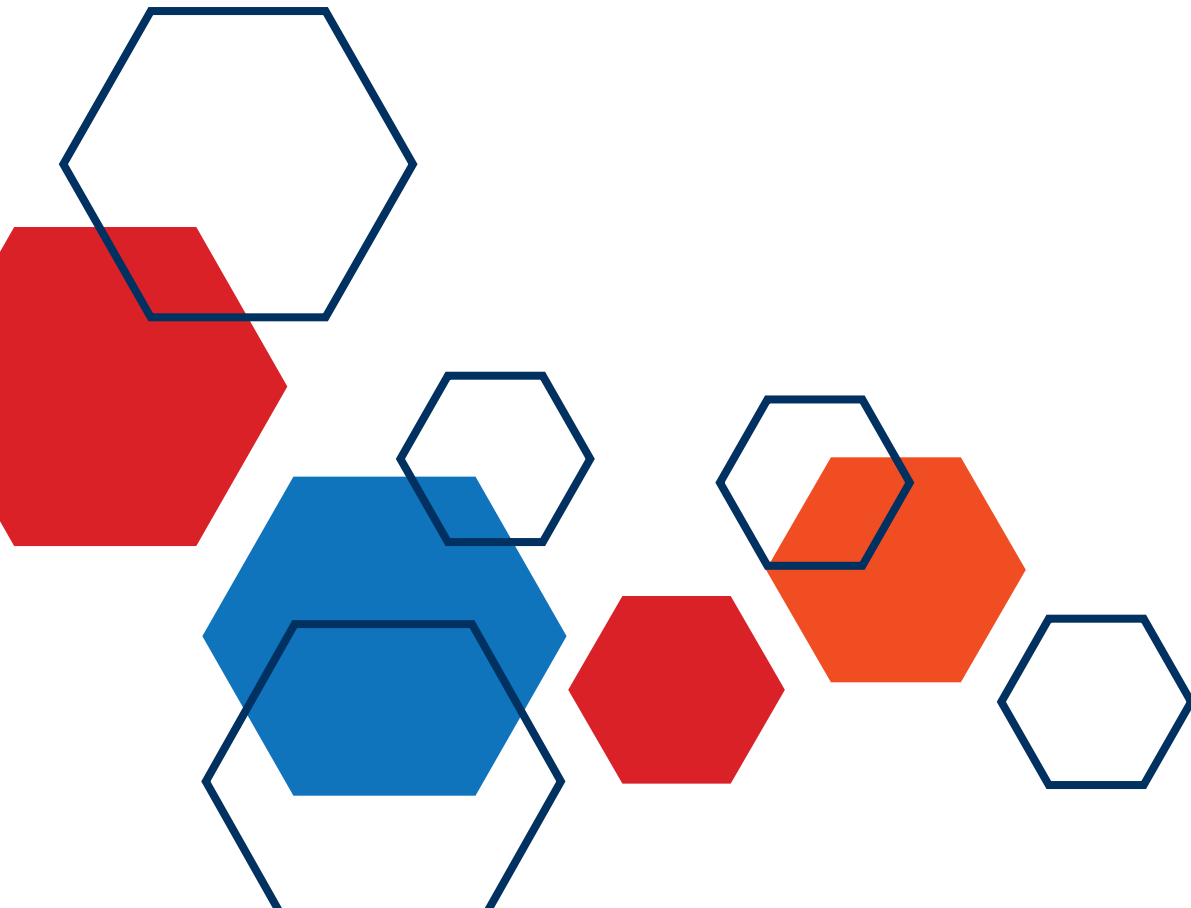


# Thought Leadership

## The Core5 Model of Leadership Effectiveness

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



# INTRODUCING THE CORE5 MODEL

At PBC our team is passionate about measuring and improving leadership. Good leadership is the key driver of organisational results and employee engagement. But... So many businesses get it wrong.

This paper will cover the following key areas:

- Leading edge research on what is effective leadership.
- The urgent imperative of improving leadership, teams, and engagement.
- Thought leadership from Hogan, Collins, and Kotter.
- Using Hogan Assessments and coaching to build the Core5 competencies.
- Investing in developing high performing teams to drive strategic clarity and employee motivation.

