

FAQ

Age Differences 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 Age Differences on the Hogan 360*. Peter Berry Consultancy.

Q. When people rate leaders of different ages on the Hogan 360, are they judging the same thing?

A. Yes. A key focus of our research was whether raters interpret and apply the Hogan 360 items in the same way for people of different ages. This was tested using formal measurement invariance analyses (i.e., a statistical method used to assess whether an assessment works the same way across groups), comparing individuals under 40 with those aged 40 and above. The results showed that raters apply the same meanings, standards, and rating thresholds across age groups. In practical terms, this indicates that younger and older leaders are being evaluated on the same underlying leadership behaviours, rather than age-based expectations or stereotypes. This supports the fairness of the Hogan 360 across age groups.

Q. Are there differences between younger and older leaders on Hogan 360 scores?

A. Yes, but only to a limited extent. On average, employees under 40 received slightly higher ratings on most Hogan 360 subthemes. Importantly, although many of these differences were statistically significant, they were consistently small in size. None of the differences were large enough to be considered practically meaningful in real-world leadership contexts.

Q. Does using the Hogan 360 disadvantage people of certain ages?

A. No. The measurement invariance results indicate that the Hogan 360 functions equivalently across age groups, and the observed score differences are small in magnitude. Together, these findings suggest that neither younger nor older leaders are advantaged or disadvantaged by the assessment itself. This means that the Hogan 360 can be used confidently across age groups without introducing age-based bias.

Q. Should younger and older leaders be compared using different benchmarks?

A. No. The evidence does not support the use of age-specific benchmarks. Because the Hogan 360 operates consistently across age groups and the observed differences are small, applying separate benchmarks is not warranted. Using a single benchmark helps maintain fairness and interpretive clarity while avoiding unnecessary complexity.

Q. Are there age-related patterns in leadership effectiveness?

A. Yes. In addition to comparing younger and older groups, the analysis examined ratings across more detailed age bands to identify potential patterns. For several subthemes, ratings tended to increase with age, peak around mid-range age groups, and then decline slightly. In most cases, these effects were small, with the clearest patterns seen for Engaging and Accountability. The patterns may reflect differences in career stage, as roles often associated with mid-range age groups can entail greater responsibility, confidence, and influence, whereas later-career roles may involve different priorities or demands. Overall, these patterns may be best understood as reflecting career-stage effects rather than age-based advantage or disadvantage.

Q. How should age related questions be handled during a Hogan 360 debrief?

While the Hogan 360 measures leadership behaviours consistently across age groups, age-related experiences and career stages can still shape how feedback is perceived and acted upon. It is important to avoid age-based assumptions, recognise the diversity within age groups, and not attribute behaviour or capability to age alone. A respectful debrief acknowledges age as part of the leader's broader context, without assuming bias in the data or framing results as age-driven.

A.

In practice, this means using age-related trends as optional discussion points where they add insight, helping leaders interpret their results in the context of their role, career stage, and current priorities, and focusing on practical development actions rather than comparisons between age groups. This approach supports respectful, fair, and context-sensitive feedback while maintaining confidence in the integrity of the assessment.

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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.

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