



 **HOGAN**

The Leadership Divide

Global Insights on Who Leads vs. Who Should



**Leadership may hold the key
to the survival of civilization.**

**Robert Hogan, PhD, President
and Founder of Hogan Assessments**

A Word from Our CEO

Leadership at an Inflection Point

Over the past several years, I've watched the relationship between employers and employees fundamentally change. The assumptions that once defined work have eroded: stability, loyalty rewarded with opportunity, and leadership as a source of direction and support. For many people, work no longer provides security or meaning. Wages have been stagnant, benefits are shrinking, burnout is on the rise, and artificial intelligence promises efficiency while leaving people wondering where they fit—or if they'll even have a job.

The global pandemic accelerated this shift. It forced millions to reassess what matters, how they want to work, and what they expect from those who lead them. Yet when organizations had an opportunity to reset—by rebuilding trust, prioritizing well-being, and reimagining leadership—many defaulted to old habits. Instead of making work more meaningful for people, companies treat human capital as an input to optimize. The result for workers has been increasing levels of disengagement and a growing sense of disconnection at work.

On top of that, trust in institutions is becoming increasingly fragile. The global shift from VUCA (an environment that is volatile, uncertain, complex, and ambiguous) to BANI (an environment that is brittle, anxious, nonlinear, and incomprehensible) has fueled a turn inward. As institutions lose credibility, trust retreats to smaller, more familiar circles. The 2026 *Edelman Trust Barometer* report describes this as not only a crisis of grievance, but also a retreat into insularity. The risks of insularity are slowed progress and even greater social division.

All is not lost. The paradox here is that employers are in a unique position to address the erosion of trust. Even amid declining institutional trust, employees still broadly trust their organizations to do what is right. This places the responsibility on leaders to rebuild confidence in the systems people rely on.

This moment demands a more honest conversation about leadership.

For decades, leadership research and talent practices have focused on those who already hold power. That approach is circular and flawed. When ineffective leadership becomes the model, it perpetuates itself.

As organizations navigate an increasingly complex world, the way we define, identify, and develop leaders matters more than ever.

We end up rewarding visibility over substance, confidence over competence, and self-promotion over the ability to build and sustain strong teams.

Our global study takes a different approach.

Drawing on responses from 9,794 employees across 25 countries, we ask a powerful but often overlooked question: What do people actually value in a leader? Instead of defining leadership from the top down, we examine it from the perspective of those most affected by it: the people doing the work.

The findings are both clarifying and challenging. They reinforce the idea that leadership is not about status or authority, but about creating conditions where teams can thrive. The characteristics people value most in leaders are not the ones that dominate headlines or hiring decisions. What matters are the qualities that sustain performance over time.

As organizations navigate an increasingly complex world, the way we define, identify, and develop leaders matters more than ever. If leadership is truly about building high-performing teams, then we must be willing to rethink what gets rewarded, who gets promoted, and how we develop the next generation of leaders.

I invite you to explore the findings in this report and reflect on what they mean for your organization and for the future of work.



A handwritten signature in black ink that reads "Allison Howell". The signature is written in a cursive, flowing style.

Allison Howell, MS
CEO of Hogan Assessments

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Executive Summary

Modern Executives vs. the Leaders We Want and Need

Around the world and across myriad industries, people in positions of leadership impact organizations and the individuals who work for them in consequential ways.

Effective leaders inspire, build trust, and foster collaborative environments where people can thrive. But ineffective leadership often results in disengagement, which leads to high turnover. In plainer terms, bosses can drive workers to burn out, check out, or quit altogether.

Those in power wield influence over everything from workplace culture to revenue growth and, therefore, directly determine an organization's success. So, it's not surprising that they're studied with rigor, with most research on the topic centering leaders' behaviors and characteristics.

Focusing exclusively on people who hold leadership titles, these studies often ask: What makes them who they are? What can we learn from their successes and failures?

But this approach excludes the perspective of the followers. Because organizational performance relies on the relationship between teams and people in leadership roles, our team decided to ask people around the world what they want in their leaders.

In this global report, we explore the current state of leadership at work, comparing the leaders we want with the executives we have.

Our findings give talent professionals key insights and practical guidance to develop effective leaders who build and maintain high-performing teams.

Effective leaders inspire, build trust, and foster collaborative environments where people can thrive.

Top Global Findings

Survey respondents said that ideal leaders should be:

Driven, energetic, and goal oriented

Innovative and curious

Diplomatic, tactful, and empathic

Survey respondents said leaders should *not* be:

Emotionally volatile and unpredictable

Extremely risk averse and hesitant to make decisions

Arrogant and entitled, passive resistant, and stubborn

Survey respondents said leaders could improve by:

Focusing on teamwork and relationship building

Using data to make decisions



Key Takeaway

Effective leadership in the modern workplace is not just defined by profits and achievements, but by the behaviors and values that inspire people to contribute their best.

► Our Research

Many of today's executives share certain characteristics, such as how they drive performance, how they get along with others, and which organizational standards and workplace cultures they create. These qualities may have gotten them into positions of power, but they're not necessarily the behaviors that people want their leaders to model.

To test our argument, we looked at the average personality scores of more than 21,000 executive leaders in our global database. Then, we asked people from around the world about their ideal leaders and heard from nearly 10,000 respondents across 1,900 organizations.

By comparing these data on a global scale, we offer talent professionals practical guidance for:

- **Understanding the strengths and weaknesses of today's executives**
- **Supporting the identification and development of effective leaders**
- **Fostering effective leadership behaviors**

This research was made possible by the International, Data Science, and Marketing teams at Hogan Assessments, the Hogan Research Institute, and our global distributor network.



Introduction

What Is Leadership?

People tend to think of leadership in terms of job titles. Those who are tasked with managing others are often considered to be leaders. But having a position of power or a leadership role doesn't necessarily mean that a person possesses leadership abilities. What is leadership, then?

At Hogan, we define leadership in terms of team outcomes because we believe leadership is the ability to build and maintain a team that performs well relative to its competition.

In other words, leadership is not a title but an ability to inspire followership.

This definition is informed by the socioanalytic theory of personality, which fuses psychoanalytic theory and role theory with evolutionary theory. It is based on the knowledge that throughout the history of our species, nearly every significant human achievement has relied on coordinated effort between members of a team and its leadership.

From an organizational perspective, leadership is important because success depends on leaders' skill in building and maintaining high-performing teams. Researchers estimate that the CEO alone can affect up to 45% of an organization's financial performance.¹ These effective leaders don't achieve alone but instead create conditions for teams to thrive, driving productivity, performance, and results.

On the other hand, ineffective organizational leadership can cost us our well-being. Incompetent bosses or absentee leaders can cause undue stress and foment toxic workplace cultures. In fact, 65% of people say the most stressful part of their life is their immediate boss.²

Turn the page to learn more about a common reason today's leaders fail and why it matters who's in charge.

Leadership is not a title but an ability to inspire followership.

¹ Dewar, C., Hirt, M., & Keller, S. (2019). The Mindsets and Practices of Excellent CEOs. McKinsey & Company. <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/the-mindsets-and-practices-of-excellent-ceos>

² Kaiser, R. B., Hogan, R., & Craig, S. B. (2008). Leadership and the Fate of Organizations. *American Psychologist*, 63(2), 96–110. <https://doi.org/10.1037/0003-066X.63.2.96>

A Common Challenge on a Global Scale

Imagine you promoted a high potential to lead an important new division. He'd dazzled the executive team with dynamic presentations that highlighted his successes. He was known as a skilled networker, connecting with colleagues from nearly every department. And even before scoring the promotion, he proactively shared a 12-month growth plan that was both bold and ambitious.

The C-suite thought he was the perfect choice for the role. Unfortunately, his team members didn't think so. In the six months after his promotion, half of his team resigned because they were unable to tolerate his ego and moodiness. Colleagues from various departments filed complaints against him, citing temper tantrums and inappropriate behavior. Instead of achieving the promised growth, he alienated others and caused problems for executive leadership and HR to solve.

What went wrong here? This high potential failed to support his team—and gain their trust—because he was so focused on his own goals, achievements, and vision.

This isn't a unique failure. It's a predictable outcome of how organizations tend to choose emergent leaders over effective leaders when promotions or other opportunities for advancement arise.

Identity and Reputation

Personality can be viewed in two ways: identity and reputation. Identity is how you perceive yourself. Your reputation, however, is made of everyone else's perception of you. Reputation is formed during social interactions, where people tend to evaluate one another's behavior.

What others think of a person—not what a person thinks of themselves—is a meaningful factor in whether that person is hired, promoted, or fired. Unlike identity, reputation is observable and scientifically measurable. This is why Hogan's assessments describe personality in terms of reputation.



► Effective vs. Emergent

Here's why this high potential's case is such a commonplace problem around the globe: Most talent professionals and researchers approach leadership from a perspective that centers leaders, not teams.

HR practitioners and researchers alike will tell you that organizations want sparkling talent. They want candidates who project vision and promise to drive performance, growth, or both. When hiring or promoting from within, decision-makers often prioritize candidates who seem familiar and comfortable because they are alike in style, personality, and thinking. This can be problematic.

Most talent professionals and researchers approach leadership from a perspective that centers leaders, not teams.

These candidates are emergent leaders who excel at getting promoted but, once placed in a leadership role, may struggle with effectively engaging and leading their teams. When this happens—and it often does—workers check out.

According to Gallup's 2025 *State of the Global Workplace* report,³ around 79% of the workforce feels disengaged. Global employee engagement fell to just 21%, down from 23% the year prior. This drop in engagement is equal to the decline during the first year of the COVID-19 pandemic. Gallup's study attributes this decline in team engagement to increased disengagement among people managers, which has consequences for productivity.

Effective leaders, on the other hand, support and develop high-performing teams by taking the time to find out what their colleagues need to succeed.

Our Global Dataset

Hogan has administered more than 14 million assessments globally, giving us the largest and most diverse dataset in the industry. Spanning 190 countries and markets, our global dataset allows us to identify meaningful patterns across different groups. For example, we can tell you what personality characteristics C-suite leaders tend to share and how they differ across industries and markets.



³ State of the Global Workplace. (2025). Gallup. <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

Asking employees what they want isn't the solution to ineffective leadership. But leaders who understand what employees need to thrive are a significant component.

Yet most organizations ignore the follower perspective entirely. They assess, develop, and promote leaders without ever asking the people being led what makes someone effective.

► Deciding Who Should Lead

At Hogan, our perspective is clear: Effective leadership is about team performance. Our assessments' grounding in decades of empirical research on identity and reputation is precisely what makes them suited to studying followership.

For this study, we compared two perspectives on leadership reputation: what our assessments tell us about today's executives and what workers tell us they want from leaders. Where these perspectives diverge is an opportunity for organizations to identify and develop leaders who teams actually want to follow.

We surveyed people employed in myriad industries, from finance to manufacturing, to get diverse perspectives from 25 markets around the globe.

Our findings reveal meaningful gaps between the executives we currently have and the leaders people want—a problem that costs organizations time, talent, and revenue.