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

Competitive leadership in business should show industry leadership measured by bottom-line results. Senior

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

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

At PBC and in the broader Hogan global community, we understand the science and practice of measuring and improving leadership effectiveness. This paper will share our research combining Hogan personality assessments, Hogan 360 and the Hogan Competency Model (HCM) to explain what the best leaders look like. Our research shows elite leaders have or are:

## CREDIBILITY

Consistently performs work in a proficient, reliable and timely manner, demonstrating dependability and a strong focus on quality standards. Acts with integrity, adhering to moral and ethical principles while efficiently coordinating resources to maximise performance and exceed job requirements.

## EMOTIONAL INTELLIGENCE

Maintains composure, a positive attitude, and self-control while building strategic business connections that enhance personal and organisational growth. Shows empathy and sensitivity, employing tact in social interactions and actively listening to others. Collaborates effectively with team members to achieve common goals through strong cooperation and mutual support.

## ACHIEVEMENT FOCUS

Strives to exceed others' performance. Sets clear goals and identifies steps to accomplish them, taking initiative without needing direction. Demonstrates leadership by effectively leading others and providing direction. Engages and communicates strategically to drive results, ensuring continuous development and success.

## STRATEGIC

Pursues goals and strategies despite obstacles, while stimulating innovation through creative ideas and perspectives that add value. Directs efforts towards achieving long-term business objectives with strategic leadership and vision. Evaluates trade-offs between potential costs and benefits to take smart risks, ensuring informed and effective decision-making.

## INSPIRING

Motivates and persuades others to accomplish organisational goals and drives performance by providing guidance and feedback. Builds productive teams by aligning skills, goals, and tasks, fostering a collaborative and motivated environment. Engages with and inspires others, using solid people skills to achieve collective success.

# THE GLOBAL BUSINESS CRISIS IN LEADERSHIP, TEAMS AND ENGAGEMENT

## GALLUP RESEARCH

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

Gallup’s 2025 Employee Engagement data reveals a concerning global trend, with overall engagement dropping to 21%, down from 23% in previous years. This decline matters not only for business performance but also for individual wellbeing, as there is a strong correlation between employee engagement and life evaluation—how people perceive the quality of their lives. Regional differences are stark: engagement sits at 31% in the U.S. and Canada, while Europe lags significantly behind at just 13%.

The key drivers behind this disengagement include a lack of meaningful management, weakened team connection, and a diminished sense of organisational purpose. These issues are more than cultural—they have a serious economic impact. Globally, the cost of disengagement to workplace productivity is estimated at a staggering \$438 billion USD. Addressing these challenges with purpose-driven leadership, effective management, and team cohesion is critical to reversing the trend and boosting both employee satisfaction and business outcomes.

2025 Manager Engagement data paints a troubling picture of leadership in the workplace. Management engagement has declined from 30% to 27%, a drop that has serious ripple effects—when managers are disengaged, their teams are almost certainly disengaged too. Alarmingly, the intention to leave is high across the board, with 49% of employees and an even higher 51% of managers considering leaving their roles.

One of the root causes of this disengagement lies in the lack of support and development: 44% of managers report never having received any formal manager training. This is particularly concerning given that managers account for 70% of the variance in team engagement. These findings highlight the critical need to invest in leadership development, ensuring managers are equipped, supported, and engaged—because the engagement of an organisation often starts at the top.

According to other 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.

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

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

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

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

## LEADERSHIP IS MEASURABLE AND IMPROVABLE

### MAKE IT A KPI



# 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.**

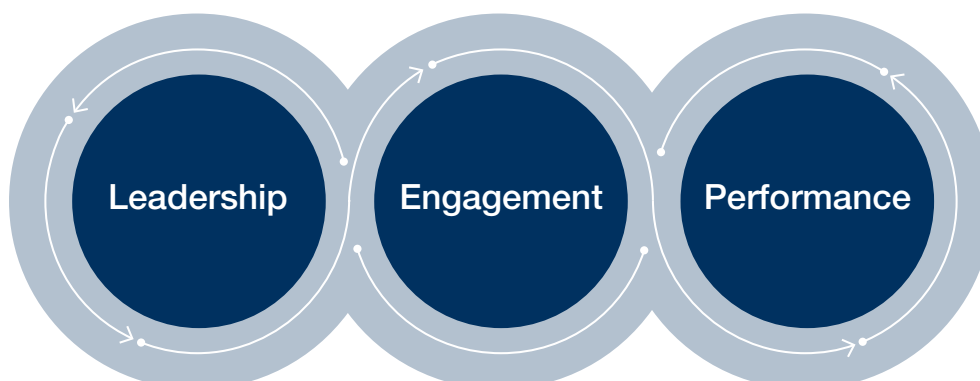
**At level 4, you become an effective leader. Stepping up to level 5 requires a special blend of personal humility and professional will – the capacity to channel your personal ambitions and capabilities into a larger cause or mission. Level 5 leaders differ from level 4 in that they are ambitious first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

