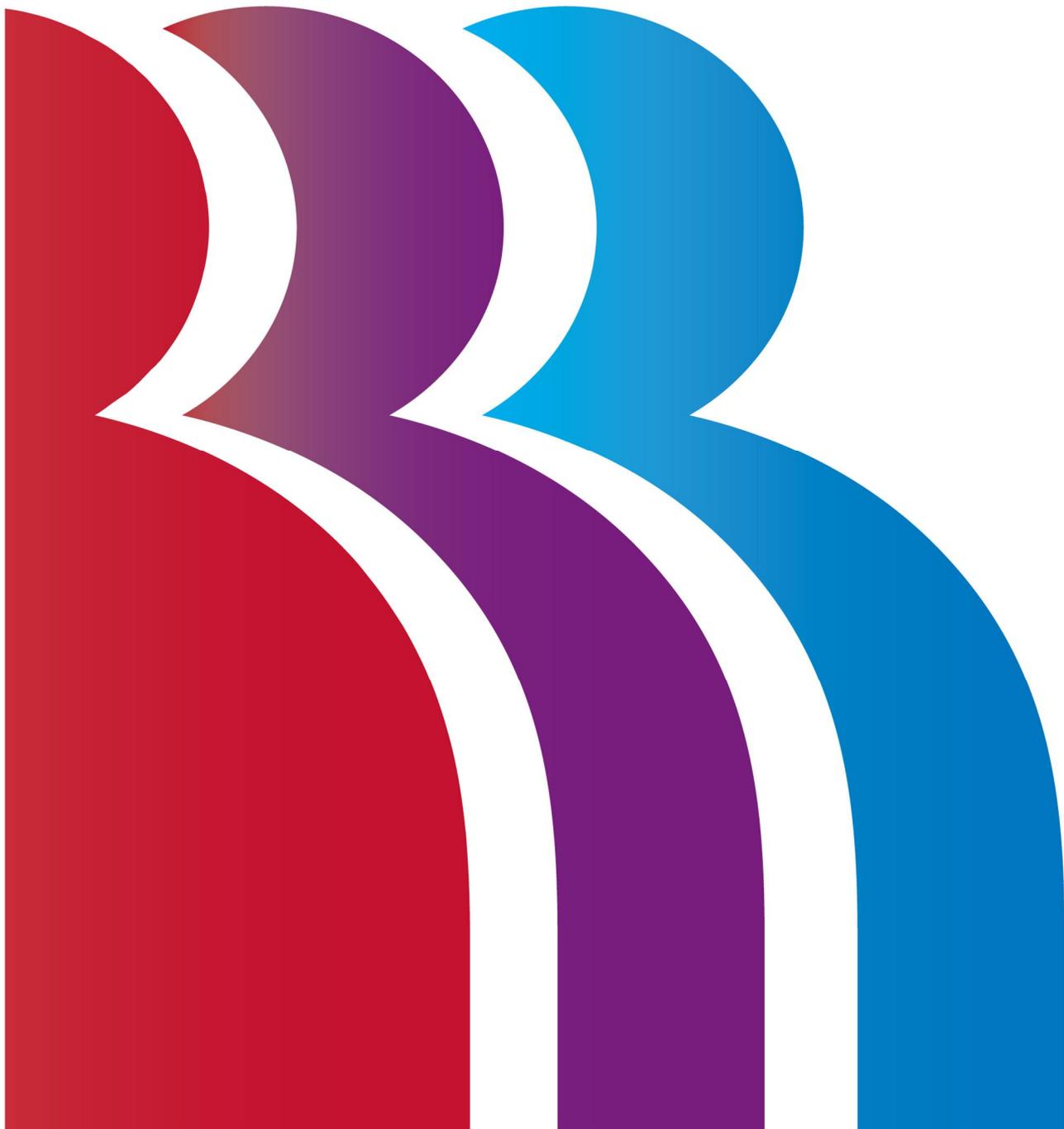


Hogan 360° Group Report



POWERED
BY **PBC**

Overall Report for Company ABC – May 2016



This report is confidential and should not be distributed without permission.

© 2013 Peter Berry Consultancy Pty Ltd

www.mentisglobal.com

Distributed by Mentis

support@mentisglobal.com

Raters

Managers	46
Peers	156
Reports	142
Total	344

Company ABC

Reading and Interpreting Your Report

The feedback in this group report is the aggregated results for the participants in the 360° feedback process.

It provides an invaluable opportunity for a team to celebrate its collective strengths and to develop action plans to address the opportunities.

These opportunities can be canvassed by the group.

