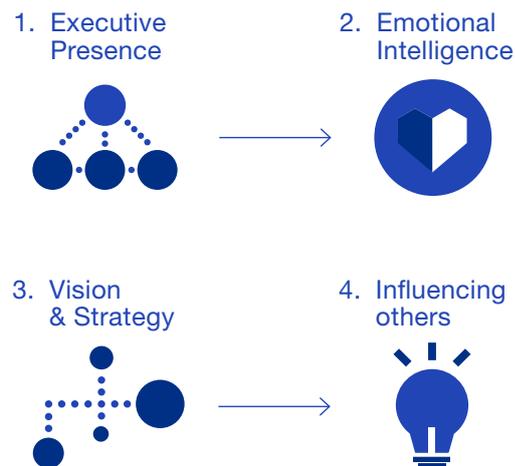
These assessments are important tools for promoting self-awareness and are critical to personal and interpersonal development.



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

– CoachSource

Interestingly, the research found that the 599 external coaches who participated in the survey are most often asked to coach on **emotional intelligence** (EQ), while corporate practice managers rank **executive presence** as the number one priority for coaching. The top four development areas were found to be:



Executive Presence, the science from our research

Executive presence influences the level of motivation employees have in achieving strategic goals. PBC found that the four top development areas identified by CoachSource's global coaching trends are congruent with our research. PBC's research shows that C-suite leaders scoring in the top quartile (that is, at or above the 75th percentile) in the Hogan 360 benchmarks demonstrate these four competencies.

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

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

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

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



Understanding Executive Presence competencies

Learning Leadership

Leadership skills can be learnt if a leader has the motivations and desire to improve. Effective leaders understand that their team influences and reflects their reputation. Being a better leader means being a better learner which requires motivation and deliberate practice to build new competencies and mitigate negative behaviours.

Leadership behaviour drives strategy, team performance, employee engagement and culture. High performing teams should be a goal in business.

Self-awareness

The starting point for improvement is accurate self-awareness gained through personality and 360 data. Strategic self-awareness only happens when a leader benchmarks their results against others, which can be confronting. The purpose of the assessments is to provide the scaffolding to deliver behavioural and reputational change to improve individual and team performance, and employee engagement and business outcomes. To accurately identify areas for improvement, leadership development and coaching needs to be science-based and tied to performance outcomes.

The Hogan Competency Model (HCM; Hogan, 2020) has 62 competencies, with reliability and validity evidence. The competencies are defined as groups of behaviours underlying individual characteristics that enable superior job performance. The strongest personality correlations are with the HPI and we can track the scales that match the research from the previous page.

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.

Twenty correlations are with the **Ambition** scale, which in our 360-research links to being engaging, innovative and strategic, i.e., passionate about performance. Twenty-one correlations exist with **Adjustment** and **Interpersonal Sensitivity**, predicting resilience and people skills, or interpersonal effectiveness (EQ).

We can now identify the most important HCM executive presence, competencies for great leaders, and high performing teams. These are essential leadership competencies to drive engagement and performance. Our Hogan assessments can measure these and leadership programs, coaching and practice can improve them.

The strongest HCM correlations with **Ambition** are:

Competency	Definition
Developing People	Provides support, coaching, training, and career direction to others.
Leading Others	Demonstrates general leadership ability and effectiveness
Overcoming Obstacles	Pursues goals and strategies despite discouragement or opposition.
Driving Strategy	Directs effort to achieve long-term business objectives.
Taking Smart Risks	Evaluates tradeoffs between potential costs and benefits and acts accordingly.
Competing with Others	Strives to exceed others' performance.
Displaying Confidence	Projects poise and self-assurance when completing work tasks.
Taking Initiative	Takes action without needing direction from others.
Setting Goals	Identifies short-term objectives and steps to achieve them.
Sales Focus	Generates revenue by promoting products and services to others.

The strongest HCM correlations with **Adjustment** and **Interpersonal Sensitivity** are:

Competency	Definition
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.

These competencies are the secret sauce of great leaders. They are the building blocks of Executive Presence.

The highest correlations between HCM and **Ambition** mapped to three Hogan 360 competencies. They are Engaging, Strategy and Innovation.

