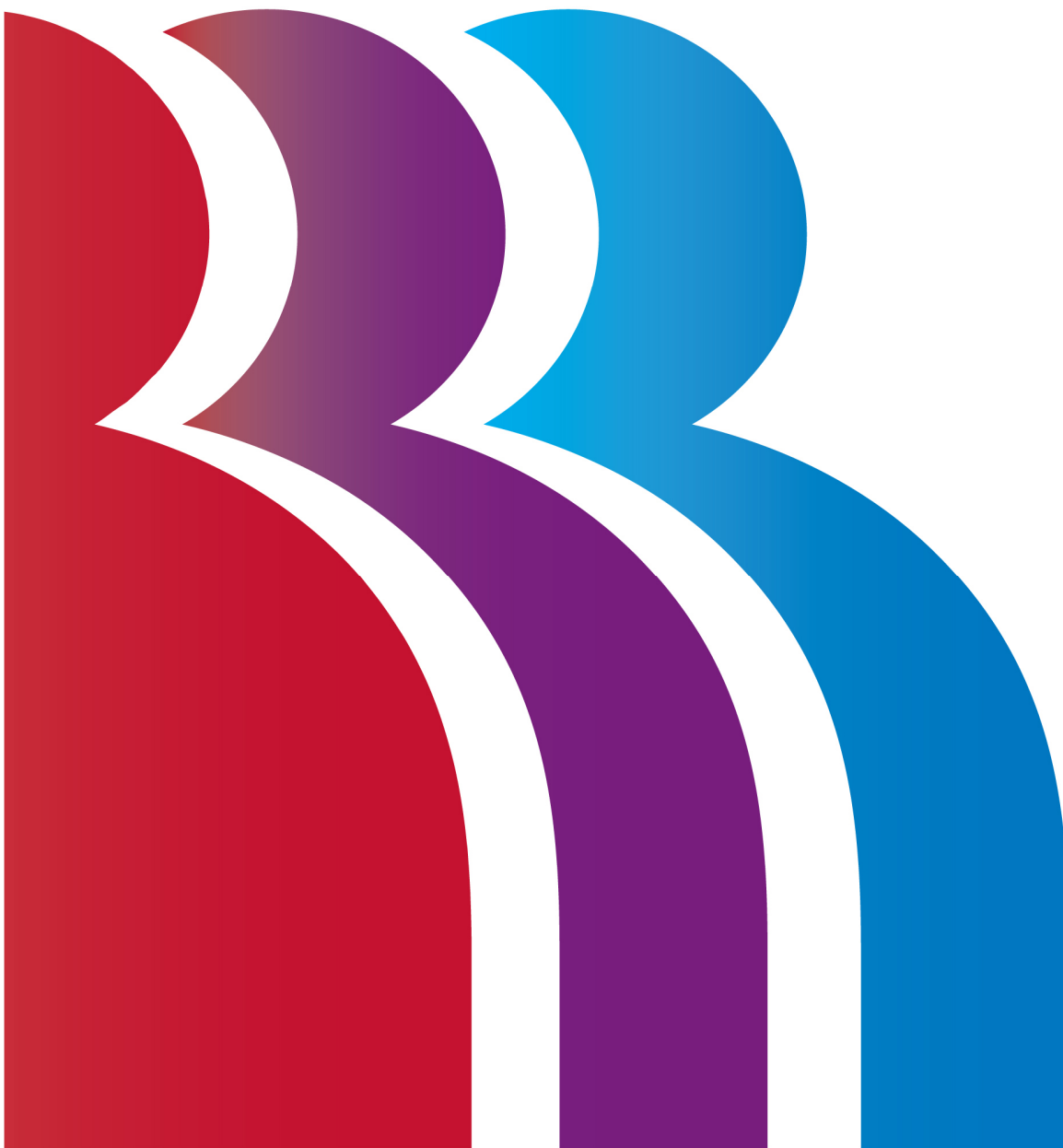


Hogan 360° Report



POWERED
BY **PBC**

Jane Sample of Sample Corp – September 2013



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Raters

Managers	2
Peers	5
Reports	5
Self	1
Total	13

Sample Corp

Reading and Interpreting Your Report

The feedback in this report provides a valuable opportunity to receive feedback from your colleagues and celebrate your strengths. Receiving a 360° feedback report can be a personally rewarding experience.

To get the maximum benefit, you must track the themes and trends that are repeated as you read through the report. These frequently occurring items will represent your strengths and your opportunities to improve.

Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviors.

Use the development plan on the final page of this booklet to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.