It also provides a series of benchmarks against which individuals can compare themselves.



Name

Company ABC

Score

5.3

No. of Raters

344

Benchmarking your score

By researching the results of thousands of managers, the benchmarking cutoffs are as follows:

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.8	5.2	5.5	5.8	6.0

Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. The rating scale is anchored by the following examples:

1	Does not describe this group at all
2	Does not describe this group much
3	Does not describe this group very well
4	Describes this group somewhat
5	Describes this group well
6	Describes this group very well
7	Describes this group exactly
N/A	Not applicable / Not observed

Overall Item Ratings

The rating form includes 50 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below contains the items in descending order. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include self ratings.

Rank	Group Score	Global Average Score	Item
1	5.7	6.0	This group is hardworking and has a good work ethic
2	5.6	5.9	This group has the right knowledge and ability to be very effective
3	5.5	5.9	This group treats people with respect
4	5.5	5.6	This group is always open and straightforward and communicates honestly
5	5.5	5.7	This group consistently applies our organisation's policies to avoid double standards
6	5.5	5.6	This group presents ideas and concepts clearly while speaking
7	5.5	5.5	This group has very good communication skills
8	5.5	5.5	This group is enthusiastic about improving customer service
9	5.5	5.5	This group is assertive and energetic
10	5.4	5.9	This group behaves to very high ethical standards
11	5.4	5.4	This group has high self-awareness around personal improvement opportunities
12	5.4	5.4	This group has strong influencing and negotiation skills
13	5.4	5.5	This group is always friendly, warm, and thoughtful in relationships with others
14	5.4	5.5	This group builds trust and loyalty with others
15	5.4	5.4	This group has taken initiatives to promote a customer service focus in his/her work area
16	5.4	5.9	This group has the right industry experience to be very effective
17	5.4	5.8	This group completes work in a professional manner
18	5.4	5.7	This group performs to a high standard on challenging assignments
19	5.4	5.6	This group consistently delivers good results
20	5.4	5.4	This group produces high-quality and error-free work
21	5.4	5.7	This group has the passion to make a difference
22	5.4	5.5	This group is very competitive and driven
23	5.4	5.3	This group holds others accountable for completing their work
24	5.4	5.4	This group sets high expectations for performance and performance improvement
25	5.3	5.5	This group treats people fairly and without favouritism
26	5.3	5.6	This group is polite and considerate, never rude or abrasive
27	5.3	5.3	This group uses customer feedback to drive improved performance

Rank	Group Score	Global Average Score	Item
28	5.3	5.7	This group brings a positive attitude to work
29	5.3	5.1	This group holds people accountable to the organisation's values and expectations
30	5.3	5.2	This group always looks for improvement opportunities and to deliver better results
31	5.2	5.5	This group is calm and even tempered, not volatile or moody
32	5.2	5.5	This group manages emotions maturely and intelligently in stressful situations
33	5.2	5.3	This group shares information and keeps people informed
34	5.2	5.4	This group appropriately shares resources, knowledge and time
35	5.2	5.3	This group encourages those working in different areas to pull together to achieve common goals
36	5.2	5.4	This group has very effective time management and organisational skills
37	5.2	5.4	This group is very effective in setting and managing his/her work priorities
38	5.2	5.3	This group effectively uses goals and performance indicators to drive improved performance
39	5.2	5.1	This group recognises and challenges poor performance in others
40	5.2	5.2	This group works hard to improve morale
41	5.2	5.4	This group often suggests new and original ideas
42	5.2	5.3	This group thinks long-term about new opportunities
43	5.1	5.4	This group's behaviour provides a positive role model for others
44	5.1	5.3	This group has excellent people skills
45	5.1	5.3	This group makes people feel valued
46	5.1	5.2	This group builds very strong relationships with others
47	5.1	5.2	This group helps create a positive working environment that encourages people to work to their full potential
48	5.1	5.2	This group is effective in coaching and developing others
49	5.1	5.5	This group promotes and communicates a long-term vision for our organisation
50	5.0	5.1	This group is very effective in setting long-term stretch goals

Leadership Competencies

Each of the questions in the previous section is linked to one of the four leadership quadrants.



Self-Management refers to personal awareness, self-regulation, stress management, resilience, transparency and authenticity. It describes the process of managing one's emotions maturely to achieve the best outcomes. It may require positive self-talk and recovery periods to fuel peak performance in turbulent times and avoid burnout. Successful self-management requires management of yourself and taking care of your brand and reputation.

