Ratee Personality and Multi-Rater Feedback

How does the personality of ratees relate to their multi-rater feedback outcomes?

PBC HOGAN

Executive Summary

- This white paper builds on earlier research completed by PBC in conjunction with Hogan Assessments in 2012 titled *"Optimising Feedback: Linking Multirater Data and Hogan Profiles"*

- Using a larger and more diverse sample of data *(No. Ratees=1,084; No. Raters=12,074)*, this study provides a more detailed examination of the association between day-to-day personality traits, derailment tendencies and core values of ratees (leaders) and their multi-rater feedback outcomes

- From a day-to-day personality perspective, ratees that are more emotionally stable, ambitious, tactful, conscientious and open to learning, receive better overall multi-rater feedback outcomes

- Ratees with a tendency to withdraw and push others away under stress and pressure receive lower overall multi-rater feedback outcomes. Ratees that are more attention-seeking and socially prominent tend to receive more positive multi-rater feedback.

- From a values perspective, ratees who are motivated by helping others and building relationships receive better overall multi-rater feedback outcomes

- Differences in multi-rater feedback outcomes based on rater group are also highlighted and discussed

- A consistent finding for all rater groups was the importance of ratees who are likeable and agreeable, though Managers of ratees also viewed emotional stability and confidence favourably

- While other factors may account for variance in multi rater outcomes, the findings suggest that multi-rater feedback is linked with the personality traits of the individuals being rated

- These results have implications for leader development, as well as for those utilising multi-rater feedback in their organisations to better understand the preferences and expectations different rater groups might have for their leaders

Ratee Personality and Multi-Rater Feedback

How does the personality of ratees relate to their multi-rater feedback outcomes?

Multi-rater instruments are increasingly being used as the principal means of assessing the performance of leaders in organisations. Given the ever-growing research base that identifies the crucial role of leadership in determining the success of individuals, teams and organisations, an ongoing move to greater usage of leadership effectiveness metrics should be encouraged. More comprehensive multi-rater instruments allow a holistic assessment of whether an individual is effectively demonstrating the behaviours that are desired in a particular work environment. In this way, they function not only as a means of understanding leadership impact, but also as a way of facilitating improvement, self-awareness and resulting capacity for self-regulation. It should be expected then that assessments of personality which describe an individual's likely reputation with their colleagues, would be linked to multi-rater feedback outcomes. This white paper explores the link between the personality of leaders participating in multi-rater feedback processes (ratees) and their multi-rater feedback outcomes.

What does existing research show about the link between personality and multi-rater feedback outcomes?

Alongside constructs like general mental ability, personality remains one of the most reliable and valid predictors of job performance and general employability examined in organisational research today (Schmidt & Hunter, 1998; Hogan & Holland, 2003; Hogan, Chamorro-Premuzic, & Kaiser, 2013). Particularly when organising personality characteristics using the five-factor model, leadership effectiveness is strongly linked with personality (Hogan, Curphy, & Hogan, 1994; Judge, Bono, Ilies, & Gerhardt, 2002). When looking at multi-rater feedback instruments as performance metrics, personality is a strong predictor of leadership performance (Oh & Berry, 2009).

These relationships are particularly important given the research evidence indicating the association between multi-rater feedback outcomes and performance appraisal metrics (Beehr, Ivanitskaya, Hansen, Erofeev, & Gudanowski, 2001). In fact, the predictive validity of personality traits is strengthened by the addition of multiple sources of feedback rather than a single source, an inherent quality and benefit of multi-rater feedback (Oh & Berry, 2009). The strength of these associations has also been shown to depend on the source of ratings and the specific domain of leadership effectiveness being considered (Bergman, Lornudd, Sjoberg, & Schwarz, 2014; Bergner, Davda, Culpin, & Rybnicek, 2016).

The majority of research in this area has focused on linking multi-rater feedback outcomes with the five-factor model of personality (Costa & McCrae, 1992) which incorporates extraversion, agreeableness, conscientiousness, neuroticism (emotional stability) and openness to experience (Judge et al., 2002; Strang & Kuhnert, 2009). In addition, while studies have examined the focus of different rater groups when providing feedback on leadership effectiveness, this research has also only examined normal day-to-day personality characteristics as identified by the five-factor model (Thomason, Weeks, Bernardin, & Kane, 2011).

How else could personality relate to multi-rater feedback outcomes?

While the key factors that relate to leadership effectiveness continue to evolve, key personality factors like being rewarding to deal with, having strong capability and ability, and high motivation (Hogan et al., 2013) consistently emerge as being important.

A growing and increasingly compelling body of research identifies the role of dark side personality characteristics which operate under conditions different to day-to-day contexts, and which explain incremental variance in leadership effectiveness outcomes (Gaddis & Foster, 2015; O'Boyle, Forsyth, Banks, & McDaniel, 2012). These personality traits are of particular importance to leaders undergoing multi-rater feedback, as they can impact on leaders' ability to manage relationships and lead to disengagement, decreased performance and greater stress for subordinates (Hogan & Hogan, 2001; Hogan, Hogan & Kaiser, 2009). Though some research has demonstrated the link between personality-based derailment tendencies and multi-rater feedback (Burke, 2006), an opportunity exists to analyse these relationships using a larger and more diverse sample of leaders, as well as a more rigorous and comprehensive model of leadership effectiveness.

