

Advantages of the Hogan 360



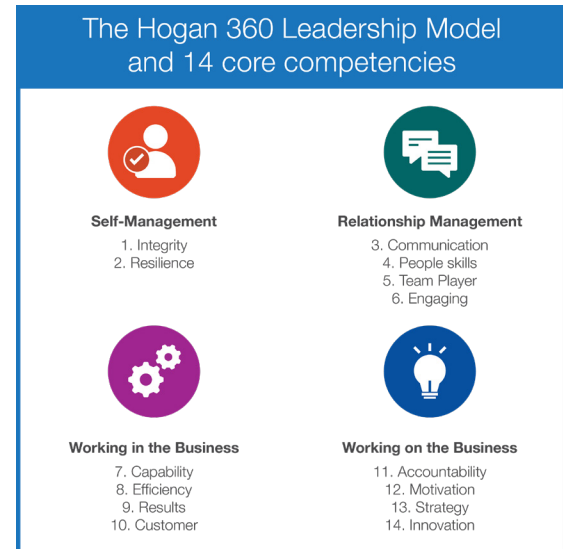
A leader's reputation is their most important asset

Leadership competency is driven by personality, intelligence, experience and behaviour choices. To best understand and improve leadership effectiveness, it should be measured simultaneously through Hogan personality and Hogan 360 assessments respectively.

Hogan 360 assessment

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

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



Not all 360s are created equally

Key features of the Hogan 360

TECHNICAL MANUAL	Backed by science with a technical manual demonstrating reliability (consistent information about performance) and validity (accurate assessment of performance).
YOUR SCORE	An overall score with percentile rankings so participants know immediately if they are below, at, or above the 50th percentile. A target for a repeat 360 can be set.
GLOBAL BENCHMARKS	Extensive benchmark database across industries, sectors, job levels and at top quartiles, drawn from over 64,000 global leaders.
UNIQUE S&O TABLES	Unique strengths and opportunities tables provide clear priorities for development, coaching and performance improvement.
CUSTOM OPTIONS	Customisation including additional items, organisation branding and competency mapping drawn from a bank of items with benchmarks.
VALUE FOR MONEY	Value for money with straightforward pricing and no platform fee.

About the Hogan 360

The Hogan 360 collects ratings from managers, peers and direct reports. It then benchmarks these results against other leaders, revealing strengths and opportunities relative to others. This creates an opportunity for strategic self-awareness.

Many 360s focus primarily on leadership behaviours. Hogan 360 measures both behavioural competencies (how leaders lead people) and business competencies (how leaders drive operational and strategic results), providing a more complete picture of leadership effectiveness.

The Hogan 360 items are highly job related and written in business language that is user friendly. The items are observable and specific so that ambiguity is avoided.

The Hogan 360 uses a 7-point scale which is superior to a 5-point scale. Benchmarks allow participants to compare their scores against benchmark cutoffs at the 10th, 25th, 50th, 75th and 90th percentiles. Strategic self-awareness comes from clearly understanding where one sits in the percentile range. These are our current percentile benchmarks on the seven-point scale.

Percentile	10th	25th	50th	75th	90th
Mean	5.1	5.4	5.7	6.0	6.2

One powerful advantage of the Hogan 360 is the strengths and opportunities tables which are unique.

The tables contain 30 ranked items that were identified as the most commonly cited strengths and opportunities based on a qualitative analysis of over 87,000 open text responses from the global benchmark. Raters are asked to choose the top 4 strengths and opportunities from a list of 30 items. The top opportunity has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1.

The results are presented, allowing for easy identification of the top 3 or 4 strengths and opportunities. Whether there are eight or eighteen raters there is typically a consensus around the major strengths and opportunities. They are ranked by highest scores and have a global average which is the ranked benchmark.

Strengths

Your Rank	Global Rank	Questions	Total Score
1	10	Has strong leadership skills	32
2	22	Is strategic and visionary	24
3	6	Has a positive and enthusiastic attitude	10
3	17	Sets clear goals and objectives	10
5	14	Strong communication skills	9

Opportunities

Your Rank	Global Rank	Questions	Total Score
1	11	Listen more and let others have their say	27
2	1	Stop taking on too much and spreading yourself too thin	18
3	12	Provide more feedback and development opportunities	9
3	24	Be less aggressive	9
5	2	Delegate more	9

A person's brand is always well known to others and is best captured in our strengths and opportunities tables. This makes the development planning and coaching more powerful and accurate. We do this by both leveraging the strengths and addressing opportunities, including any derailers, by using the tables.