Turn the page to read through our global insights, [reference page 20](#) to browse our practical guidance for talent professionals, and flip to [page 23 to review our Regional Report](#) showcasing data from 25 markets.

This study examines four aspects of leadership:



Leader competencies: The top-ranked behaviors that current leaders demonstrate and the top-ranked behaviors that survey respondents said they want their ideal leaders to demonstrate



The inside of personality: The core values, motivations, and preferences that the leaders we have embody and those that respondents say their ideal leaders embody



The bright side of personality: Day-to-day personality characteristics of the leaders we have and the characteristics survey respondents say their ideal leaders demonstrate



The dark side of personality: The counterproductive personality characteristics that the leaders we have exhibit and the characteristics that survey respondents say they do not want in their ideal leaders

Global Insights

Key insights from our comparison of the executives we have and the leaders we want



How do you measure leader performance? Ask the team members to evaluate their boss. The troops always know who the good leaders are.

Robert Hogan, PhD, President and Founder of Hogan Assessments

Global Insight #1

Leadership Is a Resource for Teams

Our data show that modern organizations are facing a common problem: Too often, their executives serve themselves and not their teams.

Today's leaders often focus on their own individual vision, ambition, and careers. These behaviors and characteristics tend to get people promoted.

But, in contrast, our survey respondents told us they want leaders who focus on accountability, team achievement, and other behaviors that support the team.

Surprisingly, we find no overlap between the top five competencies* global executives exhibit and the top five competencies global respondents say they want leaders to display. Talent professionals can close the gap and develop current and future leaders by supporting and encouraging behaviors that motivate teams and, in turn, drive employee satisfaction, engagement, and performance.

* The competencies used in our study are from the Hogan Competency Model, a comprehensive library of 62 workplace competencies developed from an extensive review of frameworks across academic, commercial, and government organizations.

The Executives We Have vs. the Leaders We Want

Global executives exhibit these competencies:

Inspiring others
Competing with others
Presenting to others
Taking initiative
Driving innovation

Global respondents say leaders should display:

Effective communication
Effective decision-making
Accountability
Integrity
Leadership ability

Surprisingly, we find absolutely no overlap between the top five competencies global executives display and the top five competencies global respondents say they want leaders to display.

► How Leaders Behave

Hogan defines a competency as a combination of knowledge, skills, and behaviors that enables effective performance in a given role.

Hogan's executive data reveal that the following competencies are common among the leaders we already have.

Hogan Competency	Definition
Inspiring Others	Motivates others to accomplish organizational goals
Competing with Others	Strives to exceed others' performance
Presenting to Others	Conveys ideas and information to groups
Taking Initiative	Takes action without needing direction from others
Driving Innovation	Stimulates creative ideas and perspectives that add value

These leaders motivate others with their vision and by fostering enthusiasm and commitment to organizational goals. They thrive in competitive environments, consistently striving to outperform the competition and set new standards of excellence.

With a commanding presence and clear, engaging communication style, they effectively present ideas to groups, inspiring action and alignment. They are likely to take initiative without waiting for direction, identifying opportunities and driving progress. These global executives display emergent leader behaviors.


In contrast, our survey respondents want leaders to be trustworthy and make sound, timely, and data-based decisions. They want their leaders to communicate clearly and effectively, act honestly, and accept responsibility no matter the outcome.

Overwhelmingly, global survey respondents describe the following competencies as important or extremely important for their ideal leaders.

Hogan Competency	Definition	Percentage Endorsed
Communication	Communicates effectively with others	97.73%
Decision-Making	Uses sound judgment to make timely and effective decisions	97.38%
Leading Others	Demonstrates general leadership ability and effectiveness	97.10%
Integrity	Acts honestly in accordance with moral or ethical principles	96.88%
Accountability	Accepts responsibility for one's actions regardless of outcomes	96.87%

For all competencies in rank order, please see the Appendix.

When leaders consistently model these competencies, they create a culture of trust. Because leadership is the ability to build and maintain a high-performing team, trust is foundational to leadership effectiveness. Leaders who earn trust create the conditions for teams to perform at their best, giving the organization a sustainable competitive advantage.



Key Takeaways

- Leadership is a resource for team achievement and not necessarily a position of influence or individual power.
- People want leaders who can demonstrate integrity, honesty, and support—ultimately, building trust and driving the team forward.

Workers Want Leaders Who Value Teamwork and Relationships

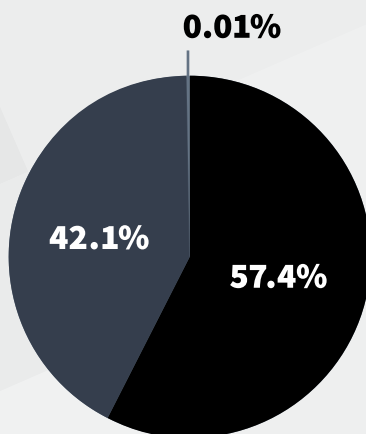
Teams want their leaders to value collaboration, networking, and other actions that foster strong workplace alliances.

Based on our decades of research on leadership and job performance, we know that a leader's individual values can influence organizational culture. In fact, the values leaders collectively model *are* the organization's values, despite what the website or a handbook may state.

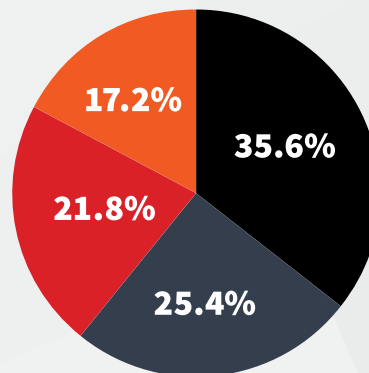
Every day around the world, workers feel the impact of executives' values directly as they try to motivate, reward, or even punish their teams.

About the Participants

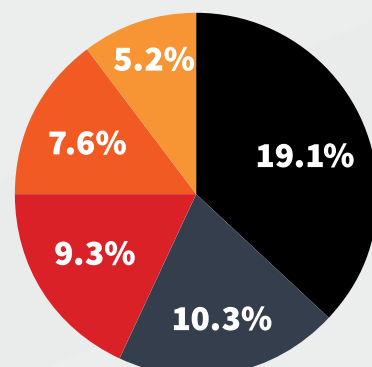
Anyone who has ever had a leader was eligible to respond to our worldwide survey. At the time of this report's publication, 9,794 people had responded.



Gender
57.4% Identified as women
42.1% Identified as men
0.01% Gender not listed



Job Level
35.6% Individual contributor
25.4% Middle manager
21.8% Executive
17.2% Front-line supervisor



Industry
19.1% Business support services
10.3% Banking & financial services
9.3% Manufacturing
7.6% Information technology
5.2% Food & beverage

Because personality is fundamentally individual, the values any given leader brings to a role will differ. The result: What's valued, rewarded, and expected can vary significantly from one team to another.

In our survey, global respondents did not agree strongly on what their ideal leaders should value, but one specific value was more often selected than others: 48% said they think it's good or very good for leaders to value networking, teamwork, and belonging to a group.

However, the values workers want were not well represented among executive personality profiles. While individual differences exist, our executive data show that the leaders we have tend to value quality and aesthetics, tradition and convention, authority and impact, earning a profit, and experience-based decision-making. This matters because a leader's values determine what they prioritize and incentivize. When leaders don't signal that the values most important to the team matter, workers lose a key reason to invest in the team's success.

48%

**of survey respondents
said they want their
leaders to value
networking, teamwork,
and belonging to a group.**



Key Takeaways

- Talent professionals should develop the leaders they have to lean into activities and behaviors that show they value and prioritize teamwork and relationship building.
- Talent professionals should focus on selecting effective leaders with a demonstrated focus on people and teams.

People-First Leadership Drives Peak Performance

The bright side of personality—how leaders behave at their best—is where today’s leaders show the most alignment with workers’ expectations. Executives balance competition with cooperative communication, while workers around the world want their leaders to be confident and decisive yet showcase diplomacy and tactful communication.

Our founder, Dr. Robert Hogan, rightly observed, “You can’t get ahead unless you can get along,” and our study reveals that to be true for the leaders we have and the leaders we want.

Our executive data show the leaders we already have are likely to:

- Compete and seem confident**
- Balance talking with listening**
- Express opinions yet communicate cooperatively**
- Seek knowledge and value development**
- Stay open to new ideas but remain pragmatic**

Today’s executives tend to display ambition and drive, consistently pushing their organizations or teams toward high performance while maintaining a balanced and thoughtful approach to communication. They listen actively and speak with intention, fostering collaboration while confidently sharing their own perspective.

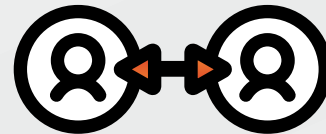
Why We Cooperate

Humans cooperate because we’re inherently social beings. As a species, we have always lived in groups. We crave approval from other humans, including friends and colleagues.

Successful cooperation means being aware of our performance in the context of other people’s performance. In a professional setting, the work we do and the way we do it affect the work of others on our team and determine whether the team achieves its goals.

Socioanalytic theory explains that three universal motives drive human behavior: (1) to get along, (2) to get ahead, and (3) to find meaning. Getting along, or cooperation, relates to our desire to gain attention, approval, and acceptance.

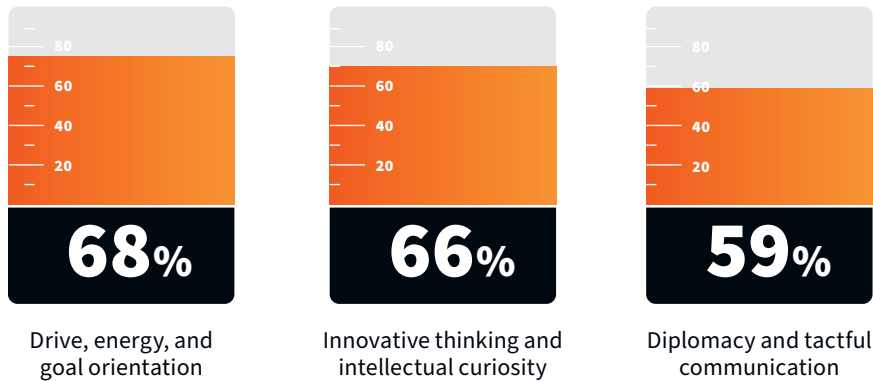
In short, getting along helps teams and individuals get ahead of the competition.



Open-minded yet pragmatic, they welcome new ideas and evaluate them with practical judgment. Their commitment to learning and development reflects a growth-oriented mindset.

The workers we surveyed also want their leaders to be driven. But, importantly, they want them to possess interpersonal skills, such as diplomacy and effective communication, at the same time.

Global respondents want their leaders to demonstrate:



These workers want their leaders to be exceptionally goal driven and competitive, open to exploring new ideas, and capable of building trusting, collaborative relationships. People want leaders who can challenge and simultaneously support those around them, creating an environment that values both achievement and mutual respect.

