



© 2009 HOGAN ASSESSMENT SYSTEMS INC.
THE HOGAN LOGO AND STYLIZED "H" ARE REGISTERED TRADEMARKS OF HOGAN ASSESSMENT SYSTEMS INC. NO PART OF THIS
PUBLICATION MAY BE REPRODUCED IN ANY FORM WITHOUT EXPRESS WRITTEN PERMISSION FROM THE THE COPYRIGHT OWNERS.

- SELECT
- DEVELOP
- LEAD

HOGAN BUSINESS REASONING INVENTORY

O V E R V I E W G U I D E



THE SCIENCE OF PERSONALITY

INTRODUCTION

The Hogan Business Reasoning Inventory (HBRI) evaluates a person's ability to solve problems and make business-related decisions using textual, graphic, and quantitative data. Many psychologists believe that cognitive ability is the single best predictor of occupational performance and other important outcomes, including health, wealth, and life satisfaction. The HBRI is the first measure of reasoning ability based on a theory of intelligence and designed exclusively to predict real-world performance.

The HBRI is based on evolutionary psychology. Within this context, intelligence is a function of meta-representational competence, the ability to reflect on one's past actions, determine where the problems have occurred, and then devise methods to avoid repeating those problems in the future. Individual differences in this cognitive capacity enhance performance in every significant domain of human action.

**designed to predict
real-world performance**

ADMINISTRATION

The HBRI may be administered individually or in a group setting using online computer administration. Hogan's state-of-the-art online assessment platform supports the administration of the inventories in multiple languages 24/7. Customers can log on to the assessment site, access the HBRI, complete the inventory online, and receive a report within seconds after completion. The process is fast, user friendly, and convenient.

ORDERING INFORMATION

For more information on the Hogan Business Reasoning Inventory or to purchase reports based on the HBRI, contact us at info@hoganassessments.com or 800-756-0632.

receive a report **within**
seconds after completion

REPORTS & APPLICATIONS

Different cognitive abilities are important for success in different jobs, and reasoning abilities that are important in one job may interfere with performance in others.

HBRI results are presented in a simple data reports and more detailed interpret reports for use in employee selection and development programs.

The reports provide the following information:

- Graphical representation of scoring
- An interpretation of the business relevance of the scores
- Development considerations
- Identifies problem-solving style

SELECT
DEVELOP
LEAD

HOGAN **DEVELOP**

INTERPRET

A COMPREHENSIVE HBRI-BASED ANALYSIS FOR OPTIMAL WORKPLACE STRATEGIES WITH OCCUPATIONAL SCALES

NAME
ID NUMBER
DATE

HOGAN
© 2009 HOGAN ASSESSMENT SYSTEMS, INC.

DEVELOP INTERPRET

ON

Business and the progress of individual careers reflect the people make. Decision making—i.e., deciding how to allocate resources, how to resolve conflicts, etc.—in solving. The Hogan Business Reasoning Inventory tests people's ability to solve different business related problems, then drive decision making. It is important to note that problem solving ability influence decision making. For experienced people typically make better decisions than newcomers. Moreover, technology aids decision making. Scores on the HBRI do not reflect a person's interest in problem solving, they reflect problem solving ability and decision making style.

The HBRI evaluates peoples' ability to solve different business related problems, and these solutions then drive decision making.

Two kinds of problem solving, called Strategic Reasoning and Tactical Reasoning. Strategic Reasoning concerns solving problems once they are identified. Tactical Reasoning concerns solving problems once they are identified. Combining Strategic and Tactical Reasoning yields an index of Critical Thinking—the ability to identify and identify bogus assumptions and partisan agendas. The HBRI evaluates Strategic and Tactical Reasoning using three categories of business data: (1) verbal information based on conversations, e-mails, and interviews; (2) quantitative information that comes from tables, data in financial reports and statistical analyses, and information that comes from charts, graphs, and figures. The overall structure of the HBRI is as follows:

STRUCTURE OF THE HBRI

```

    graph TD
      CR[CRITICAL REASONING] --- TR[TACTICAL REASONING]
      CR --- SR[STRATEGIC REASONING]
      TR --- Q1[QUANTITATIVE]
      TR --- G1[GRAPHIC]
      SR --- V[VERBAL]
      SR --- Q2[QUANTITATIVE]
      SR --- G2[GRAPHIC]
    
```

HOGAN
© 2009 HOGAN ASSESSMENT SYSTEMS, INC.

DEVELOP INTERPRET

ized in three sections:
1. A graph of your HBRI scores and defines them.
2. An interpretation of the business relevance of your HBRI scores as presented in the graph.
3. Development considerations for the way your scores for Tactical and Strategic Reasoning interact.

GRAPHIC REPORT

Category	Score
Tactical Reasoning	60
Strategic Reasoning	85

LOW AVERAGE HIGH VERY HIGH

combined sample of 2500 MBA students, managerial job applicants, managerial and executive

Reasoning
Concerns being able to evaluate current business practices from a strategic perspective, and understand how recent trends and technological innovations may impact future business development. High scorers focus on long term issues, and find solutions that integrate the needs of different business units. They quickly recognize novel problems and seem innovative, curious, tolerant of ambiguity, and interested in feedback.