In addition, little research has examined the impact that the values of leaders might have on their multi-rater feedback outcomes. For instance, Hogan and Hogan (2010) have demonstrated that leader values correlate with observer descriptions from manager, peer and subordinate rater groups. Considering the growing number of research articles focusing on values-driven leadership (Avolio, Gardner, Walumbwa, Luthans & May, 2004; Cha & Edmonson, 2006), an opportunity exists to assist in developing greater understanding of the role of values in determining multi-rater feedback outcomes for leaders.

The Present Study

While multiple studies in the area have already looked at the links between personality and multi-rater feedback outcomes, often the research has brought together instruments that lack theoretical alignment. In addition, though studies have separately assessed the role of rater source as well as different personality-based constructs in determining multi-rater feedback outcomes, few have sought to explore these relationships in an integrated fashion using a large and diverse sample of leaders. This study aims to address this by combining data from personality-based measures and a global multi-rater instrument that draws its theoretical framework from a socioanalytic perspective.

Participants

Data were analysed from a sample of 1,084 leaders from a global database collected between 2012 and 2015. Leaders in the sample were included based on having personality data and matched multi-rater feedback data. The total number of ratings compiled for the sample of leaders was 12,074, and this incorporated feedback from the following rater groups:

- Managers;
- Peers;
- Reports;
- Others (e.g., Customers, Stakeholders).

While demographic information available was limited, leaders came from private, public and not-for-profit sectors across a large range of industries. The sample included leaders from (but not limited to) Building and Construction, Professional Services, I.T. Telecommunications, Pharmaceuticals, Government.

Measures

Hogan Personality Assessments
Leaders from the global database completed three diagnostics as part of an assessment of personality:

- The Hogan Personality Inventory (HPI; Hogan & Hogan, 2007), which measures day-to-day personality characteristics and provides information about individuals' typical preferences and behavioural tendencies;

- The Hogan Development Survey (HDS; Hogan & Hogan, 2009), which measures personality when under stress and pressure, and assesses individuals' strengths which, when overplayed, can potentially derail performance; and

- The Motives, Values, Preferences Inventory (MVPI; Hogan & Hogan, 2010), which provides insight into individuals' core values that motivate and drive their behaviour.

The Present Study cont.

Measures cont.

Hogan 360°
Ratees also took part in a multi-rater feedback process using the Hogan 360°. The Hogan 360° is an online multi-rater assessment tool that gathers leadership feedback from a variety of key stakeholder groups. The tool is supported by research that demonstrates its reliability and validity (Peter Berry Consultancy, 2015). As shown in Figure 1 below, the tool covers four key quadrants.
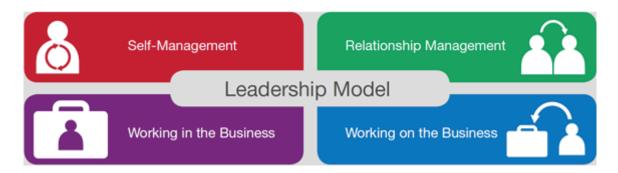

Figure 1: The Hogan 360° Leadership Model

Each of the four Hogan 360° leadership model quadrants are defined below, each containing two to four sub-themes/competencies.

- **Self-Management:** being self-aware, self-regulating and able to manage stress; being transparent and authentic. Competencies include Integrity and Resilience.

- **Relationship Management:** achieving better results through better relationships. Competencies include Communication, People Skills, Team Player and Customer.

- **Working in the Business:** having the experience, ability and momentum to consistently deliver great results. Competencies include Capability, Efficiency, Results and Engaging.

- **Working on the Business:** adding extra value through innovation and strategic planning, and building motivated, accountable teams. Competencies include Accountability, Motivation, Strategy and Innovation.

Leaders received ratings from 1 to 7 from raters classified as either Managers, Peers, Reports or Others. They also provided self-ratings for themselves.

Procedure

Correlational analyses were carried out to determine the presence of significant associations between ratee personality traits as measured by the HPI, HDS and MVPI, and multi-rater feedback outcomes as sourced by the Hogan 360°. Please note that due to the larger sample size, an effort was made to highlight only statistically significant (p-values at least $\leq .05$), meaningful correlations ($r \geq .10$).

Research Findings

The first section of results examines the links between personality characteristics as measured by HPI, HDS and MVPI scales, and multi-rater feedback outcomes as measured by overall Hogan 360° scores.

Personality and Overall Multi-rater Feedback Outcomes by Rater Group

Tables 1 to 3 below display the correlations between HPI, HDS and MVPI scales and overall Hogan 360° scores, broken down by rater group. A discussion of the results follows the tables in the paper.

