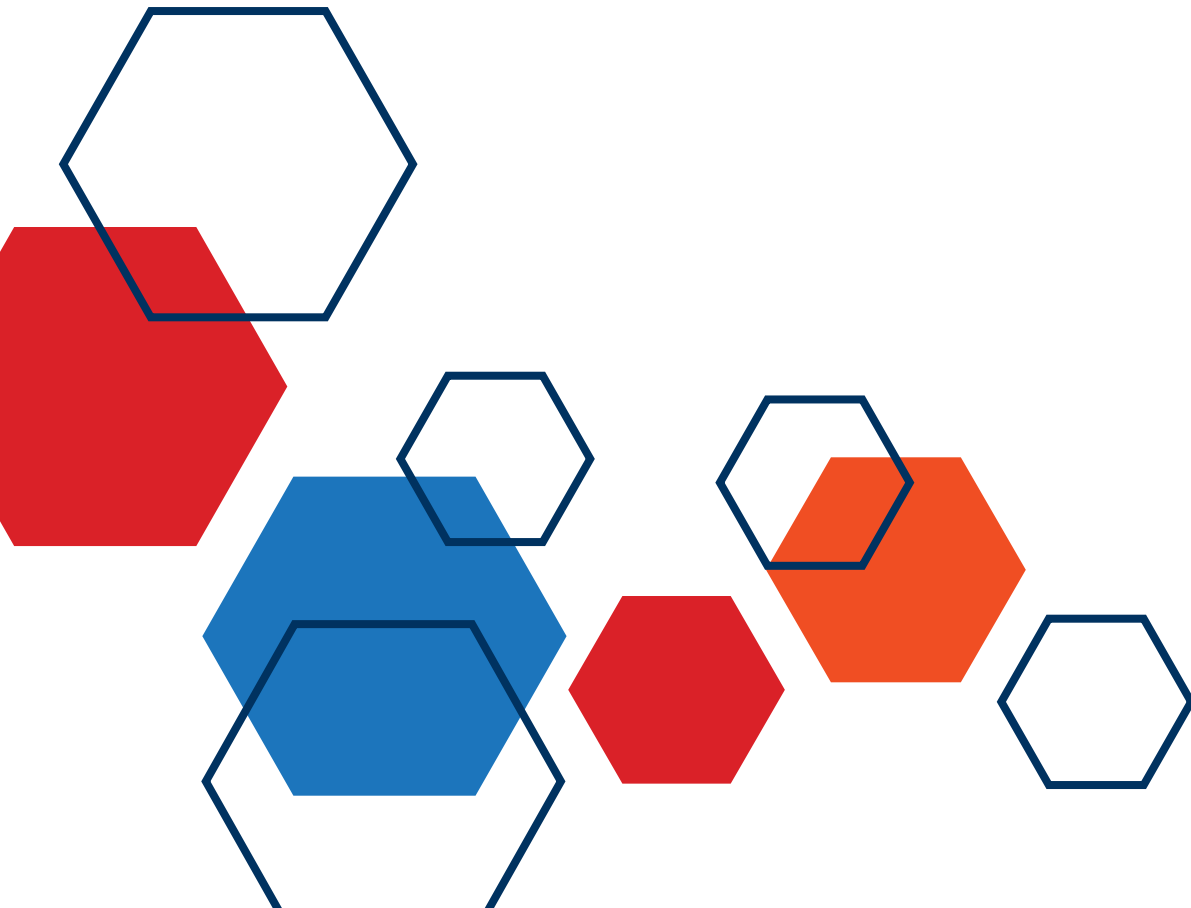


Whitepaper

The Competencies of Great Leaders

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Executive summary

Based on new research, looking at the Hogan 360 benchmark results of 29,026 leaders, we can evaluate leadership strengths by job role and by top quartile results and identify the competencies that separate the most successful senior leaders from the rest of the pack. We can also identify common opportunities at all levels of the management hierarchy.

The best leaders at the CEO/ Executive board level, at the 75th percentile, have three significant competencies to a much greater degree than other levels of managers:

Achievement Focused

Strategic

Inspiring

Other managers in the benchmarking review, on the other hand, are hard working, competent and action oriented. Working in the business rather than on the business, with a focus on service/operational excellence. Running a business but not growing a business. Differences between management and leadership competencies are apparent. Our research also shows that EQ behaviours for top quartile results, at all levels of leadership, are higher than the benchmark. So the fourth competency is:

Emotional Intelligence

Our research has found that there are two common opportunities to improve at all levels of management. They are stop taking on too much/ spreading yourself too thin and delegate more. We call this combination workload management. The other big opportunity is to challenge poor performance. So, we know the four competencies that need to be developed in emerging leaders as well as the two problems that have to be fixed:

Workload Management

Challenging Poor Performance

This paper takes an in-depth analysis into the Hogan 360 research. We also:

1. Link our research findings to some of the insights provided by global, business thought leaders, including Dr Robert Hogan, Daniel Goleman, Peter Drucker, John Kotter and Jim Collins.
2. Define leadership as creating a sustainable, best in class organisation. A key component here is having a strategic vision together with employee engagement to drive superior organizational performance.
3. Introduce our LEAP model which we encourage organisations to use in understanding, measuring and improving the linkage between Leadership, Engagement And Performance.
4. Showcase our Executive Checklist for achieving leadership and business excellence. This checklist can be used as a business blueprint for future leaders to help them understand the big picture of competencies needed to outperform other organisations. It unlocks the secrets of great businesses.

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. The Hogan 360 reveals one's real self which helps to build the ideal self.

"Give me a manager's Hogan Personality Assessments and their Hogan 360 results and they have no place to hide."

