Thought Leadership

The Core5 Model of Leadership Effectiveness

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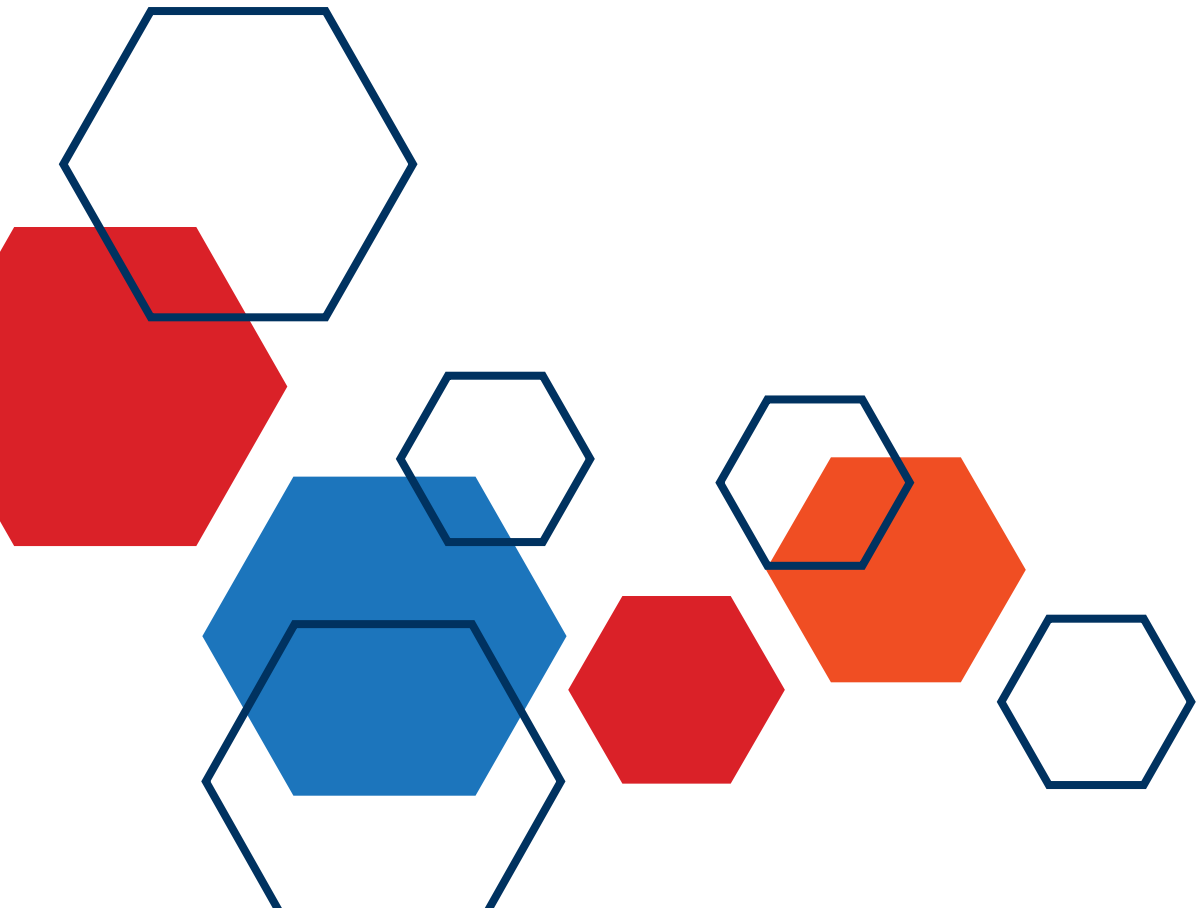


INTRODUCING THE CORE5 MODEL

At PBC our team is passionate about measuring and improving leadership. Good leadership is the key driver of organisational results and employee engagement. But... so many businesses get it wrong!

This paper will cover the following key areas:

- Leading edge research on what is effective leadership.
- The urgent imperative of improving leadership, teams, and engagement.
- Thought leadership from Hogan, Collins, and Kotter.
- Using Hogan Assessments and coaching to build the Core5 competencies for managers.
- Investing in developing high performing teams to drive strategic clarity and employee motivation.

Dr. Hogan is the world's most successful business psychologist. He says:

"Leadership is a resource for the group. I define leadership as the ability to build and maintain effective teams. Leadership should be evaluated in terms of the performance of a team compared to other teams engaged in the same activity."

Dr Hogan developed the language of "getting along and getting ahead" to describe interpersonal effectiveness and high performance.