Name

Jane Sample

Score

6.1

No. of Raters

12

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	5.1	5.4	5.6	5.9

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

Overall Item Ratings

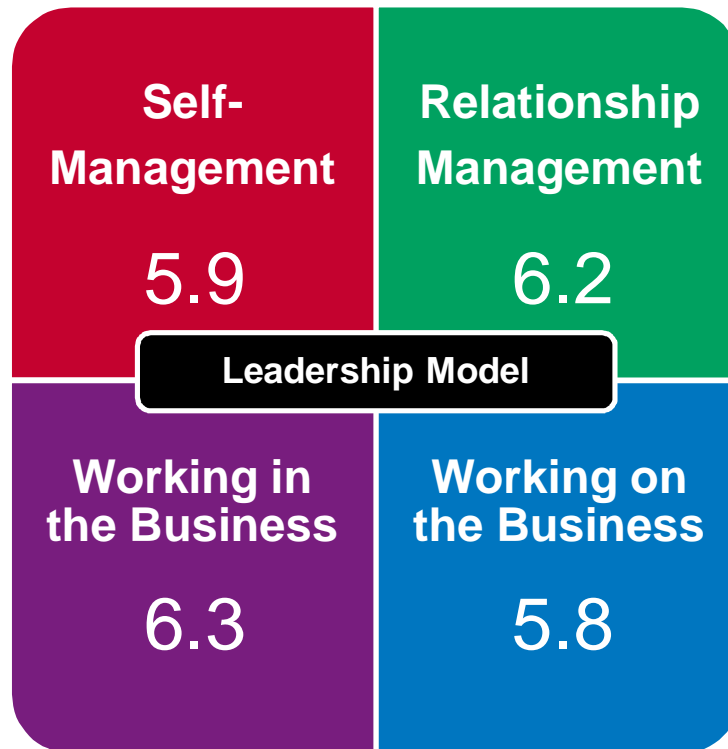
The rating form includes 50 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below contains the items in descending order. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but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

Rank	Your Score	Global Average Score	Item
1	6.9	5.4	This person is very competitive and driven
2	6.8	5.5	This person is assertive and energetic
3	6.8	6.0	This person is hardworking and has a good work ethic
4	6.7	5.6	This person has the passion to make a difference
5	6.7	5.8	This person has the right knowledge and ability to be very effective
6	6.5	5.6	This person brings a positive attitude to work
7	6.5	5.2	This person has excellent people skills
8	6.5	5.8	This person has the right industry experience to be very effective
9	6.5	5.5	This person presents ideas and concepts clearly while speaking
10	6.4	5.9	This person behaves to very high ethical standards
11	6.3	5.1	This person builds very strong relationships with others
12	6.3	5.7	This person completes work in a professional manner
13	6.3	5.3	This person has strong influencing and negotiation skills
14	6.3	5.3	This person has taken initiatives to promote a customer service focus in his/her work area
15	6.3	5.4	This person has very good communication skills
16	6.3	5.6	This person performs to a high standard on challenging assignments
17	6.3	5.2	This person uses customer feedback to drive improved performance
18	6.3	5.4	This person's behavior provides a positive role model for others
19	6.2	5.5	This person always looks for improvement opportunities and to deliver better results
20	6.2	5.4	This person builds trust and loyalty with others
21	6.2	5.5	This person consistently delivers good results
22	6.2	5.6	This person is always open and straightforward and communicates honestly
23	6.1	5.6	This person consistently applies our organization's policies to avoid double standards
24	6.1	5.3	This person encourages those working in different areas to pull together to achieve common goals

Rank	Your Score	Global Average Score	Item
25	6.1	5.3	This person has high self-awareness around personal improvement opportunities
26	6.1	5.5	This person is enthusiastic about improving customer service
27	6.1	5.3	This person makes people feel valued
28	6.1	5.4	This person manages emotions maturely and intelligently in stressful situations
29	6.1	5.4	This person often suggests new and original ideas
30	6.1	5.3	This person sets high expectations for performance and performance improvement
31	6.1	5.8	This person treats people with respect by not bullying them
32	6.0	5.4	This person is always friendly, warm, and thoughtful in relationships with others
33	6.0	5.1	This person is very effective in setting long-term stretch goals
34	6.0	5.3	This person produces high-quality and error-free work
35	6.0	5.3	This person thinks long-term about new opportunities
36	5.9	5.2	This person effectively uses goals and performance indicators to drive improved performance
37	5.9	5.2	This person helps create a positive working environment that encourages people to work to their full potential
38	5.9	5.2	This person holds others accountable for completing their work
39	5.9	5.5	This person is polite and considerate, never rude or abrasive
40	5.9	5.0	This person promotes and communicates a long-term vision for our organization
41	5.9	5.1	This person works hard to improve morale
42	5.8	5.4	This person is calm and even tempered, not volatile or moody
43	5.8	5.3	This person shares information and keeps people informed
44	5.7	5.2	This person holds people accountable to the organization's values and expectations
45	5.5	5.3	This person appropriately shares resources, knowledge, and time
46	5.3	5.0	This person is effective in coaching and developing others
47	5.3	5.3	This person is very effective in setting and managing his/her work priorities
48	5.3	5.5	This person treats people fairly and without favoritism
49	5.0	5.3	This person has very effective time management and organizational skills
50	5.0	5.0	This person recognizes and challenges poor performance in others

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 prioritization 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 Behavioral Competencies score. Similarly, the combined scores for Working in the Business and Working on the Business form the Business Competencies score.