– Peter Berry

The research

In March 2022, we completed the 7th Edition of the Hogan 360 technical manual supplement. It provides the latest in our benchmarking research. We now have 29,026 leaders in the database. This provides for a very strong global benchmark of leadership.

One powerful advantage of the Hogan 360 is the strengths and opportunities tables which are unique. The top strengths and opportunities tables in the Hogan 360 contain 26 ranked items that were identified as the most commonly cited strengths and opportunities based on a qualitative analysis of over 30,000 open text responses from the global benchmark.

Raters are asked to choose the top 4 strengths and opportunities from a list of 26 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.

We looked at leadership by job level and found the following **top 10 strengths and opportunities**. I have highlighted the CEO/ Executive Board strengths that are different from the rest.

Strength	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Has strong leadership skills	1	9	9	13	23
Is visionary and strategic	2	14	16	25	24
Works hard with a strong work ethic	3	2	2	2	2
Is competitive and determined	4	8	11	15	16
Has solid technical ability, experience, and knowledge	5	1	1	1	1
Is action-oriented and gets things done	6	3	3	3	3
Is steady and calm under pressure	7	4	4	5	6
Has a positive and enthusiastic attitude	8	6	6	6	4
Is customer focused, and good with clients	9	11	10	9	9
Has high ethical standards and integrity	10	7	8	8	10

Opportunity	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Stop taking on too much and spreading yourself too thin	1	1	1	1	1
Challenge poor performance	2	2	3	3	4
Delegate more	3	3	2	2	5
Listen more and let others have their say	4	7	7	14	16
Motivate others and improve morale	5	4	4	4	11
Set clear goals and performance indicators	6	5	6	7	10
Be more available and visible in the workplace	7	8	8	12	9
Give appropriate feedback	8	11	10	9	14
Share knowledge and resources	9	6	5	6	7
Communicate better	10	9	11	11	13

The strengths at the CEO/ Executive Board level compared to the others are clearly related to being visionary/ strategic, having strong leadership skills and being competitive and determined. The top 3 opportunities, on the other hand are all similar regardless of leadership level.

We then looked at the 50 Hogan 360 item descriptive statistics and have highlighted the following key differences that make CEO/ Executive Board people stand out.

Item	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)	
Sample Size – Ratees	1124	4300	6940	12655	2358	
Sample Size – Raters	14087	53417	81723	135898	23262	
Q1	Treats people with respect	5.8	5.9	5.9	5.9	6.0
Q2	Behaves to very high ethical standards	5.9	6.0	6.0	6.0	6.1
Q3	Is always open and straightforward	5.7	5.7	5.8	5.8	5.9
Q4	Treats people fairly and without favouritism	5.4	5.6	5.6	5.7	5.9
Q5	Consistently applies our organisation's policies	5.6	5.8	5.8	5.8	5.9
Q6	Is polite and considerate	5.6	5.7	5.7	5.7	5.9
Q7	Is calm and even tempered	5.5	5.6	5.7	5.7	5.8
Q8	Has high self awareness around personal improvement	5.4	5.4	5.4	5.5	5.5
Q9	Manages emotions maturely	5.6	5.6	5.7	5.6	5.6
Q10	Presents ideas and concepts clearly	5.7	5.7	5.7	5.6	5.7
Q11	Has very good communication skills	5.6	5.6	5.6	5.6	5.6
Q12	Has strong influencing and negotiation skills	5.7	5.5	5.5	5.4	5.2
Q13	Shares information and keeps people informed	5.4	5.4	5.5	5.5	5.6
Q14	Behaviour provides a positive role model	5.6	5.5	5.6	5.6	5.7
Q15	Has excellent people skills	5.4	5.4	5.5	5.4	5.5
Q16	Makes people feel valued	5.4	5.4	5.5	5.5	5.6
Q17	Is friendly, warm, and thoughtful	5.5	5.5	5.6	5.6	5.8
Q18	Builds trust and loyalty with others	5.5	5.5	5.6	5.6	5.8
Q19	Appropriately shares resources	5.6	5.5	5.5	5.6	5.7
Q20	Encourages those working in different areas	5.5	5.5	5.6	5.5	5.5
Q21	Builds very strong relationships	5.9	5.4	5.5	5.4	5.5
Q22	Is enthusiastic about improving customer service	5.8	5.7	5.8	5.7	5.7
Q23	Has taken initiatives to promote a customer service focus	5.6	5.6	5.7	5.6	5.6
Q24	Uses customer feedback to drive improved performance	6.3	5.5	5.6	5.5	5.6
Q25	Is hardworking and has a good work ethic	6.0	6.2	6.2	6.1	6.2
Q26	Has the right knowledge and ability	6.1	6.0	6.0	5.9	5.9
Q27	Has the right industry experience to be very effective	5.5	6.0	6.0	5.9	5.9

