

SHORTLIST TO SUCCESS

**Using Data to Enhance
Executive Selection**

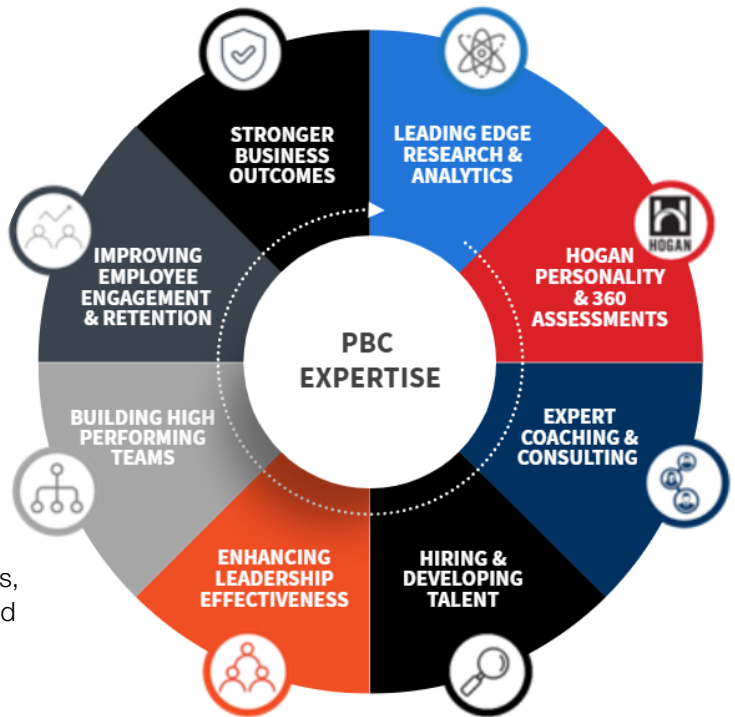
About PBC Hogan

EVIDENCE-BASED SOLUTIONS

Founded in 1990, 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 people; strengthening leadership, improving team performance 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.



Hogan
by the Numbers

14M
Assessments

600+
Journal Articles
& Book Chapters

974
Job Solutions

1.7K
Research Studies

75K
Certified

54
Languages

Authorised Distributor

Enabling Hiring Confidence

AN EVIDENCE-LED APPROACH

43%

of hiring managers admitted to making a bad hire because they needed to hire quickly.*

HIRING PRESSURE

60%

of hiring managers admitted to making a bad hire because they needed to hire quickly.*

TRANSITION RISK

1-2 YEARS

can be required for leaders to become fully productive in complex roles.*

PRODUCTIVITY RAMP

Executive hiring decisions carry significant organisational risk. A strong CV, polished interview and positive references can indicate capability, but they do not always reveal how a leader is likely to operate day to day, respond under pressure, align with the organisation's culture, or build trust with key stakeholders. PBC Hogan's evidence-led executive search support packages add structured insight at the most critical stages of the hiring journey: final shortlist evaluation, appointment, onboarding, candidate care and post-placement performance review. This creates a stronger bridge between selection, onboarding and retention.

PBC's approach is designed to support the final stage of executive selection, where the organisation has already assessed experience, qualifications, references and technical suitability. At this point, the focus shifts from: **"Can this person do the role?"** to: **"How is this person likely to lead, adapt, build relationships, handle pressure and succeed in this specific environment?"**, giving the hiring panel a clearer view of each finalist, while also giving the successful candidate and their manager practical insight to support early success.



Strong hiring decisions

Go beyond CVs and interviews with structured insight that predicts leadership potential and fit - helping you choose leaders with confidence.



Smoother leader transitions

Equip new leaders with personalised onboarding insights and tailored support to help them land well and accelerate impact.



Accelerated leadership impact

Drive faster alignment, stronger team engagement and earlier wins through ongoing development and feedback.



Stronger retention outcomes

Support leaders to thrive in their role and environment - reducing the risk of early attrition and protecting your investment.

A connected approach. Better decisions. Stronger transitions. Lasting impact.

* CareerBuilder and Hogan Assessments leadership onboarding research

PBC Hogan Package Offerings

FLEXIBLE, MODULAR SUPPORT ACROSS THE EXECUTIVE HIRING LIFECYCLE

The **Shortlist Decision** package forms the foundation of the assessment process and is recommended as the starting point for all executive search engagements.

Additional offerings can then be layered on to extend support beyond selection and into onboarding, candidate experience, leadership impact and retention. Each add-on is designed to build on the insight generated during the shortlist process, creating a more connected approach. The strongest outcomes are typically achieved when all four packages are used together, carrying leadership insight through the full executive transition lifecycle.

FOUNDATION PACKAGE



Shortlist Decision

- Hogan personality insights
- Business reasoning insights
- Custom interview questions
- Hiring panel debrief
- One-page candidate snapshots

WHY IT MATTERS

Sharper finalist comparison and more defensible hiring conversations.