Relationship Management refers to the ability to achieve better results through better relationships. It is about getting along with others in order to get ahead. It can involve the ability to build trusting, loyal relationships with stakeholders to support retention and performance. Successful relationship management requires recognition that your own level of performance relies on the performance of your team, which in turn relies on their engagement.

Working in the Business refers to having the experience, capability and efficiency to consistently deliver great results. It requires having the energy, passion and competitive drive to stay in the performance zone. Success in this area can involve smarter prioritisation of work, more delegation, better time management and more effective goal setting. It is about achieving service and operational excellence in a timely, efficient manner.

Working on the Business refers to adding extra value through innovation and strategic planning and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires spending more time on the business, having a planning cycle, conducting regular planning reviews and challenging poor performers.

Competency Combinations

Your combined scores for Self-Management and Relationship Management form a Behavioural Competencies score. Similarly, the combined scores for Working in the Business and Working on the Business form the Business Competencies score.

Behavioural Competencies 5.3

The Behavioural Competencies combination describes the use of emotional intelligence (EQ) to professionally manage oneself and relate appropriately to others to get the best outcomes from teams and stakeholders. High scorers typically demonstrate emotional resilience and strong interpersonal skills to improve results through better relationships. It requires stable, sustainable relationships to stay in the performance zone and avoid derailment.



Business Competencies 5.3

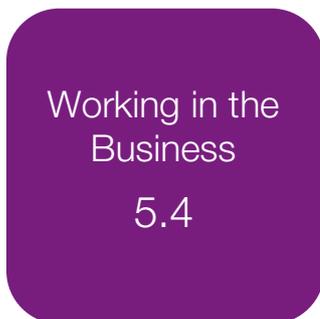
The Business Competencies combination describes the use of cognitive capability (IQ) to get the right balance between working in (operational) and on (strategic) the business to optimise day-to-day and longer-term results. High scorers typically demonstrate both the technical ability to deliver service and operational excellence as well as strategic insight to drive the bigger picture. It requires a strategic focus to deliver great results through high-performing cultures.

Competency Combinations

Your combined scores for Self-Management and Working in the Business form a Management Competencies score. Similarly, the combined scores for Relationship Management and Working on the Business form a Leadership Competencies Score.

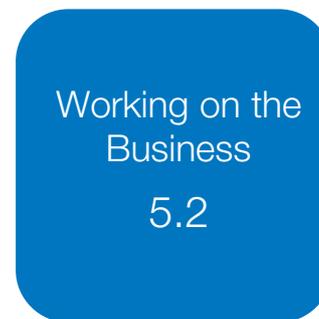
Management Competencies 5.4

The Management Competencies combination describes the world of the day-to-day manager where integrity and resilience are required to maximise capability, efficiency and positivity to deliver sound results. High scorers typically achieve service and operational excellence in a timely and efficient manner and are held accountable for performance by measurement