Item		CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Q28	Has very effective time management	5.5	5.5	5.5	5.5	5.6
Q29	Is very effective in setting and managing work priorities	5.6	5.6	5.6	5.6	5.7
Q30	Effectively uses goals and performance indicators	5.5	5.5	5.5	5.5	5.5
Q31	Completes work in a professional manner	6.0	6.0	6.0	5.9	6.0
Q32	Performs to a high standard on challenging assignments	5.9	5.9	5.9	5.8	5.9
Q33	Consistently delivers good results	5.7	5.7	5.8	5.7	5.9
Q34	Produces high quality and error-free work	5.7	5.7	5.7	5.6	5.7
Q35	Brings a positive attitude to work	5.9	5.8	5.9	5.8	5.9
Q36	Has the passion to make a difference	6.2	5.9	5.9	5.8	5.8
Q37	Is assertive and energetic	5.9	5.7	5.7	5.6	5.6
Q38	Is very competitive and driven	5.9	5.6	5.6	5.4	5.3
Q39	Holds others accountable for completing their work	5.6	5.6	5.6	5.5	5.4
Q40	Holds people accountable to the organisation's values	5.7	5.6	5.6	5.5	5.4
Q41	Recognises and challenges poor performance	5.3	5.2	5.3	5.2	5.0
Q42	Works hard to improve morale	5.4	5.3	5.3	5.3	5.2
Q43	Helps create a positive working environment	5.4	5.4	5.4	5.4	5.4
Q44	Is effective in coaching and developing others	5.1	5.2	5.2	5.2	5.2
Q45	Is very effective in setting long term stretch goals	5.4	5.3	5.3	5.2	5.2
Q46	Sets high expectations for performance	5.7	5.6	5.6	5.5	5.5
Q47	Promotes and communicates a long-term vision	5.6	5.4	5.4	5.2	5.1
Q48	Always looks for improvement opportunities	5.8	5.7	5.7	5.6	5.6
Q49	Often suggests new and original ideas	5.6	5.4	5.4	5.4	5.4
Q50	Thinks long term about new opportunities	5.7	5.5	5.5	5.4	5.4

The CEO/ Executive Board group is more interpersonally skilled, passionate, competitive, innovative, focused on the big picture and as a result more influential.

The other items are competencies that are more evenly scored across the job levels.

We now turn to the Hogan 360 leaders who are rated at the 75th percentile and higher. Raters were asked to identify the top four strengths and opportunities. This is benchmarked by job level. I have highlighted the CEO/ Executive Board strengths that stand out from the other job levels and highlighted the common three opportunities at all levels.

Strength	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Has strong leadership skills	1	2	1	8	20
Is visionary and strategic	2	11	16	22	22
Motivates and inspires others	3	10	10	15	18
Has high ethical standards and integrity	4	8	9	9	10
Is action-oriented and gets things done	5	4	2	3	4
Has a positive and enthusiastic attitude	6	7	7	4	3
Builds effective relationships	7	6	5	7	6
Works hard with a strong work ethic	8	3	4	1	1
Sets clear goals and drives results	9	14	13	18	19
Is competitive and determined	10	17	20	20	21

Opportunity	CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Stop taking on too much and spreading yourself too thin	1	1	1	1	1
Challenge poor performance	2	3	3	3	3
Delegate more	3	2	2	2	2
Give appropriate feedback	4	7	6	7	8
Listen more and let others have their say	5	10	9	13	14
Share knowledge and resources	6	4	4	4	7
Be more available and visible in the workplace	7	6	7	11	11
Set clear goals and performance indicators	8	5	5	6	9
Motivate others and improve morale	9	9	11	10	12
Be more assertive	10	8	8	5	4

This data shows the strengths of our best leaders who are rated in the top quartile. The CEO/Executive Board benchmark clearly establishes the importance of leadership and strategic skills as well as a customer focus, motivational capability and a capacity to set goals and drive results, and exhibit high ethical standards and integrity. These competencies set them apart from other job level managers who stand out for being competent, hard working and action oriented.

We can combine stop taking on too much/spreading yourself too thin with delegate more and call this Workload Management. Challenge Poor Performance stands alone. It is important for people to understand the opportunities that need to be fixed.

We now look at the Hogan 360 **top quartile** item descriptive statistics by job level with the CEO/ Executive Board differences highlighted in **blue**. We get key insights into the strengths of very senior and highly rated executives. We have also highlighted in **green** six EQ behaviours that are consistently higher than the benchmark scores on page 4, at all levels of leadership.

Item		CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Q1	Treats people with respect	6.3	6.3	6.3	6.3	6.5
Q2	Behaves to very high ethical standards	6.3	6.4	6.4	6.3	6.5
Q3	Is always open and straightforward	6.1	6.1	6.1	6.2	6.3
Q4	Treats people fairly and without favouritism	5.8	6.0	6.0	6.1	6.3
Q5	Consistently applies our organisation's policies	6.1	6.1	6.1	6.2	6.3
Q6	Is polite and considerate	6.2	6.3	6.3	6.3	6.4
Q7	Is calm and even tempered	6.1	6.2	6.2	6.2	6.3
Q8	Has high self awareness around personal improvement	5.9	5.8	5.9	5.9	6.0
Q9	Manages emotions maturely	6.1	6.1	6.1	6.1	6.1
Q10	Presents ideas and concepts clearly	6.2	6.1	6.1	6.0	6.1
Q11	Has very good communication skills	6.1	6.0	6.0	6.0	6.0
Q12	Has strong influencing and negotiation skills	6.2	5.9	6.0	5.8	5.7
Q13	Shares information and keeps people informed	5.8	5.8	5.9	5.9	6.0
Q14	Behaviour provides a positive role model	6.1	6.0	6.0	6.1	6.2
Q15	Has excellent people skills	6.0	5.9	6.0	6.0	6.0
Q16	Makes people feel valued	6.0	5.9	6.0	6.0	6.0
Q17	Is friendly, warm, and thoughtful	6.0	6.0	6.0	6.1	6.3
Q18	Builds trust and loyalty with others	6.0	6.0	6.0	6.1	6.2
Q19	Appropriately shares resources	6.0	5.9	5.9	6.0	6.1
Q20	Encourages those working in different areas	5.9	5.9	6.0	5.9	6.0
Q21	Builds very strong relationships	6.3	5.8	5.9	5.9	6.0
Q22	Is enthusiastic about improving customer service	6.2	6.1	6.1	6.1	6.1
Q23	Has taken initiatives to promote a customer service focus	6.0	6.0	6.0	6.0	6.0
Q24	Uses customer feedback to drive improved performance	6.6	5.9	6.0	5.9	6.0
Q25	Is hardworking and has a good work ethic	6.4	6.5	6.5	6.5	6.6
Q26	Has the right knowledge and ability	6.5	6.3	6.3	6.3	6.3
Q27	Has the right industry experience to be very effective	5.9	6.4	6.4	6.3	6.3
Q28	Has very effective time management	6.1	6.0	6.0	6.0	6.1
Q29	Is very effective in setting and managing work priorities	6.0	6.0	6.0	6.0	6.1