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

**– Peter Berry**



# HPI AND 360 SCALES

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

Ambition is the key to building leadership competencies on top of a managerial base.

The combination of Adjustment, Interpersonal Sensitivity and Prudence predict a strong foundation of EQ. It is a combination of Integrity, Resilience and People skills (Hogan 360 competencies).

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

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

Interestingly Adjustment, Interpersonal Sensitivity and Prudence have positive correlations with 360 Self-management and Relationship management scores.

This is essentially emotionally intelligent behaviour. Ambition features in Working on the business, as does Learning Approach. Of special interest is the role that Interpersonal Sensitivity plays across all four 360 domains. These scales predict the Hogan concept of getting along and getting ahead.

## HOGAN COMPETENCY MODEL

We have also drawn on personality and 360 correlations with the Hogan Competency Model (HCM). The HCM is a comprehensive taxonomy of workrelated 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.

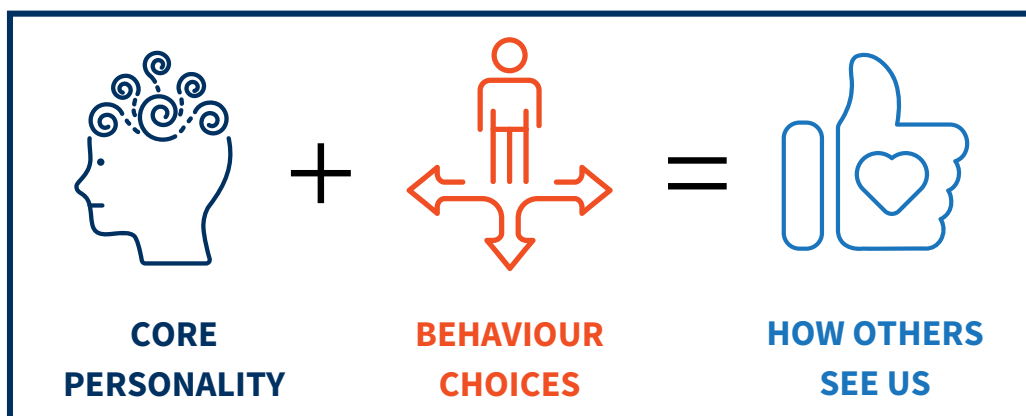
	Self Management	Relationship Management	Working in the business	Working on the business	Hogan 360 Score
<b>Adjustment</b>	<b>0.195</b>	<b>0.105</b>	<b>0.105</b>	0.044	<b>0.102</b>
<b>Ambition</b>	-0.032	0.050	0.050	<b>0.123</b>	<b>0.069</b>
<b>Sociability</b>	<b>-0.081</b>	0.034	0.034	0.047	0.005
<b>Interpersonal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