Behavioral Competencies 6.1

The Behavioral 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 6.1

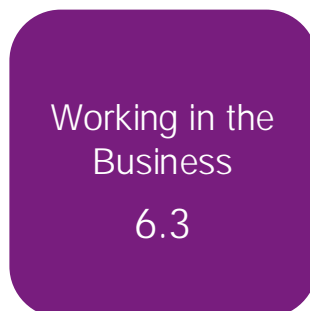
The Business Competencies combination describes the use of cognitive capability (IQ) to get the right balance between working in (operational) and on (strategic) the business to optimize day-to-day and longer-term results. High scorers typically demonstrate both the technical ability to deliver service 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.

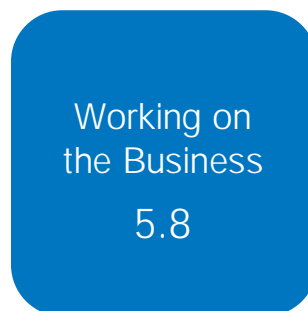
Management Competencies 6.1

The Management Competencies combination describes the world of the day-to-day manager where integrity and resilience are required to maximize 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.



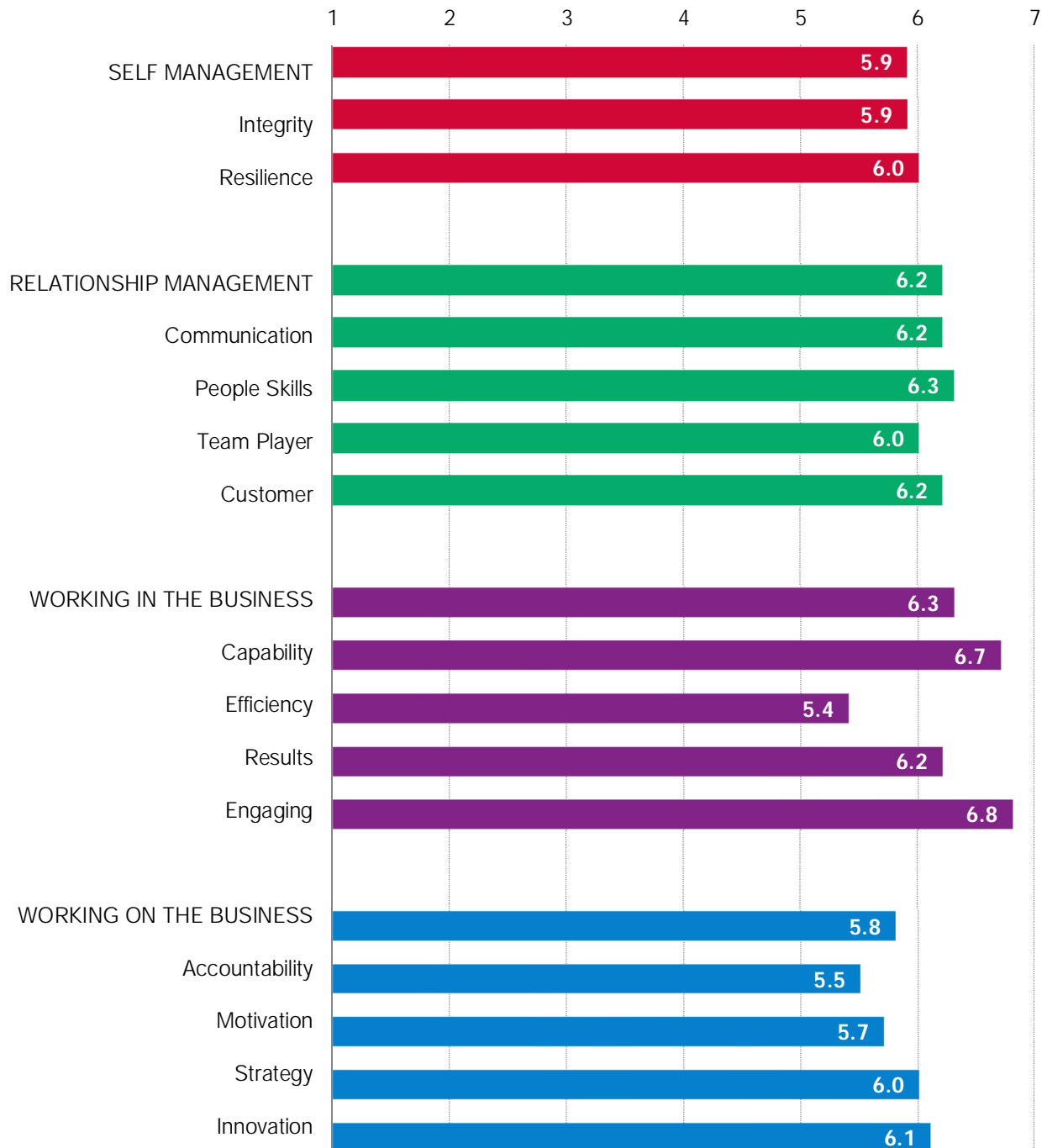
Leadership Competencies 6.0

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
5.9	5.5	6.2	5.9	5.7	SELF-MANAGEMENT
5.9	5.4	6.5	5.6	5.6	Integrity
6.0	5.5	6.7	5.7	5.0	This person treats people with respect by not bullying them
6.1	5.5	6.5	6.1	5.0	This person behaves to very high ethical standards
6.0	5.0	6.7	5.7	6.0	This person is always open and straightforward and communicates honestly
5.3	5.0	6.0	4.8	6.0	This person treats people fairly and without favoritism
6.1	6.0	6.7	5.5	6.0	This person consistently applies our organization's policies to avoid double standards
6.0	5.6	5.7	6.3	5.8	Resilience
5.9	5.5	6.1	6.0	5.0	This person is polite and considerate, never rude or abrasive
5.8	5.5	5.6	6.0	6.0	This person is calm and even tempered, not volatile or moody
6.1	6.0	5.8	6.3	6.0	This person has high self-awareness around personal improvement opportunities
6.1	5.5	5.3	6.6	6.0	This person 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
6.2	5.8	6.1	6.4	5.8	RELATIONSHIP MANAGEMENT
6.2	6.0	6.1	6.5	6.0	Communication
6.2	6.0	6.3	6.7	6.0	This person presents ideas and concepts clearly while speaking
6.3	6.0	6.3	6.4	6.0	This person has very good communication skills
6.3	6.0	6.3	6.4	6.0	This person has strong influencing and negotiation skills
5.8	6.0	5.3	6.3	6.0	This person shares information and keeps people informed
6.3	5.6	6.6	6.2	6.0	People skills
6.3	6.0	6.7	6.0	6.0	This person's behavior provides a positive role model for others