Item		CEO / Exec board	Divisional Leader	General Manager	Manager/ Supervisor	Employee (No direct reports)
Q30	Effectively uses goals and performance indicators	6.0	5.9	5.9	5.9	6.0
Q31	Completes work in a professional manner	6.3	6.3	6.3	6.3	6.4
Q32	Performs to a high standard on challenging assignments	6.3	6.3	6.3	6.2	6.3
Q33	Consistently delivers good results	6.2	6.1	6.1	6.1	6.3
Q34	Produces high quality and error-free work	6.0	6.0	6.0	6.0	6.1
Q35	Brings a positive attitude to work	6.3	6.3	6.3	6.3	6.3
Q36	Has the passion to make a difference	6.6	6.3	6.3	6.2	6.3
Q37	Is assertive and energetic	6.4	6.2	6.2	6.1	6.0
Q38	Is very competitive and driven	6.4	6.1	6.1	6.0	5.9
Q39	Holds others accountable for completing their work	6.0	6.0	6.0	5.9	5.8
Q40	Holds people accountable to the organisation's values	6.1	6.0	6.0	5.9	5.9
Q41	Recognises and challenges poor performance	5.7	5.6	5.7	5.6	5.4
Q42	Works hard to improve morale	5.9	5.8	5.8	5.8	5.7
Q43	Helps create a positive working environment	6.0	5.9	5.9	5.9	5.9
Q44	Is effective in coaching and developing others	5.6	5.7	5.7	5.7	5.7
Q45	Is very effective in setting long term stretch goals	5.9	5.7	5.8	5.7	5.7
Q46	Sets high expectations for performance	6.1	5.9	5.9	5.9	5.9
Q47	Promotes and communicates a long-term vision	6.0	5.8	5.8	5.7	5.6
Q48	Always looks for improvement opportunities	6.2	6.0	6.0	6.0	6.0
Q49	Often suggests new and original ideas	6.0	5.8	5.8	5.8	5.9
Q50	Thinks long term about new opportunities	6.1	5.9	5.9	5.8	5.8

We now have a key insight into the different competencies that separate top performing, senior leaders from the cohort.

These include influencing and relationship building skills, customer focus, passion, drive, motivational capability, innovation, being performance driven and focusing on the big picture.

Items 36 - 38 and 45 - 50 at the CEO / Executive Board level relate to having an achievement focus and being strategic and inspiring. It's about having the capacity to build a high performing organisation ready for the future.

Top and bottom leaders strengths and opportunities

We have also calculated the top strengths and top opportunities for everyone who scored in the top quartile versus those in the bottom quartile and the same for the top 100 and the bottom 100 leaders in our database.

We have included all 26 strengths and opportunities where previously we have listed the top 10. This makes for fascinating research. I have highlighted the key differences.

Strengths	Top Quartile	Bottom Quartile	Top 100	Bottom 100
Works hard with a strong work ethic	1	2	4	6
Has solid technical ability, experience and knowledge	2	1	10	1
Is action-oriented and gets things done	3	5	8	8
Has strong leadership skills	4	22	1	25
Has a positive and enthusiastic attitude	5	7	9	11
Builds effective relationships	6	12	6	20
Is steady and calm under pressure	7	4	5	3
Has a professional approach	8	3	7	7
Has high ethical standards and integrity	9	8	11	14
Is customer focused, and good with clients	10	9	16	10
Strong communication skills	11	15	13	21
Motivates and inspires others	12	26	2	23
Has strong people skills	13	21	12	22
Is a positive role model	14	25	14	26
Sets clear goals and drives results	15	19	3	19
Is good at solving problems	16	11	15	13
Shows empathy and is supportive	17	13	18	16
Good at planning and thinking ahead	18	17	17	18
Is visionary and strategic	19	23	20	24
Is well organised	20	10	19	12
Is competitive and determined	21	6	21	2
Suggests new and innovative ideas	22	16	22	17
Makes the tough decisions	23	24	25	15
Shows loyalty	24	14	23	4
Good sense of humour	25	18	26	5
Challenges poor performance	26	20	24	9

Leadership skills, people competencies and driving results stand out for the best performers.

The top three strengths are similar. It is the competency “has strong leadership skills” that separates the top and bottom leaders.

Items 6, 11, 12, and 13 in the top quartile column also establish significant differences around relationship skills. Item 15 and 19 shows the most successful leaders set clear goals and are more “visionary and strategic”.