Reasoning
Concerns being able to reach sound, defensible conclusions using the data and information that are available. High scorers focus on short term issues, solving them one at a time. They excel at anticipating the consequences of decisions and the obstacles to their implementation. They bring discipline to the decision making process and seem steady, precise, detail-oriented, and professional.

Reasoning
Critical Reasoning Concerns being able to define and solve complex problems. High scorers can balance short and long term goals, can link innovation with implementation, are able to recognize assumptions, understand agendas, and evaluate arguments. The Critical Thinking score is composed of the Tactical and Strategic Reasoning scales. Critical Thinking predicts overall performance across many jobs.

ID: 1234567 JOHN DOE 8.8.2008 2

HOGAN
© 2009 HOGAN ASSESSMENT SYSTEMS, INC.

FEATURES & BENEFITS

Through an ongoing dedication to research and development, the HBRI is the only business-related measure of cognitive ability with all these essential features:

- Designed to predict occupational success
- Distinguishes between tactical and strategic reasoning abilities
- Useful for candidate screening and career/leadership development
- Developed exclusively on working adults
- Norms based on managerial samples
- Validated against business success criteria
- Online administration by protected access
- Instantaneous scoring and reporting output
- User-friendly reports available for selection or development

a **business-related**
measure of **cognitive** ability

SCALES & INTERPRETATIONS

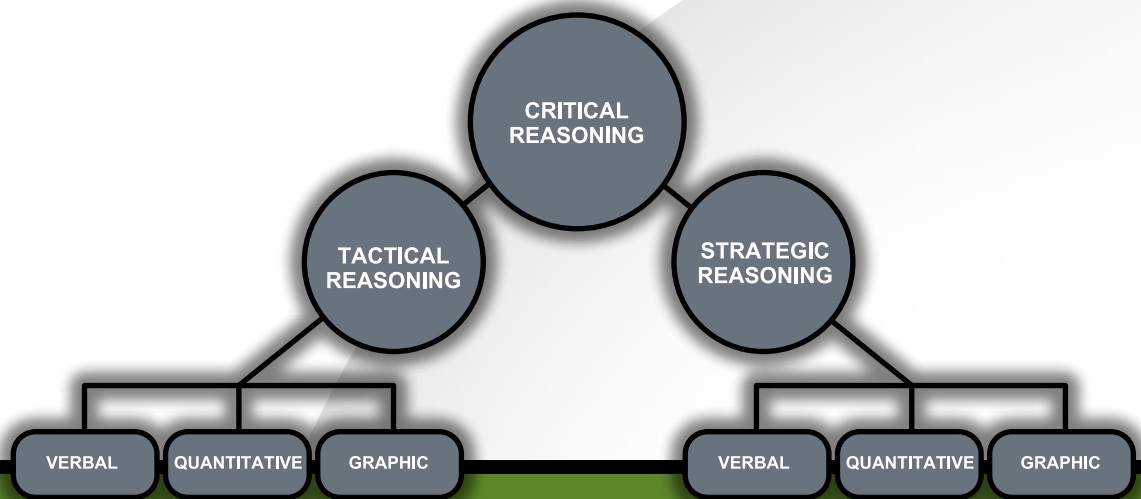
The HBRI evaluates two kinds of problem solving: tactical and strategic reasoning. It evaluates these two kinds of reasoning using basic business data presented in the form of textual, quantitative, and graphic items.

Tactical Reasoning

Concerns solving problems and coming to sensible conclusions once the facts are known. High scorers tend to be disciplined, steady, and precise.

Strategic Reasoning

Concerns the ability to detect errors, gaps, and logical flaws in graphs, memos, diagrams, written reports, numerical projections, and tables of data. High scorers are seen as curious and open-minded, tolerant of ambiguity, and interested in feedback.



evaluates **tactical** and
strategic reasoning

TECHNICAL FACTS

- 24 items representing verbal, quantitative, and graphic material
- 25 - 30 minute completion time
- Scores reflect individual differences in tactical and strategic reasoning
- Items carefully developed to minimize reading requirements and adverse impact
- The HBRI is reliable, with internal consistency reliabilities in the .82 region
- Tactical and strategic reasoning correlate at .58.
- Predicts supervisors' ratings regarding the ability to produce business results

For more technical information, the HBRI Technical Manual provides brief technical information around HBRI rationale, test design, development, norms, test properties, and administration. For ordering information, visit www.hoganpress.com.

HBRI RESEARCH OPPORTUNITIES

Hogan welcomes the opportunity to collaborate with organizations to conduct criterion-related validity research. As a result of engaging in research-related collaboration with Hogan and our psychometric experts, organizations will gain valuable feedback about their workforce. Any organization employing professional or management-level employees may qualify to participate in HBRI research.

For more information, call or write the Hogan Research Division, email us at research&development@hoganassessments.com, or visit hoganassessments.com.

**the ability to produce
business results**