Competitive leadership in business should show industry leadership measured by bottom-line results. Senior leaders must inspire their people by being passionate about values, purpose, strategy and performance. The motivation is about how the organisation's products and services improve the lives of people. The vision and strategy needs to be agile, innovative and sustainable. Competitive leadership is not about throwing someone under a bus or winning at the expense of a colleague. It's about driving superior organisational outcomes.

Our philosophy is that leadership drives engagement which drives performance. Effective leadership is also about being an employer of choice. It is having the best employees with great engagement, retention and performance. Having the right people, emotionally intelligent leaders, and high performing teams has to be at the heart of organisational culture. Winning teams will also have a laser focus on service/operational excellence and enriching the customer experience to achieve loyalty and engagement.

At PBC and across the broader Hogan global community, we understand the science and practice of measuring and improving leadership effectiveness. This paper will share our research combining Hogan personality assessments, Hogan 360 and the Hogan Competency Model (HCM) to explain what the best leaders look like. Our research shows that elite leaders consistently demonstrate the following characteristics:

"For, in the end, it is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work."

- Jim Collins

THE GLOBAL BUSINESS CRISIS IN LEADERSHIP, TEAMS AND ENGAGEMENT

GALLUP RESEARCH

Gallup says that 70% of the variance in engagement can be attributed to the team manager.

Gallup's 2026 Employee Engagement data reveals a concerning global trend, with overall engagement dropping to 20%, down from 23% in 2022. This decline matters not only for business performance but also for individual wellbeing, as there is a strong correlation between employee engagement and life evaluation—how people perceive the quality of their lives. Regional differences are stark: engagement sits at 31% in the U.S. and Canada, while Europe lags significantly behind at just 12%.

The key drivers behind this disengagement include a lack of meaningful management, weakened team connection, and a diminished sense of organisational purpose. These issues are more than cultural—they have a serious economic impact. Addressing these challenges with purpose-driven leadership, effective management, and team cohesion is critical to reversing the trend and boosting both employee satisfaction and business outcomes.

2025 Manager Engagement data paints a troubling picture of leadership in the workplace. Management engagement has declined to 22%, a drop that has serious ripple effects—when managers are disengaged, their teams are almost certainly disengaged too. Alarmingly, the intention to leave is high across the board, with 49% of employees and an even higher 51% of managers considering leaving their roles.

One of the root causes of this disengagement lies in the lack of support and development: 44% of managers report never having received any formal manager training. This is particularly concerning given that managers account for 70% of the variance in team engagement. These findings highlight the critical need to invest in leadership development, ensuring managers are equipped, supported, and engaged—because the engagement of an organisation starts at the top.

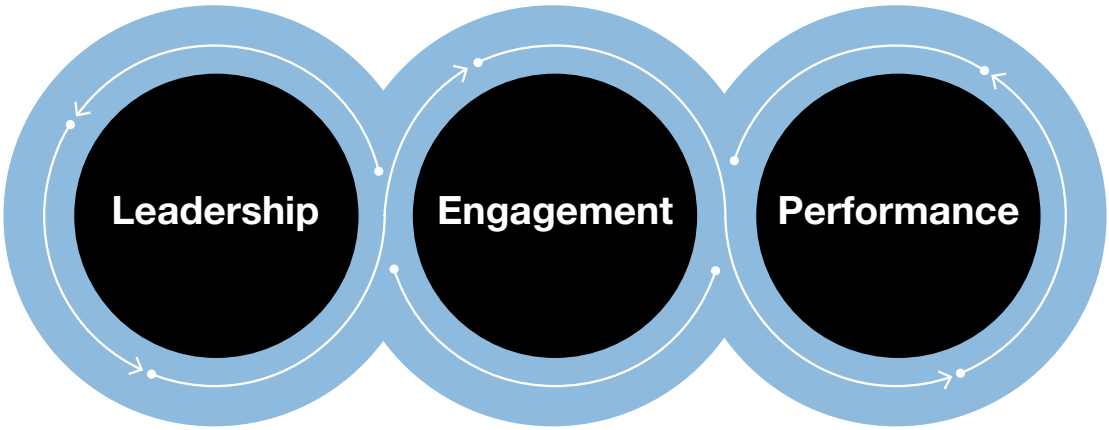
According to other research from survey providers AON, Glint, and Mercer/SIROTA, 30-35% of employees are disengaged, and therein lies the challenge. These employees are ready to quit their boss, the team or the job. Some of these people share their misery with others, impacting morale, performance and retention.

Analytical work in Shell shows that leadership drives engagement, safety and business results. Leadership at the team or organisational level accounts for 50% of engagement.