# HPI AND 360 COMPETENCIES

## A DEEPER LOOK

360 Competency	HPI SCALES						
	ADJ	AMB	SOC	INT	PRU	INQ	LEA
Self-Management	<b>.20***</b>	-0.3	<b>-.08***</b>	<b>.14***</b>	<b>.14***</b>	<b>-.07***</b>	.01
Integrity	<b>.13***</b>	<b>-.04*</b>	<b>-.09***</b>	<b>.12***</b>	<b>.12***</b>	<b>-.08***</b>	.03
Resilience	<b>.25***</b>	<b>-.02</b>	<b>-.07***</b>	<b>.15***</b>	<b>.14***</b>	<b>-.06**</b>	.00
Relationship Management	<b>.11***</b>	<b>.05*</b>	.03	<b>.18***</b>	<b>.06**</b>	<b>-.06**</b>	.01
Communication	<b>.06**</b>	<b>.09***</b>	<b>.05*</b>	<b>.13***</b>	.02	<b>-.05*</b>	<b>.05*</b>
People Skills	<b>.16***</b>	.01	.02	<b>.21***</b>	<b>.08***</b>	<b>-.07***</b>	-.02
Team Player	<b>.08***</b>	<.01	.01	<b>.15***</b>	<b>.05*</b>	<b>-.08***</b>	-.01
Engaging	<b>.06**</b>	<b>.23***</b>	<b>.16***</b>	<b>.18***</b>	.00	.02	<b>.07***</b>
Working in the Business	<b>.05*</b>	<b>.10***</b>	<.01	<b>.07***</b>	<b>.06**</b>	-.04*	<b>.09***</b>
Capability	.01	.01	<b>-.08***</b>	-.03	<b>.05*</b>	<b>-.05*</b>	<b>.07***</b>
Efficiency	<b>.06**</b>	<b>.06**</b>	<b>-.05**</b>	.02	<b>.08***</b>	<b>-.09***</b>	<b>.07***</b>
Results	<b>.04*</b>	.01	<b>-.07***</b>	.03	<b>.10***</b>	<b>-.05*</b>	<b>.10***</b>
Customer	<b>.06**</b>	<b>.11***</b>	<b>.06**</b>	<b>.17***</b>	<b>.06**</b>	.00	.04
Working on the Business	<b>.04*</b>	<b>.12***</b>	<b>.05*</b>	<b>.11***</b>	.02	.00	<b>.06**</b>
Accountability	-.03	<b>.07***</b>	.00	.00	.02	-.03	<b>.05*</b>
Motivation	<b>.11**</b>	<b>.06**</b>	<b>.04*</b>	<b>.18***</b>	.03	-.04	.00
Strategy	.04	<b>.14***</b>	.03	<b>.09***</b>	.03	.01	<b>.08***</b>
Innovation	.03	<b>.17***</b>	<b>.08***</b>	<b>.10***</b>	-.03	<b>.06**</b>	<b>.11***</b>
Hogan 360 Score	<b>.102</b>	<b>.069</b>	<b>.005</b>	<b>.139</b>	<b>.071</b>	<b>-.047</b>	<b>.048</b>

Note: Statistically significant correlations are indicated in bold. \*p < .05; \*\*p < .01; \*\*\*p < .001; ADJ = Adjustment; AMB = Ambition; SOC = Sociability; INT = Interpersonal Sensitivity; PRU = Prudence; INQ = Inquisitive; LEA = Learning Approach.



### PERSONALITY IS NOT FATE

Competencies can be learnt. We like the model from Marc Efron, in his book "8 Steps to High Performance". Core Personality is your foundation. Core personality and chosen behaviour is how others see you, your brand. Chosen and learnt behaviour (building competencies and habits) by being self-aware is the key to career success.

# 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>Correlations</b>  <b>HPI Scale:</b> Prudence  <b>Hogan 360 Competencies:</b> Integrity, Efficiency, Results
<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	

## 2. EMOTIONAL INTELLIGENCE

EMOTIONAL INTELLIGENCE	
Hogan Competency	
<b>Handling Stress</b> Manages pressure without getting upset, moody, or anxious	
<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>Correlations</b>  <b>HPI Scale:</b> Adjustment, Prudence, Interpersonal Sensitivity  <b>Hogan 360</b> <b>Competencies:</b> Resilience, People Skills, Integrity
<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	
Hogan 360 Items	
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	
Hogan Competency	
<b>Competing with Others</b> Strives to exceed others' performance	
<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>Correlations</b>  <b>HPI:</b> Ambition  <b>Hogan 360:</b> Engaging, Customer, Efficiency, Strategy, Innovation
<b>Taking Initiative</b> Takes action without needing direction from others	
<b>Delegating</b> Assigns work to others based on tasks, skills, and workloads	
Hogan 360 Items	
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>Hogan 360:</b> Engaging, Innovative, Strategic
<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	
Hogan 360 Items	
Thinks about new long term opportunities	
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>Hogan 360  Competencies:</b> Resilience, Engaging, Motivation
<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>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	