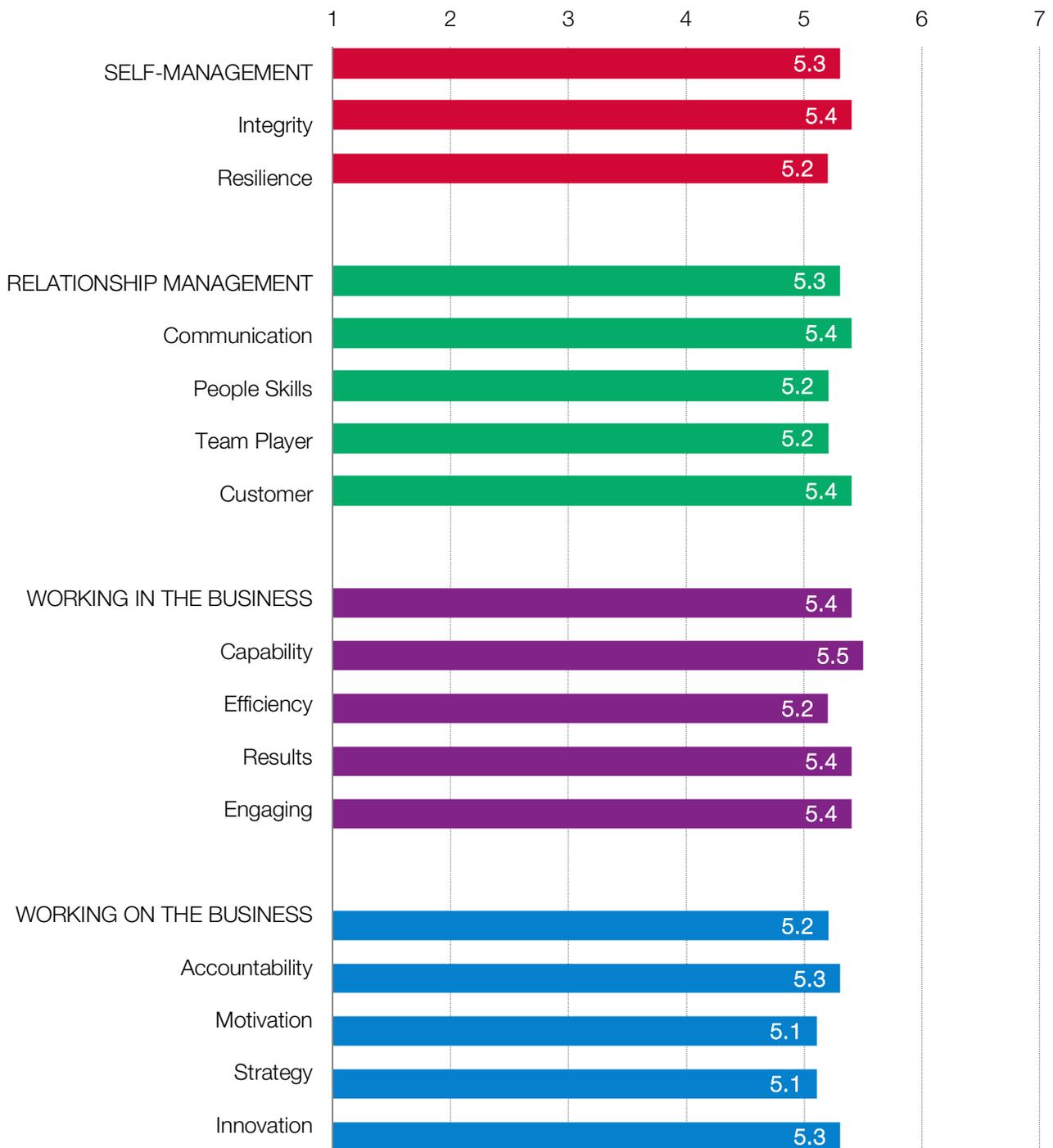
Leadership Competencies 5.3

The Leadership Competencies combination describes the bigger-picture world of the leader who makes time to create stakeholder engagement around strategic goals. High scorers typically build trusting, loyal relationships and motivate others to achieve the strategic agenda. It is about partnerships delivering innovation and peak performance.



Leadership Competencies

The graph below displays your score on the four leadership competencies and their respective subthemes.



Self-Management

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.3	5.4	5.2	5.5	5.8	SELF-MANAGEMENT
5.4	5.5	5.3	5.5	5.9	Integrity
5.5	5.5	5.3	5.6	5.9	This group treats people with respect
5.4	5.6	5.3	5.5	5.7	This group behaves to very high ethical standards
5.5	5.5	5.3	5.6	6.0	This group is always open and straightforward and communicates honestly
5.3	5.5	5.2	5.3	6.1	This group treats people fairly and without favouritism
5.5	5.7	5.3	5.7	6.0	This group consistently applies our organisation's policies to avoid double standards
5.2	5.2	5.1	5.4	5.5	Resilience
5.3	5.3	5.1	5.4	5.5	This group is polite and considerate, never rude or abrasive
5.2	5.2	5.0	5.5	5.5	This group is calm and even tempered, not volatile or moody
5.4	5.3	5.2	5.6	5.6	This group has high self-awareness around personal improvement opportunities
5.2	5.1	5.0	5.4	5.4	This group manages emotions maturely and intelligently in stressful situations

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Reports are only shown when there were two or more responses. If there were less than two responses, N/A is shown. The items with a dash (-) mean that no raters entered a score for this item.

Relationship Management

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.3	5.3	5.2	5.4	5.5	RELATIONSHIP MANAGEMENT
5.4	5.3	5.3	5.5	5.5	Communication
5.5	5.3	5.4	5.6	5.5	This group presents ideas and concepts clearly while speaking
5.5	5.3	5.5	5.6	5.3	This group has very good communication skills
5.4	5.3	5.3	5.5	5.3	This group has strong influencing and negotiation skills
5.2	5.2	5.1	5.4	5.8	This group shares information and keeps people informed
5.2	5.1	5.1	5.3	5.4	People skills
5.1	5.2	5.0	5.2	5.4	This group's behaviour provides a positive role model for others
5.1	4.9	5.0	5.3	5.4	This group has excellent people skills
5.1	5.0	4.9	5.4	5.5	This group makes people feel valued
5.4	5.3	5.3	5.5	5.5	This group is always friendly, warm, and thoughtful in relationships with others
5.2	5.2	5.1	5.4	5.5	Team player
5.4	5.3	5.3	5.5	5.7	This group builds trust and loyalty with others
5.2	5.3	5.1	5.3	5.6	This group appropriately shares resources, knowledge and time
5.2	5.2	4.9	5.4	5.6	This group encourages those working in different areas to pull together to achieve common goals
5.1	5.0	5.1	5.2	5.3	This group builds very strong relationships with others
5.4	5.5	5.2	5.6	5.7	Customer
5.5	5.6	5.4	5.7	5.8	This group is enthusiastic about improving customer service
5.4	5.4	5.2	5.6	5.6	This group has taken initiatives to promote a customer service focus in his/her work area
5.3	5.5	5.1	5.4	5.6	This group uses customer feedback to drive improved performance