This alignment is encouraging, but it doesn't tell the whole story. The characteristics people demonstrate at their best don't always hold up under pressure. When leaders stop monitoring their behavior—during periods of stress, fatigue, or complacency—a different set of tendencies can take over, often undermining the very trust and collaboration their day-to-day personality helps them build. This is the dark side of personality.

Key Takeaways

- The personality characteristics that people around the globe want in their leaders generally align with the global executives we have. But people want their leaders to focus on driving vision and results while showing they care about others.
- Leaders whose interpersonal sensitivity makes them approachable, attuned to others' emotions, and adept at building trust can foster a collaborative, positive culture that delivers strong results.

Global Insight #4

Overused Strengths Can Undermine Teams

Personality characteristics that emerge under stress may hurt workplace relationships if left unchecked.

Many leaders tend to lean into their strengths, especially under pressure. But our research shows this could, at times, cause more harm than good.

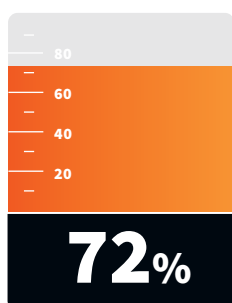
When someone is stressed, bored, or complacent, dark-side personality characteristics can become career obstacles. These are characteristics measured by the Hogan Development Survey that can become overused whenever someone isn't monitoring their behavior. They can activate in any sphere of our lives, including the workplace.

Our executive benchmark shows that the leaders we already have tend to be:

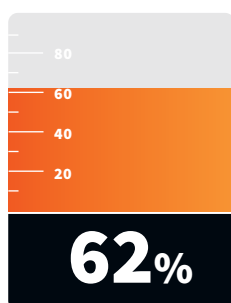
Confident and assertive, but at moderate to high risk of seeming arrogant
Charming and willing to take risks, but also prone to testing the limits
Entertaining and outgoing, but at risk of seeming dramatic
Insightful and original, but at times eccentric and unfocused

These characteristics are the hallmarks of emergent leadership. They often serve executives well, helping them take charge, influence others, and think creatively. But if executives stop self-monitoring, the overuse of these strengths can alienate teams. What gets someone promoted is not always what makes them effective.

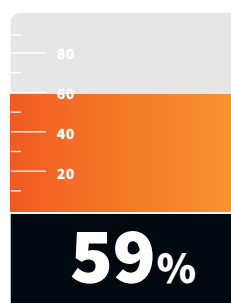
Global respondents in the survey said leaders should *not* demonstrate:



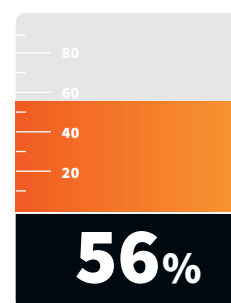
Emotional volatility and unpredictability



Outward agreement but private stubbornness



Arrogance and entitlement



Extreme caution and fear of failure

The clearest conflict concerns confidence: Executives tend toward assertiveness and self-assurance, yet **59% of workers say arrogance undermines leadership effectiveness**. The confidence that helps executives rise can become the arrogance that makes teams disengage. When these mismatches persist, teams lose trust, talented people leave, and performance suffers.

Workers are also concerned about volatility, passive aggression, and risk aversion. These behaviors don't show up as strongly in executive profiles. Talent professionals need to help executives manage the derailers they do have while also developing leaders who don't demonstrate the behaviors workers explicitly reject.

Leaders who develop strategic self-awareness are more effective at leading their teams. Instead of reflexively leaning into strengths and overdoing them, these leaders adapt their approach based on context, recognizing when to balance one behavior with another, when to limit a behavior, and when a different strategy might work better.



Key Takeaways

- Overall, global executives have the tendency towards overconfidence, self-display, and self-absorption. Especially as they gain power and face stressful situations, they may overestimate their abilities, ignore feedback, show off, and forget to build alliances or gain buy-in from team members.
- All of these behaviors can impact decisions, creating an environment where the leader dominates their team and undermines trust.
- Talent professionals can support people-first leadership by prioritizing humility, self-awareness, and feedback loops in their development programs.

Action Items

Tips for integrating our study's insights into workplace culture and performance evaluations

Our data reveal a pressing workplace challenge: People are often promoted into executive roles for behaviors that teams don't necessarily want their leaders to embody. The cost for organizations is disengagement, stalled productivity, and the loss of key talent.

Closing this gap requires rethinking how you identify, develop, and evaluate leaders. The following guidance translates Hogan's global findings into practical actions for integrating our insights into your organizational culture and performance systems.

1 Look Past Emergent Leadership Characteristics

Identify leaders who build trust and drive performance, not just those who exhibit emergent leadership characteristics, such as impressing executives or networking with ease. Consider these tools and techniques for examining your existing team and candidate pool.

▶ **Assess Personality and Values**

Use valid, reliable assessments to evaluate key characteristics and values aligned with effective leadership. These tools can help you choose new leaders who align with organizational needs, workplace culture, and employee expectations of leadership.

▶ **Use Behavioral Interviewing**

Add interview questions that reveal a candidate's behavior. Ask for examples of past actions in specific situations that could showcase an individual's data-driven decision-making, accountability, communication skills, or ability to foster a sense of belonging. Here are two examples of behavioral interview questions: "Tell me about a time when you navigated a tough conflict," or "Describe a situation where you had to adjust to a big change."

The Evidence: Survey respondents prefer effective leadership behaviors that build trust. More than 97% expect leaders to demonstrate clear communication, effective decision-making, integrity, accountability, and the ability to support high-performing teams. Plus, assessments and structured behavioral interviews have been proven to be powerful predictors of job performance when used in tandem.

2 Develop Effective Leaders

Design leadership development programs around effective leader characteristics. Skill-building activities can help emergent leaders build and maintain high-performing teams while also managing the derailers that could negatively impact their careers and the teams they lead. Consider some of the following examples for development activities.

► Provide Coaching for Strategic Self-Awareness

Executives tend toward bold behaviors, but workers don't want arrogance. Assessment-based coaching can help leaders recognize when confidence turns defensive and learn to seek feedback rather than dismiss it.

► Offer Scenario-Based Workshops

Integrity matters to workers, but executives are often promoted for inspiring others. Development efforts should help leaders understand that trust comes from follow-through, not just vision. These skill-building workshops can pose ethical dilemmas for leaders to navigate and reinforce the importance of transparency, honesty, and consistency in actions.

► Support Evidence-Based Decision-Making

Executives tend to rely on experience-based decision-making, but workers say they want leaders who use data to make decisions. Training leaders to use bias reduction and decision frameworks can help too.

► Offer Guidance for Self-Management

Workers expect leaders to maintain composure under pressure and don't want their leadership to be emotionally volatile or unpredictable. Teach leaders to recognize stress triggers and develop coping strategies that don't destabilize their teams, such as transparently stepping away rather than snapping at colleagues.

The Evidence: Global survey respondents said they want leaders who make rational, data-based decisions instead of relying on experience or gut instinct. They also look for leaders who act with integrity and accountability, communicate well, and are open to feedback.

3 Rethink What High Potential Means

To identify future leadership gaps, start by defining high potential in the context of culture, strategy, and market. Decide what the short- and long-term criteria for success are in the specific organizational environment.

Next, identify high potentials using objective measurement tools, such as personality assessment. Personality data predict the distinct leadership style of each high potential, including how they are likely to lead in a given context. The data also show how someone tends to manage themselves, relationships, vision, and execution.

Include assessments or evaluations in succession planning to measure future readiness in areas such as digital fluency, decision-making, effective communication, humility, openness to feedback, and accountability.

The Evidence: Nearly half (46%) of global survey respondents indicated they want leaders who are data-driven, clear-minded and communicative during stressful times, and capable of building trust with their teams through accountability, integrity, and teamwork.

4 Promote Trust and Accountability Through Performance Systems

Design recognition programs and evaluation frameworks that reward decision quality, follow-through, and ownership of outcomes—not just results.

► Acknowledge Trust-Building Behaviors

Talent professionals should recognize and reward leaders who demonstrate accountability, transparency, and empathy consistently. Reinforcing accountability through clear frameworks reduces fear of failure, encourages innovation, and builds trust in leadership integrity. To encourage and signal organizational commitment to trust and fairness, public recognition and rewards can motivate leaders to model these behaviors.

► Foster Continuous Feedback Loops

Talent professionals should implement engagement surveys, 360 feedback, and accountability scorecards to monitor leadership effectiveness and team trust. Many engagement surveys provide robust topics in their survey items, including feedback on leadership and management. However, organizations should consider adding an item related to trust because our global findings reveal that workers fundamentally need it. By asking employees to provide ongoing feedback, talent professionals can spot early warning signs regarding trust or engagement issues.

The Evidence: Global survey respondents said that effective communication, accountability, and integrity were important leader competencies. They want leaders who follow through and don't like it when executives say one thing and do another.

98%

**believe ideal
leaders should
communicate
effectively**

97%

**believe ideal
leaders should
use sound
judgment to
make decisions**

97%

**believe ideal
leaders should
demonstrate
accountability**

97%

**believe ideal
leaders should
behave with
integrity**



Regional Reports

A closer look at data and insights from our study

The personality characteristics that help emergent leaders get into leadership roles vary by country. Here, we've outlined the personality characteristics and behaviors that leaders in 25 markets tend to demonstrate. Our regional reports also include unique insights as to the leaders we want, drawn from Hogan's global survey of nearly 10,000 workers across 1,900 organizations.

For more nuanced local insights, check out the addendum to this report, [***Mapping the Leadership Divide: Global Market Insights***](#), or our [**Global Emergent Leader article series**](#).

The Americas

United States

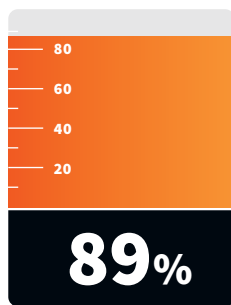
► The Leaders We Have

Organizations in the US tend to reward leaders who demonstrate influence, command a strong presence, and excel at presenting ideas. Leaders are expected to inspire and motivate teams to achieve shared goals, take initiative without waiting for direction, foster innovation, and drive performance to beat the competition. Additionally, they leverage persuasion to gain support for organizational priorities and to attract and retain top talent.

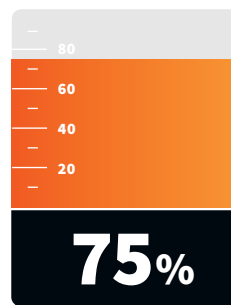
► The Leaders We Want

US respondents want leaders who communicate clearly and effectively, take ownership of their actions, and make sound, timely decisions. They expect leaders to be honest and uphold ethical principles, guide and inspire others, and exhibit a balanced combination of self-control and motivation.

