
CASE STUDY:

HOGAN 360

HOW IT STARTED

The consultant was approached by a long-term client company that was planning to split later in the year due to industry pressures. The company was looking to incorporate assessment data, including a 360 tool, into a leadership development program called Growing Emerging Leaders in order to identify and retain key talent, and grow these individuals into broader leadership roles. The client was looking for a succinct 360 survey, and a more straightforward report including fewer competencies than other 360s they had used. The client also wanted a 360 tool that did not require customization and could be launched quickly. Having recently attended a webinar on the Hogan 360, the consultant took this opportunity to share the Hogan tool with the client; the client was delighted with the new 360 approach and quickly accepted the proposal to begin using the tool.

DEVisING A SOLUTION

Along with the Hogan 360, the consultant recommended self-awareness coaching for this group of potential leaders using the Hogan Personality Inventory (HPI) and the Hogan Development Survey (HDS). These tools provide enhanced self-awareness for individuals by offering insight into strengths and challenges, as well as how one sees themselves (identity) versus how others see them (reputation). As a new user of the Hogan 360, the consultant sought out the support of the Hogan Independent Consultants Team to provide additional insight and support throughout the process.

EXECUTING THE PLAN

The assessments and coaching were provided to the company's Growing Emerging Leaders Program participants, consisting of senior managers and directors identified as high potentials. Participants completed the HPI and HDS assessments, along with the Hogan 360, prior to their individual coaching sessions. The consultant, along with two other Hogan-certified consultants, conducted the individual two-hour debriefs with the program participants using the assessment data to guide conversations and determine action items. At the end of each individual session, participants were encouraged to share the prominent themes and action items from their assessment results with their managers and direct reports. About 90 days after the individual coaching sessions, the participants were asked to complete a short survey to measure their progress based on their action items, goals and business challenges. This also provided them with an opportunity to reflect and to determine where there was still room to improve.

The Growing Emerging Leaders Program included the individual coaching sessions, as well as small group sessions held in various locations and led by two senior leaders. During the group sessions, participants were asked to share their business challenges with one another, as well as any feedback they had received from their managers and direct reports. For each group, the consultant ordered the Hogan 360 Group Report to determine common strengths and development areas, as well as where the groups varied from one another. Using the Hogan 360 Group Report, the consultant prepped the senior leaders and encouraged them to share personal experiences and stories that might connect with particular development areas for each cohort, as well as pose challenges to group members.

RESULT

Several interesting trends emerged as a result of analyzing the data across the program participants. First, the Hogan 360 group reports provided interesting insight regarding the culture of the organization. This information helped the senior leaders think about what they want in terms of a company culture going forward.

Second, in one of the cohorts, the majority of participants were impression managers. This raised some concerns with the client, but also led to a good discussion about the different type of impression managers and how they show up. This also heightened awareness around cultural factors that might play into these types of profiles. For instance, most of the impression managers fell into the “Good Soldier” classification, indicating a sense of conformity.

Finally, PBC was able to create a custom company norm representing 360 ratings received by program participants over the span of the project. The custom norm data replaced the “Global Average” that typically appears in the Hogan 360 report. This allowed for additional comparison across the group, and helped the consultant identify group trends. These group trends were shared with HR and senior leaders in order to better retain and prepare program participants.

Through this program, over 100 individuals were assessed and 10 small group sessions were conducted in a period of seven months. As a result of this program, the retention rate was 100% at the end of the year. The consultant expects this program to continue in future years once the company has successfully navigated the split.

Furthermore, the popularity of the Hogan 360 has spread throughout the company, and there have been multiple individual requests to run 360s. The company is also looking to begin using the Hogan 360 in other development programs.

KEY TAKEAWAYS

- Coupling the Hogan 360 with the HPI and HDS provides enhanced self-awareness for the individual, as the inventories work well together to provide the ‘why’ behind what an individual does, and what those behaviors actually look like to others.
- The four-quadrant competency model built into the Hogan 360 allows you to look at competencies aligned to EQ vs. IQ, as well as management vs. leadership.
- The simplicity of the three open-ended questions and the forced ranking of “Top Strengths” and “Top Opportunities to Improve” in the Hogan 360 is highly valued by participants and helpful in pinpointing individual themes.
- Peter Berry Consultancy (PBC) and the Hogan Independent Consultants Team were very easy to work with throughout the 360 ordering and administration process.
- Having participants take the time to thank raters, share their key themes and invite suggestions from others builds accountability for development and a feedback-supportive culture.
- It’s important to reaffirm confidentiality with participants. Having the 360 run externally through Hogan helped ensure confidentiality.
- Additional follow-up sessions with the 360 participants would have been helpful to translate feedback into actionable commitments.

“This is the most user-friendly 360 in the way that it is organized and processed. It’s very to the point for the participant.”