Working in the Business

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.4	5.5	5.2	5.5	5.5	WORKING IN THE BUSINESS
5.5	5.6	5.4	5.7	5.6	Capability
5.7	5.8	5.6	5.8	5.9	This group is hardworking and has a good work ethic
5.6	5.6	5.4	5.7	5.5	This group has the right knowledge and ability to be very effective
5.4	5.4	5.2	5.5	5.4	This group has the right industry experience to be very effective
5.2	5.2	5.1	5.4	5.2	Efficiency
5.2	5.2	5.1	5.3	5.1	This group has very effective time management and organisational skills
5.2	5.3	5.1	5.4	5.4	This group is very effective in setting and managing his/her work priorities
5.2	5.3	5.0	5.3	5.2	This group effectively uses goals and performance indicators to drive improved performance
5.4	5.5	5.2	5.6	5.6	Results
5.4	5.5	5.3	5.6	5.7	This group completes work in a professional manner
5.4	5.5	5.3	5.6	5.6	This group performs to a high standard on challenging assignments
5.4	5.5	5.3	5.6	5.7	This group consistently delivers good results
5.4	5.4	5.2	5.5	5.5	This group produces high-quality and error-free work
5.4	5.5	5.2	5.6	5.6	Engaging
5.3	5.4	5.1	5.5	5.7	This group brings a positive attitude to work
5.4	5.6	5.3	5.5	5.8	This group has the passion to make a difference
5.5	5.6	5.2	5.7	5.6	This group is assertive and energetic
5.4	5.5	5.2	5.6	5.3	This group is very competitive and driven

Working on the Business

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.2	5.2	5.1	5.3	5.5	WORKING ON THE BUSINESS
5.3	5.3	5.2	5.4	5.5	Accountability
5.4	5.3	5.3	5.5	5.6	This group holds others accountable for completing their work
5.3	5.3	5.2	5.3	5.4	This group holds people accountable to the organisation's values and expectations
5.2	5.4	5.1	5.3	5.4	This group recognises and challenges poor performance in others
5.1	5.1	5.0	5.3	5.5	Motivation
5.2	5.2	4.9	5.4	5.5	This group works hard to improve morale
5.1	5.1	5.0	5.3	5.6	This group helps create a positive working environment which encourages people to work to their full potential
5.1	5.1	4.9	5.2	5.4	This group is effective in coaching and developing others
5.1	5.1	5.0	5.3	5.3	Strategy
5.0	4.8	4.9	5.2	5.3	This group is very effective in setting long-term stretch goals
5.4	5.4	5.1	5.6	5.5	This group sets high expectations for performance and performance improvement
5.1	4.9	4.9	5.3	5.2	This group promotes and communicates a long-term vision for our organisation
5.3	5.3	5.1	5.4	5.6	Innovation
5.3	5.4	5.2	5.5	5.8	This group always looks for improvement opportunities and ways to deliver better results
5.2	5.4	5.0	5.3	5.5	This group often suggests new and original ideas
5.2	5.1	5.1	5.4	5.5	This group thinks long-term about new opportunities