This approach of using the strengths and opportunities tables for development planning is superior to other 360 providers who focus excessively on strengths or who mainly coach off the low scoring items, using 1 to 5 or 1 to 7 scales. The limitation with this approach is that the low scoring items may not be the top priorities for improvement. On the other hand, the strengths movement (play to your strengths and ignore the weaknesses) invites executive derailment by ignoring dark side potential, where strengths can become derailers.

The Hogan 360 also collects narrative comments around strengths, opportunities and strengths being overused. The last item contains unique and insightful information about how a manager may be derailing, which is a distinctive feature of the Hogan 360. By understanding and managing derailing habits one can better build performance, reputation and career success.

“A manager’s behaviour predicts employee engagement; employee engagement predicts business unit performance. A proper 360° process is the best way to evaluate managers’ behaviour, and the Hogan 360 process is one of the very best.”

– Dr Robert Hogan

There are impressive validity coefficients for both assessments, which other 360 providers cannot match.

360 users have every right to ask for technical reports and validation studies when choosing a supplier. It is important to establish scientific evidence for the quality of the 360 assessment.

We also have a development guide, a feedback guide and the interpretive guide linking the Hogan 360 to the Hogan personality assessments.

The Hogan 360 has been widely used globally and is backed by a robust contemporary global benchmark which is updated annually. The Hogan 360 has both reliability (consistent information about performance) and validity (accurate assessment of performance).

Benchmarking

In 2024, we updated the Hogan 360 global benchmarks. We now have over 64,000 leaders in our database. This provides a very strong global benchmark of leadership. We can offer clients benchmarks by industry, sector, job level and top-quartile performance.

Reliability and Validity

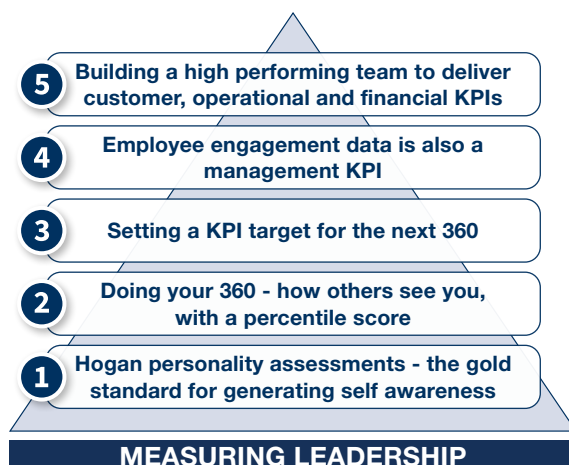
The Hogan 360 is supported by a technical manual which outlines the theoretical rationale and development of the Hogan 360 and provides evidence for its reliability and validity.

The Hogan 360 has been the feature of numerous whitepapers applying the robust data set to a range of topics. Extensive research has produced correlations between the Hogan 360 and the Hogan personality assessments.

“The good news is that leadership can be learnt. It takes focus, motivation, deliberate practice and support. The Hogan 360 is critical to starting with focus.”

– Peter Berry

Leadership is measurable and improvable, make it a KPI



Why the Hogan 360 Stands Out from Other 360 Assessments

When organisations choose a 360 feedback tool, they are not only comparing questionnaires. They are comparing the quality of the science, the clarity of the report, ease of administration, the usefulness of development planning, and the total cost of delivery. The Hogan 360 is designed to perform strongly across each of these areas.

01

The Hogan 360 is supported by a **technical manual** and a strong research foundation. Its links with Hogan personality assessments and the Hogan competency framework provide a robust basis for understanding leadership behaviour, reputation and effectiveness.

02

The Hogan 360 is written in **plain business language** and provides feedback that is easy for participants, coaches and organisations to understand. The 50-item format helps reduce rater fatigue while still capturing more than enough substantial behavioural data.

03

The **Strengths and Opportunities tables** are a distinctive feature of the Hogan 360. They help identify the behaviours that matter most for development planning, rather than relying only on low-scoring items or broad narrative feedback.

04

The Hogan 360 captures not only strengths and opportunities, but also **strengths that may be overused**. This gives leaders a uniquely valuable insight into potential derailers and supports more targeted coaching and development.