TABLE 1: Correlations between Hogan Personality Inventory (HPI) and Overall Hogan 360° Scores by Rater Group

HPI Scale	Overall Hogan 360° Score^	Hogan 360°: Self Rating	Hogan 360°: Managers	Hogan 360°: Peers	Hogan 360°: Reports	Hogan 360°: Others
Adjustment	.184**	.189**	.139**	.084**	.097**	.041
Ambition	.199**	.268**	.132**	.057	.081*	.022
Sociability	.096**	.120**	.052	.064*	.027	.050
Interpersonal Sensitivity	.231**	.200**	.140**	.139**	.131**	.190**
Prudence	.159**	.150**	.080*	.090**	.092**	.208**
Inquisitive	-.003	.112**	-.032	-.027	-.044	-.016
Learning Approach	.107**	.108**	.063*	.037	.069*	.165*

For Table 1 and all proceeding tables:

#The + or – sign indicates the direction of the relationship
Due to the larger sample size, only statistically significant (p-values at least ≤ .05), meaningful correlations (r ≥ .10) are highlighted in green for positive correlations, and red for negative correlations
^Includes Manager, Peer, Report and Other ratings
Note: * p < .05, ** p < .01.

Research Findings cont.

TABLE 2: Correlations between Hogan Development Survey (HDS) and Overall Hogan 360° Scores by Rater Group

HDS Scale	Overall Hogan 360° Score^	Hogan 360°: Self Rating	Hogan 360°: Managers	Hogan 360°: Peers	Hogan 360°: Reports	Hogan 360°: Others
Excitable	-.225**	-.188**	-.182**	-.106**	-.132**	-.127
Sceptical	-.146**	-.020	-.160**	-.124**	-.096**	.029
Cautious	-.139**	-.261**	-.078**	-.026	-.044	.068
Reserved	-.187**	-.152**	-.149**	-.133**	-.071*	-.128
Leisurely	-.150**	-.089**	-.177**	-.097**	-.066*	.087
Bold	.088**	.243**	-.046	.007	.045	.019
Mischievous	-.032	.107**	-.069*	-.076*	-.048	.055
Colourful	.140**	.210**	.063*	.058	.056	.044
Imaginative	.026	.120**	-.039	-.016	.032	-.016
Diligent	.019	.067*	-.048	.007	.033	.112
Dutiful	-.014	-.057	.003	.031	-.039	.167*

TABLE 3: Correlations between Motives, Values, Preferences Inventory (MVPI) and Overall Hogan 360° Scores by Rater Group

MVPI Scale	Overall Hogan 360° Score^	Hogan 360°: Self Rating	Hogan 360°: Managers	Hogan 360°: Peers	Hogan 360°: Reports	Hogan 360°: Others
Recognition	-.003	.085**	-.031	-.043	-.013	.042
Power	.055	.149**	-.020	-.033	.026	.097
Hedonism	-.050	-.023	-.068*	-.005	-.036	.064
Altruistic	.104**	.138**	.061	.050	.038	-.005
Affiliation	.141**	.184**	.077*	.073*	.048	.081
Tradition	.067*	.116**	-.001	.057	-.012	.026
Security	.024	.045	-.017	.035	.006	.176*
Commerce	.004	.108**	-.052	-.059	.010	.018
Aesthetics	.009	.017	.028	.040	-.047	.045
Science	-.079*	.005	-.097**	-.059	-.030	-.133

Research Findings cont.

Overall Scores

When looking at overall leadership performance (combined scores from all rater groups excluding self ratings), ratees with higher scores on the following HPI scales received more positive feedback:

- Adjustment;
- Ambition;
- Interpersonal Sensitivity;
- Prudence;
- Learning Approach.

Based on these associations, it is likely that ratees who are seen as more resilient and emotionally stable (Adjustment), driven and ambitious (Ambition), diplomatic and sensitive (Interpersonal Sensitivity), hardworking and conscientious (Prudence), and open to learning and staying up to date with relevant job knowledge (Learning Approach), receive more positive ratings on their leadership effectiveness.
Ratees with higher scores on the following HDS scales received more negative performance ratings overall:

- Excitable;
- Sceptical;
- Cautious;
- Reserved;
- Leisurely.

It is likely that ratees who have a tendency to withdraw and distance themselves from others under stress and pressure (Moving Away cluster) are seen as less effective leaders. Specifically, if they struggle to manage their emotions and show conviction (Excitable), are mistrusting and cynical (Sceptical), reluctant to make decisions and self-doubting (Cautious), aloof and distant (Reserved), and stubborn and hard to coach (Leisurely), they are likely to receive less favourable multi rater feedback outcomes.

Ratees with higher scores on the HDS scale Colourful received more positive overall ratings. This suggests that dramatic and attention-seeking behaviour may be linked with more positive perceptions of leadership effectiveness.

In examining the impact of leader values on multi-rater feedback, ratees with higher scores on the following MVPI scales received more positive performance ratings overall:

- Altruistic;
- Affiliation.

This suggests that ratees who are likely to focus on supporting others and building a culture around service (Altruistic), as well as a culture focused on building relationships and collaboration (Affiliation) are rated more favourably on their leadership.

Research Findings cont.