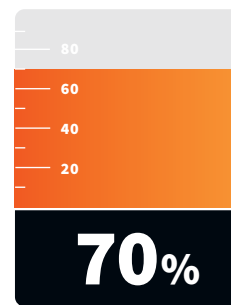
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Diplomatic, tactful, and sensitive communication



Drive, energy, and goal orientation



Key Takeaways

Instead of emphasizing influence, US executives should focus on acting with integrity, demonstrating sound judgment, and building trust through clear communication and accountability. These qualities create a foundation for ethical leadership that inspires confidence and drives sustainable performance in the workforce.

The Americas

Canada

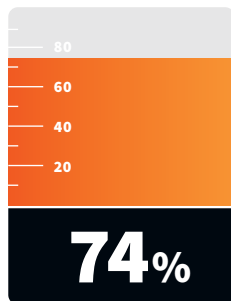
► The Leaders We Have

Canadian organizations tend to reward leaders who are proactive, dynamic, and persuasive. Successful executives are expected to take initiative and outperform the competition while maintaining a collaborative spirit. These leaders excel at inspiring and motivating others and presenting ideas clearly. Those who can rally support for organizational objectives are seen as high performers.

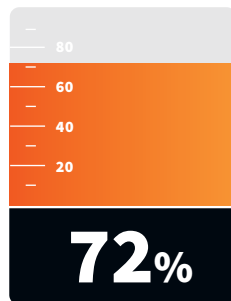
► The Leaders We Want

Canadian respondents noted a strong preference for principled leaders who act ethically, exercise strong judgment, take responsibility for outcomes, and remain resilient under pressure. But they also said leaders should articulate ideas clearly and demonstrate genuine understanding of others' perspectives. Overall, Canadians seek leaders who combine moral character with interpersonal effectiveness, accountability, and emotional stability.

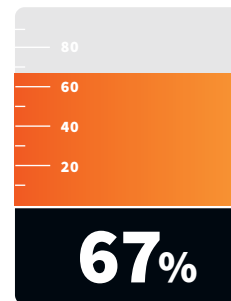
Leadership Behaviors Valued in an Ideal Leader



Diplomatic, tactful, and sensitive communication



Emotionally controlled and tolerant



Drive, energy, and goal orientation



Key Takeaways

Canadian organizations reward leaders who drive results and compete, but employees want leaders who demonstrate integrity, accountability, and open communication. This gap shows that organizations must shift from valuing purely performance-driven behavior to prioritizing ethical conduct and relational leadership skills.

The Americas

Mexico

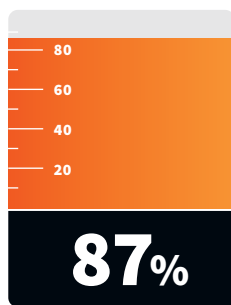
► The Leaders We Have

Mexican organizations tend to reward dynamic leaders who drive innovation and inspire others toward shared goals. Leaders are also recognized for their ability to stay ahead of industry trends and to use technical and job-specific skills to deliver results and outperform the competition.

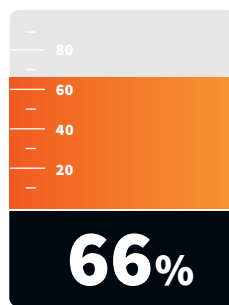
► The Leaders We Want

Mexican respondents want principled and responsible leaders who act ethically and uphold high standards for integrity, professionalism, and accountability. They also desire clear communicators and strategic decision-makers who can guide teams with clarity and confidence.

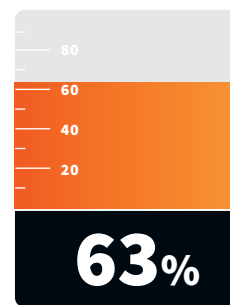
Leadership Behaviors Valued in an Ideal Leader



Drive, energy, and goal orientation



Compliant, process focused, and organized



Emotionally controlled and tolerant



Key Takeaways

Mexican executives emphasize dynamism and competition, but they should instead prioritize analytical thinking, data-driven decision-making, and clear communication to enhance their credibility and better align with employee expectations.

The Americas

Bolivia

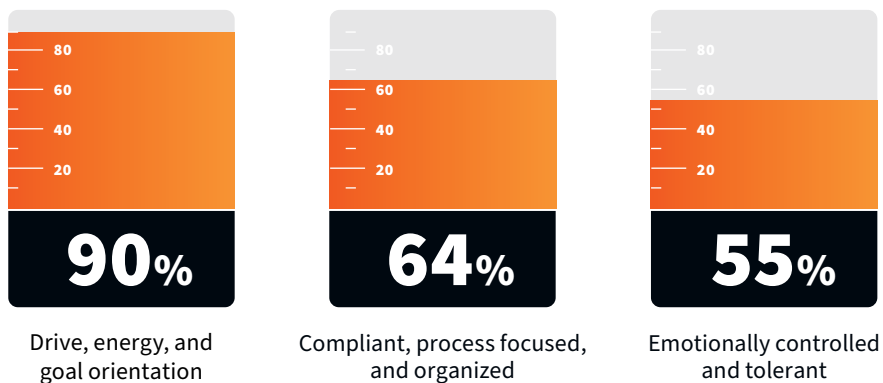
► The Leaders We Have

Data note: The available in-country benchmark sample for Bolivia is not yet sufficient to support a stable summary of typical leadership patterns. This report focuses on follower-identified priorities for effective leadership.

► The Leaders We Want

Bolivian respondents prefer leaders who prioritize integrity, accountability, and collaboration. They value principled, team-oriented leaders who inspire others and drive collective success with clear, honest communication and strong business insight.

Leadership Behaviors Valued in an Ideal Leader



Key Takeaways

Bolivian leaders should pair inspiration with discipline: Set clear goals, use evidence to guide decisions, build an inclusive sense of belonging, and uphold high standards while staying calm and consistent under pressure.

The Americas

Brazil

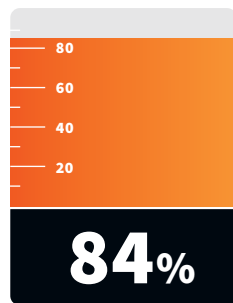
► The Leaders We Have

Brazilian leaders are recognized and valued for competing vigorously, building connections, and inspiring their teams to achieve shared goals.

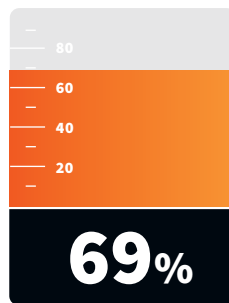
► The Leaders We Want

Brazilian respondents value principled and trustworthy leaders who communicate clearly, act with integrity, and take responsibility for their decisions and actions. They also want leaders who inspire confidence through sound judgment, consistency, and reliability.

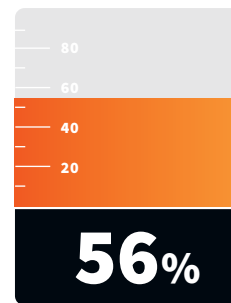
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Candid and cooperative



Compliant, process focused, and organized



Key Takeaways

Brazilian organizations reward results-driven behavior, but employees seek leaders who demonstrate integrity, accountability, and clear communication. To bridge this gap and build trust, leaders should balance competition and ambition with accountability, cooperation, and authenticity.

The Americas

Chile

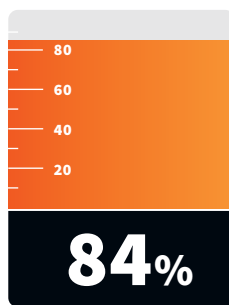
► The Leaders We Have

Chilean organizations value leaders who actively develop themselves, embrace new ideas, and motivate others to achieve organizational goals. They reward those who combine technical expertise with a drive to outperform the competition.

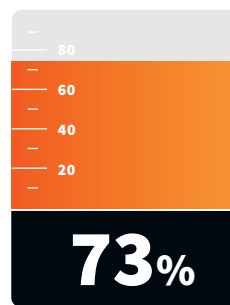
► The Leaders We Want

Respondents in Chile value ethical, transparent, and collaborative leaders who communicate openly, act with integrity, and take responsibility for their actions and decisions. They want leaders who build trust by exercising timely judgment and fostering teamwork.

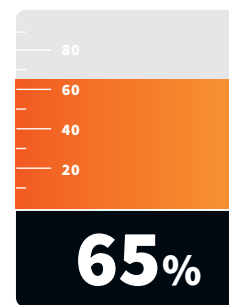
Leadership Behaviors Valued in an Ideal Leader



Drive, energy, and goal orientation



Emotionally controlled and tolerant



Candid and cooperative



Key Takeaways

Chilean organizations reward competitive, achievement-driven behavior, while employees prefer principled leaders who embrace integrity, accountability, and teamwork. To bridge this gap and build trust, leaders should balance ambition and competition with cooperation and candid communication.

Mainland China–Greater China

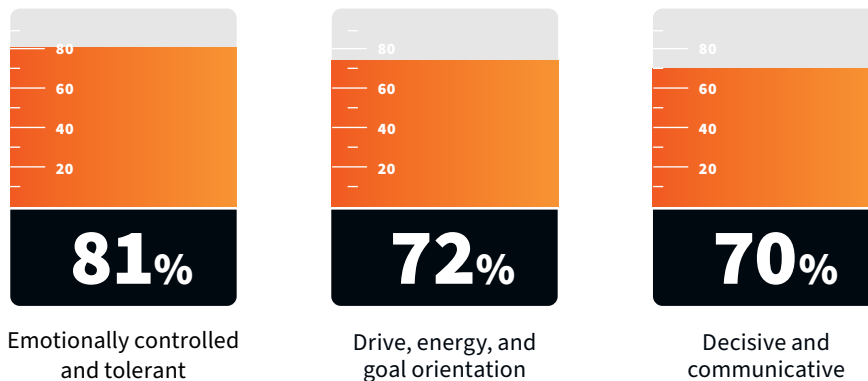
► The Leaders We Have

Chinese organizations reward leaders who combine strong technical skills with a drive to outperform peers. Leaders who effectively analyze information, make informed decisions, and present their ideas clearly stand out. Those who can maintain harmony and drive results while navigating conflict earn additional recognition. Top performers balance competition with collaboration and demonstrate practical problem-solving skills.

► The Leaders We Want

Respondents in Mainland China want leaders who are decisive, accountable, goal-oriented, and results-oriented. They value leaders who can drive long-term organizational success through clear communication and strategic decision-making. They expect leaders to attract and retain talent and build effective teams.

Leadership Behaviors Valued in an Ideal Leader



Key Takeaways

Chinese survey respondents said they want leaders who balance performance, strategy, and people management, but Chinese executives tend to prioritize competition and getting ahead. To more effectively meet the expectations of their teams, Chinese leaders should consider focusing more on big-picture thinking and supporting their teams.

Taiwan-Greater China

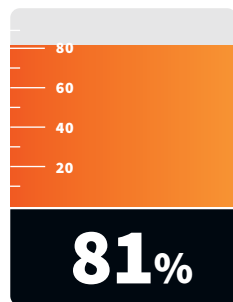
► The Leaders We Have

Taiwanese organizations tend to reward leaders who are driven to outperform the competition. These leaders are effective communicators who can clearly convey ideas to groups while also attracting, retaining, and developing talented individuals. They possess the ability to manage and resolve conflicts and can apply relevant work abilities and technology to achieve results.

