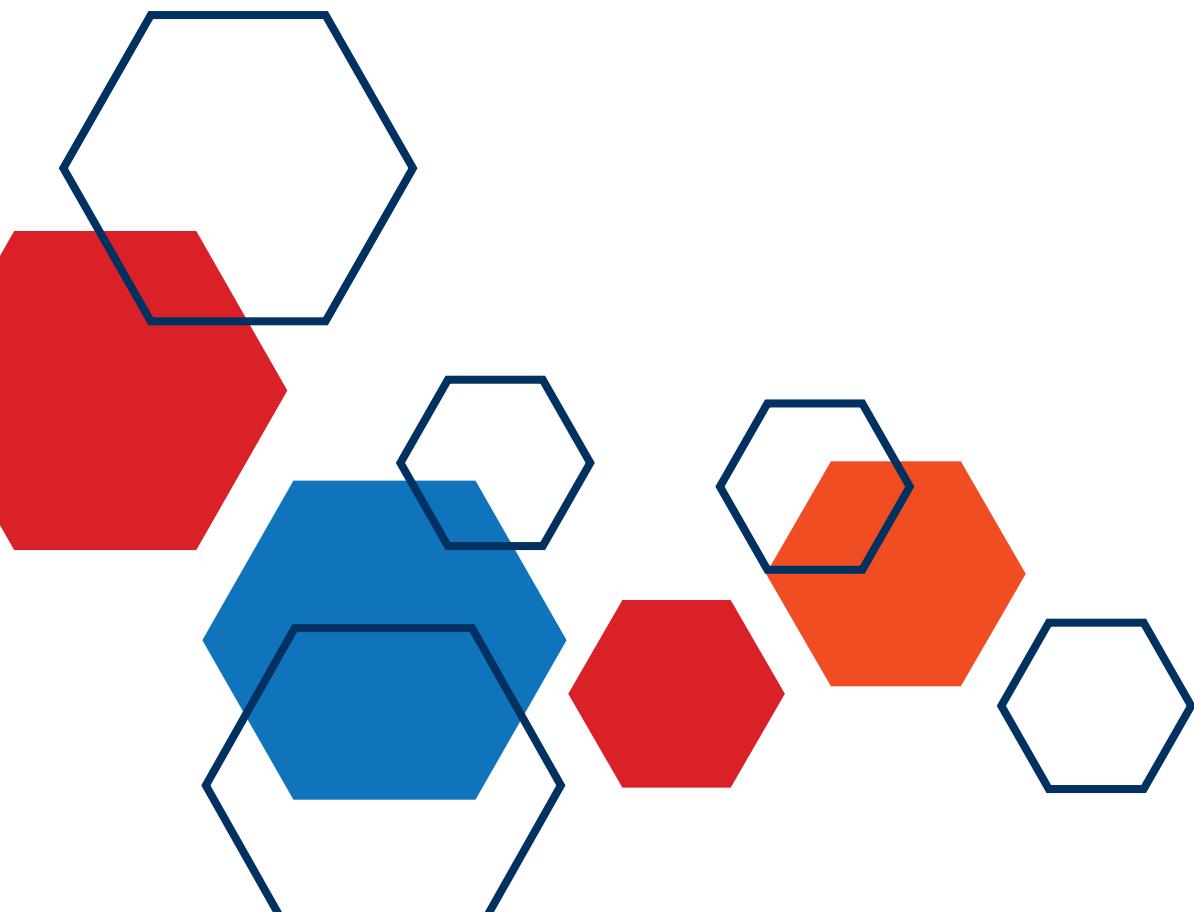


Case Study: Global Healthcare Company

A scientific approach to executive development



About the client

A large multinational, research-driven healthcare organisation is committed to improving long-term health outcomes and addressing complex chronic conditions. Focused on developing innovative therapies and advanced treatment solutions, the organisation has a significant global presence, with operations spanning multiple regions and a diverse workforce supporting its mission.

The Challenge

A well-established executive team leads operations across Australia and New Zealand for this global healthcare company. Throughout the organisation's century-long history, it has built a reputation for scientific advancement, purpose-driven leadership, and organisational stability. However, as the business environment evolves, even established teams must adapt and embrace new ways of working to sustain growth and uphold the company's values. This need for adaptation became especially clear when the team faced a major challenge: the company's newest product launch was a resounding success, propelling the organisation into a period of unprecedented growth.

As country teams around the world struggled to keep up with global demand, the ANZ Executive Team realised that, in order to grow sustainably and preserve the altruistic culture of the organisation, their roles as executives would need to evolve drastically. The team needed to focus on leading with vision and spend less time on managing operations.

"Leadership starts with self-awareness, and as a science based organisation, our people really value the evidence base behind the Hogan360. It gives the feedback real credibility."

- Senior HR Director

Approach & Methodology

The Executive team needed an approach to leadership development that was scientifically robust and would create meaningful change in their leadership, quickly. The Executive Team elected to use the Hogan 360 and personality assessments to diagnose their current state of leadership and form the basis for their individual and team coaching.

The CEO and Executive team used the Hogan 360 and personality assessments to further develop their leadership capabilities by using the data to scientifically measure their relative strengths, reputation, and development opportunities.

