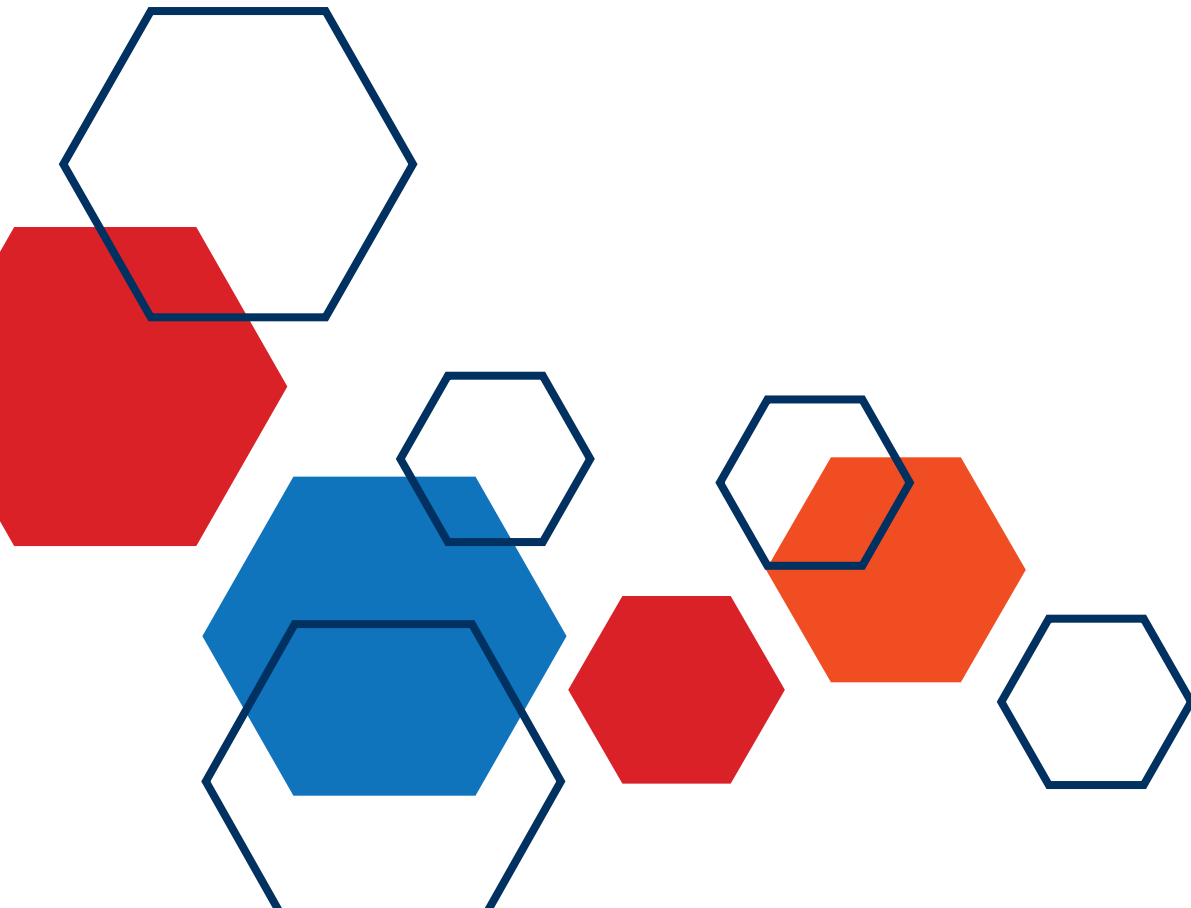


# Comparing the Best and Worst CEOs

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



# 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

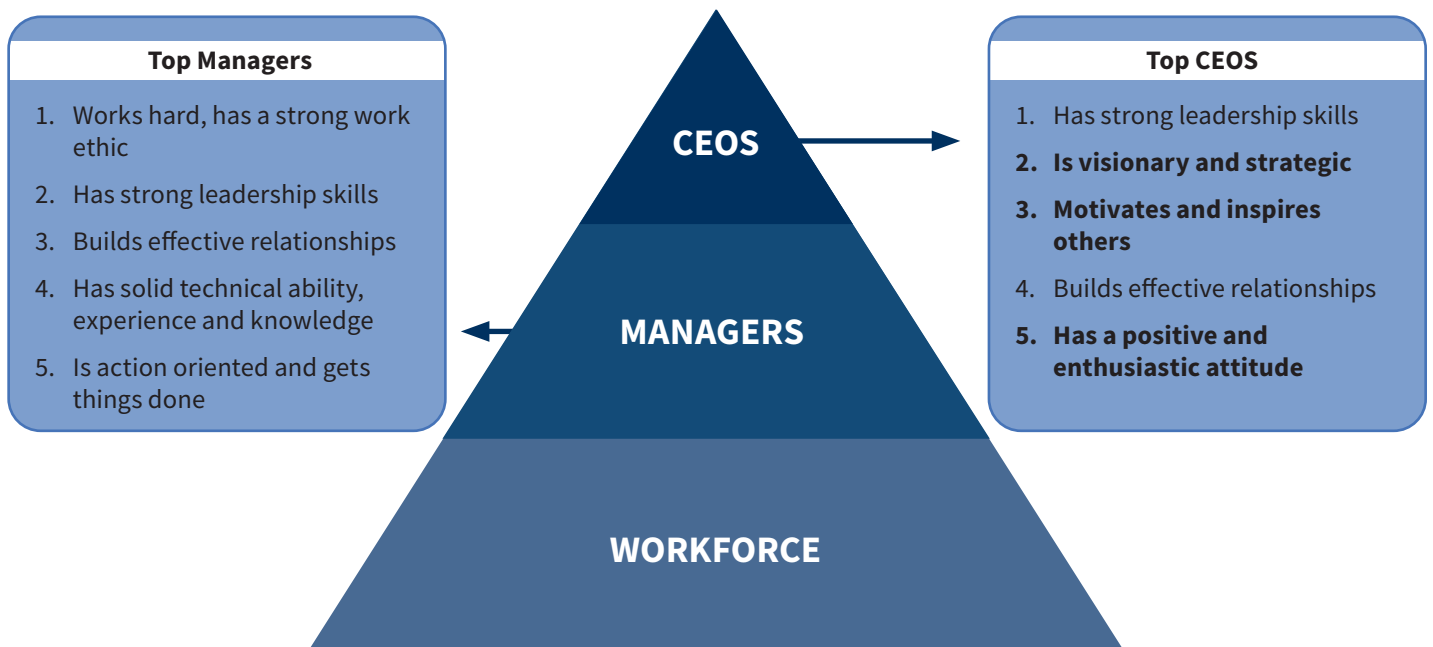
# CEOS VS MANAGERS COMPETENCIES AT THE 90TH PERCENTILE

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. We then add being visionary and strategic to provide purpose. **It's about getting results through others.**

In the transition from a great manager to an awesome leader, this research shows that the 3 super competencies stand out.

1. **Is visionary and strategic**
2. **Motivates and inspires others**
3. **Has a positive and enthusiastic attitude**

# THE CORE5 LEADERSHIP MODEL

We analysed top-performing leaders from the Hogan 360 database, linking their competencies to Hogan Personality data and the Hogan Competency Model. This led to the development of five meta-competencies. Standard Hogan 360 items were mapped to these meta-competencies, which in turn was projected into the PBC Leadership Circumplex. The PBC Leadership Circumplex integrates HPI and HDS subscales into eight leadership styles, arranged around the axes of Getting Along and Getting Ahead.