6.5	5.5	6.8	6.4	6.0	This person has excellent people skills
6.1	5.0	6.5	6.1	6.0	This person makes people feel valued
6.2	6.0	6.5	6.3	6.0	This person is always friendly, warm, and thoughtful in relationships with others
6.0	5.5	5.9	6.3	5.8	Team player
6.2	5.5	6.1	6.6	5.0	This person builds trust and loyalty with others
5.5	5.5	5.1	5.8	6.0	This person appropriately shares resources, knowledge, and time
6.1	5.5	6.1	6.3	6.0	This person encourages those working in different areas to pull together to achieve common goals
6.3	5.5	6.1	6.6	6.0	This person builds very strong relationships with others
6.2	6.0	6.0	6.5	5.3	Customer
6.3	6.0	6.0	6.6	5.0	This person is enthusiastic about improving customer service
6.1	6.0	5.8	6.4	5.0	This person has taken initiatives to promote a customer service focus in his/her work area
6.3	6.0	6.1	6.6	6.0	This person uses customer feedback to drive improved performance

Working in the Business

Overall	Manager	Peer	Reports	Self	Themes and Questions
6.3	6.0	6.2	6.5	5.7	WORKING IN THE BUSINESS
6.7	6.3	6.6	6.8	6.3	Capability
6.8	7.0	6.7	6.9	6.0	This person is hardworking and has a good work ethic
6.7	6.0	6.7	6.9	6.0	This person has the right knowledge and ability to be very effective
6.5	6.0	6.5	6.7	7.0	This person has the right industry experience to be very effective
5.4	5.5	5.2	5.4	3.3	Efficiency
5.0	5.5	4.6	5.0	3.0	This person has very effective time management and organizational skills
5.3	5.5	4.9	5.5	3.0	This person is very effective in setting and managing his/her work priorities
5.9	5.5	6.1	5.8	4.0	This person effectively uses goals and performance indicators to drive improved performance
6.2	5.6	6.1	6.6	6.3	Results
6.3	5.5	6.1	6.7	6.0	This person completes work in a professional manner
6.3	5.5	6.3	6.6	6.0	This person performs to a high standard on challenging assignments
6.2	5.5	6.1	6.6	7.0	This person consistently delivers good results
6.0	6.0	5.8	6.3	6.0	This person produces high-quality and error-free work
6.8	6.5	6.7	6.8	6.5	Engaging
6.5	6.5	6.3	6.6	6.0	This person brings a positive attitude to work
6.7	6.0	6.7	6.9	6.0	This person has the passion to make a difference
6.8	6.5	6.8	6.9	7.0	This person is assertive and energetic
6.9	7.0	7.0	6.9	7.0	This person is very competitive and driven