+ EXTENDED SOLUTION 1



New Hire Success

- 90 min onboarding & transition planning debrief
- Manager alignment session
- Manager guidance report

WHY IT MATTERS

Accelerates transition into role and strengthens retention.

+ EXTENDED SOLUTION 2



Candidate Experience

- Summary insight report for unsuccessful candidates
- Supports future talent pipeline with a professional candidate experience of organisational brand

WHY IT MATTERS

Protects relationships with high-calibre talent.

+ EXTENDED SOLUTION 3



Leader Impact

- 3- or 6month stakeholder feedback insights using Hogan 360
- Repeat measure at 6–12-months to track impact and performance progress

WHY IT MATTERS

Measures leadership impact and supports long-term success.

The Details



SHORTLIST DECISION (FOUNDATION PACKAGE)

The Shortlist Decision package forms the foundation of the assessment process and is designed to support more informed, structured and defensible hiring decisions. This package begins with a role and context briefing to understand the leadership environment, stakeholder landscape, organisational culture and success profile for the role. Assessment insights are then interpreted against what success actually looks like within the organisation, not in isolation.

Shortlisted candidates complete evidence-based Hogan assessments designed to explore:

- Leadership style
- Values and motivators
- Behaviour under pressure
- Potential derailment risks and blind spots
- Decision-making and reasoning capability

Assessment insights are translated into practical candidate reports, custom interview questions and a structured hiring panel debrief to help decision-makers compare shortlisted candidates more objectively and probe key areas during final interviews. A concise one-page candidate summary will also be provided for the hiring panel outlining:

- Key strengths
- Potential watch-outs
- Suggested interview focus areas
- Role fit considerations
- Onboarding implications if appointed

Together, these components help organisations move beyond resumes and interviews alone to make stronger, more evidence-led hiring decisions.



NEW HIRE SUCCESS (EXTENDED SOLUTION 1)

The New Hire Success package extends assessment insight beyond selection and into onboarding, helping successful candidates transition into role with greater clarity, alignment and self-awareness. The package includes a structured onboarding and development debrief focused on:

- Leadership strengths to leverage early
- Potential pressure risks or blind spots
- Stakeholder and relationship management
- Communication style
- Practical transition planning for the first 90 days

As part of the process, the successful candidate's manager is invited to join the end of the development debrief to support early alignment and shared expectations. The manager also receives feedback to better understand:

- How to support and motivate the new leader
- Preferred communication style
- Potential watch outs
- Areas requiring coaching, challenge or clarity

This package helps reduce avoidable transition friction and supports faster integration, stronger stakeholder relationships and improved long-term retention outcomes.

The Details



CANDIDATE EXPERIENCE (EXTENDED SOLUTION 2)

The Candidate Experience package is designed to support unsuccessful candidates while strengthening long-term talent relationships and employer brand reputation. Unsuccessful shortlisted candidates receive a career-focused insight report that provides practical feedback and development value, even when they are not appointed. This helps support:

- A more professional and thoughtful candidate experience
- Better goodwill with high-calibre talent
- Stronger future talent pipelines
- Positive market perception of both the executive search partner and end client

In executive search markets, where candidates are often highly networked and may be suitable for future opportunities, maintaining strong relationships beyond the outcome of a single process is critical.



LEADERSHIP IMPACT (EXTENDED SOLUTION 3)

The Leadership Impact package helps organisations measure how the successful leader is actually landing in role after appointment, while also reinforcing a clear investment in their ongoing development and long-term success.

Using Hogan 360 feedback at the 90-day or 6-month point, this package provides structured insight into how the leader is being experienced by managers, peers, direct reports and key stakeholders. The process can help identify:

- Early leadership strengths
- Stakeholder perception gaps
- Communication or relationship risks
- Development priorities
- Alignment between intended and experienced impact

Extending support beyond selection and onboarding helps demonstrate to the successful hire that leadership development is being actively supported, not left to chance after appointment. This often strengthens engagement, accountability and early alignment, while helping organisations identify and address potential risks earlier.

A follow-up re-measure at 6–12 months allows organisations and leaders to track progress over time using a consistent and evidence-based framework. Repeat reports include comparisons between original and subsequent benchmarked scores, helping support more intentional leadership development planning and clearer measurement of behavioural change and leadership impact over time.

This package supports a more proactive approach to leadership integration, helping organisations reinforce strengths, improve long-term leadership effectiveness and increase retention outcomes.

About The Assessments

TECHNICAL RIGOUR & DEFENSIBILITY

Hogan assessments are underpinned by a substantial body of peer-reviewed research, rigorous psychometric development standards, and long-standing application across selection, development, and leadership contexts. The technical foundation of the assessments is designed to ensure that insights are reliable, valid, and defensible, particularly in environments where decisions must withstand scrutiny.

Each assessment within the Hogan suite has been developed and refined through criterion-related validation research, examining the relationship between assessment results and job performance outcomes. Technical manuals provide detailed evidence of reliability, construct validity, and criterion validity, demonstrating that the assessments consistently measure the intended constructs and meaningfully relate to workplace performance.