Scores by Themes

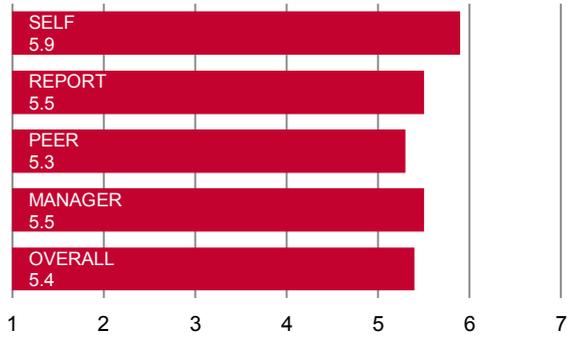
Self	Overall	Global Ave	Managers	Peers	Reports	Themes and Questions
5.8	5.3	5.6	5.4	5.2	5.5	SELF-MANAGEMENT
5.9	5.4	5.7	5.5	5.3	5.5	Integrity
5.5	5.2	5.5	5.2	5.1	5.4	Resilience
5.5	5.3	5.4	5.3	5.2	5.4	RELATIONSHIP MANAGEMENT
5.5	5.4	5.4	5.3	5.3	5.5	Communication
5.4	5.2	5.4	5.1	5.1	5.3	People skills
5.5	5.2	5.3	5.2	5.1	5.4	Team player
5.7	5.4	5.4	5.5	5.2	5.6	Customer
5.5	5.4	5.6	5.5	5.2	5.5	WORKING IN THE BUSINESS
5.6	5.5	5.9	5.6	5.4	5.7	Capability
5.2	5.2	5.4	5.2	5.1	5.4	Efficiency
5.6	5.4	5.6	5.5	5.2	5.6	Results
5.6	5.4	5.6	5.5	5.2	5.6	Engaging
5.5	5.2	5.3	5.2	5.1	5.3	WORKING ON THE BUSINESS
5.5	5.3	5.1	5.3	5.2	5.4	Accountability
5.5	5.1	5.2	5.1	5.0	5.3	Motivation
5.3	5.1	5.4	5.1	5.0	5.3	Strategy
5.6	5.3	5.3	5.3	5.1	5.4	Innovation

Themes and Questions Review

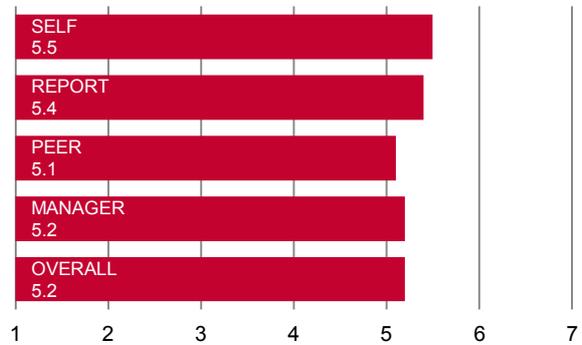
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