Working on the Business

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.8	5.3	5.8	6.1	4.9	WORKING ON THE BUSINESS
5.5	5.3	5.6	5.5	4.3	Accountability
5.9	5.5	6.3	5.7	4.0	This person holds others accountable for completing their work
5.7	5.5	5.6	5.8	4.0	This person holds people accountable to the organization's values and expectations
5.0	5.0	4.9	5.1	5.0	This person recognizes and challenges poor performance in others
5.7	5.7	5.7	5.9	6.0	Motivation
5.9	5.5	5.8	6.1	6.0	This person works hard to improve morale
5.9	6.0	6.0	6.0	6.0	This person helps create a positive working environment that encourages people to work to their full potential
5.3	5.5	5.1	5.5	6.0	This person is effective in coaching and developing others
6.0	5.0	6.0	6.4	5.7	Strategy
6.0	5.0	6.0	6.5	5.0	This person is very effective in setting long-term stretch goals
6.1	5.0	6.1	6.5	6.0	This person sets high expectations for performance and performance improvement
5.9	5.0	5.8	6.3	6.0	This person promotes and communicates a long-term vision for our organization
6.1	5.3	6.0	6.6	3.7	Innovation
6.2	5.5	6.0	6.7	3.0	This person always looks for improvement opportunities and to deliver better results
6.1	6.0	6.0	6.5	4.0	This person often suggests new and original ideas
6.0	4.5	6.0	6.5	4.0	This person thinks long-term about new opportunities

Scores by Themes

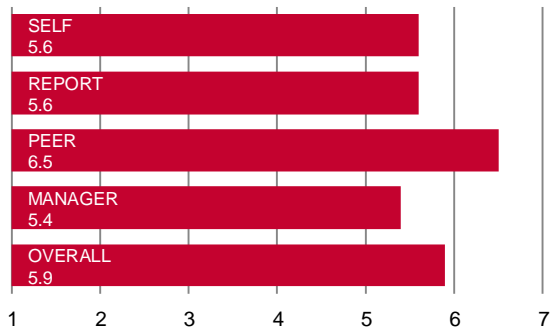
Self	Overall	Global Ave	Group Ave	Mgrs	Peers	Reports	Themes and Questions
5.7	5.9	5.5	5.6	5.5	6.2	5.9	SELF-MANAGEMENT
5.6	5.9	5.6	5.7	5.4	6.5	5.6	Integrity
5.8	6.0	5.4	5.5	5.6	5.7	6.3	Resilience
5.8	6.2	5.3	5.6	5.8	6.1	6.4	RELATIONSHIP MANAGEMENT
6.0	6.2	5.3	5.6	6.0	6.1	6.5	Communication
6.0	6.3	5.3	5.7	5.6	6.6	6.2	People skills
5.8	6.0	5.2	5.5	5.5	5.9	6.3	Team player
5.3	6.2	5.3	5.9	6.0	6.0	6.5	Customer
5.7	6.3	5.5	5.8	6.0	6.2	6.5	WORKING IN THE BUSINESS
6.3	6.7	5.8	5.4	6.3	6.6	6.8	Capability
3.3	5.4	5.2	5.7	5.5	5.2	5.4	Efficiency
6.3	6.2	5.5	5.8	5.6	6.1	6.6	Results
6.5	6.8	5.5	6.1	6.5	6.7	6.8	Engaging
4.9	5.8	5.2	5.6	5.3	5.8	6.1	WORKING ON THE BUSINESS
4.3	5.5	5.0	5.4	5.3	5.6	5.5	Accountability
6.0	5.7	5.1	5.4	5.7	5.7	5.9	Motivation
5.7	6.0	5.3	5.8	5.0	6.0	6.4	Strategy
3.7	6.1	5.2	5.8	5.3	6.0	6.6	Innovation