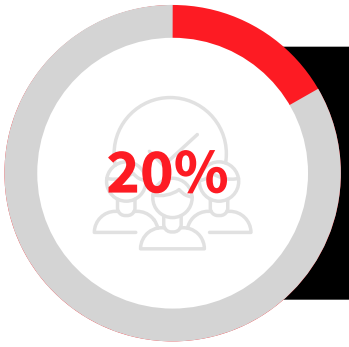
Leadership is the most consequential force on the planet. It can make or break teams, enterprises and even countries.

Gallup research shows that engagement has a positive impact on business outcomes, including:

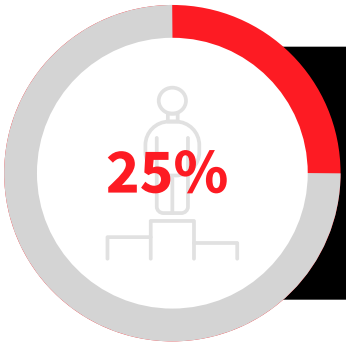
- Revenue, sales growth and shareholder return.
- Levels of customer retention and net promoter scores.
- Productivity, quality and safety.
- Employee retention, absenteeism and wellness.



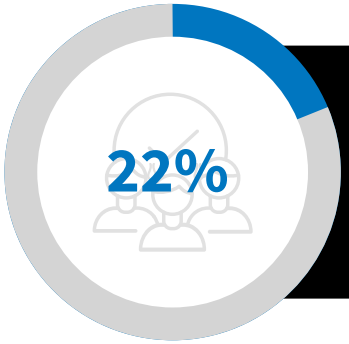
WHAT DOES THE ENGAGEMENT DATA SHOW?



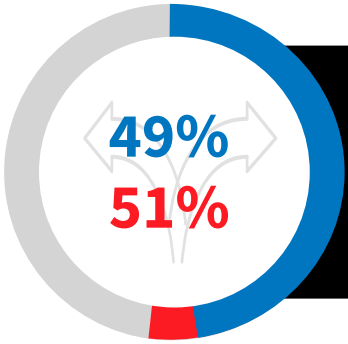
Global employee engagement has dropped to 20%



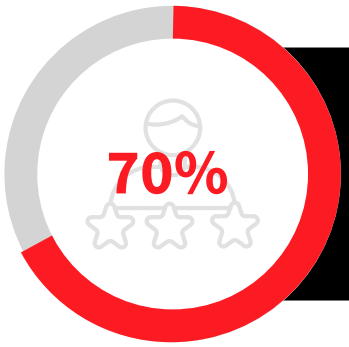
25% of managers would prefer not to be people managers at all



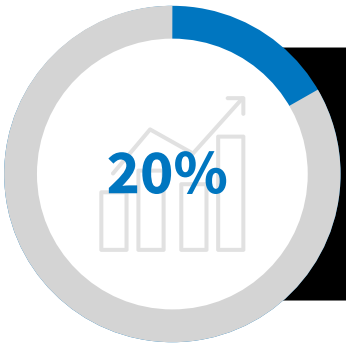
Management engagement has dropped to 22%



49% of Employees and 51% of managers are considering leaving

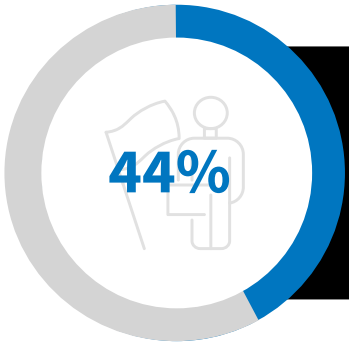


Managers account for 70% of the variance in team engagement



Only 20% of executive teams are high performing

**Harvard Business Review, 2024*



44% of managers have not had manager training

Low engagement costs the global economy ~USD10 trillion annually

DRIVING LEADERSHIP EFFECTIVENESS

Leaders are not born knowing how to build great teams. On the contrary, their early professional development has a focus on cognitive and technical skills, such as engineers and accountants. With career progression, they then need new competencies around strategy, teams and engagement. The transition is from manager to leader and from operations to strategy. It is about getting the right balance of working 'in' and 'on' the business.

The leader of the team needs to have true self-awareness. Combining the Hogan 360 with Hogan personality assessments is the most efficient and cost-effective way to gather performance related information. The Hogan 360 reveals how others experience a leader, helping them move toward their ideal leadership profile.

Hogan Assessments have pioneered the science behind emotional intelligence, leadership and derailment. Work began on the development of the Hogan Personality Assessment (HPI) in the late 1970s. The five-factor model was the basis of what to measure and how to measure. The Hogans used socio-analytic theory which is the study of human nature and how personality is about individual differences in getting along, getting ahead and finding meaning.