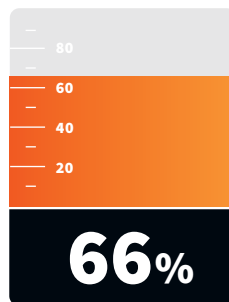
► The Leaders We Want

Respondents in Taiwan want leaders who demonstrate strong judgment and can make timely decisions in ambiguous situations. They value leaders who take accountability for their actions and communicate clearly. They want leaders who can bring people together to achieve shared goals and sustain productive teams. Overall, they seek leaders who are responsible, principled, adaptable, and capable of fostering collaboration.

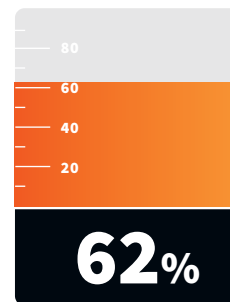
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Candid and cooperative



Drive, energy, and goal orientation



Key Takeaways

In Taiwan, the biggest gaps between leadership behavior and employee expectations involve ethics, collaboration, and adaptability. Respondents prioritize accountability, integrity, and principled decision-making over performance and competitiveness. Employees also value team building and navigating uncertainty, while leaders tend to earn recognition for individual achievements, communication, and talent attraction.

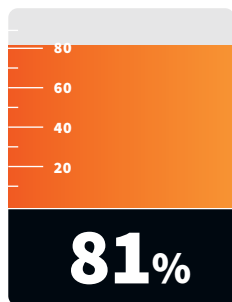
► The Leaders We Have

Japanese organizations reward harmony, focus, reliability, and integrity. Leaders are expected to respect and leverage diversity, resolve conflicts constructively, and communicate effectively. They are valued for their ability to attract and retain skilled talent while also demonstrating honesty, positivity, and a strong work ethic.

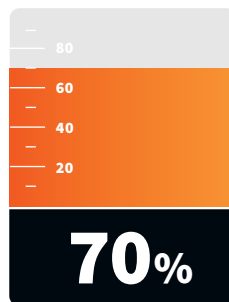
► The Leaders We Want

Japanese respondents want leaders with integrity who communicate clearly and effectively, take ownership of their actions, and make sound, timely decisions. They expect leaders to be honest and fair, respect rules and organizational guidelines, foster collaborative teams, and demonstrate dependability through consistent performance. They also want leaders who can ensure stability by handling ambiguity with confidence and adaptability.

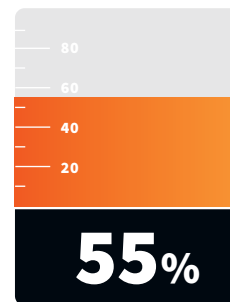
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Candid and cooperative



Resilient and optimistic



Key Takeaways

Japanese survey respondents said they want principled, dependable leaders. But workers also seek greater accountability and stronger decision-making in their leaders. This indicates that future Japanese leadership should take steps to own their actions and showcase adaptability while maintaining an ethical and collaborative foundation.

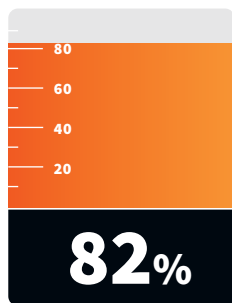
► **The Leaders We Have**

Organizations in India tend to promote leaders who display business acumen and a keen understanding of industry trends. These leaders seek innovative solutions to solve problems.

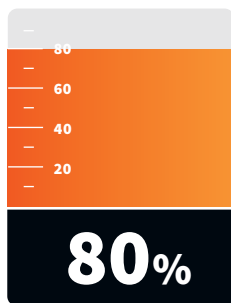
► **The Leaders We Want**

Indian respondents value leaders who embody strong ethical principles and personal accountability, while demonstrating sound judgment and decision-making skills. They expect leaders to communicate clearly, inspire and motivate teams, and apply deep business insight to achieve organizational goals. Additionally, respondents emphasize the importance of strategic thinking and navigating ambiguity with confidence.

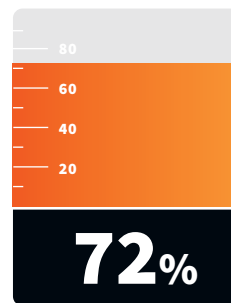
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Drive, energy, and goal orientation



Decisive and communicative



Key Takeaways

Indian survey respondents want leaders to pair commercial acumen with trustworthiness, clarity, and the ability to inspire. Being business-savvy is necessary, but not sufficient for being an effective leader.

Australia

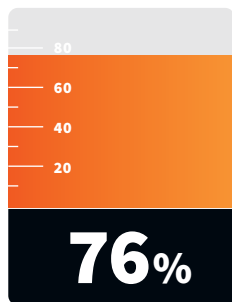
► The Leaders We Have

Australian organizations tend to reward leaders who exude confidence and inspire others. These leaders are also adept at politicking and competing.

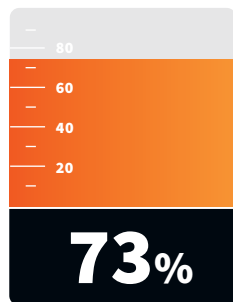
► The Leaders We Want

Australian respondents want leaders who communicate clearly and take ownership of their actions. They desire leaders who can make timely decisions while upholding ethical principles in all situations. Ultimately, respondents value leaders who combine accountability, sound judgment, and transparency.

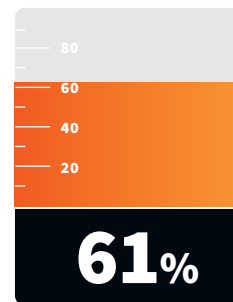
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Diplomatic, tactful, and sensitive communication



Drive, energy, and goal orientation



Key Takeaways

Australian respondents said they want diplomatic and principled leaders, but executives are focused on competition and serving as an inspiration. To close this gap, leaders should find ways to develop relationships and build trust with their team rather than focusing on displays of confidence and moving ahead in the organization.

Vietnam

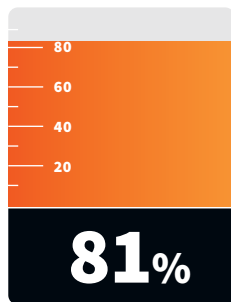
► The Leaders We Have

In Vietnam, organizations reward disciplined execution and strategic competition. Leaders are expected to embrace structured, process-driven approaches and leverage market and industry insights to achieve results and outperform the competition. These leaders also manage time and resources efficiently, adhere to rules and compliance standards, and retain and attract talent.

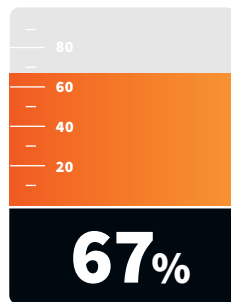
► The Leaders We Want

Respondents in Vietnam want reliable leaders with business acumen, dependability, and strong judgment. They value decision-makers who can set direction, act promptly, and take accountability for their choices. They expect leaders to drive results, communicate clearly, and guide teams with confidence.

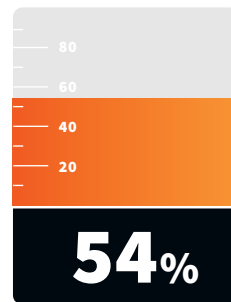
Leadership Behaviors Valued in an Ideal Leader



Drive, energy, and goal orientation



Emotionally controlled and tolerant



Compliant, process focused, and organized



Key Takeaways

Leaders in Vietnam should focus on building trust by demonstrating integrity and sound decision-making skills, and by communicating clearly and taking accountability. This approach is more effective than placing excessive emphasis on competition.

United Kingdom

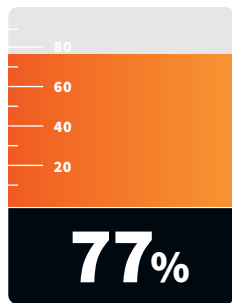
► The Leaders We Have

In the United Kingdom, organizations reward leaders who display confidence and inspire others. These leaders are also adept at politicking and competing.

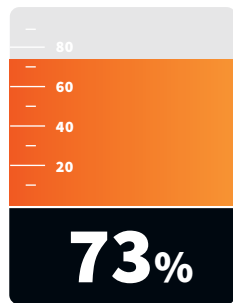
► The Leaders We Want

UK respondents said they want leaders who showcase integrity, accountability, and professionalism. They value individuals who inspire and motivate, communicate clearly and respectfully, take ownership of their actions regardless of outcomes, and consistently follow through on commitments. Effective decision-making is also key. Leaders are expected to use sound judgment and timely analysis to guide their choices.

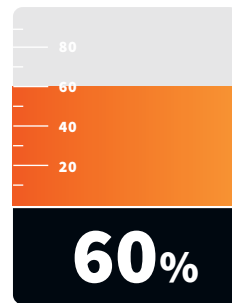
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Diplomatic, tactful, and sensitive communication



Candid and cooperative



Key Takeaways

UK respondents want principled leaders who build trust through consistency and communication, while executives tend to prioritize confidence and career advancement. Leaders can better engage teams by emphasizing support, follow-through, and accountability.

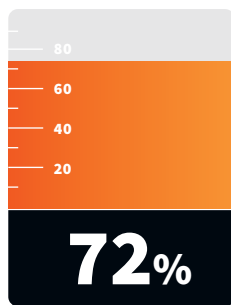
► The Leaders We Have

Performance rewarded in French organizations revolves around competition and exuding confidence, but also politicking and inspiring others.

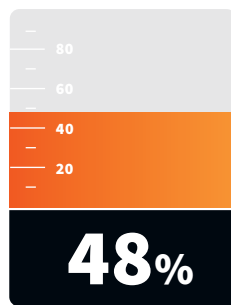
► The Leaders We Want

French respondents value leaders who foster collaboration, display positivity, demonstrate integrity, and communicate with clarity and empathy. They expect leaders to listen actively, restate others' ideas to build mutual understanding, assemble and motivate teams, and make sound decisions using good judgment. Professionalism, self-management, and dependability are key.

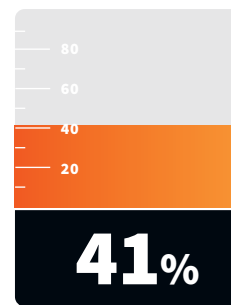
Leadership Behaviors Valued in an Ideal Leader



Drive, energy, and goal orientation



Emotionally controlled and tolerant



Compliant, process focused, and organized



Key Takeaways

French leaders should focus on building trust and shared success with their team rather than focusing on displays of confidence and getting ahead.