# BUILDING LEADERSHIP CAPABILITY

## LEADERSHIP

Leadership is not defined by a position or title, but by the ability to inspire people and drive performance. Effective leaders have a significant influence, with research showing that individual leaders impact 70% of team performance and culture, while leadership teams affect 50% of employee engagement. Great leaders understand that their teams are a reflection of their leadership; they foster accountability and collaboration, shaping a strong team identity. To excel, leaders must balance soft and hard skills, being both competent managers and inspirational figures. The most impactful leaders lead with PURPOSE, ignite PASSION, and deliver PERFORMANCE—all while communicating authentically and speaking from the heart.

**At Peter Berry Consultancy, we support this journey by using Hogan Personality and 360 assessments to help managers evolve from self-awareness to self-mastery, ultimately paving the way for career success.**

## PEOPLE

A truly powerful purpose statement sits at the heart of high-performing organisations—it not only motivates employees but also aligns them with strategic goals. To bring this to life, it's essential to hire well from the outset. By applying rigorous recruitment standards and implementing best practice onboarding and probation processes, leaders can “hire hard, manage easy,” ensuring the right fit from day one.

Building a strong culture starts with getting the right people on the bus—and the wrong people off. Employees must consistently live the organisation's values and model the behaviours that support its mission. Beyond recruitment, organisations must invest in their people by providing meaningful career pathways, development programs, and coaching opportunities to grow capability and retain top talent.

Finally, engagement must be treated as a business priority. When engagement is made a KPI, it delivers measurable results—especially considering that typically two-thirds of employees are engaged while one-third remain disengaged. Addressing this gap can significantly improve both performance and culture.

## STRATEGY

The most effective leadership teams are driven by a deep passion for the legacy they want to leave behind. They operate with clarity and intention, ensuring their organisation's purpose, strategy, business plans, and values are well-defined and aligned—because purpose

pays. To achieve this, it's essential to establish a clear 3–5 year strategic plan, underpinned by a detailed one-year business plan that guides day-to-day execution. This long-term vision should be supported by a disciplined strategic planning cycle that includes quarterly reviews to track progress and stay agile.

Operationally, teams—particularly the top two tiers—should be guided by a concise, one-page plan that distills key priorities and focuses their efforts. Leaders must also be crystal clear about what success looks like, always starting with the end in mind. To measure this success effectively, a balanced scorecard approach should be adopted, incorporating goals across financial performance, people, customer outcomes, internal processes, and contributions to social good. This holistic approach ensures alignment, accountability, and sustained impact.

## PURPOSE... THE KEY QUESTIONS

- Why do we exist?
- What cause do we serve?
- How do we impact people's lives?
- What social good do we do?
- Why are our jobs important?

### It's about building a purpose lead workforce

PwC research found only 28% of respondents feel fully connected to their company's purpose. Further, only 39% said they could clearly see the value they create.

Strategic clarity includes purpose, goals, and KPIs for teams 1 and 2 to create alignment and a critical mass of leadership rowing in the same direction.

**Effective leadership is combining strategic clarity and employee motivation to deliver organisational results including employee engagement and retention. Building high performing teams and enriching the employee experience brings the purpose to life and takes people and performance to the next level.**

# COACHING

**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 assessments are often the starting point for building self awareness, while 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.

Peter Berry Consultancy offers evidence-based coaching services designed to empower individuals and teams to reach their full potential.

With a focus on personalised development and growth, our experienced coaches provide invaluable guidance and support to help clients overcome challenges, capitalise on strengths, and achieve their professional goals.

# BUILDING YOUR PERSONAL BRAND

The concept of personal brand has become very popular in the world of leadership and business literature, including Forbes magazine and the Harvard Business Review.

Personal brand is about building one's value proposition to enhance private and professional success. It's about having an elevator pitch around what you want to be known for. This can include your purpose, values, strengths, skills, passions and leaving a legacy. People with a strong personal brand often have the narrative and stories to support their personal value proposition. They get noticed, they have influence.

At PBC we have always believed in the importance of building your personal brand. Personal brand is one's reputation in the workplace. One's brand is the key to career success.