These insights were used to create bespoke development plans which served as the roadmap for each executive's individual coaching program. The team also focused on their performance as a unit by participating in team coaching sessions in which group 360 and personality data were used to provide datapoints into the collective strengths and opportunities of the Executive Team. These datapoints helped the team understand their reputation as leaders in the business and gave the team a quantitative basis for conversations about team dynamics. For example, trends in the team's personality assessments revealed high interpersonal sensitivity, which led to conflict avoidance. Using the data from the assessments, the team was able to have a constructive conversation about how to approach challenging conversations with greater confidence and clarity.

This team identified key areas to work on as a group to improve their strategic leadership and used the High Performing Team Assessment (HPTA) to benchmark their effectiveness.

The model below illustrates the approach PBC used to strengthen the organisation's leadership capability.

Leadership is Measurable and Improvable





“By combining multiple assessments, we create a cohesive ecosystem where personality profiles, 360s, and team assessments speak the same language, enabling leadership development at both the individual and team level.”

- Senior HR Director

Outcomes

The executive team recognised the need to shift focus from operations to strategy and developed a shared approach to conflict and difficult conversations. Data from the Hogan assessments helped them discuss issues they had been avoiding, and the team used these insights to develop a team development plan (see next page) The High Performing Team Assessment enabled them to measure their progress and continually diagnose as the operating environment changed.

“Debriefs bring the data to life, translating insights into thoughtful, nuanced feedback grounded in a deep understanding of our people and our business.”

“We repeat the assessments every year, and it’s been powerful to see our leadership capability improve year on year. The data makes the journey visible, meaningful, and motivating.”

- Senior HR Director

Supporting Global Leadership Transition

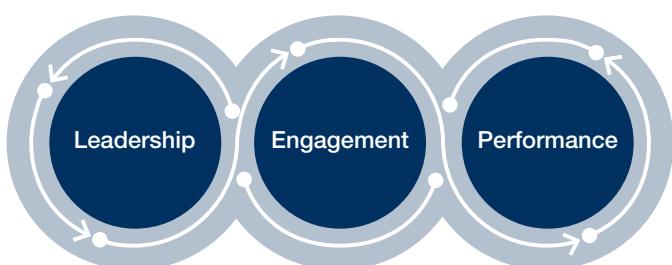
The incoming Country MD leveraged team personality assessments and Hogan 360s to quickly understand their Executive Team's performance, strengths, and challenges, facilitating a smooth leadership transition. The incoming MD also participated in these assessments as part of their own coaching in the new role and shared their results with the executive team. Sharing the Hogan personality results helped the new MD to quickly build trust with the team by being open about their strengths, potential derailers, and motivating values. The new MD also completed their own Hogan 360 six months into the role to assess their initial leadership in ANZ.

Increasing Leadership Capability at Teams 2

The approach was so well received by the Executive level that the Head of HR extended the program to the next level of management, the executive team's direct reports, or Teams 2. 35 members of the broader leadership team received individual coaching on their Hogan personality and Hogan 360 assessments, which in turn served as the foundation for their tailored development plans. The company aggregated data from across the broader leadership team, and identified themes such as delegating effectively, challenging poor performance, and workload management as key challenges for the cohort. As a result, the HR team was able to create a series of workshops to help build the capability of that secondary level of leadership.

The organisation also compared the results from the executive team to teams 2. This helped the organisation refine their view of what separated executive behaviour from leadership more broadly in the organisation and also highlighted crucial areas for development for leaders in the succession pipeline.

The leadership programs supported the development of capability of the individuals and teams that participated, and the program has since become integrated into the leadership development strategy. This investment not only increased the leadership abilities of top management but has also helped prepare key leaders for the succession pipeline and increased retention. The Executive and Leadership teams continue to use the Hogan suite of assessments annually to measure performance and leadership. Comparing 360 scores year-on-year enables them to track development progress and proactively address areas of concern.



Development Outcomes

Actions to Continue (“Keep Doing”)

The team continues to shine through the strong professionalism they bring to every interaction — consistently showing respect, integrity, and genuine care for the people around them. Their expertise, hard work, and naturally positive energy make a real difference to the culture and are valued across the organisation. Their approachability and collaborative spirit help them form strong, trusting relationships that keep the business connected. Maintaining this sense of passion, drive, and healthy competitiveness will continue to set them up for high performance and sustained success.

Actions to Increase (“Start Doing”)

As the organisation grows, there's a real opportunity for the team to lean more confidently into long-term strategic planning — setting clear priorities and giving themselves permission to stay focused on what matters most. Enhancing communication through greater timeliness, consistency, and transparency will help create stronger alignment and clarity for everyone involved. By stepping further into their leadership impact — addressing underperformance, empowering others, and reinforcing accountability — they can continue to lift the capability of the whole team. And by embracing agility and effective delegation, while still honouring a healthy balance, they can create space for more strategic thinking and sustainable growth.

Actions to Reduce (“Stop Doing”)

To support their own wellbeing and effectiveness, leaders may benefit from easing back on the instinct to say “yes” to everything. Reducing overcommitment creates room for clarity, thoughtful decision-making, and more sustainable workloads. Finding comfortable boundaries — rather than being “too nice” — will help ensure fairness and confidence in their leadership. Offering feedback more promptly will strengthen trust and support timely progress, while taking a moment before responding can help shift reactions from immediate to intentional. These small shifts will help leaders show up with even more confidence, calm, and strategic presence.

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 (HTPA), and co-authored the Hogan Safety Climate Survey.

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