

- 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 17,500 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 is a multi-rater instrument designed to measure leadership effectiveness. Leadership is concerned with the success of teams, groups, and organisations. Therefore, leadership effectiveness can be measured by how positively a leader's behaviours and performance are evaluated by those they work with. The multi-rater aspect of the Hogan 360 ensures evaluations are elicited from multiple sources from within the leader's work circle (e.g., from direct reports, peers, and managers). These diverse perspectives help provide a real-time snapshot of a leader's attitude, behaviour, and performance, and reveal strengths and development opportunities that may not be seen from a single perspective.

Further, due to the confidential and anonymous nature of the responses, the Hogan 360 allows raters to provide honest feedback that might otherwise be difficult to solicit. The report uses an easy-to-interpret leadership framework, offers constructive feedback and sets priorities for improvement. Therefore, the Hogan 360 aims to help leaders at any level of an organisation gain a better understanding of how they are truly perceived by others and thereby improve their leadership potential.

There are two main benefits of multi-rater feedback tools. As previously mentioned, it provides a measurement of a leader's effectiveness, and research into multi-rater feedback ratings has demonstrated links to a variety of important organisational outcomes (e.g. profitability, engagement, customer satisfaction).

Second, results from multi-rater feedback tools can provide the foundations for development. The results can help pinpoint the strengths and opportunities, which can then be used to formulate targeted strategies for improvement. It is important to use a multi-rater tool with sound reliability and validity, as well as a consistent and best practice approach to administering the tool.

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

The ratee's overall Hogan 360 score is calculated by averaging all ratings across the 50 items, yielding an overall Hogan 360 score between 1.00 and 7.00. This overall score is compared to a global benchmark sample which is updated annually. The sample is comprised of leaders and executives that represent the international working population across a broad number of industries. The comparison between an individual's overall score and the benchmark mean yields a percentile ranking that allows leaders to gauge their performance in relation to others around the world.

A unique advantage of the Hogan 360 is the strengths and opportunities tables. Raters are asked to select the top 4 strengths and opportunities from a menu of 26 items. The choices are weighted to highlight the workplace reputation of the manager. The development planning is made so much easier.