Engaging		Strategy		Innovation	
Public Confidence	.226**	Generates Ideas	.147**	Generates Ideas	.202**
No Social Anxiety	.211**	Leadership	.128**	Creative Thinking	.177**
Leadership	.199**	Self Confidence	.114**	Leadership	.163**
Likes People	.196**	Competitive	.101**	Self Confidence	.160**
Self Confidence	.195**	Public Confidence	.096**	Competitive	.148**
Generates Ideas	.185**	No Social Anxiety	.091**	Public Confidence	.132**
Competitive	.182**	Creative Thinking	.083**	Distractible	.129**

You can quickly spot the patterns here:

- Creative thinking and generating ideas
- Self / public confidence and no social anxiety
- Competitive leadership

The Hogan definitions for these key subscales are as follows:

- Public Confidence – Enjoys performing in front of an audience
- No Social Anxiety – Confident in social settings
- Self Confidence – Confident in oneself; expects to succeed
- Generates Ideas- Good at generating new ideas
- Creative Thinking – Unusually inventive; thinks long term
- Competitive – Enjoys competition and wants to get ahead
- Leadership – Willing to assume authority positions

These perfectly explain the mastery of Executive Presence!

Deliberate practice

Once a person understands that they can take personal responsibility for their reputation, the journey to becoming a better version of themselves begins – it takes focus, desire and drive. PBC's approach is to coach a leader to build new behavioural and business competencies through strategic and targeted effort.

Deliberate practice has four components:

1. Specific goals must be set.
2. Goals must be measurable.
3. The leader should consciously step out of their comfort zone.
4. The leader must seek continuous feedback

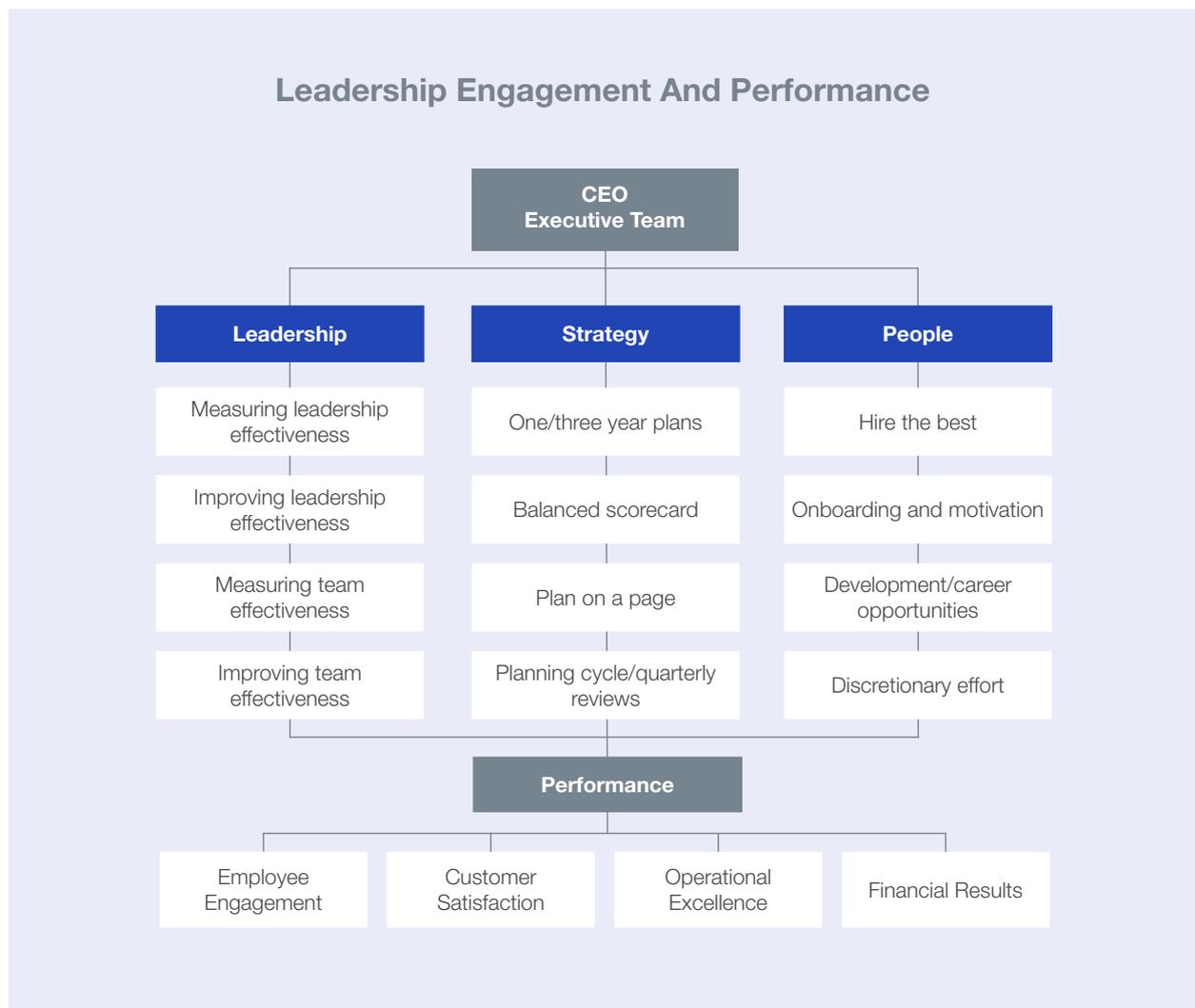
New habits come from repeated actions which teach the brain new neural pathways. Over time the new behaviours and confidence become second nature. The hard work is rewarded with better reputation, results, and career success.