Denmark

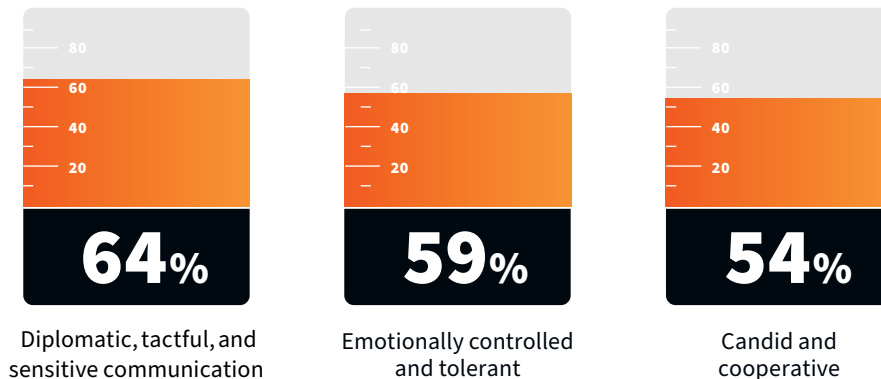
► The Leaders We Have

Danish organizations place strong emphasis on autonomy and vision, and tend to reward executives who demonstrate proactive leadership, strategic influence, and the ability to inspire others.

► The Leaders We Want

Danish respondents value leaders who embody strong interpersonal and ethical qualities alongside sound decision-making. They also want leaders who are adept at developing others, and prioritize clear communication and teamwork.

Leadership Behaviors Valued in an Ideal Leader



Key Takeaways

Danish leaders should prioritize personal integrity and team development over exerting influence. While strategy and initiative matter, respondents value ethical behavior, accountability, clear communication, and collaboration, emphasizing a leadership culture based on trust, empathy, and collective success.

Germany

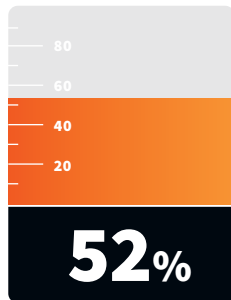
► The Leaders We Have

German organizations place a strong emphasis on autonomy and vision and tend to reward proactive, strategic, and performance-driven executives who present ideas confidently, inspire others, and strive to beat the competition.

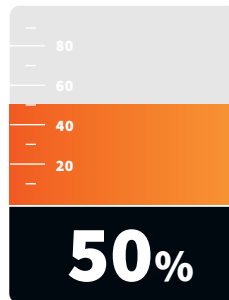
► The Leaders We Want

German respondents value leaders who uphold ethical standards and communicate clearly. They prioritize integrity, sound judgment, and self-management, and prefer leaders who can inspire and build teams.

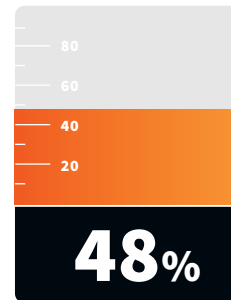
Leadership Behaviors Valued in an Ideal Leader



Drive, energy, and goal orientation



Candid and cooperative



Emotionally controlled and tolerant



Key Takeaways

German organizations reward bold, autonomous, performance-driven leaders, but respondents prefer greater integrity, communication, and team building. Leaders should balance assertiveness and results with ethical decisions, emotional self-management, and a stronger focus on collaboration and people development.

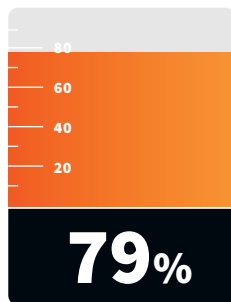
► The Leaders We Have

Greek organizations reward proactive, competitive, and influential leaders with strong communication skills and the ability to attract talent and inspire or motivate teams.

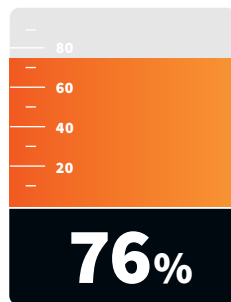
► The Leaders We Want

Greek respondents view an ideal leader as someone who combines sound judgment with interpersonal effectiveness. They want decisive leaders who act with integrity and take accountability for outcomes while also communicating clearly and showcasing strong listening skills.

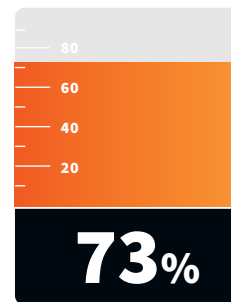
Leadership Behaviors Valued in an Ideal Leader



Candid and cooperative



Diplomatic, tactful, and sensitive communication



Emotionally controlled and tolerant



Key Takeaways

Current leaders in Greek organizations emphasize competition and achievement, but respondents envision ideal leaders who prioritize judgment, integrity, and interpersonal skills. Leaders should strengthen decision-making and accountability through transparent actions and timely, responsible decisions.

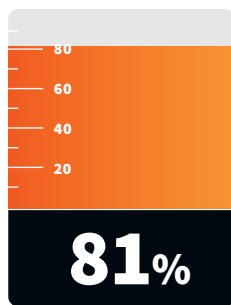
► **The Leaders We Have**

Spanish organizations tend to reward strategic and people-focused leaders who inspire others, drive long-term business goals, and show genuine care for team members. Leaders are also recognized for their ability to build strong networks and make informed decisions by analyzing diverse sources of information.

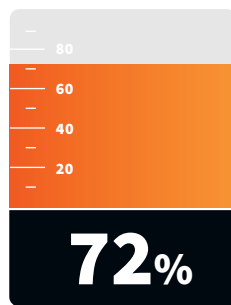
► **The Leaders We Want**

Spanish respondents want leaders who are responsible, ethical, and collaborative. They value leaders who communicate clearly, listen actively, foster teamwork, and make sound, timely decisions. Overall, ideal leaders in Spain are expected to lead with transparency, empathy, and a strong sense of shared purpose.

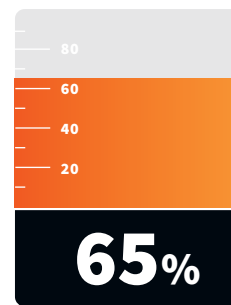
Leadership Behaviors Valued in an Ideal Leader



Drive, energy, and goal orientation



Emotionally controlled and tolerant



Diplomatic, tactful, and sensitive communication



Key Takeaways

Spanish organizations and their employees are closely aligned in valuing leadership that inspires others, demonstrates strategic thinking, and exhibits strong interpersonal skills. Maintaining this focus—while reinforcing accountability, integrity, and collaborative communication—provides a strong foundation for ongoing leadership development and organizational success.

Czech Republic

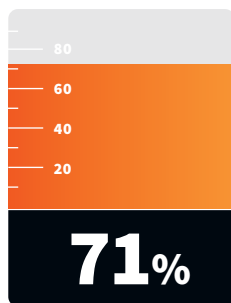
► The Leaders We Have

Organizations in the Czech Republic reward leaders who exhibit a dynamic and outward-facing style, emphasizing charisma and influence through visibility. These leaders inspire and energize teams, confidently present ideas, and establish a clear vision in uncertain environments.

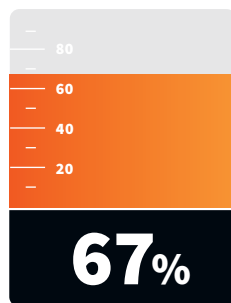
► The Leaders We Want

Czech respondents express a strong preference for leaders who balance inspiration and vision with integrity and accountability. They value clear communication and motivational leadership, but place equally strong emphasis on ethical behavior, sound decision-making, and personal responsibility.

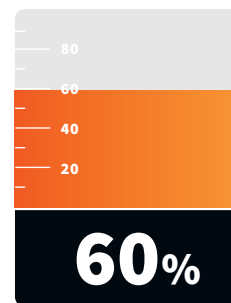
Leadership Behaviors Valued in an Ideal Leader



Candid and cooperative



Emotionally controlled and tolerant



Diplomatic, tactful, and sensitive communication



Key Takeaways

Instead of focusing on charisma and persuasion, Czech leaders should shift their focus toward relational and values-driven leadership, where influence is grounded in credibility and genuine concern for others.

Hungary

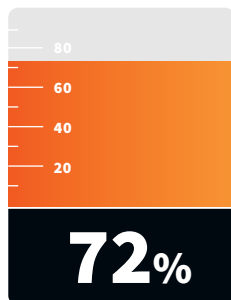
► The Leaders We Have

Hungarian organizations tend to reward competitive and strategic leaders who take initiative, inspire others, and excel at analyzing complex information.

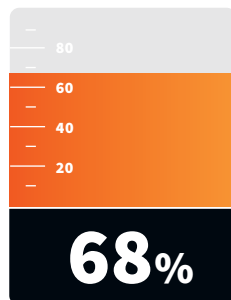
► The Leaders We Want

Hungarian respondents want leaders who are principled, decisive, and inspiring. They value clear and effective communication, sound judgment, accountability, and the ability to motivate teams toward shared goals. Overall, ideal leaders in Hungary are expected to lead with clarity, responsibility, and ethical conviction.

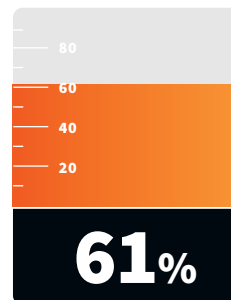
Leadership Behaviors Valued in an Ideal Leader



Candid and cooperative



Emotionally controlled and tolerant



Diplomatic, tactful, and sensitive communication



Key Takeaways

Hungarian leaders excel at inspiring others, which aligns with employee values. To fully meet expectations, they should strengthen decision-making, integrity, and accountability through transparent actions and timely, responsible decisions.

Lithuania

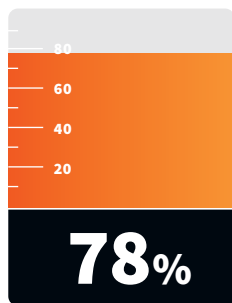
► The Leaders We Have

Data note: The available in-country benchmark sample for Lithuania is not yet sufficient to support a stable summary of typical leadership patterns. This report focuses on follower-identified priorities for effective leadership.

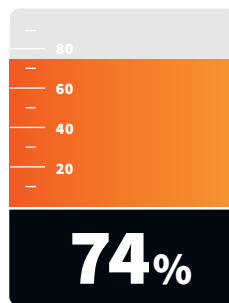
► The Leaders We Want

Lithuanian respondents want leaders who are principled, curious, decisive, and inspiring. They prefer leaders who display a commitment to learning and value clear communication, ethical integrity, and accountability, but also prize strategic thinking and the ability to motivate others.

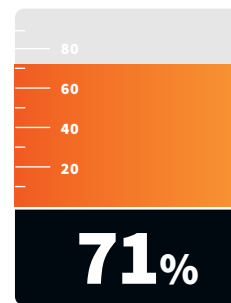
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Decisive and communicative



Diplomatic, tactful, and sensitive communication



Key Takeaways

Lithuanian leaders should build trust by communicating clearly, making timely decisions, and consistently following through to translate their vision into execution. To maintain credibility, leaders should remain emotionally steady under pressure, invite feedback, and address issues directly without passive resistance or excessive caution.