Self Rating Scores

Significant positive correlations were found between all HPI scales and overall Hogan 360° scores. When looking at the HDS, ratees who are more emotionally volatile (Excitable), self-doubting (Cautious) and withdrawn (Reserved) under stress and pressure rated themselves more negatively overall. Ratees with a tendency to confront issues head-on and confidently under stress and pressure (Moving Against cluster) rated themselves more positively overall. Specifically, leaders that are overly assertive and over-confident (Bold), limit-testing and impulsive (Mischievous), self-promoting and attention-seeking (Colourful) and unpredictable and eccentric (Imaginative) under stress and pressure rated themselves more positively overall. As these traits were not positively rated by other rater groups, it is likely that leaders with these personality characteristics may be making erroneous judgements about the value of such behavioural traits.

Focusing on the MVPI, ratees who are motivated by career advancement and influence (Power), helping others (Altruistic), building relationships (Affiliation), strict custom and morals (Tradition) and financial matters (Commerce), rated themselves more positively overall.

Rater Group Scores

A consistent finding across all rater groups was that ratees with higher Interpersonal Sensitivity scores received higher feedback scores. This suggests that the diplomatic and tactful approach which characterises Interpersonal Sensitivity is a desirable and important factor in how effective leaders manage different stakeholder groups.

When looking at overall Hogan 360° scores, Managers also rated leaders with greater resilience and stress tolerance (Adjustment) as well as confidence and drive (Ambition) more positively. Ratees demonstrating the Moving Away cluster received more negative ratings from Managers, suggesting that Managers find such behavioural tendencies particularly counterproductive in relation to leadership effectiveness.

Both Peers and Reports rated leaders who are more emotionally volatile (Excitable) as less effective. Peers also gave more negative ratings to leaders who are more cynical and mistrusting (Sceptical) and aloof and distant (Reserved) under stress and pressure. This suggests that a leader's capacity to manage their emotions and be emotionally available and open to their colleagues and team members is of particular importance.

Raters from the Others group rated leaders with greater conscientiousness (Prudence) and openness to learning (Learning Approach) more positively. Ratees with strong eagerness to please and desire to conform under stress and pressure (Dutiful), and ratees motivated by certainty and mitigating risk (Security) also received more positive ratings from Others. This suggests that stakeholders are eager for leaders to be dedicated, up-to-date, and focused on delivering consistent and sound service.

Personality and Multi-rater Feedback on Leadership Quadrants by Rater Group

This second section of results examines the links between personality and Hogan 360° leadership quadrant scores. Tables 4 to 6 below show the correlations between HPI, HDS and MVPI scales and Hogan 360° quadrant scores, broken down by rater group.

A discussion of the results proceeds the tables in the paper.

Research Findings cont.

TABLE 4: Correlations between HPI and Hogan 360° Quadrants by Rater Group#

HPI Scale	Overall^	Self Rating	Managers	Peers	Reports	Others
Adjustment	Self Management** + Relationship Management** + Working In** + Working On** +	Self Management** + Relationship Management** + Working In** + Working On** +	Self Management** + Relationship Management** +	Self Management** +	Self Management** +	
Ambition	Relationship Management** + Working In** + Working On** +	Self Management** + Relationship Management** + Working In** + Working On** +	Relationship Management** + Working In** + Working On** +	Working On** +	Working On** +	
Sociability	Relationship Management** + Working On** +	Relationship Management** + Working On** +				
Interpersonal Sensitivity	Self Management** + Relationship Management** + Working In** + Working On** +	Self Management** + Relationship Management** + Working On** +	Self Management** + Relationship Management** +	Self Management** + Relationship Management** +	Self Management** + Relationship Management** +	Self Management** + Relationship Management** + Working On** +
Prudence	Self Management** + Relationship Management** + Working In** +	Self Management** + Relationship Management** + Working In** +	Self Management** + Relationship Management** +	Self Management** + Relationship Management** +	Self Management** + Relationship Management** +	Self Management** + Relationship Management** +
Inquisitive		Working On** +				
Learning Approach	Working In** +	Working In** +			Working In** +	Self Management** + Relationship Management** +

Research Findings cont.

TABLE 5: Correlations between HDS and Hogan 360° Quadrants by Rater Group#

HDS Scale	Overall^	Self Rating	Managers	Peers	Reports	Others
Excitable	Self Management** - Relationship Management** - Working In** - Working On** -	Self Management** - Relationship Management** - Working In** - Working On** -	Self Management** - Relationship Management** - Working In** - Working On** -	Self Management** - Relationship Management** -	Self Management** - Relationship Management** -	Self Management** -
Sceptical	Self Management** - Relationship Management** -	Self Management** -	Self Management** - Relationship Management** - Working In** - Working On** -	Self Management** - Relationship Management** -	Self Management** -	
Cautious	Relationship Management** - Working In** - Working On** -	Self Management** - Relationship Management** - Working In** - Working On** -	Working On** -	Working On** -	Working On** -	
Reserved	Self Management** - Relationship Management** - Working In** - Working On** -	Self Management** - Relationship Management** - Working On** -	Self Management** - Relationship Management** - Working In** - Working On** -	Self Management** - Relationship Management** - Working On** -	Relationship Management** - Working On** -	Relationship Management** -
Leisurely	Relationship Management** - Working In** - Working On** -	Working On** -	Self Management** - Relationship Management** - Working In** - Working On** -	Working In** - Working On** -	Working In** -	
Bold	Working On** -	Self Management** - Relationship Management** - Working In** - Working On** -				
Mischievous	Self Management** -	Relationship Management** - Working On** -	Self Management** -	Self Management** -	Self Management** -	
Colourful	Relationship Management** - Working In** - Working On** -	Relationship Management** - Working In** - Working On** -		Working On** -		
Imaginative	Working On** -	Relationship Management** - Working In** - Working On** -				
Diligent		Working In** -				
Dutiful		Working In** -		Working On** -		Self Management** - Relationship Management** -

Research Findings cont.