The business case for Executive Presence

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. Our LEAP Model explains how it all comes together.

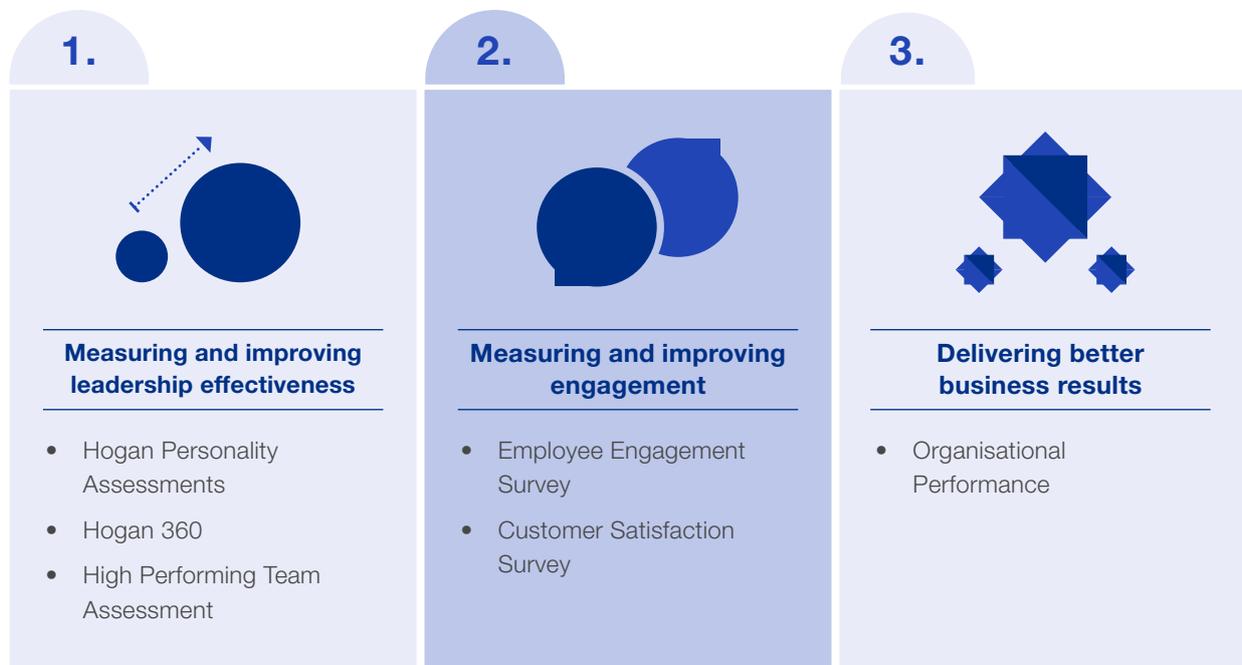


Measuring and improving key business drivers

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.



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.

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. Base-line 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.

Dr. Robert 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."

Engagement pays!

At PBC, our philosophy is that leadership drives engagement which in turn drives performance. Research conducted by Gallup (2020) proves that employee engagement leads to better business outcomes, including:

- higher revenue, sales growth and shareholder return
- greater levels of customer retention and higher net promoter scores
- increased productivity, quality and safety.
- Improved employee retention and wellness with lower absenteeism.

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 found that 70% of the variance in engagement can be attributed to the team manager.

Analytical work by the Shell Corporation shows that leadership drives engagement, safety and business results, with leadership at the team or organisational level accounting for 50% of employee engagement.

Leadership is one of the most consequential forces on the planet, making or breaking teams, enterprises and in extreme circumstances, even countries. A focus on leadership, high performing teams and employee engagement is an investment in a sustainable bottom line – it is no wonder that use of leadership assessments, coaching and development programs is growing rapidly throughout the world.