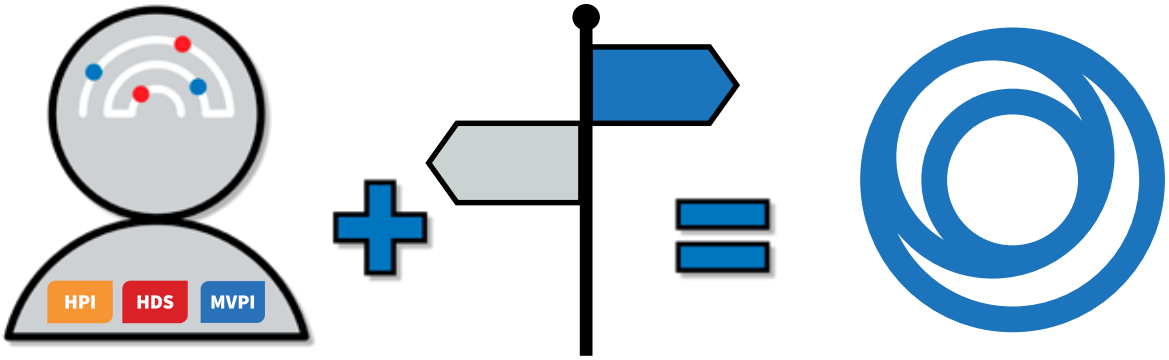
Hogan Assessments launched the Hogan Development Survey (HDS) in 1992. Its purpose is to identify strengths that may become derailers when overused. It measures a capacity for dysfunctional dispositions that inhibit interpersonal effectiveness, or the barriers to getting along and getting ahead. Dark side behaviours can inhibit performance and destroy teams and reputation.

The Motives, Values, Preferences Inventory (MVPI) helps to understand one's idealised self, and pinpoints how people derive meaning at work and in their personal lives.

The Hogan 360, a multi-rater assessment, sheds light on reputation, or how one's behaviour is perceived by others. Feedback from managers, peers, and direct reports highlights good and bad habits, and makes it possible to target behaviours that need improvement. We are what we habitually do, so developing good habits is paramount.

Leadership and team effectiveness are measurable and improvable. A complete picture of leadership potential and performance is best captured by personality, 360 and team surveys. Team diagnostics that shed light on a team profile are critical for improving team effectiveness. It helps to connect people data with operational and financial data to understand the causal link with leadership.

SELF MASTERY IS THE KEY TO CAREER SUCCESS



Core Personality **Behaviour Choices** **How the 360 Describes You**

"Give me a manager's Hogan personality assessments and their Hogan 360 results, and they have no place to hide."

- Peter Berry

THE CORE5 LEADERSHIP MODEL

We analysed top-performing leaders from the Hogan 360 database, linking their competencies to Hogan Personality data and the Hogan Competency Model. This led to the development of five meta-competencies. Standard Hogan 360 items were mapped to these meta-competencies, which in turn was projected into the PBC Leadership Circumplex. The PBC Leadership Circumplex integrates HPI and HDS subscales into eight leadership styles, arranged around the axes of Getting Along and Getting Ahead. Using combined Hogan Personality and 360 data from over 2,000 leaders, the meta-competencies were positioned in the PBC Leadership Circumplex accordingly: Credibility and Emotional Intelligence aligned with the Getting Along axis, while Achievement Focus and Strategy aligned more closely with the Getting Ahead axis. Notably, Inspiration covers both the getting along and getting ahead, capturing a leader's ability to combine relational and goal-directed behaviours to inspire others toward shared goals.

LEVERAGING THE CORE5 MODEL, YOU CAN:

- **Measure Core5 competencies through Hogan personality and 360, providing objective insights into leadership strengths and development opportunities.**
- **Partner with PBC to design, refine, or enhance competency and capability frameworks aligned to your strategic priorities.**
- **Create a fully customised 360 assessment that reflects your organisation's unique leadership expectations, values, and competencies.**
- **Deliver high impact leadership development programs and coaching that build the Core5 in your managers.**

1. CREDIBILITY

Credibility is the foundation. Without it, the other four pillars don't land.