The starting point is to build self-awareness. The best data to use is the combination of Hogan personality and 360 assessments. The bright, dark and inside of personality measure your natural behavioural traits, as well as your motivations in life. It's like looking into a mirror to discover the real self. Because the results are presented as percentile scores relative to others, you get strategic self-awareness, i.e., how am I similar and different to other people.

**“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**

The Hogan 360 is a multi-rater assessment that captures your reputation as seen at work, typically by one's boss, peers and subordinates. The 360 presents an overall score so you can quickly establish how your performance and behaviour are viewed relative to benchmark scores.

**Personality captures the private person, while the 360 profiles the public person. This data is critical in the continuous improvement journey, it provides the self-awareness to then move towards self-management and eventually self-mastery. After all, the best leaders are the best learners. It's about becoming the successful person you want to be.**

Great leaders create high performing teams and employee engagement to deliver superior business outcomes. Leadership drives engagement and performance.

The journey for many careers is from strong individual contributor to successful manager and eventually a c-suite leader. The competencies at each level are very different. The best managers are hard-working, capable and action-oriented, while the best leaders are visionary, positive and motivational.

# INVESTING IN TEAMS

We desperately need more leadership development and coaching for teams. There is far too much investment in individuals removed from their teams. Individuals might have coaching, be part of a leadership development program or a high potential cohort. Organisations do not get the return on investment unless the individual development is housed in the team, which is their unit of performance.

**“A team should be defined as three or more people:**

- (a) who work toward a common goal;**
- (b) whose performance is interdependent (i.e., what one person does depends on what the others do),**
- (c) who share common leadership,**
- d) who share a common fate that depends on the performance of the team, and**
- (e) who see themselves as being part of the team with a common goal and a shared fate.”**

- Dr. Robert Hogan

Teams can be anywhere from dysfunctional to high performing. A dysfunctional team destroys culture and performance, while a high performing team builds engagement and delivers results.

Teams need to focus on purpose, people and performance. The ‘One team’, ‘One dream’ approach is needed where group success is just as important as individual success. The best teams have very high levels of collaboration and accountability.

The most powerful investment in teams is by combining Hogan personality and 360. The personality and 360 assessments can be presented as group results, so that the team can do some solid action planning. Then we use the High Performing Team Assessment (HPTA) for individuals in the team to assess both the performance and culture of the team. A score is provided and opportunities for improvement are crystal clear. This is our HPTA model:



**Performance**

- Strategy
- Innovation
- Accountability
- Leading Change
- Results
- Meeting Effectiveness

**Culture**

- Trust
- Professional Conflict
- Communication
- Emotional Intelligence
- Collaboration
- Resilience

Best practice is sharing all three data points which can be done by creating psychological safety, trust and a team culture of mutual support, connectivity and coaching.

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.

**Leadership is about results.**

**Teams deliver results.**

**Judge the leader by their team.**

## TEAMWORK AT THE TOP... IT PAYS

- Harvard Business Review published statistics in 2024 that roughly two-thirds of the senior executives surveyed in 2020 by the Center for Creative Leadership felt that their team was ineffective, and only 20% felt that their team was high performing.
- A recent Bain & Company study of 1,250 companies found that organisations led by highly effective executive teams had revenue growth, profitability, and total shareholder returns that were three times higher than the study group’s average. Employee retention, productivity and morale were also higher.
- ghSmart, a leadership advisory and consulting firm, found that the single most common mistake among first-time CEOs was not getting the right team in place quickly enough, this mistake was made by 60% of them.

**“The best leaders care more about their teams than themselves”**  
- Peter Berry

# BUSINESS EXCELLENCE IS A MUST

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

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

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

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

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

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

## THE BALDRIGE MODEL

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

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

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

Performance excellence requires strong leadership and is demonstrated through outstanding results. The goal for a senior leadership team is to demonstrate competitive leadership through a focus on balanced scorecard outcomes. To achieve this, they need to demonstrate best practices with leadership, strategy, people, customers and operations to achieve industry leadership results.

The following is an outline of our executive checklist which we use with c-suite executives to assess business strengths and opportunities.

## LEADERSHIP

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

## STRATEGY

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

## PEOPLE

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

## CUSTOMER

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

## OPERATIONS

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

## RESULTS

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

### **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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