Through self-reflection, personality and 360 assessments help leaders to identify behaviours they should continue, cease or change in order to create more team engagement, foster cohesion, and encourage a shared passion to deliver organisational goals.

Leadership



Employee Engagement



Organisational performance



“Good management is all about creating engagement. And it is very simple. How a manager treats his or her staff drives their engagement. When engagement is high, you get good business results. You get low turnover, low absenteeism, high productivity, and high customer satisfaction ratings. Those all mean dollars. When engagement is low, you get high turnover, high absenteeism, low productivity, and low customer satisfaction results. So, good managers make more money for you, bad managers drive unnecessary costs.”

– Dr Robert Hogan

A leader's reputation is their most important asset

Reputation and identity

Most of us think we know the quirks of our own thoughts, behaviours and motivators well – we are experts on our own personalities from an inside view, which is defined as 'identity'. What we think we know about ourselves is often in contrast to how others perceive us, defined as 'reputation'.

Knowing this difference is key for leadership development. We are prone to misjudging ourselves, being either too harsh on ourselves or inflating our capabilities. Therefore, we tend to have an incorrect understanding of our own performance. Reputational feedback keeps us in check and allows us to build our self-awareness.

Leadership competency is driven by personality, intelligence, experience and behaviour choices.

To best understand and improve leadership effectiveness, identity and reputation should be measured simultaneously through Hogan personality assessments and Hogan 360 assessments respectively.

Assessing behaviours and performance

Hogan personality assessments measure one's motivations and likely behaviour. They capture the inside, the bright side and the dark side of personality, covering idealised self, an individual's strengths and their potential derailers, as well as capturing internal values and motivators. Personality is truly important to leadership as it drives the leader's behaviour, performance and ultimately reputation. Externally, it impacts others, driving employee engagement and team performance.

The Hogan 360 assessments measure workplace behaviour and performance, capturing one's brand or reputation at a point in time and identifies improvement opportunities. Emotionally Intelligent (EQ) behaviours are measured as are operational and strategic capabilities.

Drs. Robert and Joyce Hogan, founders of Hogan Assessment Systems and eminent business psychologists, were the first to focus on the assessment of personality from the standpoint of reputation. They took the position that "the you that you know" is hardly worth knowing. It is "the you that we know" that is responsible for life's successes or failures. "The you that we know" is observable, behavioural, and most importantly, able to change with targeted effort and personal motivation.

Hogan personality assessments

Hogan personality assessments capture natural and likely behaviour as seen by others. The Hogan Personality Inventory (HPI) or bright side, and the Hogan Development Survey (HDS) or dark side, pinpoint behavioural tendencies that can help or hinder one's 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. Behaviours are easier to change when one's motivations are clear.



Hogan has pioneered the science behind emotional intelligence and derailment since 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 individual personality differences in getting along, getting ahead and finding meaning are expressed.

Hogan Assessments launched the HDS in 1992. Its job is to predict strengths, that if overplayed, have the potential to become derailers. 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 reputation and teams.

Hogan 360 assessments

The Hogan 360 sheds light on reputation, or how one's behaviour is perceived by others. Feedback from managers, peers, and direct reports highlights favourable and adverse habits and makes it possible to identify and target behaviours that should be continued and those that require improvement. We are what we habitually do, so developing good habits is paramount.

Benefits of combining Hogan personality and 360 assessments

When administering Hogan personality assessments in conjunction with the Hogan 360, we can immediately identify if the predicted behaviour is confirmed by observer ratings. Some managers exhibit a strong sense of self-awareness as evidenced by learned positive behaviours, while others may have a difficult time overcoming dark-side derailment issues.

The good news is that leadership can be learnt. It is observable, measurable and improvable. Personality and 360 assessments used in tandem are the key to unlocking self-awareness, allowing a person to effectively manage their reputation. It takes focus, motivation, deliberate practice and support. The Hogan 360 is critical to bringing focus. Learning leadership competencies requires disciplined self-management of one's core personality and the necessary learned behaviours to drive engagement and performance.

The reputation of a leader is their most important asset.

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

The best leaders care more about their teams than themselves.