Opportunity	Top Quartile	Bottom Quartile	Top 100	Bottom 100
Stop taking on too much and spreading yourself too thin	1	2	1	19
Delegate more	2	10	2	24
Challenge poor performance	3	5	3	20
Share knowledge and resources	4	12	5	17
Set clear goals and performance indicators	5	9	12	13
Be more assertive	6	16	6	26
Give appropriate feedback	7	17	7	25
Look at the big picture - the organisation's overall goals	8	15	4	15
Be more available and visible in the workplace	9	11	18	12
Show leadership on issues	10	4	13	4
Motivate others and improve morale	11	1	9	5
Listen more and let others have their say	12	8	14	6
Acquire better job and/or industry knowledge	13	18	8	8
Communicate better	14	3	21	2
Build more effective relationships	15	7	22	3
Improve your time management and organisational skills	16	14	20	11
Be more open to change	17	19	11	18
Be more action-oriented and make it happen	18	13	19	7
Show more empathy	19	20	15	22
Improve your people and interpersonal skills	20	6	24	1
More customer and/or client focus	21	23	23	21
Be less aggressive	22	24	10	14
Be more positive	23	26	17	23
Treat people fairly and without favouritism	24	25	26	16
Be less moody and control your temper	25	22	16	10
Be more of a team player	26	21	25	9

These two pages clearly show what separates the best from the worst. **In the opportunities table**, items 10 and 11 in the top quartile column are a significant point of difference, pointing to the importance of showing leadership on issues and seeking opportunities to motivate others and improve morale. Items 12, 14, 15 and 20 show that people skills are very important. For the bottom quartile and bottom one hundred people skills, communications and motivating others feature prominently.

What the best leaders look like

By taking a deeper dive into all of the data in the benchmarking research we can see the following four meta competencies that provide a home to 24 strengths in the most successful leaders.

These 4 come together nicely around our model of leadership driving engagement which in turn drives performance.

Achievement Focus:

- Is competitive and determined
- Is assertive and energetic
- Is driven
- Sets high performance expectations
- Sets clear goals and drives results
- Has strong influencing and negotiation skills

Inspiring:

- Has the passion to make a difference
- Motivates and inspires others
- Works hard to improve morale
- Is a positive role model
- Builds very strong relationships
- Has strong leadership skills

Strategic:

- Thinks about new long term opportunities
- Is visionary and strategic
- Communicates a long term vision
- Sets long term stretch goals
- Often suggests new and original ideas
- Always looks for improvement opportunities

Emotional Intelligence:

- Calm and even tempered
- Has high personal self-awareness around personal improvement opportunities
- Manages emotions maturely and intelligently in stressful situations
- Has excellent people skills
- Makes people feel valued
- Is friendly, warm and thoughtful in relationships with others



Key opportunities to improve

Workplace reputation comes from core personality and chosen behaviour. We are lucky that leadership behaviour can be learnt.

It starts with self-awareness which comes from assessments. It then takes motivation, deliberate practice and building new mental muscles until the new competencies become second nature. As a result, competence, confidence, performance and career success are all enhanced. Our research not only shows what to start doing, but also what to stop doing.

Peter Drucker, the founder of modern management, says:

“We spend a lot of time helping leaders learn what to do, we don't spend enough time helping leaders learn what to stop.”

From the **opportunities table**, “stop taking on too much and spreading yourself too thin” and “delegate more” can be joined together around the goal of better workload management. The other big issue is challenging poor performance. Let's think about the development opportunities here.

Workload management

The most successful leaders try to work appropriately both ‘in’ and ‘on’ the business. They look where to add extra value by being strategic and not just operational. They see their teams as being more important than themselves. They build teams with a strong brand around both performance and culture. The team is then responsible for driving organisational performance.

John Kotter, the distinguished Harvard Business School professor, has spent a lot of time talking about the difference between management and leadership. They require different sets of competencies. John Kotter provides the following discussion:

“Management is a set of well-known processes, like planning, budgeting, structuring jobs, staffing jobs, measuring performance and problem-solving, which help an organisation to predictably do what it knows how to do well. Management helps you to produce products and services as you have promised, of consistent quality, on budget, day after day, week after week. In organisations of any size and complexity, this is an enormously difficult task. We constantly underestimate how complex this task really is, especially if we are not in senior management jobs. So, management is crucial — but it's not leadership. Leadership is entirely different. It is associated with taking an organisation into the future, finding opportunities that are coming at it faster and faster and successfully exploiting

those opportunities. Leadership is about vision, about people buying in, about empowerment and, most of all, about producing useful change. Leadership is not about attributes, it's about behavior. And in an ever-faster-moving world, leadership is increasingly needed from more and more people, no matter where they are in a hierarchy. The notion that a few extraordinary people at the top can provide all the leadership needed today is ridiculous, and it's a recipe for failure.”

Getting the right balance between working ‘in’ and ‘on’ the business requires strategic self-awareness and discipline. What makes you a great manager won't make you a great leader.

We have worked with many successful leaders who operate with an annual strategic planning cycle where they do longer term planning (3-5 years) and the one-year plans. They have quarterly reviews around team building and strategy. They use a balanced scorecard around employee engagement, customer satisfaction, service/ operational excellence and financial results. They must learn to delegate so as to be more strategic about where they can add the most value. This helps by having competent people to delegate to. The answer is having a robust recruitment/ selection process to start with and to improve or remove poor performing managers. The leader must set standards because with the delegation goes the responsibility.

Challenging poor performance

Poor performers are alive and well. Addressing poor performance comes up as a significant challenge in most 360s. There are many managers who do not have difficult conversations in a timely manner. Coworkers intensely dislike the poor performers and want their managers to take action. Poor performers should be identified on a regular basis with a view to improving or removing them in 90 days. Sometimes the discussion gets focused when you ask, “who are our bottom 10%”. This issue should be on the agenda permanently for every executive team.

Jim Collins, in “Good to Great” said the following:

“Great organisations make sure they have the right people on the bus and the right people in the key seats. Letting the wrong people hang around is unfair to all the right people who often find themselves compensating for the wrong people's inadequacies. Get the wrong people off the bus.”

We have a six-step conversation process for managers talking to poor performers:

1. **Be clear about the issue**
(The performance or behaviour to be addressed)
2. **State your expectations**
(How these are not being met)
3. **Be clear about the impact**
(The negative effect on performance or team)
4. **Get the other person's point of view**
(Ask questions)
5. **Explain the consequences**
(The next steps if this is not fixed)
6. **Get an agreement**
(The details of the way forward)

If there is no agreement you should understand your legal options. If there is an agreement, monitor it closely to track the improvement.