TABLE 6: Correlations between Motives, Values, Preferences Inventory (MVPI) and Hogan 360° Quadrants by Rater Group#

MVPI Scale	Overall^	Self Rating	Managers	Peers	Reports	Others
Recognition		Relationship Management** +				
Power	Working In** + Working On** +	Relationship Management** + Working In** + Working On** +		Self Management** +		
Hedonism	Self Management** +		Self Management** +			
Altruistic	Self Management** + Relationship Management** +	Self Management** + Relationship Management** + Working On** +				
Affiliation	Self Management** + Relationship Management** + Working On** +	Self Management** + Relationship Management** + Working In** + Working On** +	Relationship Management** +	Relationship Management** +	Relationship Management** +	
Tradition	Self Management** +	Self Management** +				
Security	Self Management** +	Self Management** +				Self Management** + Relationship Management** +
Commerce		Working In** + Working On** +				
Aesthetics						
Science	Relationship Management** +		Relationship Management** + Working In** +			

Research Findings cont.

What are Managers looking for?

With a focus on the leadership quadrants in the Hogan 360° and HPI scores, Managers are more likely to provide positive ratings of Self Management if leaders are emotionally stable (Adjustment), diplomatic and sensitive (Interpersonal Sensitivity), as well as detail-oriented and organised (Prudence). Managers also rate similarly for Relationship Management, and give stronger ratings for confident and driven leaders (Ambition). Ambition is also positively linked with Manager ratings for leaders on Working In the Business and Working On the Business quadrants.

When rating all four leadership quadrants, Managers rate more negatively if leaders are emotionally volatile (Excitable), cynical and mistrusting (Sceptical), aloof and distant (Reserved), and stubborn and hard to coach (Leisurely) under stress and pressure. Managers also rate leaders more negatively on Self Management if they are limit-testing and impulsive (Mischievous), and more negatively on Working On the Business if they are self-doubting and risk-averse (Cautious).

In terms of leader values, Managers give more negative ratings on Self Management for leaders motivated by excitement, variety and pleasure-seeking (Hedonism), and more negative ratings on Relationship Management and Working In the Business for leaders motivated by data, analysis and technology (Science). Leaders that are motivated by relationships and collaboration (Affiliation) are rated more positively by Managers.

Overall, Managers are likely to rate leaders more positively if they:

* Are emotionally stable, diplomatic, detail-oriented, and confident and driven;
* Are open to trusting others and optimistic, available and supportive, and open to feedback and advice;
* Are focused on making calculated decisions and confident in taking opportunities when they are available;
* Are able to balance pleasure-seeking with execution, data and analysis with creating meaning, and actively building relationships to succeed.

What are Peers looking for?

Peers are more likely to provide positive ratings for Self Management for leaders that are emotionally stable (Adjustment), diplomatic and sensitive (Interpersonal Sensitivity), and hardworking and organised (Prudence). Peers also rate leaders that are more diplomatic and agreeable (Interpersonal Sensitivity) and planful and conscientious (Prudence) higher on Relationship Management.

Across Self Management and Relationship Management, Peers rate leaders more negatively if they are emotionally volatile (Excitable), cynical and mistrusting (Sceptical), and aloof and distant (Reserved) under stress and pressure. Leaders who are more limit-testing and impulsive under stress and pressure (Mischievous) receive more negative ratings for Self Management, though leaders who are more eager to please and conforming (Dutiful) receive better ratings for Relationship Management. Leaders that are stubborn and hard to coach (Leisurely) are rated more negatively by Peers in terms of Working In the Business and Working On the Business.

Research Findings cont.

Overly self-doubting and unassertive leaders (Cautious) receive more negative ratings on Working On the Business. Leaders who are more self-promoting and attention-seeking (Colourful) receive more positive ratings for Working On the Business.

Leaders who value collaboration and building relationships (Affiliation) receive more positive ratings from Peers. Those leaders who value career advancement and influence (Power) receive lower ratings on Self Management.

Overall, Peers are likely to rate leaders more positively if they:

• Are emotionally stable, diplomatic and detail-oriented;
• Are open to trusting others and optimistic, available and supportive, and open to feedback and advice;
• Are eager to please and conforming;
• Are confident in taking opportunities when they are available;
• Are self-promoting and attention-seeking;
• Value collaboration and relationships rather than career advancement.

What are Reports looking for?

Reports rate leaders higher on Self Management if they are more emotionally stable and resilient (Adjustment), diplomatic and sensitive (Interpersonal Sensitivity) and hardworking and detail-oriented (Prudence). The latter two characteristics are also positively related to evaluations of Relationship Management. In addition, more confident and ambitious leaders (Ambition) are rated more positively on Working On the Business, and those with a greater openness to learning (Learning Approach) are rated higher on Working In the Business.