Hogan assessments are developed and maintained in accordance with recognised standards for employee assessment and selection. Validation procedures align with accepted professional guidelines, and supporting documentation is available to evidence appropriate development, use, and interpretation. Importantly, Hogan assessments have been extensively reviewed and have not demonstrated adverse impact when used appropriately, supporting fair and equitable application across diverse populations.

Normative databases used within the Hogan assessments are large and representative of the global working population, enabling meaningful comparison across individuals, roles, and cohorts. This supports consistency of interpretation and reduces reliance on subjective judgement. Where required, reasonable adjustments and accessibility considerations can be accommodated to support inclusive assessment practices. From a governance perspective, the assessments are supported by comprehensive technical documentation, clear administration protocols, and quality control processes to ensure data integrity and confidentiality. This allows assessment outputs to be used as defensible inputs into broader people processes, rather than as standalone or discretionary tools.

Overall, the technical rigour of the Hogan assessment suite enables organisations to rely on assessment data as a consistent, evidence-based signal that can support leadership, capability, and talent decisions over time, while meeting expectations around fairness, transparency, and defensibility.

Predict Executive Performance with Confidence

You trust us to identify executives who are likely to succeed in their organizations. But resumes and interviews aren't valid approaches to detecting leadership style or values. The Hogan assessments offer a simple but scientifically rigorous solution. Backed by the world's largest database of research on leader characteristics and job performance, Hogan's personality assessments allow us to predict who will succeed with confidence (so you don't learn through trial and error).

HPI

Hogan Personality Inventory

The **bright side** describes how executives lead teams, interact with others, pursue goals, and solve problems.

HDS

Hogan Development Survey

The **dark side** reveals how executives behave under stress, detecting overused coping mechanisms that derail performance.

MVPI

Motives, Values, Preferences Inventory

The **inside** explores the core motives, values, and biases that determine cultural alignment and steer decisions.

Using Hogan's assessments, we'll optimise the executive search process, from screening through onboarding:

- ▶ Evaluate candidates consistently and fairly
- ▶ Mitigate bias and support data-driven decision-making
- ▶ Uncover leadership potential and reduce hiring risks
- ▶ Identify areas to investigate during final interviews and reference checks
- ▶ Assess executive teams for competency gaps or potential fracture lines
- ▶ Accelerate the executive onboarding experience

Hogan Business Reasoning Inventory

Think About How You Are Thinking

The Hogan Business Reasoning Inventory describes reasoning style — the ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes. By assessing reasoning style, you can understand a candidate's approach to problem-solving and capacity for new information, and identify areas for development.

The first measure of reasoning ability designed to predict real-world performance, the Hogan Business Reasoning Inventory evaluates two kinds of problemsolving, qualitative and quantitative.

Qualitative Reasoning

This involves working with data visualization, logic, and verbal information to solve problems.

Quantitative Reasoning

This involves working with mathematical and spatial information to evaluate and solve problems.

Considering these two reasoning styles in tandem gives us a clear sense of how participants solve problems. The Hogan Business Reasoning Inventory is the only measure of cognitive ability to take this approach.

HBRI Specifics

- ▶ Driven by a 24-item measure of business reasoning
- ▶ Assessment time: 30 minutes
- ▶ Norms based on samples of working adults from around the globe
- ▶ Designed to predict occupational success
- ▶ Useful for candidate screening and career or leadership development
- ▶ Online administration
- ▶ Items developed to minimize reading requirements and adverse impact
- ▶ Based on evolutionary psychology
- ▶ Nondiscriminatory, equitable, and inclusive

Certification Requirements

- ▶ Assessment certification recommended
- ▶ Product training required

Hogan 360

Measure Reputation, Measure Success

The Hogan 360 is a science-driven multirater assessment that provides insight into how others interpret a leader's behaviour. Using this tool, organisations can assess their leaders in achievement focus, strategy, emotional intelligence, and influence. Overall scores on this report are compared with more than 44,000 managerial scores in Hogan's global database. Scores can be further compared with top quartile results in any industry and at any job level for even more nuanced insight, enabling organisations and leaders to prioritize key areas for development. Repeat measurement allows users to track improvement in scores over time.



What does the Hogan 360 evaluate?

Self-Management

Does the leader exhibit personal awareness, stress management, resilience, and integrity?

Relationship Management

Does the leader achieve better results through improved relationships?

Working in the Business

Does the leader have the capability and efficiency to consistently deliver great results?

Working on the Business

Does the leader innovate, plan strategically, motivate people, and ensure accountability?

Hogan 360 Specifics

- ▶ Driven by a self-evaluation benchmarked against peer, manager, and direct report feedback
- ▶ Assessment time: 15-20 minutes
- ▶ Individual feedback delivered by a Hogan 360-certified practitioner is recommended
- ▶ Intended for middle managers, high potentials, directors, and senior leaders
- ▶ Provides overview of top strengths and opportunities for improvement
- ▶ Includes development planning resources
- ▶ Nondiscriminatory, equitable, and inclusive

Certification Requirements

- ▶ Complimentary product training required

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