Better workload management and challenging poor performers are two big opportunities to be addressed by most organisations. For individual managers, building these competencies takes sustained effort.

The six meta competencies

Our research shows that there are six significant competencies for great leadership. We then need to understand that the point of leadership is to create a successful organisation compared to others. Jim Collins said the following about leadership capabilities:

“In our research into why some companies become great while others do not, my colleagues and I observed that leadership capabilities follow a five-level hierarchy with level 5 at the top. At level 1, you are a highly capable individual. At level 2, you become a contributing team member. At level 3, you become a competent manager. At level 4, you become an effective leader. Stepping up to level 5 requires a special blend of personal humility and professional will – the capacity to channel your personal ambitions and capabilities into a larger cause or mission. Level 5 leaders differ from level 4 in that they are ambitious first and foremost for the cause, the organisation, the mission, the nation, the work – not themselves – and they have the will to do whatever it takes (within the bounds of the organisation's core values) to make good on that ambition.”

The research from Jim Collins matches our research about what the best leaders at the 75th percentile look like.

The Jim Collins philosophy is supported by a focus on competitive leadership in the Baldrige framework. The American Baldrige Performance Excellence Framework talks about the importance of “competitive leadership” as building a sustainable, best in class organisation. The Baldrige framework says that competitive leadership requires:

“A view of the future that includes the markets or segments in which you compete, but also how you compete. How to compete requires that you understand your and your competitors' strengths and weaknesses and also involves decisions on taking intelligent risks in order to gain or retain market leadership. The focus is on revenue growth and operational effectiveness.”

This definition of competitive leadership fits nicely with our research findings.

On your way to becoming a leader, success is all about proving your business capability and growing yourself. When you become a leader it's about being engaging, strategic and growing your team. The best leaders care more about their people than themselves. They value feedback and are open to learning.

Dr. Robert Hogan has spent his life measuring and improving leadership effectiveness. He has the following powerful quote:

“The quality of people's lives depends on their careers. The quality of people's careers depends on the organisations in which their careers are embedded. The success of these organisations depends on their leadership. The effectiveness of the leadership depends on the characteristics of the people in leadership roles. Ultimately, then, personality drives leadership, leadership drives organisational performance, and who is in charge matters greatly for the fate of organisations and the people in them.”

He also says:

“A manager’s behavior predicts employee engagement; employee engagement predicts business unit performance.”

Daniel Goleman, who has popularised emotional intelligence, says the following:

“When I calculated the ratio of technical skills, IQ, and emotional intelligence as ingredients of excellent performance, emotional intelligence proved to be twice as important as the others for jobs at all levels.

The IQ contributes only 20% to your success in life. The rest is the result of emotional intelligence, including factors such as the ability to motivate yourself, persistence, impulse control, mood regulation, empathy and hope. IQ and emotional intelligence are not opposing competencies, but they do work separately.”

The subtitle of Goleman’s book is ‘Why EQ matters more than IQ’. The five areas of emotional intelligence are self-awareness, managing emotions, self-motivation, empathy and handling relationships.

In summary, we know there are **four meta competencies** for highly successful leaders and **two significant opportunities** for all levels of managers. The development of these competencies should be a foundation stone for any investment in leadership development and leadership competency models.

The six meta competencies are:



Achievement Focus



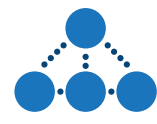
Strategic



Inspiring



Emotional Intelligence



Workload Management



Challenging Poor Performance

This data can help:

- Create leadership competency models
- Inform training needs analysis
- Shape content for leadership development programs
- Assist talent identification and development
- Influence coaching practices
- Connect people and business analytics

Engagement pays

This then leads to our philosophy around leadership and business outcomes.

Leadership competency is driven by personality, intelligence, experience and behaviour choices. To best measure, understand and improve leadership, using the Hogan personality assessments with the Hogan 360 is recommended.

Hogan personality assessments measure one’s motivation and likely behaviour and captures the inside, the bright side and the dark side of personality, covering the idealised self, an individual’s strengths and their potential derailers. The Hogan 360 measures workplace behaviour and performance, capturing one’s brand/ reputation at a point in time and identifies improvement opportunities. EQ behaviours are measured as are operational and strategic capabilities.

Leadership behaviour drives strategy, team performance, employee engagement and culture. High performing teams should be a goal in business. Leadership is about results, teams deliver results, so judge the leader by the team.

There needs to be a strong strategic planning cycle, focusing on both the long term and the short term. A one-page summary plan should be used for high level clarity, accountability and communication. Key performance indicators should cascade into second tier teams. A balanced scorecard approach should be taken, which includes a measure of employee engagement. The focus on strategy and people needs to be connected by understanding that people deliver results and engagement is not an end in itself but the means to delivering superior results.

Employee engagement drives employee retention and operational and financial performance. Global engagement surveys show that 30-35 percent of employees are disengaged. They are ready to quit their manager, the team culture or the job.