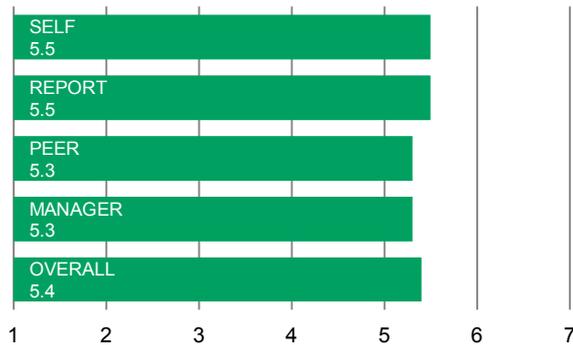


Resilience

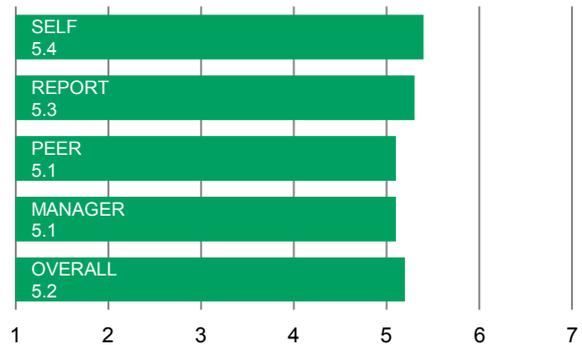


RELATIONSHIP MANAGEMENT

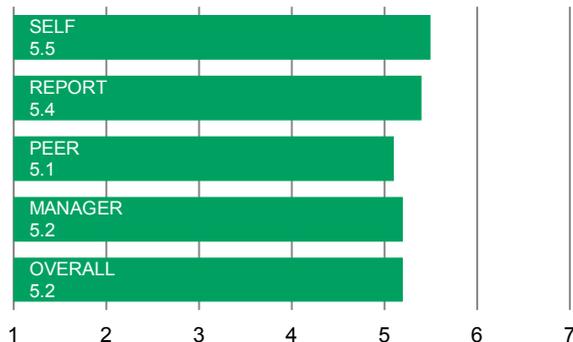
Communication



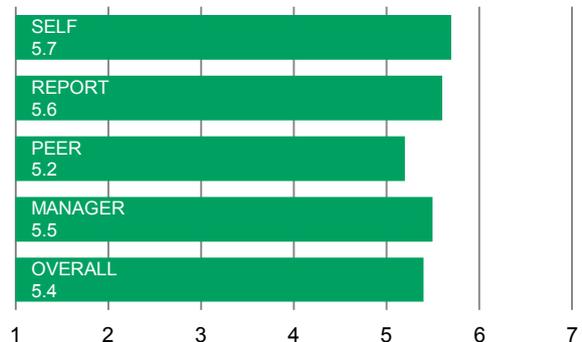
People



Team Player

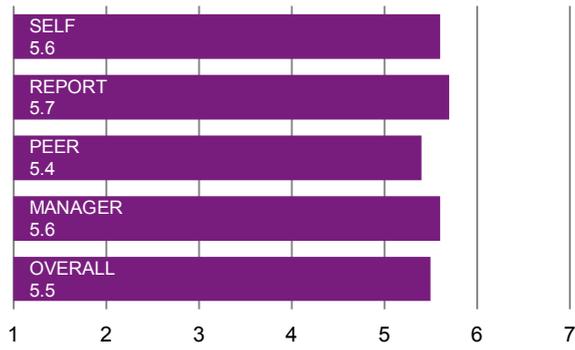


Customer

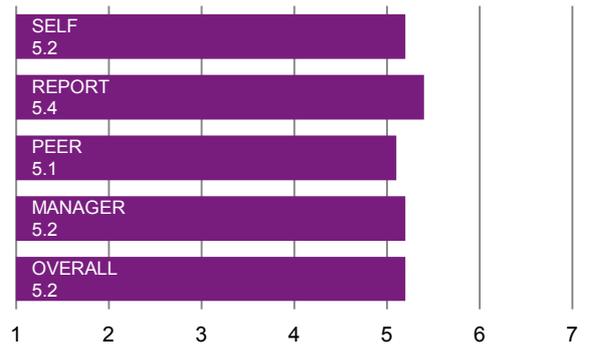


WORKING IN THE BUSINESS

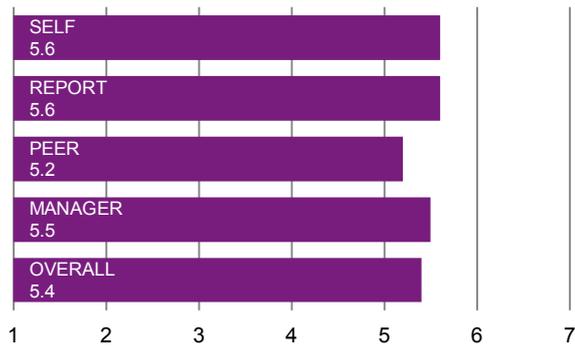
Capability



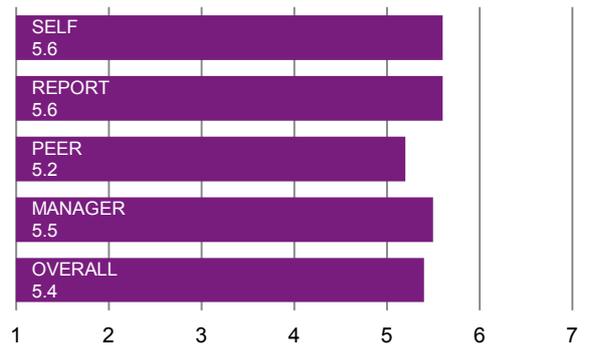
Efficiency



Results

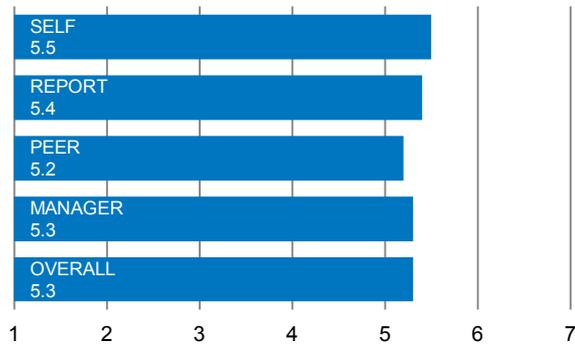


Engaging

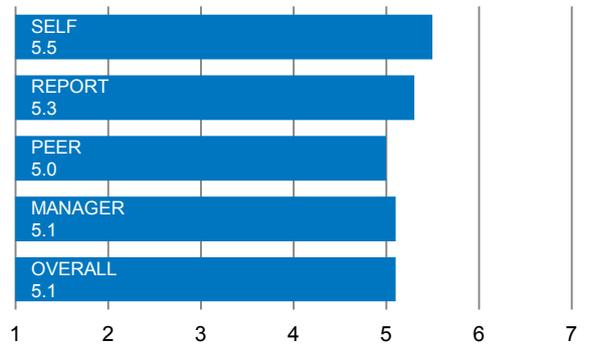


WORKING ON THE BUSINESS

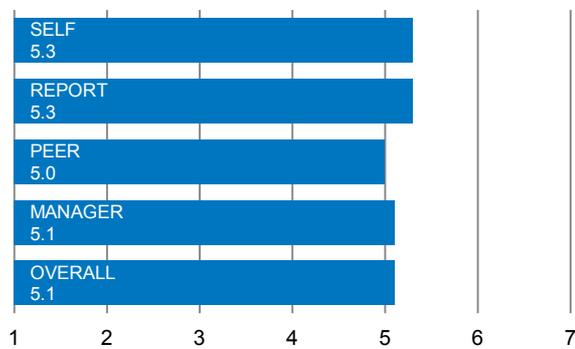
Accountability



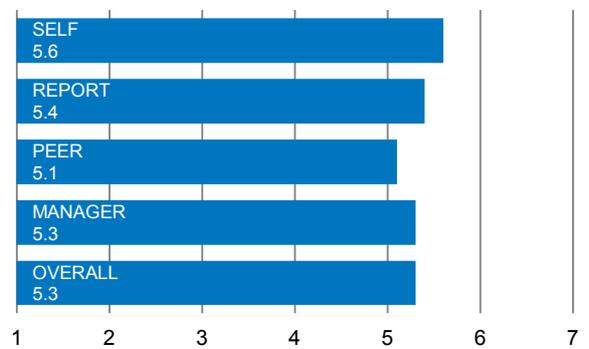
Motivation



Strategy



Innovation



Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right-hand column is the sum of the scores. You should note that the top list items indicate that there is agreement about your strengths. The items with a dash (-) simply mean that no raters picked those from the list. There are no self scores in the calculation.

Global Ave	Your Rank	Strengths	Total Score
2	1	Works hard with a strong work ethic	261
1	2	Has solid technical ability, experience and knowledge	216
14	3	Strong communication skills	200
3	4	Has a positive and enthusiastic attitude	180
5	5	Has a professional approach	175
17	6	Shows loyalty	165
9	7	Is good at solving problems	159
8	8	Is action-oriented and gets things done	153
10	9	Is well organised	149
20	10	Is competitive and determined	137
13	11	Has strong leadership skills	134
7	12	Has high ethical standards and integrity	126
4	13	Has strong people skills	121
6	14	Is customer focused and good with clients	116
26	15	Motivates and inspires others	109
15	16	Is a positive role model	108
22	17	Good sense of humour	106
12	18	Is steady and calm under pressure	105
25	19	Challenges poor performance	103
21	20	Suggests new and innovative ideas	101