Reports give lower ratings to leaders for Self Management who are emotionally volatile (Excitable), cynical and mistrusting (Sceptical), and limit-testing and impulsive (Mischievous). When rating Relationship Management and Working On the Business, Reports also rate leaders with a tendency to become withdrawn and aloof under stress and pressure (Reserved) lower. Overly self-doubting and unassertive (Cautious) leaders also receive more negative ratings for Working On the Business. Stubborn and hard to coach (Leisurely) leaders are rated worse by Reports on Working in the Business.

Reports also rate leaders motivated by collaboration and building relationships (Affiliation) more positively for Relationship Management.

Overall, Reports are likely to rate leaders more positively if they:

• Are emotionally stable, diplomatic and detail-oriented;
• Are confident and leader-like;
• Are open to learning;
• Are open to trusting others and optimistic, available and supportive, and open to feedback and advice;
• Are not overly limit-testing or impulsive;
• Value collaboration and relationships.

Research Findings cont.

What are Others (Stakeholders) looking for?

For Hogan 360° leadership quadrants, Others give higher ratings to leaders on Self Management and Relationship Management if they are diplomatic and sensitive (Interpersonal Sensitivity), hardworking and organised (Prudence) and open to learning opportunities (Learning Approach). Those leaders with greater tact and diplomacy (Interpersonal Sensitivity) also receive better ratings for Working On the Business.

Others also give more negative ratings to leaders on Self Management if they are emotionally volatile under stress and pressure (Excitable), and on Relationship Management if they are aloof and withdrawn (Reserved). Highly conforming and eager to please leaders (Dutiful) are seen as more effective at Self Management and Relationship Management.

Leaders motivated by certainty, structure and mitigating risk are rated more positively by Others on Self Management and Relationship Management (Security).

Overall, Others are likely to rate leaders more positively if they:

- Are diplomatic and open to learning and improvement;
- Are emotionally stable;
- Are available and supportive in relationships;
- Are eager to please and focused on service;
- Value making sound and secure decisions and mitigating risk.

Personality and Multi-rater Feedback on Leadership Themes by Rater Group

More specific analyses have been conducted on the specific leadership themes in the Hogan 360°. Please refer to Tables 7 to 9 in the Appendix which display the correlations between HPI, HDS and MVPI scales and Hogan 360° theme scores, broken down by rater group.

Implications of Findings and Concluding Remarks

In examining the associations between personality assessment and a multi-rater feedback tool for leaders in a socioanalytic perspective, it is apparent that the personality of ratees may be linked with the outcomes they receive from multi-rater feedback. Using a large and diverse sample of leaders, this study is novel in that it brings together a multi-faceted exploration of the impact of leader personality, looking at not just day-to-day personality, but also personality under stress and pressure as well as the role of leader values.

The findings indicate that certain individual differences in personality characteristics like emotional stability and agreeableness, are associated with perceived leadership effectiveness. The study also suggests that the values leaders hold may also impact perceived leadership at an observable level. Knowing this, leaders could increase the likelihood of success in multi-rater feedback by understanding what behaviours and qualities are associated with specific personality scores. An example of this would be for leaders with a tendency to withdraw from others under stress and pressure, to build self-awareness and hold themselves accountable to managing that tendency through maintaining connections in challenging circumstances. Utilising the findings from this research in this way should enable leaders to improve their chances of receiving more positive multi-rater feedback outcomes.

Understanding the different preferences that rater groups have should also assist leaders in enhancing their perceived effectiveness. The findings provide an indication of the types of behavioural traits that are more likely to be received favourably by raters in the context of multi-rater feedback. In this way, the findings could inform the goals and interventions used to engage leaders who are thinking of participating in multi-rater feedback, or who have already done so and are looking to improve their effectiveness. For instance, understanding that leaders with elevations in the Moving Against cluster on the HDS profile are more likely to rate themselves more positively than other raters, provides useful insight into the importance of self-awareness and resourcing feedback from others regularly for leaders with that personality profile.

This information should provide a starting point in furthering our knowledge around what individual-level factors promote leader success. Specifically, examining the question about what is it about certain personality characteristics that encourage certain rater groups to respond more positively or negatively. While a focus on correlational analyses necessitates further exploration of the relationships identified in this white paper, an opportunity exists to undertake more complex statistical analyses to enable greater generalisability of the findings.

For further information on what additional analyses are planned, please contact PBC.

This study is part of a broader collection of White Papers that have been developed using the Hogan 360° in 2016. The other titles are "Unconscious rater bias: How your gender can influence how you rate others and how you are rated" and "Bench strength of the leadership pipeline: Exploring 360° competencies that emerge at different leader levels".