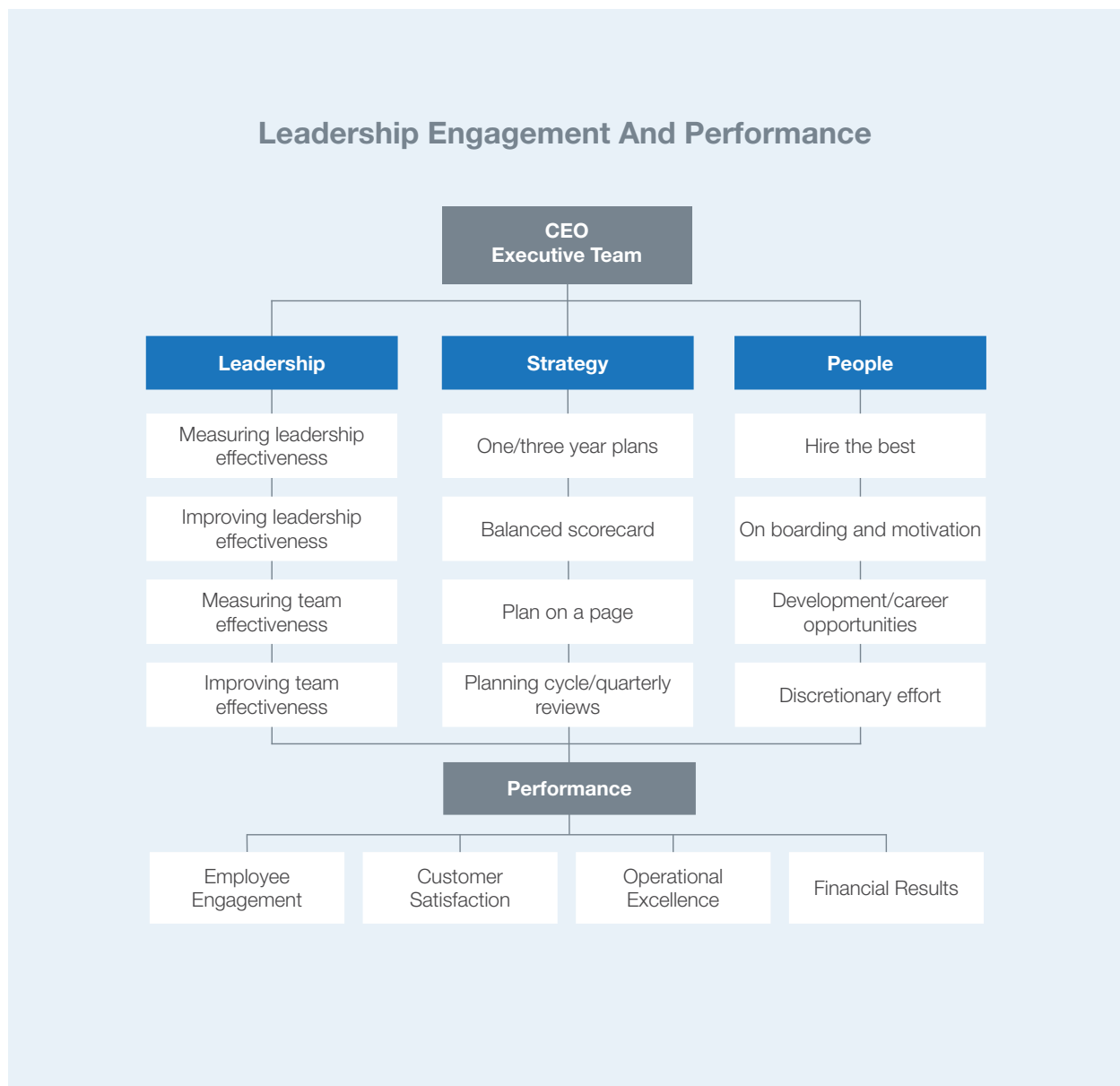
Engagement has a positive impact on business outcomes, including:

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

Investing in leadership, high performing teams and employee engagement is an investment in a sustainable bottom line. Investment in leadership assessments, coaching and development programs is growing globally.

An emerging trend is looking for return on investment. This can be measured by individual and team performance and ultimately by employee engagement. This is best understood and managed by people analytics. The challenge is being able to connect people data with operational and financial data.

A huge opportunity in the future is to measure leadership and team effectiveness and track and improve employee engagement and organisational performance. 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. The causality link will be of great interest to organisations measuring and improving the linkage between leadership, engagement and performance. Our LEAP Model explains how it all comes together.