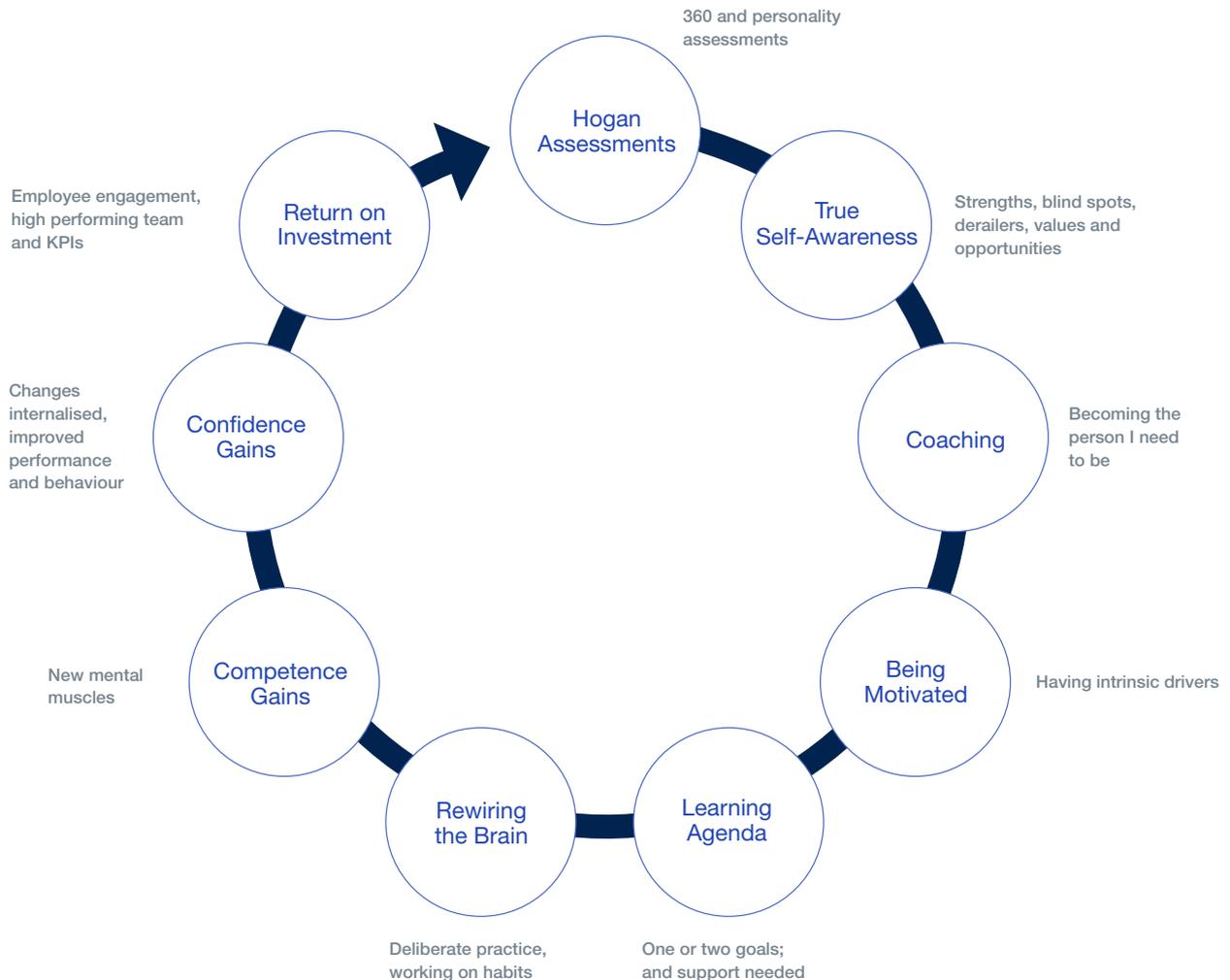
“Give me a manager’s Hogan personality assessments and their Hogan 360 results, and they have no place to hide.”

– Peter Berry

The Hogan 360 ticks a lot of boxes that need to be ticked

- ✓ Reveals the real self to build the ideal self.
- ✓ Measures self awareness by comparing the self rating against the selected raters.
- ✓ A technical manual to demonstrate reliability and validity.
- ✓ Validity coefficient between the 360 and personality assessments.
- ✓ Global benchmarks across industries, job levels and at top quartile percentiles.
- ✓ Strengths and opportunities tables to accurately inform the development planning.
- ✓ A 7-point scale which best captures the external benchmark percentiles.
- ✓ Numerous whitepapers and extensive research.
- ✓ Support materials including webinars and various guides.
- ✓ Customisation flexibility.
- ✓ Real value for money with the pricing of the 360 and the certification process.

Continuous improvement coaching cycle for Executive Presence



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 executive presence 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.

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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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