Using combined Hogan Personality and 360 data from over 2,000 leaders, the meta-competencies were positioned in the PBC Leadership Circumplex accordingly: Credibility and Emotional Intelligence aligned with the Getting Along axis, while Achievement Focus and Strategy aligned more closely with the Getting Ahead axis. Notably, Inspiration covers both the getting along and getting ahead, capturing a leader's ability to combine relational and goal-directed behaviours to inspire others toward shared goals.



## 1. CREDIBILITY

CREDIBILITY	
<b>Hogan Competencies</b>	
<b>Dependability</b>	Performs work in a reliable, consistent, and timely manner
<b>Integrity</b>	Acts honestly in accordance with moral or ethical principles
<b>Managing resources</b>	Coordinates people and financial and material capital to maximise efficiency and performance
<b>Organisational Citizenship</b>	Exceeds job requirements to help the organisation
<b>Quality Focus</b>	Strives to meet quality standards and produce quality work products
<b>Planning and Organising</b>	Coordinates and directs activities to help achieve business objectives
<b>Professionalism</b>	Acts in accordance with job-related values, principles, and standards
<b>Detail Focus</b>	Performs work with care, accuracy, and attention to detail
<b>Rule Compliance</b>	Adheres to directions, policies, and/or legal guidelines
<b>Accountability</b>	Accepts responsibility for one's actions regardless of outcomes
<b>Hogan 360 Items</b>	
Behaves to very high ethical standards	
Has very effective time management and organisational skills	
Very effective in setting and managing priorities	
Completes work in a professional manner	
Produces high quality work	
<b>Correlations</b>	
<b>HPI Scale:</b> Prudence	
<b>Hogan 360 Competencies:</b> Integrity, Efficiency, Results	

## 2. EMOTIONAL INTELLIGENCE

EMOTIONAL INTELLIGENCE	
<b>Hogan Competency</b>	
<b>Handling Stress</b> Manages pressure without getting upset, moody, or anxious	<b>Correlations</b>  <b>HPI Scale:</b> Adjustment, Prudence, Interpersonal Sensitivity  <b>Hogan 360 Competencies:</b> Resilience, People Skills, Integrity
<b>Positive Attitude</b> Displays a positive disposition towards work	
<b>Self Management</b> Demonstrates appropriate motivation, attitude, and self-control	
<b>Networking</b> Builds and maintains a system of strategic business connections	
<b>Caring about People</b> Displays sensitivity towards the attitudes, feelings, or circumstances of others	
<b>Leveraging People Skills</b> Gets along well with others, is tactful, and behaves appropriately in social situations	
<b>Listening to Others</b> Listens and restates the ideas and opinions of others to improve mutual understanding	
<b>Customer Focus</b> Provides courteous, timely, and helpful service to encourage client loyalty	
<b>Teamwork</b> Collaborates with others to achieve goals	
<b>Leveraging Diversity</b> Respects and values individual differences to obtain a desired effect or result	
<b>Managing Conflict</b> Resolves hostilities and disagreements between others	
<b>Relationship Building</b> Develops collaborative relationships to facilitate current and future objectives	
<b>Hogan 360 Items</b>	
Treats people with respect	
Polite and considerate	
Manages emotions maturely and intelligently	
Excellent people skills	
Makes people feel valued	
Is friendly, warm and thoughtful in relationships	

## 3. ACHIEVEMENT FOCUS

ACHIEVEMENT FOCUS	
<b>Hogan Competency</b>	
<b>Competing with Others</b> Strives to exceed others' performance	<b>Correlations</b>  <b>HPI:</b> Ambition  <b>Hogan 360:</b> Engaging, Customer, Efficiency, Strategy, Innovation
<b>Driving for Results</b> Accomplishes goals, completes tasks, and achieves results	
<b>Setting Goals</b> Identifies short-term objectives and steps to achieve them	
<b>Developing People</b> Provides support, coaching, training, and career direction to others	
<b>Taking Initiative</b> Takes action without needing direction from others	
<b>Delegating</b> Assigns work to others based on tasks, skills, and workloads	
<b>Hogan 360 Items</b>	
Competitive and driven	
Assertive and confident	
Sets high expectations	
Sets clear goals and drives results	
Always looks for improvement opportunities	
Uses feedback to drive improved performance	