Consistently delivers high-quality, dependable work

Performs in a proficient, reliable and timely manner

Acts with integrity, adhering to moral and ethical principles

Efficiently coordinates resources to maximise performance

Hogan 360 Items
Behaves to very high ethical standards
Treats people fairly and without favoritism
Behaviour provides a positive role model for others
Very effective time management and organisational skills
Very effective in setting and managing their work priorities
Completes work in a professional manner
Produces high-quality and error-free work
Hogan Competencies
Dependability: Performs work in a reliable, consistent, and timely manner
Integrity: Acts honestly in accordance with moral or ethical principles
Quality Focus: Strives to meet quality standards and produce quality work products
Detail Focus: Performs work with care, accuracy, and attention to detail
Planning and Organising: Coordinates and directs activities to help achieve business objectives

Correlations

HPI Scale:
Prudence

Hogan 360 Competencies:
Integrity, Efficiency, Results

2. EMOTIONAL INTELLIGENCE

Getting along has never been more important in a digital world.

Composure, empathy and strong relationships

Maintains composure, a positive attitude and self-control

Shows empathy and sensitivity, employing tact and active listening

Collaborates effectively through cooperation and mutual support

Hogan 360 Items
Treats people with respect
Polite and considerate, never rude or abrasive
Manages emotions maturely and intelligently in stressful situations
Excellent people skills
Makes people feel valued
Always friendly, warm, and thoughtful in relationships with others
Builds very strong relationships with others
Hogan Competencies
Handling Stress: Manages pressure without getting upset, moody, or anxious
Positive Attitude: Displays a positive disposition towards work
Self Management: Demonstrates appropriate motivation, attitude, and self-control
Caring about People: Displays sensitivity towards the attitudes, feelings, or circumstances of others
Relationship Building: Develops collaborative relationships to facilitate current and future objectives

Correlations

HPI Scale: Adjustment, Prudence, Interpersonal Sensitivity

Hogan 360 Competencies: Resilience, People Skills, Integrity

3. ACHIEVEMENT FOCUS

This is the strongest 'getting ahead' signal, it's about results.

Drives results and develops people

Strives to exceed others' performance; sets high expectations

Sets clear goals and identifies steps to accomplish them

Takes initiative without needing direction; provides direction to others

Hogan 360 Items
Assertive and confident
Very competitive and driven around results
Uses customer feedback to drive improved performance
Effectively uses goals and performance indicators to drive improved performance
Sets high expectations for performance and performance improvement
Always looks for improvement opportunities and to deliver better results
Hogan Competencies
Driving for Results: Accomplishes goals, completes tasks, and achieves results
Setting Goals: Identifies short-term objectives and steps to achieve them
Developing People: Provides support, coaching, training, and career direction to others
Taking Initiative: Takes action without needing direction from others
Delegating: Assigns work to others based on tasks, skills, and workloads

Correlations

HPI: Ambition

Hogan 360: Engaging, Customer, Efficiency, Strategy, Innovation

4. STRATEGIC

Driving purpose and big picture thinking about the importance of the work we perform.

Vision, innovation and big-picture thinking

Defines and communicates purpose, strategy and values

Aligns short-term actions to long-term direction

1 page business plans with quarterly offsites

Hogan 360 Items	Correlations
Pursues goals and strategies despite obstacles	**HPI:** Ambition **Hogan 360:** Engaging, Innovative, Strategic
Very effective in setting long-term stretch goals	
Promotes and communicates a long-term vision for our organisation	
Often suggests new and original ideas	
Thinks long-term about new opportunities	
Hogan Competencies	
Driving Innovation: Stimulates creative ideas and perspectives that add value	
Driving Strategy: Directs effort to achieve long-term business objectives	
Overcoming Obstacles: Pursues goals and strategies despite discouragement or opposition	
Taking Smart Risks: Evaluates trade-offs between potential costs and benefits and acts accordingly	
Business Insight: Applies business knowledge to achieve organisation goals and objectives	

5. INSPIRING

The strongest outcome of effective leadership is inspiring employee engagement, retention and performance.

Motivational, passionate, engaging

Creates meaning by linking work to a bigger vision

Combines EQ with goal-directed energy to inspire performance

"Purpose pays" - a legacy mindset distinguishes elite leadership teams

Hogan 360 Items
Brings a positive attitude to work
Has the passion to make a difference
Demonstrates general leadership ability and effectiveness
Works hard to improve morale
Helps create a positive working environment that encourages people to work to their full potential
Effectively motivates others to achieve organisational goals
Hogan Competencies
Inspiring Others: Motivates others to accomplish organisational goals
Influencing Others: Persuades others to help achieve organisational goals and objectives
Team Building: Assembles productive groups based on required skills, goals and tasks
Displaying Confidence: Projects poise and self-assurance when completing work tasks
Leading Others: Demonstrates general leadership ability and effectiveness

Correlations

HPI Scale: Ambition, Interpersonal Sensitivity, Adjustment

Hogan 360 Competencies: Resilience, Engaging, Motivation

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.

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