Romania

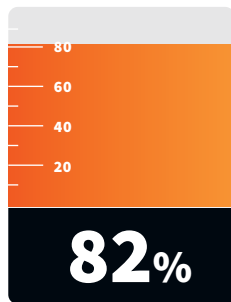
► The Leaders We Have

Romanian organizations reward ambitious and proactive leaders who exhibit a strong drive to outperform the competition, present ideas effectively, inspire teams, and drive long-term business strategy.

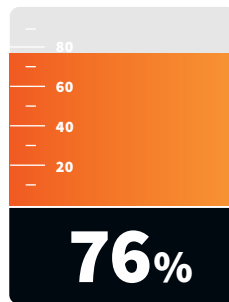
► The Leaders We Want

Romanian respondents express a clear preference for principled leaders who communicate clearly and showcase solid judgment. They value individuals who take accountability for their actions, and inspire others toward shared goals while maintaining ethical standards and fostering trust.

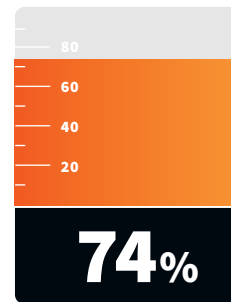
Leadership Behaviors Valued in an Ideal Leader



Emotionally controlled and tolerant



Drive, energy, and goal orientation



Diplomatic, tactful, and sensitive communication



Key Takeaways

Romanian organizations reward performance-driven leaders, but respondents prefer those who exhibit integrity, inspire others, and communicate clearly. Leaders should find ways to build trust by fostering a culture of transparency and accountability.

Middle East and Africa

Egypt

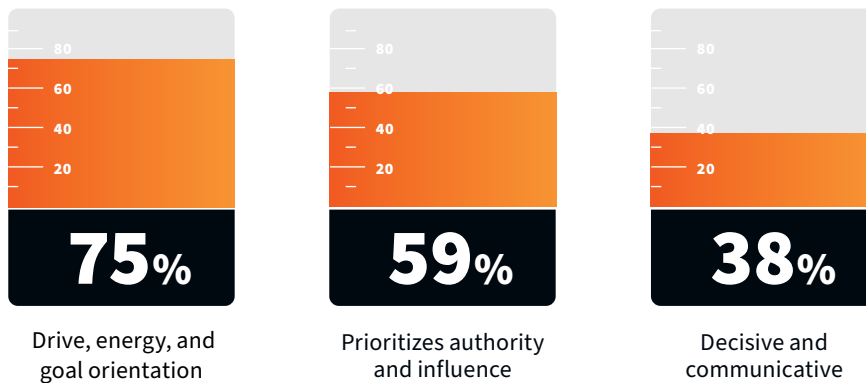
► The Leaders We Have

Egyptian leaders tend to exhibit a competitive and proactive leadership style, with a strong emphasis on visibility and influence. They are rewarded for presenting ideas persuasively, inspiring others toward organizational goals, and taking initiative without waiting for direction.

► The Leaders We Want

Egyptian respondents want leaders with integrity who combine sound judgment and decisiveness. They prefer leaders who are action-oriented yet grounded in humility. They also want leaders who value continuous learning and communicate clearly, foster teamwork, and manage themselves with discipline and emotional control.

Leadership Behaviors Valued in an Ideal Leader



Key Takeaways

Egyptian organizations reward competitive, high-visibility behaviors, but respondents prefer leaders who emphasize ethics, collaboration, and continuous self-improvement over rivalry. This signals a shift from a “win-at-all-costs” mindset to leadership rooted in integrity, teamwork, and personal growth.

United Arab Emirates

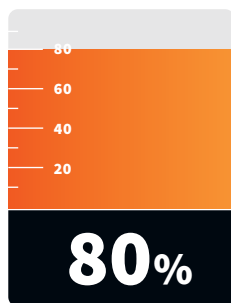
► The Leaders We Have

Emirati leaders are typically recognized for their competitive drive, strong communication skills, and ability to leverage technology and expertise to achieve results. They present ideas effectively, attract and retain top talent, and foster innovation while also motivating teams to achieve ambitious goals.

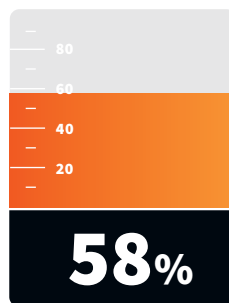
► The Leaders We Want

Emirati employees express a preference for leaders who combine strong interpersonal skills with principled decision-making and collaborative leadership. They want leaders who communicate effectively, demonstrate sound judgment, and uphold ethical standards. Accountability stands out as a core expectation.

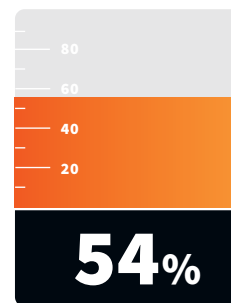
Leadership Behaviors Valued in an Ideal Leader



Drive, energy, and goal orientation



Tradition and convention



Compliant, process focused, and organized



Key Takeaways

Emirati leaders value competition, visibility, and ambition. But Emirati professionals prefer collaborative, ethical, and accountable leaders, suggesting leadership development should balance vision and a drive to perform with integrity and teamwork.

South Africa

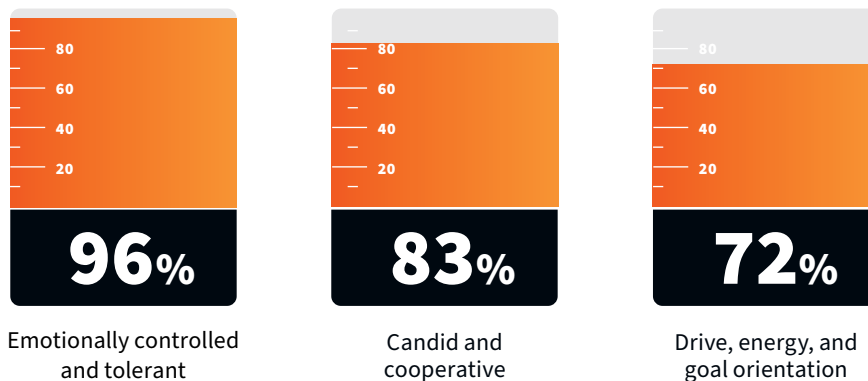
► The Leaders We Have

South African organizations tend to reward bold, forward-thinking leaders who not only outperform the competition but also create a sense of shared purpose for teams. The emphasis on innovation and strategic direction suggests a strong orientation toward transformation and long-term growth, while resilience in overcoming obstacles reflects the need for adaptability in dynamic or complex environments.

► The Leaders We Want

South African respondents show a strong preference for decisive and trustworthy leaders who communicate clearly, prioritize relationships, and showcase sound judgment. Overall, they expect leaders to display a balance of character and competence along with self-management and credibility.

Leadership Behaviors Valued in an Ideal Leader



Key Takeaways

Executives in South Africa are known for their competitiveness and achievement, but respondents seek leaders who emphasize trust, integrity, and authentic connection. Bridging this gap will require balancing performance-driven behaviors with character-based leadership to foster both results and strong relationships.

About Hogan

Defining Leadership and Predicting Performance

Drs. Robert and Joyce Hogan founded our company on a belief that successful work, leadership, and organizations should be accessible to all rather than a select few. The Hogans' research challenged decades of academic dogma dismissing the usefulness of personality psychology by showing that personality predicts job performance but, unlike IQ, does not discriminate.



Leadership should not be defined by the person who's in charge. Leadership should be defined in terms of the ability to build and maintain a high-performing team.

Robert Hogan, PhD, President and Founder of Hogan Assessments

Dr. Robert Hogan's extensive research on leadership and organizations revealed that "who you are is how you lead," a concept that linked leaders' personality to organizational performance. At Hogan, we know how and why people behave the way they do.

► What We Do

Every day, we help businesses determine if an individual will align with the culture of an organization, and we can predict how they'll perform. We conduct assessments that provide insight into three big questions:

1. What do people want?

Core motives, values, and unconscious biases affect every aspect of a person's life, from what they find rewarding to how they make decisions. Understanding employee values is key to creating an engaged and motivated workforce.

2. How will they get what they want?

Career success depends on personality as well as education, experience, and technical skill. Everyday personality characteristics predict success in careers, relationships, education, and life.

3. What will get in their way?

When people stop self-monitoring, strengths can become weaknesses. For example, the ambitious salesperson turns into a cutthroat competitor. If these dark-side characteristics are left unchecked, they can derail careers.

Appendix

About Our Research

This study compares the personality characteristics of today's leaders with the characteristics workers around the globe say they want in their leaders. Our research aims to identify the characteristics, values, and competencies workers want in their leaders—and where current leaders fall short of those expectations.

► Leadership Categorization Theory

Inspired by leadership categorization theory, our study assesses individuals' preferences for ideal leadership. It focuses on the desired and undesired personality characteristics and work values.

Implicit leadership theory posits that individuals hold unconscious, internalized ideas regarding the personality characteristics and behaviors of a leader. The degree to which leaders match the leadership preferences and expectations of their followers influences the followers' interactions with and evaluations of the leader.

As a result, insight into followers' preferences and expectations for leaders can provide today's leaders with meaningful insight into how to best establish positive work relationships with teams, motivate and retain employees, and even drive peak performance.

► Methodology

At a high level, we are curious about which characteristics, values, and competencies workers believe contribute to effective leadership. Our research questions are:

How would workers around the world describe their ideal leader?

How would workers in specific countries or markets describe their ideal leader?

How do the characteristics workers want in their leaders compare to the characteristics that today's leaders actually demonstrate?

This study draws on two sources of data: (1) Hogan's global executive dataset, representing the leaders organizations already have and (2) a global survey capturing ideal leader preferences among workers.

► Global Executive Data

For the global leaders we have, we drew from our 2023 global normative dataset, filtering for individuals in executive-level roles who completed the HPI, HDS, and MVPI. This multilanguage norm is stratified by job family, assessment purpose, age group, and gender. The global comparison group includes 21,715 executives (HPI), 18,748 (HDS), and 16,525 (MVPI).

Competency data for the leaders we have are drawn from Configure, Hogan's competency solution, using our off-the-shelf executive benchmark scored on our 2019 normative dataset.

For country-level comparisons, we drew from country-specific stratified language norms. We filtered for individuals in executive-level roles and scored them using our global norm to allow fair comparisons across countries. Where no country-specific language norm was available, we used our off-the-shelf executive benchmark. In six countries where the executive-level sample did not meet a minimum threshold of 300, we expanded the sample to include additional managerial job levels. Bolivia and Lithuania did not meet the minimum threshold of 300 across managerial job levels; for these regional reports, we present only survey data to describe the leaders people want.

► Job Evaluation Tool

To assess the leaders people want, we used the Hogan Job Evaluation Tool (JET) to ask survey respondents about characteristics that align to the Hogan Personality Inventory, the Hogan Development Survey, the Motives, Values, Preferences Inventory, and the Hogan Competency Model.

For a given characteristic or value, we asked respondents if the characteristic was *very good* (2) to *very bad* (-2) for ideal leader performance.