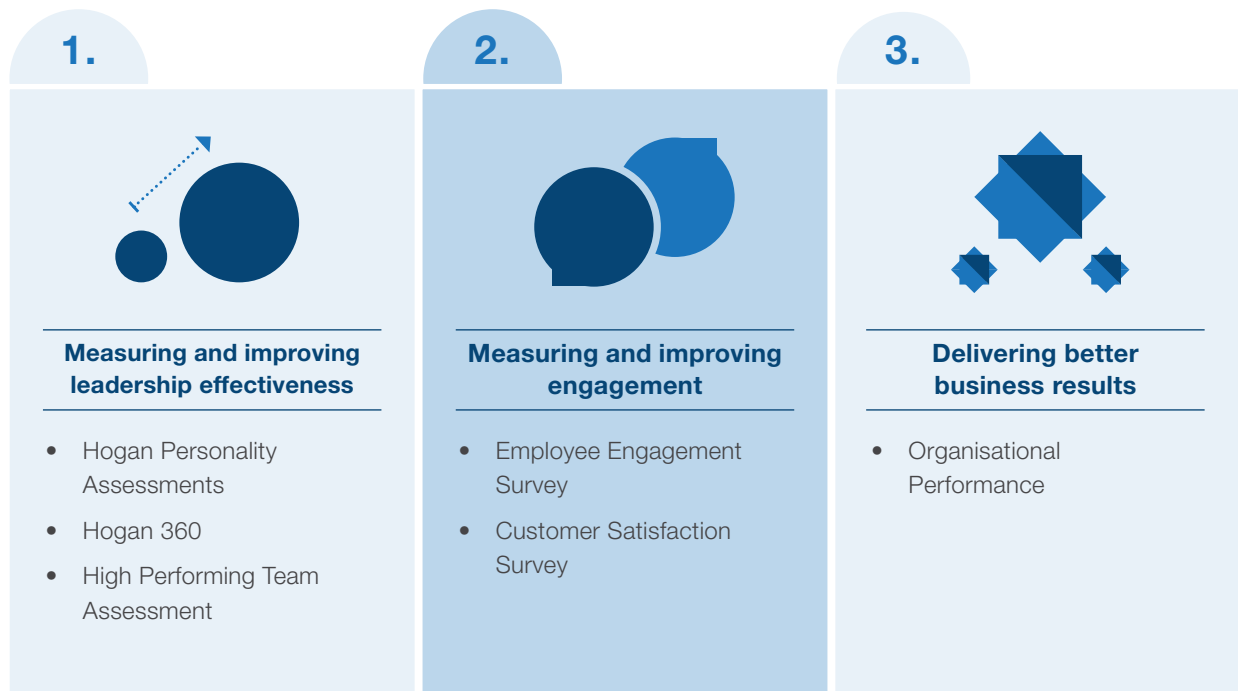


Measuring and improving key business drivers

There are five types of assessments available to businesses.

There are 3 measures of leadership. They are personality assessments, a 360 review and a team assessment. The next two assessments relate to stakeholder satisfaction that measure employee engagement and customer satisfaction. They pick up on both the employee and customer experience.

The challenge is to understand, measure and improve the causal link between leadership, engagement and performance.



Hogan 360

Daniel Goleman says:

“How do you get to the truth of your real self? You use a 360 - degree evaluation - collecting information from your boss, your peers and your subordinates.”

The 360 market continues to grow and is now well established in HR practices.

The 360 multi-rater assessment has evolved from being simply a development and feedback assessment for individuals to a mainstream HR practice. It was originally designed to create self-awareness but there was often no obligation to have in place a development plan and measures of success. The 360 assessment is now being used for performance management, talent identification, promotion and even salary reviews. The 360 is being used to drive behavioural and reputational change to improve individual and team performance around employee engagement and business outcomes.

Personality plus chosen behaviour equals workplace reputation. Leadership is observable, measurable and improvable by understanding personality, performance and reputation. The 360 assessment is best used in conjunction with a well-validated personality assessment where the tests have been developed according to established psychometric procedures. This is the most effective way to assess leadership capability. It will explain the ‘what’ one does and the ‘why’ one does it. It gives a complete picture of personality and behaviour which constitute one’s brand. Together, the assessments expand the learning and coaching journey aimed at delivering greater leadership effectiveness and improved business results.

The Hogan 360 is perfect for leadership development for individuals, teams and high potentials. Anyone looking for improvement opportunities will benefit greatly. The Hogan 360 creates self-awareness around strengths to be leveraged and opportunities to be addressed.

The results are compared to our global database of over 29,000 leaders. The benchmark score is expressed against percentiles from the bottom 10th percentile through to the top 90th percentile. Behavioural and business competencies are measured and create sustainable learning and coaching opportunities for the next year.

The Hogan 360 can improve leadership effectiveness which enhances team performance, employee engagement and organisational results.

The Hogan 360 includes:

- 50 scaled items (7-point scale) mapped to the four quadrants of the Hogan 360 Leadership Model and their corresponding sub-themes
- Strengths and opportunities tables that identify key strengths and opportunities
- Three open-ended questions focusing on strengths, opportunities, and overused strengths
- Appendices - Frequency tables that enable additional insights into the ratings provided

Not all 360 assessments are created equally. When choosing a 360 provider look for:

- A technical manual to demonstrate reliability (consistent information about performance) and validity (accurate assessment of performance).
- Validity coefficient between the 360 and personality assessments.
- Global benchmarks (updated annually), across industries, sectors, job levels and at top quartile percentiles.

It is essential to establish scientific evidence for the quality of the 360 assessment.

The advantages of the Hogan 360

- Reveals the real self to build the ideal self
- Measures self-awareness by comparing the self rating against the selected raters
- A technical manual to demonstrate reliability and validity
- Validity coefficient between the 360 and personality assessment
- Global benchmarks across industries, job levels and top quartile percentiles
- Strengths and opportunities tables to accurately inform development planning
- A 7-point scale which best captures the external benchmark percentiles
- Numerous white papers and extensive research
- Support materials including webinars and various guides
- Customisation flexibility



Professional development is a process

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.

Learning leadership competencies requires disciplined self-management around one's core personality and the necessary learned behaviours to drive engagement and performance. Leadership is observable, measurable and improvable.

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 one's real self which helps to build the ideal self.

Dr Robert Hogan says:

“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.”



Professional development can't succeed without a clear understanding of one's core motivation. Protecting and improving reputation is an essential motivator; others could include strengthening a personal brand, improving job performance, increasing engagement, or boosting overall career success.

Deeply ingrained habits are difficult to change. One must be willing to commit to deliberate practice to achieve competency, then mastery. Re-educating the brain involves building new mental muscles through repetition until new habits become second nature. Confidence from the new competencies is then observed by others. So are the improved business results. The successful outcomes include performance, reputation and career.

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About Peter Berry Consultancy (PBC)

PBC is a multidisciplinary global consulting firm with 30 years' experience in the delivery of solutions aimed at maximising the potential of individuals, teams, leaders and organisations. We undertake research to support our evidence-based solutions and have a network of partners and distributors globally.

PBC is the Australian distributor of Hogan Assessments and the authors of a range of diagnostics including the Hogan 360 suite, Agile suite, High Performing Team Assessment (HPTA), and co-authored the Hogan Safety Climate Survey.

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