



HOGAN 360 REFRESH



Why the Hogan 360 is changing

Hogan and Peter Berry Consultancy are committed to the continuous improvements of our assessments and products. As part of this commitment, we are pleased to announce the forthcoming changes to the Hogan 360. We are confident that these changes will provide increased accuracy and a better user experience for our clients.

It has been 10 years since the last major release of the Hogan 360. To ensure that the Hogan 360 remains a valid and reliable assessment that reflects best practices, research was conducted on rater data and open-text comments to identify the items that had the strongest correlations and to ensure the wording of the items reflected the most commonly used wording by raters. Feedback received from users of the assessment tool in relation to certain items was also taken into consideration.

What is changing

Report Layout and Design	The logo for the Hogan 360 has changed and the design of the report has undergone a refresh to enhance the user experience. This includes changes to the colour and icons used for the Hogan 360 leadership model, with the colours reviewed to ensure they are appropriate for those with visual impairments.
Overall Score	The overall score is still based on 50 items with benchmarking provided so an individual's score can be compared to the global benchmark sample. However, some of the items used to calculate the overall score have changed based on the research conducted to identify the best items to include in the Hogan 360.
Rated Items	The updated Hogan 360 consists of 50 items. Seven items were removed from the previous version of the Hogan 360 and replaced with seven new items. The wording of four existing items was also tweaked to reflect the most frequently used words in the qualitative analysis and wording in the Hogan Competency Model. Instances of his/her were also removed from two items so all the items in the Hogan 360 are now gender-neutral.
Themes	Two items have been moved to be under different themes from the Hogan 360 based on the results of correlational analyses. Two themes were also moved within the Hogan 360 Leadership Model based on the results of correlational analyses. Specifically, Engaging is now under Relationship Management and Customer is now under Working in the Business.
Strengths and Opportunities Tables	Previously the strengths and opportunities tables had 26 items each which has now been increased to 30 items each. The 4 new strengths and 4 new opportunities that were added were based on a review of over 87,000 open text comments from approximately 5,000 Hogan 360s that were completed over the past 8 years. One existing opportunity was also replaced with a new opportunity. These new strengths and opportunities were added due to their frequency in open-text comments. The wording for 7 strengths and 8 opportunities was also amended to align with the most frequently used words in the qualitative analysis.
Written Comments	In addition to the open-text comments provided by the subject's raters, self-comments are now also provided by the subject in relation to their strengths, opportunities to improve, and overused strengths.
Benchmarks	Benchmarks for all of the Hogan items and themes have been updated as per the annual benchmark update that occurs for the Hogan 360. This includes benchmarks for the newly added and changed items.
Technical Manual	The Hogan 360 Technical Manual has been updated including updated information supporting the validity and reliability of the Hogan 360. This includes correlations with the Hogan personality assessments, Hogan competencies, and Hogan Business Reasoning Inventory as well as updated information on the global benchmark sample.
Item Banks	Up to three item banks can be added complimentary to the Hogan 360, and consist of benchmarked items that are designed to assess common competencies/capabilities. The full set of items that make up a particular item bank must be used when selecting an item bank for inclusion in the Hogan 360. Available item banks include Agility, Agile Leadership, Change Leadership, Change Management, Commercial Acumen, Digital Focus, Diversity and Inclusion, Humility, Judgement and Decision Making, Leadership Effectiveness, Learning Agility, Managing Risk, Project Management, Psychological Safety, Safety Leadership, Strategic Intent, and Worklife Alignment and Wellbeing.



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Research behind the changes

Extensive research was conducted to ensure that any changes made to the Hogan 360 were evidence-based and enhanced the rigour of the assessment. Data was analysed from approximately 2,500 Hogan 360s to examine correlations between the Hogan 360 and the Hogan Personality Assessments and Hogan Competency Model to identify those items with the strongest correlations. Qualitative analysis was also conducted on over 87,000 open text comments from approximately 5,000 Hogan 360s. Based on these quantitative and qualitative analyses, changes were made at an item and theme level including retiring items, adding new items, and changing the wording of some existing items.

Customisation

Many organisations are looking for customised 360 assessments. Typically, they will reflect the values, strategy and leadership competency framework of the organisation.

There are several customisation options available when using the Hogan 360 including additional items, open-ended questions, and benchmarks such as organisation-specific benchmarks as well as mapping to the organisation's framework so the reports reflect the organisation's unique language.

Much care needs to be taken to ensure there is science and rigour when customising a 360.

Customised 360 checklist:

- The competency model should have scientific rigour. We can help with the mapping.
- The Hogan 360 items and competencies have proven reliability and validity and can be used to construct a 360.
- External benchmarks are important to understand and compare results. It can allow for setting a goal of top quartile scores to encourage more effective leaders.
- In addition to the item banks, there is great value by using the strengths and opportunities tables and soliciting written text responses.
- Be clear about the purpose of the 360 from the start and use our best practices for administration.
- Measures of leadership should be integrated and aimed at driving high team performance, employee engagement and organisational results.

Advantages of the Hogan 360

- Measures your personal brand which is the key to career success.
- Reveals the real self to build the ideal self by presenting measured behaviours, sorted from high to low.
- A 7-point scale which best captures the flexible and customizable external global benchmarks across industries, job levels and top quartile percentiles with an overall individual result compared against a standard measure framework, supported by science.
- Provides detailed insights and self-awareness by comparing the self-rating against different rater groups, including manager, reports and peers.
- Due to the confidential and anonymous nature of the responses, the Hogan 360 allows raters to provide honest feedback that might otherwise be difficult to solicit.
- Accurate developmental planning is formulated by identifying strengths, opportunities and overused strengths through tables and written comments.
- A technical manual to demonstrate reliability and validity coefficient between the 360 and personality assessments.
- Numerous whitepapers and extensive research.
- Support materials including webinars and various guides.
- Secure platform, GDPR compliant.
- Real value for money and complimentary qualification.

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