05

When **combined with Hogan personality assessment** data, the Hogan 360 provides a fuller view of the individual: personality, behaviour, reputation and development priorities. This creates a powerful platform for **self-awareness, self-mastery and career success**.

06

The Hogan 360 provides a **practical, evidence-based and commercially accessible solution** for leadership development programs. It can be used across leadership levels, cohorts and teams, with options for group reporting and broader organisational insight.

Benefits of combining Hogan personality and 360 assessments

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

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

“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

Assessing behaviours and performance

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

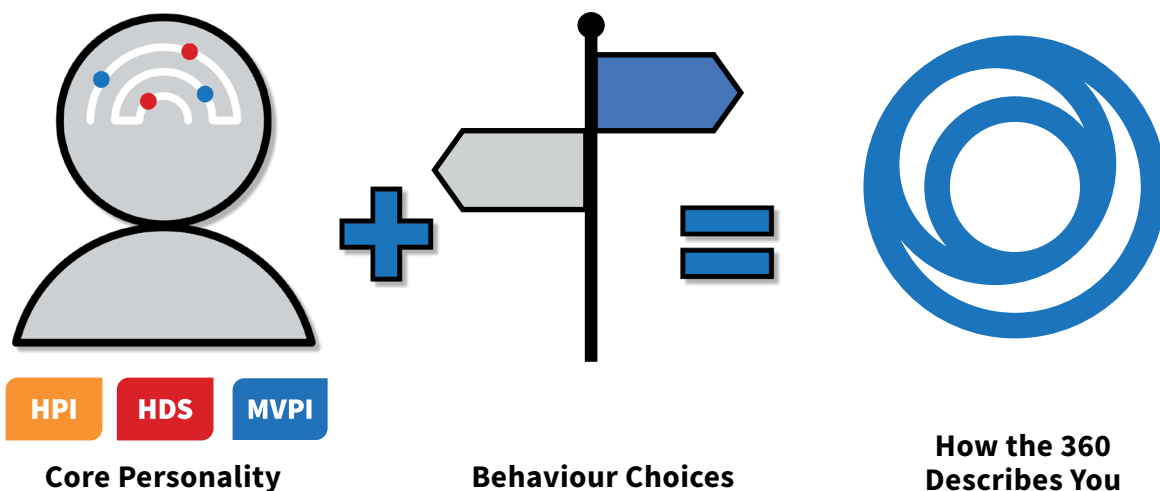
Hogan personality assessments

The Hogan Personality Inventory (HPI) or bright side, and the Hogan Development Survey (HDS) or dark side, pinpoint behavioural tendencies that can help or hinder one's reputation. The Motives, Values, Preferences Inventory (MVPI) helps to understand one's idealised self, and shows how people derive meaning at work and in their personal lives. Behaviours are easier to change when one's motivations are clear.

Hogan has pioneered the science behind emotional intelligence and derailment since before the turn of the century. The five-factor model was the basis of what to measure and how to measure. Hogan Assessments uses socioanalytic theory, which is the study which is the study of human nature and how individual personality differences in getting along, getting ahead and finding meaning are expressed.

Hogan Assessments launched the HDS in 1992. Its job is to predict strengths, that if overplayed, have the potential to become derailers. It measures a capacity for dysfunctional dispositions that inhibit interpersonal effectiveness, or the barriers to getting along and getting ahead. Dark side behaviours can inhibit performance and destroy reputation and teams.

Self Mastery is the key to career success



Coaching best supports 360 development

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.

Coaching for improvement can be as simple as having a development plan around:

- What will you keep doing?
- What will you start doing?
- What will you stop doing?
- What is your motivation to improve?
- How will you hold yourself accountable?
- What support will you need?
- How will you measure your progress?
- What legacy do you want to leave?

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.

Sydney

T: +61 2 8918 0888
Level 8, 201 Miller Street
North Sydney, NSW 2060

Melbourne

T: +61 3 8629 5100
Suite 303, 430 Little Collins
Street, Melbourne, VIC 3000

Auckland

T: +64 9 941 9790
11 Britomart Place, Auckland
CBD, Auckland 1010

Dublin

T: +353 1 578 3607
Suite 301, 53 Merrion Square
South Dublin 2, D02 PR63

www.peterberryconsultancy.com

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