Themes and Questions Review

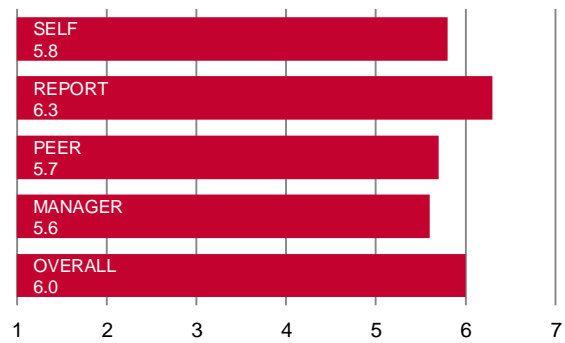
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

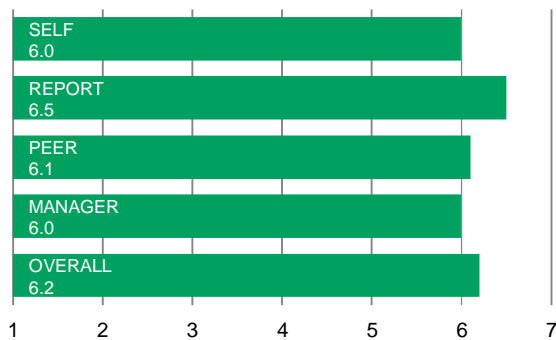


Resilience

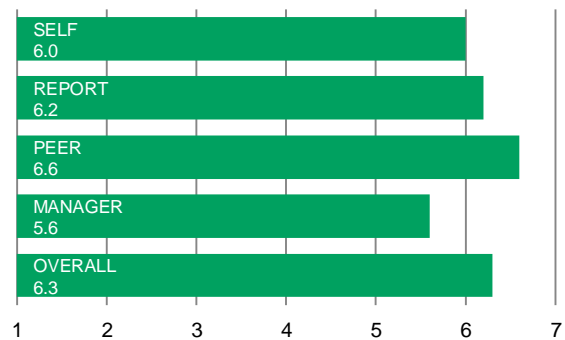


RELATIONSHIP MANAGEMENT

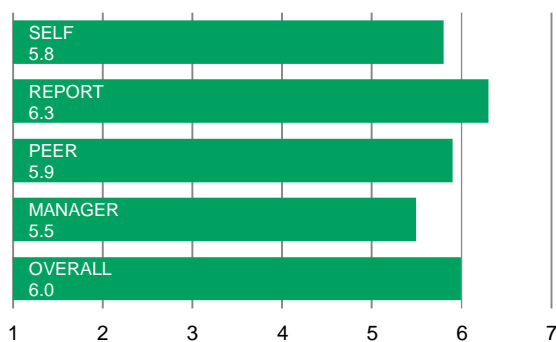
Communication



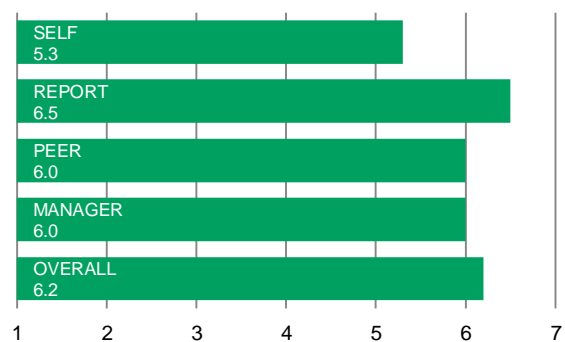
People



Team Player

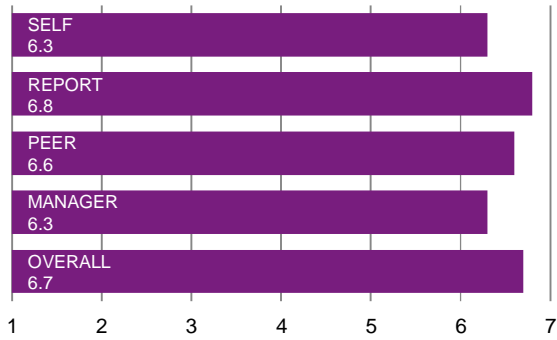


Customer

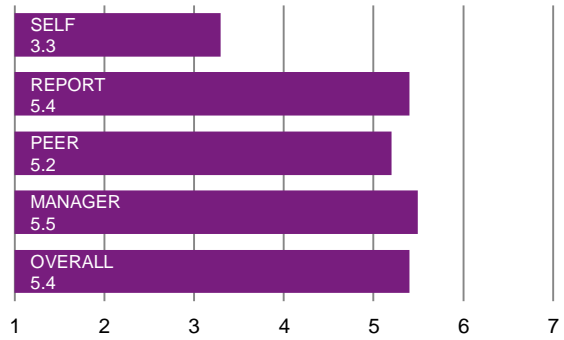


WORKING IN THE BUSINESS

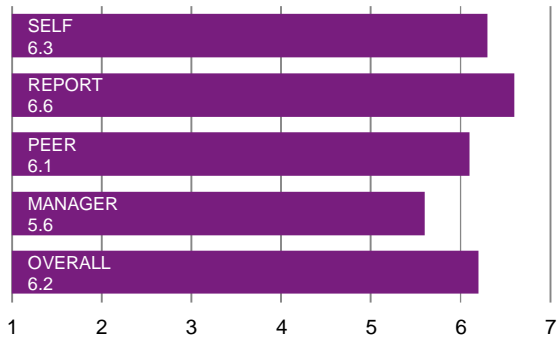
Capability



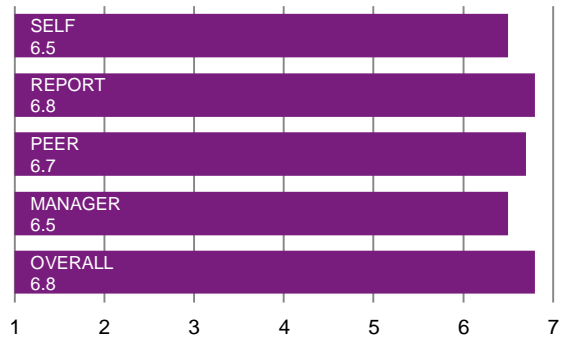
Efficiency



Results

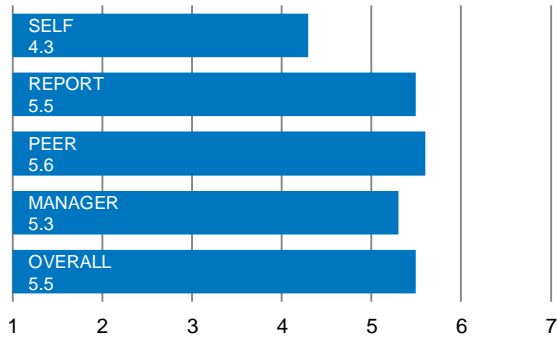


Engaging

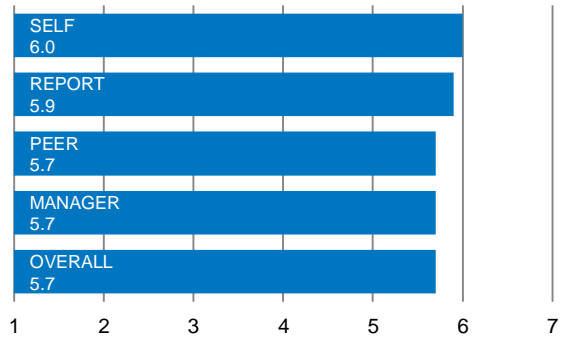


WORKING ON THE BUSINESS

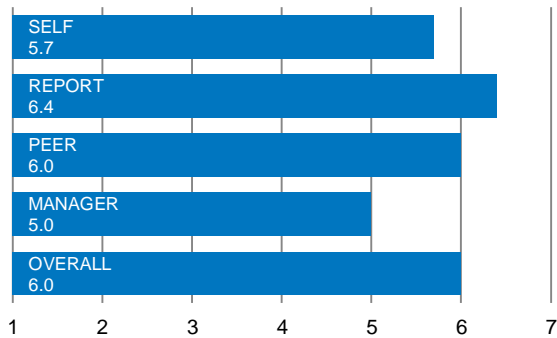
Accountability



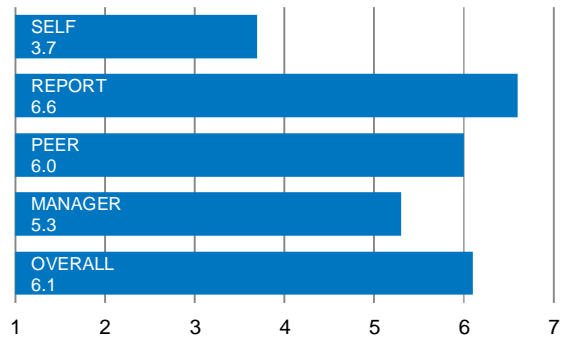
Motivation



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

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 hand 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	Group Ave	Your Rank	Opportunities to Improve	Total Score
2	13	1	Stop taking on too much and spreading yourself too thin	29
1	11	2	Challenge poor performance	20
3	14	3	Delegate more	19
6	1	4	Improve your time management and organizational skills	19
12	19	5	Listen more and let others have their say	10
10	4	6	Be more available and visible in the workplace	6
4	17	7	Communicate better	6
5	16	8	Give appropriate feedback	6
22	25	9	Treat people fairly and without favoritism	5
16	22	10	Look at the big picture - the organization's overall goals	4
7	12	11	Show leadership on issues	3
14	6	12	Set clear goals and performance indicators	2
20	5	13	Be less aggressive	1
21	2	-	Acquire better job and/or industry knowledge	-
24	15	-	Be less moody and control your temper	-
17	9	-	Be more action-oriented and make it happen	-
9	3	-	Be more assertive	-
23	20	-	Be more empathetic	-
19	7	-	Be more of a team player	-
18	8	-	Be more open to change	-
26	21	-	Be more positive	-
15	23	-	Build more effective relationships	-
8	26	-	Improve your people and interpersonal skills	-
25	24	-	More customer and/or client focus	-
11	10	-	Motivate others and improve morale	-
13	18	-	Share knowledge and resources	-

Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information provided in previous rating sections.

Please describe this person's strengths.

: Leadership skills; relationship skills.

: Too many to name. The best person I have worked with.

: Hardworking; clear thinking; good communication/relationships; strong values.

: Dynamic person with plenty of energy for her role and the workplace environment; intelligent; has strong skills suited to the role; ability to make a difference and positively influence others.

: Jane is highly energetic, enthusiastic and positive. She has proven herself at Sample Corp and in the role at APPF in challenging times during the GFC. Jane manages her time better than most and has strong organisational skills. She is passionate about continuous improvement and is highly competitive. She has a great career in front of her and is a real asset for Sample Corp.

: Jane is a highly energetic and knowledgeable leader. I find her a pleasure to work with. Jane has great people skills and a positive attitude.

: Very talented; great team player; effective deliverer.

: Jane has a positive and motivational attitude. She has an ability to develop great relationships with the people she works with. She has excellent industry knowledge which comes through in her client communications and an ability to influence positive outcomes.

: I think Jane is a fantastic mentor. She is a great role model for women in the workplace. She is an extremely hard worker, with a great range of knowledge. She can also multitask better than anyone I know. She has an amazing ability to deal with people and with issues either good, bad, big and small. She is well respected by her reports, managers and peers.

: Industry knowledge; collaboration; strategic-thinking.

Please describe this person's opportunities to improve.

: Listen and learn before speaking. There also needs to be stronger leadership of the team.

: I think Jane could improve her time management skills. She spreads herself a little too thin, therefore meaning things get overlooked, forgotten and postponed time and time again. However, this is also not completely in her control at the moment due to her dual role. I do think she could benefit from delegating more. She also needs to work harder at possibly achieving a better work life balance.

: By juggling too much she sometimes misses the underlying sentiment.

: As a new CEO, she now needs to be more strategic in her approach, i.e. challenge her reports to "recommend", not ask. She will not have the time in her new role to be the Fund CEO. This will obviously be helped by a new appointment to APPF.

: Jane tends to take on a lot and the team around her also seems to be stretched continuously - this could be improved with better resource management and prioritising. Jane has performed well in managing downside risks during the GFC. Now the focus needs to shift to demonstrating leading investment performance from the Funds and demonstrating business growth initiated and implemented by her in an improving environment - the future will be judged by her success in these two key areas.

: Jane has a tendency to over-commit herself which frustrates and wastes the time of others. At times she can project quite aggressive behaviour which can be intimidating to some. Jane would benefit from having a better understanding of the needs of others, not everyone aspires to the same goals or has the same priorities she does

: Delegate more, although this has been difficult; make people accountable.

: Jane is a perfectionist and this means generally she is reluctant to let go of control, when she could delegate more. However, being a perfectionist is a key reason why people are successful. It is just a skill to moderate this and let one's standards relax a little when possible. The 80% rule is a good one. Some days it is best to do something to 80% of how you want to do it, rather than obsess over the finer points to take it to 100%. I would like to see Jane have more home life and more time with her girls.

: Jane sometimes takes on too much and therefore does not always have enough time to focus fully on all issues presenting themselves at a particular time. Greater ability to delegate matters will assist in this regard (difficult to achieve given current structure).

Sometimes managers can overuse their strengths. For example, a confident person can become arrogant, a passionate person can become temperamental, or a diligent person can micromanage others. Are there any strengths being overused by this person?

: Her attention to detail and perfectionism significantly impacts her personal life and as a result doesn't have much of a personal life. She is a very nice and kind person, albeit with a strong core of steel. Sometimes she is possibly a little too tolerant of people that sit towards the lazy and poor attitude end of the spectrum.

: Not that I am aware of.

: No.

: Jane is highly competitive which can lead to the negatives which come from impatience.

: No.

: No.

: The ability to multitask; sometimes she takes on too much and ends up spreading herself too thin.

: No.

Development Plan

This section provides a place for you to create a personal development plan. This plan should include behaviors that you want to keep doing, start doing, and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to check your progress.

Keep

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Start

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Stop

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