

FAQ

Differences Among Aboriginal and Other Australians on the Hogan 360

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Background

The following questions and answers relate to the below technical brief:

Van Lill, X., & Cruickshank, L. (2026). *Technical Brief: Exploring Differences Among Aboriginal and Other Australians on the Hogan 360*. Peter Berry Consultancy.

Q. When people rate Aboriginal and other Australians on the Hogan 360, are they judging the same thing?

A. This question reflects an important and legitimate concern about whether cultural background could influence how leadership behaviour is interpreted in workplace assessments. The Hogan 360 analyses address this concern directly through formal measurement invariance testing (i.e., a statistical method used to assess whether an assessment works the same way across groups). The results show that raters apply the same meanings, standards, and rating thresholds when evaluating Aboriginal Australians and other Australians across the Hogan 360 subthemes. In practical terms, this indicates that raters are judging the same underlying leadership behaviours rather than interpreting those behaviours differently based on Aboriginal descent. This supports the fairness of the Hogan 360 and confirms that it is functioning as intended for both groups.

Q. Are there differences between Aboriginal and other Australians on Hogan 360 scores?

A. Yes, but only in a modest sense. Aboriginal Australians were rated slightly higher than other Australians on several Hogan 360 subthemes related to building and maintaining relationships. Other Australians obtained slightly higher scores for some operational subthemes. Importantly, while these differences were statistically detectable, they were small in magnitude and not large enough to be noticeable or meaningful in everyday leadership practice.

Q. Does using the Hogan 360 disadvantage Aboriginal Australians?

A. No. Using the Hogan 360 does not create a disadvantage for Aboriginal Australians. The assessment measures observable leadership behaviours using the same standards for everyone, and evidence shows that raters interpret and apply the items consistently across Aboriginal and other Australians. While small differences in average scores can occur, these do not reflect bias in what the Hogan 360 measures and are not large enough to disadvantage either group in practice.

Q. Should a different benchmark be used for Aboriginal Australians on the Hogan 360?

A. No. Aboriginal Australians should not be evaluated using a different benchmark from the standard on the Hogan 360. The evidence supports the use of a single benchmark, as the Hogan 360 functions equivalently across groups and the observed score differences are too small to justify separate norms or score adjustments.

Q. How should questions about Aboriginality be handled during a Hogan 360 debrief?

While the Hogan 360 measures leadership behaviours consistently across Aboriginal and other Australians, respectful practice requires that feedback conversations remain sensitive to cultural, organisational, and lived context. When providing feedback, it is important to demonstrate respect, fairness, and the avoidance of stereotyping, alongside an awareness that broader social and historical factors may shape how leadership behaviour is experienced in everyday work settings.

A. In some organisations, cultural dynamics or past experiences may influence how feedback is perceived, or how certain behaviours are expressed or interpreted. These influences do not originate from bias in the Hogan 360 itself, but they can affect how feedback is understood and acted upon. A culturally sensitive debrief acknowledges this possibility without assuming that the assessment data are culturally biased.

In practice, this involves helping the leader to interpret their results within their specific context, using clear language, avoiding assumptions, and focusing on practical development planning. This approach supports respect for individual experience, encourages careful consideration of their context, and promotes the responsible use of assessment results, while maintaining confidence in the Hogan 360 as a fair and consistent measure of leadership behaviour.

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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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