16	21	Shows empathy and is supportive	99
18	22	Builds effective relationships	97
23	23	Good at planning and thinking ahead	91
19	24	Makes the tough decisions	88
24	25	Sets clear goals and drives results	73
11	26	Is visionary and strategic	57

Top Opportunities to Improve

Raters were asked to choose the top four opportunities to improve from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right column is the sum of the scores. You should pay attention to the top few items as there is agreement among raters that these items represent your personal opportunities for improvement. The items with a dash (-) simply mean that no raters picked those from the list. There are no self scores included in the calculation.

Global Ave	Your Rank	Opportunities to Improve	Total Score
10	1	Motivate others and improve morale	237
8	2	Give appropriate feedback	194
7	3	Show leadership on issues	191
13	4	Listen more and let others have their say	174
14	5	Share knowledge and resources	164
4	6	Communicate better	161
2	7	Challenge poor performance	157
19	8	Acquire better job and/or industry knowledge	155
17	9	Be more action-oriented and make it happen	154
9	10	Improve your people and interpersonal skills	148
20	11	Be more of a team player	147
15	12	Build more effective relationships	143
12	13	Be more available and visible in the workplace	141
5	14	Improve your time management and organisational skills	135
3	15	Delegate more	127
6	16	Set clear goals and performance indicators	115
22	17	Treat people fairly and without favouritism	115
18	18	Be more open to change	107
16	19	Look at the big picture – the organisation's overall goals	99
25	20	More customer and/or client focus	87
11	21	Be more assertive	82
26	22	Be more positive	79
24	23	Be less moody and control your temper	75
1	24	Stop taking on too much and spreading yourself too thin	69
21	25	Be less aggressive	56
23	26	Show more empathy	45