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Appendix

TABLE 7: Correlations between HPI and Hogan 360° Themes by Rater Group#

HPI Scale	Overall^	Self Rating	Managers	Peers	Reports	Others
Adjustment	Integrity** + Resilience** + People Skills** + Team Player** + Efficiency** + Engaging** + Motivation** +	Integrity** + Resilience** + People Skills** + Team Player** + Efficiency** + Engaging** + Motivation** +	Integrity** + Resilience** + People Skills** + Team Player** + Efficiency** + Motivation** +	Resilience** + People Skills** + Motivation** +	Integrity** + Resilience** + People Skills** + Team Player** + Motivation**	Resilience* +
Ambition	Communication** + People Skills** + Team Player** + Customer** + Efficiency** + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +	Integrity** + Resilience** + Communication** + People Skills** + Team Player** + Customer** + Capability** + Efficiency** + Results** + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +	Communication** + Customer** + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +	Engaging** + Accountability** + Strategy** +	Communication** + Customer** + Engaging** + Innovation** +	
Sociability	Communication** + People Skills** + Team Player** + Customer** + Engaging** + Motivation** + Innovation** +	Communication** + People Skills** + Team Player* + Engaging** + Motivation** + Strategy** + Innovation** +	Team Player** + Customer** + Results* - Engaging** +	Team Player* + Engaging** + Innovation** +	Engaging** +	Engaging** + Innovation* +
Interpersonal Sensitivity	Integrity** + Resilience** + Communication** + People Skills** + Team Player** + Customer** + Engaging** + Strategy** +	Integrity** + Resilience** + Communication** + People Skills** + Engaging** + Motivation** + Strategy** + Innovation* +	Integrity** + Resilience** + Customer** + Engaging** +	Integrity** + Resilience** + Engaging** + Innovation* +	Integrity** + Resilience** + Engaging** + Innovation* +	Integrity* + Resilience* + Engaging** +
Prudence	Integrity** + Resilience** + People Skills** + Team Player** + Efficiency** + Results** + Motivation** +	Integrity** + Resilience** + People Skills** + Team Player** + Efficiency** + Results** + Motivation** +	Integrity** + Resilience** + People Skills** + Team Player** + Efficiency** +	Integrity** + Resilience** + People Skills** + Team Player** + Motivation** +	Integrity** + Resilience** + People Skills** + Team Player** + Motivation** +	Integrity** + Resilience** + Communication** + People Skills** + Team Player** + Motivation* + Strategy* +
Inquisitive	Innovation** +	Communication** + Efficiency* - Engaging** + Strategy** + Innovation** +		Efficiency* -		
Learning Approach	Communication** + People Skills* + Team Player* + Capability** + Results** + Engaging** + Innovation** +	Communication** + Efficiency* + Results** + Engaging** + Strategy** + Innovation** +			Capability** + Results** + Engaging** +	Integrity* + Resilience* + Communication* + People Skills* + Team Player** + Customer* +

TABLE 8: Correlations between HDS and Hogan 360° Themes by Rater Group#

HDS Scale	Overall^	Self Rating	Managers	Peers	Reports	Others
Excitable	Integrity** - Resilience** - Communication** - People Skills** - Team Player** - Customer** - Results** - Engaging** - Motivation** - Strategy** - Innovation** -	Integrity** - Resilience** - People Skills** - Team Player** - Efficiency** - Engaging** - Motivation** - Strategy** - Innovation** -	Integrity** - Resilience** - People Skills** - Team Player** - Customer** - Efficiency** - Results** - Engaging** - Accountability* - Motivation** - Strategy* - Innovation** -	Resilience** - People Skills** - Team Player** - Engaging** - Motivation** - Strategy* -	Integrity** - Resilience** - People Skills** - Team Player** - Engaging** - Motivation** - Strategy* - Innovation* -	Resilience** - People Skills** - Team Player** -
Sceptical	Integrity** - Resilience** - People Skills** - Team Player** - Motivation** -	Integrity** - Resilience** -	Integrity** - Resilience** - People Skills** - Team Player** - Customer** - Results** - Engaging** - Motivation** - Strategy* - Innovation** -	Integrity** - Resilience** - People Skills** - Team Player** - Results** - Motivation** - Strategy** - Innovation* -	Integrity** - Resilience** - People Skills** - Team Player** - Motivation** -	
Cautious	Communication** - Customer** - Engaging** - Accountability** - Motivation** - Strategy** - Innovation** -	Integrity** - Communication** - People Skills** - Team Player** - Customer** - Capability** - Efficiency** - Results** - Engaging** - Accountability** - Motivation** - Strategy** - Innovation** -	Customer** - Engaging** - Accountability** - Motivation** - Strategy* - Innovation** -	Engaging** - Accountability** - Strategy** - Innovation* -	Engaging** - Accountability** - Innovation** -	Results** +
Reserved	Integrity** - Resilience** - Communication** - People Skills** - Team Player** - Customer** - Engaging** - Motivation** - Strategy** -	Integrity** - Resilience** - People Skills** - Team Player** - Engaging** - Motivation** - Strategy** - Innovation* -	Resilience** - People Skills** - Team Player** - Customer** - Engaging** - Accountability* - Motivation** - Strategy* - Innovation* -	Integrity** - Resilience** - Communication** - People Skills** - Team Player** - Customer** - Engaging** - Motivation** - Strategy** - Innovation** -	People Skills** - Team Player** - Engaging** - Motivation** -	People Skills* - Team Player* - Customer* - Engaging* -
Leisurely	Integrity** - People Skills** - Team Player** - Customer** - Efficiency** - Engaging** - Accountability** - Motivation** - Strategy** -	Integrity** - Efficiency** - Engaging** - Accountability** - Strategy* -	Integrity** - Resilience** - Communication** - People Skills** - Team Player** - Customer** - Capability** - Efficiency** - Results** - Engaging** - Accountability** - Motivation** - Strategy** - Innovation** -	Efficiency** - Engaging** - Accountability** - Motivation** - Strategy** - Innovation** -	Engaging** - Accountability* - Strategy* - Innovation** -	Results* + Strategy* -

Appendix cont.