## 4. STRATEGIC

STRATEGIC	
Hogan Competency	
<b>Overcoming Obstacles</b> Pursues goals and strategies despite discouragement or opposition	
<b>Driving Innovation</b> Stimulates creative ideas and perspectives that add value	
<b>Driving Strategy</b> Directs effort to achieve long-term business objectives	
<b>Taking Smart Risks</b> Evaluates trade-offs between potential costs and benefits and acts accordingly	
<b>Business Insight</b> Applies business knowledge to achieve organisational goals and objectives	
<b>Dealing with Ambiguity</b> Comfortably handles unclear or unpredictable situations	<b>Correlations</b>  <b>HPI:</b> Ambition
<b>Decision Making</b> Uses sound judgment to make timely and effective decisions	
<b>Industry Insight</b> Applies knowledge of industry trends and outlooks to achieve organisational goals and objectives	
<b>Solving Problems</b> Identifies solutions given available information	
<b>Hogan 360 Items</b>	
Thinks about new long term opportunities	<b>Hogan 360:</b> Engaging, Innovative, Strategic
Visionary and strategic	
Communicates a long term vision	
Sets long term stretch goals	
Often suggests new and original ideas	
Pursues goals and strategies despite obstacles	

## 5. INSPIRING

INSPIRING	
Hogan Competency	
<b>Driving Performance</b> Provides guidance and feedback to maximise performance of individuals and/or groups	
<b>Inspiring Others</b> Motivates others to accomplish organisational goals	
<b>Influencing Others</b> Persuades others to help achieve organisational goals and objectives	
<b>Team Building</b> Assembles productive groups based upon required skills, goals and tasks	
<b>Communication</b> Communicates effectively with others.	<b>Correlations</b>  <b>HPI Scale:</b> Ambition, Interpersonal Sensitivity, Adjustment
<b>Negotiating</b> Explores alternatives to reach outcomes acceptable to all parties	
<b>Attracting Talent</b> Recruits, rewards, and retains individuals with needed skills and abilities	
<b>Displaying confidence</b> Projects poise and self-assurance when completing work tasks	
<b>Driving Change</b> Champions new methods, systems, and processes to improve performance.	
<b>Leading Others</b> Demonstrates general leadership ability and effectiveness.	<b>Hogan 360 Competencies:</b> Resilience, Engaging, Motivation
<b>Political Savvy</b> Recognises, interprets, and works within the political environment of an organisation	
Hogan 360 Items	
Has the passion to make a difference	
Motivates and inspires others	
Works hard to improve morale	
Creates a positive working environment	
Displays general leadership ability and effectiveness	

# CASE STUDY

Recently PBC was asked to assist with the selection of a Dean at one of Australia's largest universities. In assessing the candidate, we were given the job description, which outlines the key requirements below, and we used Hogan Personality Assessments to understand the lead candidate. We were so impressed that the job description capabilities are mapped so easily to our core5 leadership model. It validates the fact that organisations now know what it takes to build leadership competencies to take an organisation, its staff and customers into a successful and sustainable future.

## SUMMARY OF ROLE

### Strategic Leadership:

The Dean provides strategic leadership to a newly formed faculty, driving innovative outcomes in education, research, and engagement with industry and the broader community.

### Purpose and Vision:

The faculty's purpose is to advance knowledge and learning for future-facing professions, conduct research addressing significant societal challenges, and cultivate national and international connections in key discipline areas.

### Transformation and Innovation:

Over the next three years, the focus will be on transformation, implementing forward-thinking initiatives, and leading exciting projects that move the faculty toward its vision.