For a given competency, we asked respondents if it was *not important* (0), *slightly important* (1), *important* (2), *very important* (3), or *extremely important* (4) for ideal leader performance.

► Survey Participants

In collaboration with our global distributor network, 9,794 respondents from around the globe—working for more than 1,900 different organizations—participated in at least one portion of this worldwide survey. Of these respondents who reported their gender, 57.4% identified as women, 42.1% identified as men, and 0.01% said that their gender was not listed. In addition, Table A1 presents the industry representation of our respondents. In terms of job level, 35.6% reported being an individual contributor, 25.4% a middle manager, 21.8% an executive, and 17.2% a front-line supervisor.

Table A1. Industry Representation of Survey Respondents

Industry	%
Advertising and Marketing: companies that specialize in advertising and marketing communications, including public relations, direct marketing, and advertising agencies	3.0
Banking and Financial Services: companies that provide banking, insurance, real estate, investment, and other financial services	10.3
Business Support Services: companies that provide company-to-company services, such as management consulting, security, HR, office cleaning, and other outsourced services	19.1
Construction: companies that produce materials used in the heavy construction of buildings and roads and provide contractor services, such as architects, masons, and electricians	2.8
Education: institutions that provide instructional services and training of students, such as secondary schools, universities, technical colleges, and other training centers	4.5
Energy, Utilities, and Telecommunications: companies that produce energy, distribute natural resources, and provide fixed-line and mobile communication services	2.5
Entertainment and Media: companies that provide radio, TV, or music entertainment and/or companies that publish print or digital media	0.6
Food and Beverage: companies that produce and distribute food and drink products, such as alcohol, soda, and grocery items, and include work within agriculture or livestock operations	5.2
Government: agencies at the local, state, and federal level that provide basic governmental services such as enforcing policies, maintaining infrastructure, and other operating services	2.5
Healthcare: companies that provide healthcare services, manufacture medical equipment, and distribute medical supplies	4.0
Industrial Metals and Mining: companies that mine industrial and precious metals or manufacture metal products such as steel or aluminum	0.9
Information Technology: companies that provide technology consulting services or manufacture computer hardware, software, and other electronic office equipment	7.6
Law Enforcement: agencies that provide basic protective services, such as police, fire, correctional, and other public safety services	0.2
Leisure and Hospitality: companies that provide hospitality services, such as hotels, resorts, casinos, and car rental agencies	2.5
Manufacturing: companies that manufacture a variety of consumer and industrial products	9.3
Military: includes military agencies, such as the US Army, US Navy, and New Zealand Defense Force	0.3
Nonprofit: often includes .org agencies such as religious organizations, Girl Scouts of America, etc.	1.5
Other Industry	12.8
Pharmaceuticals: companies that work in the biotechnology field, including drug discovery, research and development of new medicines, and drug manufacturing	3.1
Retail Sales: companies that provide retail services for a variety of products, such as apparel, home improvement, pharmaceuticals, etc.	3.4
Sports and Recreation: companies that provide leisure facilities and services, including fitness centers, cruise lines, movie theaters, and sports teams	0.4
Transportation: companies that provide industrial and passenger transport services, such as airlines, railroads, delivery services, and trucking	3.7

Survey respondents reported living in 127 different countries. Table A2 presents the number of participants included per country.

Table A2. Country Representation of Survey Respondents

Country	N
Taiwan–Greater China	809
United States	535
Mainland China–Greater China	487
India	374
Chile	351
Spain	340
Greece	323
Hungary	317
Brazil	305
Mexico	298
Czech Republic	294
Lithuania	291
Japan	287
Germany	269
Australia	268
United Kingdom	253
Vietnam	252
South Africa	248
France	247
Canada	245
Kenya	234
Denmark	232
Bolivia	231
Egypt	223
United Arab Emirates	223
Romania	194
Lebanon	181
Colombia	176
Argentina	132
Peru	131
Thailand	96
Philippines	84
Italy	78
Serbia	62
Switzerland	37
Bulgaria	36
Portugal	36
Poland	32
Belgium	28
Saudi Arabia	28
Netherlands	26
Norway	25
Indonesia	24
Slovenia	23
Afghanistan	22
New Zealand	22
Guatemala	20
Singapore	19
Austria	18
Slovakia	18
Sweden	18
Malaysia	17
Albania	15
Ecuador	15
Oman	15
Ireland	13
Croatia	11
Hong Kong SAR–Greater China	11
Pakistan	11
Uruguay	11
Dominican Republic	9
Botswana	8
Macau SAR–Greater China	7
Mauritius	7
Moldova	6
Namibia	5
Panama	5
Uganda	5
Ukraine	5
Venezuela	5
Cyprus	4
Paraguay	4
South Korea	4
Algeria	3
Benin	3
El Salvador	3
Estonia	3
Latvia	3
Mozambique	3
Nepal	3
Nigeria	3
Tunisia	3
Turkey	3
Yemen	3
Zimbabwe	3
Andorra	2
Antigua and Barbuda	2
Armenia	2
Bahrain	2
Bangladesh	2
Bosnia and Herzegovina	2
Costa Rica	2
Haiti	2
Luxembourg	2
Montenegro	2
Papua New Guinea	2
Qatar	2
Tajikistan	2
Tanzania	2
Angola	1
Barbados	1
Belarus	1
Burundi	1
Cambodia	1
Central African Republic	1
Cuba	1
Djibouti	1
Finland	1
Gabon	1
Grenada	1
Honduras	1
Iceland	1
Iran	1
Ivory Coast	1
Jordan	1
Kiribati	1
Kosovo	1
Macedonia	1
Madagascar	1
Malawi	1
Monaco	1
Morocco	1
Palestine	1
Russia	1
Somalia	1
South Sudan	1
Zambia	1

► Survey Data Analysis

We reviewed the global data from the JET and highlighted any mean that was near to, at, or above a mean [1], which shows that, in aggregate, respondents do endorse that characteristic with a strong level of importance to leader performance. Tables A3–A6 present the average ratings and dispersion across all participants for each assessment scale or competency.

Table A3. HPI Scale Means and Standard Deviations

Scale	<i>M</i>	<i>SD</i>
Adjustment	0.73	0.38
Ambition	1.12	0.50
Sociability	0.53	0.44
Interpersonal Sensitivity	0.99	0.47
Prudence	0.88	0.42
Inquisitive	1.10	0.48
Learning Approach	0.85	0.55

Note. *N*=8,377

Table A4. HDS Scale Means and Standard Deviations

Scale	<i>M</i>	<i>SD</i>
Excitable	-1.06	0.70
Skeptical	-0.57	0.66
Cautious	-0.86	0.54
Reserved	-0.62	0.78
Leisurely	-0.86	0.63
Bold	-0.78	0.90
Mischievous	-0.24	0.75
Colorful	-0.23	0.45
Imaginative	-0.44	0.60
Diligent	0.45	0.72
Dutiful	-0.40	0.81

Note. *N*=8,221.

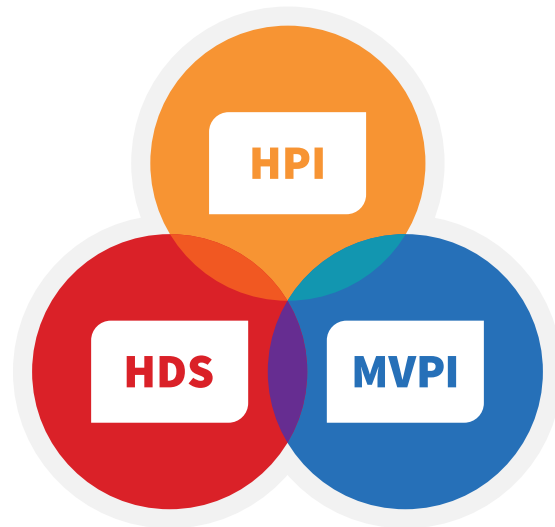


Table A5. MVPI Scale Means and Standard Deviations

Scale	<i>M</i>	<i>SD</i>
Recognition	0.51	0.63
Power	0.62	0.61
Hedonism	0.72	0.58
Altruism	0.64	0.41
Affiliation	0.85	0.47
Tradition	0.44	0.61
Security	0.08	0.51
Commerce	0.51	0.62
Aesthetics	0.76	0.54
Science	0.83	0.44

Note. *N*=8,127.

Table A6. HCM Means and Standard Deviations

Competency	<i>M</i>	<i>SD</i>	Competency	<i>M</i>	<i>SD</i>
Communication	3.53	0.75	Managing Conflict	3.08	0.89
Decision-Making	3.50	0.78	Driving Change	3.07	0.90
Accountability	3.48	0.82	Leveraging People Skills	3.07	0.88
Integrity	3.47	0.83	Presenting to Others	3.06	0.88
Leading Others	3.36	0.82	Managing Resources	3.06	0.88
Inspiring Others	3.30	0.84	Time Management	3.06	0.89
Driving Strategy	3.27	0.85	Overcoming Obstacles	3.04	0.88
Developing People	3.26	0.85	Flexibility	3.04	0.89
Listening to Others	3.25	0.86	Customer Focus	3.04	0.96
Self-Management	3.24	0.84	Displaying Confidence	3.03	0.90
Team Building	3.24	0.85	Planning and Organizing	3.02	0.90
Driving Performance	3.23	0.85	Negotiating	3.01	0.88
Teamwork	3.23	0.87	Driving Innovation	3.01	0.90
Professionalism	3.21	0.88	Quality Focus	3.01	0.88
Handling Stress	3.20	0.88	Taking Smart Risks	3.00	0.90
Business Insight	3.19	0.87	Safety Focus	3.00	1.00
Positive Attitude	3.19	0.87	Leveraging Diversity	2.99	0.93
Caring about People	3.18	0.90	Humility	2.98	0.97
Dealing with Ambiguity	3.18	0.88	Networking	2.95	0.93
Dependability	3.17	0.90	Industry Insight	2.94	0.92
Delegating	3.17	0.85	Rule Compliance	2.91	0.98
Driving for Results	3.17	0.86	Leveraging Work Skills	2.82	0.93
Solving Problems	3.14	0.88	Financial Insight	2.77	0.96
Relationship Building	3.13	0.85	Working Hard	2.75	1.00
Anticipating Problems	3.13	0.86	Processing Information	2.72	0.96
Setting Goals	3.12	0.87	Political Savvy	2.70	1.04
Taking Initiative	3.10	0.90	Organizational Citizenship	2.63	1.02
Engagement	3.09	0.92	Sales Focus	2.58	1.08
Attracting Talent	3.09	0.90	Detail Focus	2.52	1.06
Self-Development	3.09	0.89	Staying Alert	2.51	1.12
Influencing Others	3.08	0.90	Competing with Others	2.06	1.23

Note. *N*=9,794.

Close the Leadership Divide

Ready to identify and develop leaders your teams will actually want to follow?

With our growing network of authorized distributors across more than 70 global markets, we'll connect you with the right expertise, wherever you operate.

Contact us today to consult with a Hogan expert.



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