TABLE 8: Correlations between HDS and Hogan 360° Themes by Rater Group#

HDS Scale	Overall^	Self Rating	Managers	Peers	Reports	Others
Bold	Engaging** + Strategy** + Innovation** +	Resilience** + Communication** + People Skills** + Team Player** + Customer** + Capability** + Efficiency** + Results** + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +			Accountability* + Innovation** +	
Mischievous	Integrity** - Resilience** - Team Player* - Efficiency* - Results** - Engaging** + Innovation** +	Communication** + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +	Integrity** - Resilience** - Results** -	Integrity** - Resilience** - Efficiency** - Results** -	Integrity** -	Engaging** + Strategy* + Innovation* +
Colourful	Communication** + People Skills** + Customer** + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +	Communication** + People Skills** + Team Player** + Customer** + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +	Customer** + Engaging** + Motivation** + Strategy** + Innovation** +	Communication** + Customer** + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +	Customer** + Engaging** + Strategy* + Innovation** +	Customer** + Engaging** + Innovation* +
Imaginative	Engaging** + Innovation** +	Capability* + Engaging** + Accountability** + Motivation** + Strategy** + Innovation** +	Efficiency* - Results** -	Efficiency* - Innovation** +	Efficiency* - Innovation** +	
Diligent	Efficiency** +	Efficiency** + Results** +	Motivation** - Innovation** -	Innovation* -		Results* +
Dutiful	Accountability** -	Communication** - Accountability** - Strategy* - Innovation* -	Accountability* -	People Skills** + Accountability* -	Accountability* - Innovation* -	Integrity* + Resilience* + Communication** + People Skills** + Team Player** + Motivation* +

Appendix cont.

TABLE 9: Correlations between Motives, Values, Preferences Inventory (MVPI) and Hogan 360° Themes by Rater Group#

MVPI Scale	Overall^	Self Rating	Managers	Peers	Reports	Others
Recognition		Communication** + People Skills** + Customer** + Engaging** +		Capability** -		
Power	Engaging** + Accountability** + Strategy** + Innovation** +	Communication** + Engaging** + Accountability** + Strategy** + Innovation** +	Engaging* +	Integrity** - Resilience* - Engaging** +	Engaging** +	Engaging* + Strategy* + Innovation* +
Hedonism	Integrity** - Capability**	Integrity**	Resilience** - Capability** -			Efficiency* +
Altruistic	Integrity** + Resilience** + People Skills** + Team Player** + Motivation** +	Integrity** + Resilience** + People Skills** + Team Player** + Customer* + Motivation** + Strategy** + Innovation* +	Customer* + Motivation* +	People Skills** + Motivation** +	Motivation** +	
Affiliation	Resilience** + Communication** + People Skills** + Team Player** + Customer** + Engaging** + Motivation** + Strategy** +	Integrity** + Resilience** + Communication** + People Skills** + Team Player** + Engaging** + Accountability* + Motivation** + Strategy** + Innovation** +	People Skills** + Team Player** + Customer** + Engaging** + Motivation** +	People Skills** + Team Player** + Customer** + Engaging** + Motivation** + Strategy** +	People Skills** + Team Player* + Engaging** + Motivation* +	Customer* + Engaging** +
Tradition	Integrity** +	Integrity** + Resilience** + People Skills** + Customer* + Accountability** + Motivation* +				
Security	Integrity** + Efficiency** + Engaging** - Innovation** -	Integrity** + Resilience** + People Skills** + Efficiency** + Innovation** -	Engaging** - Innovation** -	Innovation** -	Engaging** -	Integrity* + Communication* + Efficiency* + Results* +
Commerce		Customer** + Efficiency** + Results* + Engaging** + Accountability** + Strategy** + Innovation** +	Motivation** -	Integrity** - Results* - Motivation* -	Accountability* + Innovation* +	Strategy* +
Aesthetics	Capability* - Efficiency* -				Efficiency** - Accountability* -	
Science	People Skills** - Customer** - Engaging** - Accountability** -	Innovation** +	Customer** - Engaging** - Accountability** - Motivation** - Strategy* -	Customer** - Accountability* - Motivation* -	Accountability** -	Customer** - Engaging* -

Peter Berry Consultancy (PBC) represents Hogan Assessment Systems (Hogan) in Australia.
For the past 25 years, PBC has provided customer-focused, evidence based solutions
that enable organisations to select the right people, develop key talent, build better leaders,
and enhance organisational performance.

Hogan is an international test publisher that delivers personality and cognitive ability assessment
solutions. Hogan's international research team sets industry standards for international selection
and development testing, and has positioned Hogan as a global leader in assessments.