### Excellence and Student Experience:

The Dean is responsible for driving excellence in research and elevating the student experience, ensuring the faculty remains at the forefront of academic and creative innovation.

### Collaborative and Inspiring Leadership:

The successful candidate will have the experience and capability to implement a collaborative and inspiring vision for the future of creative and social practice, acting as an inspiring leader, strategic thinker, and effective manager who can envision and drive change.

### Talent Development and Advocacy:

The Dean recruits and develops talent, advocates tirelessly for the university and faculty, and champions the importance and contributions of creative and social practices to society.

### Strategic and Academic Management:

Accountable for the overall strategic and academic leadership and management of the faculty, the Dean ensures alignment with university strategy and values.

### Building a World-Class Team:

The Dean plays a pivotal role in building a world-class leadership team, leveraging expertise and networks to drive strategic initiatives, foster interdisciplinary collaboration, and respond effectively to emerging challenges.

### Vision and High-Performance Culture:

The Dean develops and maintains a compelling vision for the faculty's future, demonstrates a track record of leadership accomplishment, builds high-performance teams, and is able to build consensus around an inspiring vision.

### Team Leadership:

The position offers the opportunity to lead a highly energetic, enthusiastic, and growing team, shaping the faculty's identity and impact at a pivotal moment of change.



# THOUGHT LEADERSHIP

## HOGAN, COLLINS AND KOTTER

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.**

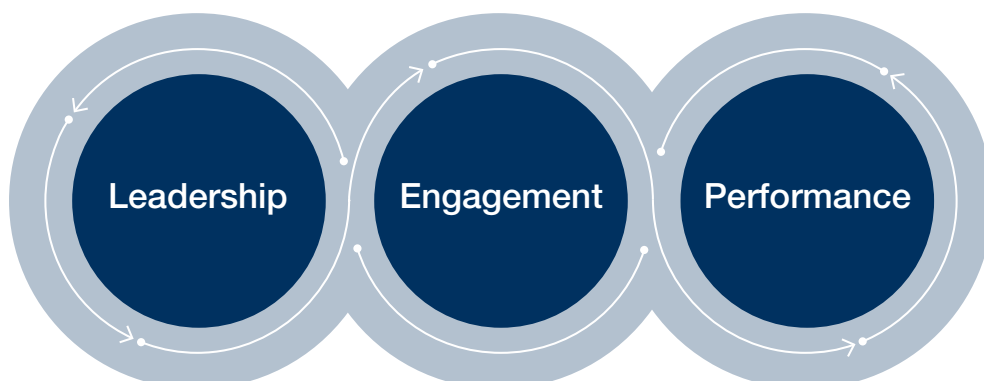
**At level 4, you become an effective leader. Stepping up to level 5 requires a special blend of personal humility and professional will – the capacity to channel your personal ambitions and capabilities into a larger cause or mission. Level 5 leaders differ from level 4 in that they are ambitious first 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.”**

These are the key takeaway thoughts:

1. Who is in charge matters greatly
2. The best leaders are ambitious for the cause
3. At senior levels both managerial and leadership skills are important



# DRIVING 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.

## SUMMARY

- At PBC, we are global leaders in understanding how to measure and improve leadership – we are a science-based organisation.
- Our world-class assessments, supported by consulting and coaching services, offer clients the most effective profiling, value for money and solutions.



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

Peter Berry Consultancy (PBC) is a global leadership advisory firm grounded in the science of personality and organisational psychology. We combine rigorous psychometrics with expert consulting to deliver deeper insight into human behaviour at work.

Through evidence-based diagnostics, research, consulting and coaching, we help organisations make better decisions about talent; strengthening leadership, improving team performance, succession planning and enabling sustainable organisational success.

PBC is the developer of proprietary diagnostic tools, including the Hogan 360 Suite, and is an authorised distributor of Hogan Assessments.

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