

FAQ

Gender Differences and 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 Gender Differences on Hogan 360*. Peter Berry Consultancy.

Q. When people rate men and women on the Hogan 360, are they judging the same thing?

A. This question reflects a concern that people's behaviour in the workplace, for example, being assertive and confident, is often interpreted through the lens of gender stereotypes. Our 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). We found that raters apply the same meanings, standards, and rating thresholds when evaluating men and women, including on items such as "This person is assertive and confident". This indicates that while biased interpretations can occur in informal workplace evaluations, there is limited evidence to believe that the Hogan 360 is biased. Raters are typically judging the same underlying leadership behaviours rather than making ratings based on gendered expectations when using the Hogan 360. This supports both the fairness of the assessment and the use of a single Hogan 360 benchmark across genders.

Q. Are there differences between men and women on Hogan 360 scores?

A. Yes, but only in a very modest sense. In general, women tend to be rated slightly more positively than men across leadership behaviours, but the differences are small enough that most people would not notice them in practice. Importantly, these differences do not indicate that raters are judging men and women differently or applying stereotypes when completing the Hogan 360 survey.

Q. Does using the Hogan 360 disadvantage men or women?

A. No, the Hogan 360 does not create a disadvantage for either men or women. The assessment is designed to evaluate observable leadership behaviours using the same standards for everyone, and evidence shows that raters interpret and respond to the items the same way for men and women. While small differences in average scores can sometimes appear, these do not indicate bias in what the Hogan 360 measures and are not large enough to disadvantage either men or women in practice.

Q. Should different Hogan 360 benchmarks be used for men and women?

A. No. Men and women should not be compared using different benchmarks. While small differences in average scores may appear, they do not justify separate benchmarks. It is also worth noting that these analyses did not examine rater-leader gender pairings (for example, men rating women versus women rating men), nor did they explore differences across countries with varying levels of gender equality. These are highly context-specific questions and could be explored through targeted client-specific analyses.

Q. How do we address gender related questions that arise during a Hogan 360 debrief?

When gender-related questions arise during a Hogan 360 debrief, it is important to separate what the instrument measures from the context in which leadership behaviour is interpreted. The Hogan 360 assesses observable leadership behaviours consistently across men and women. However, organisational cultures may still contain gendered expectations or double standards that shape how those behaviours are perceived, labelled, or rewarded in practice. This includes awareness that some behaviours may attract disproportionate scrutiny or different consequences depending on gender, even when enacted similarly. A respectful debrief acknowledges this possibility without assuming that the data itself is biased.

A. When a leader raises gender concerns, these should be treated as legitimate contextual factors rather than as flaws in the assessment. The debrief supports sense-making by helping the leader understand how their behaviour may be interpreted within their specific organisational environment, while remaining grounded in the behavioural evidence provided by the 360. Moreover, the developmental focus remains practical and forward-looking. The aim is to help the leader identify ways to increase effectiveness within existing realities, without encouraging conformity to unfair expectations. Throughout the process, the debriefer should also maintain awareness of their own assumptions. The purpose of the Hogan 360 debrief is to help leaders interpret their scores accurately, contextualise it appropriately, and translate it into ethical and effective development action.

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Van Lill, X., & Cruickshank, L. (2026). *FAQ: Gender Differences on Hogan 360*.
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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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