

- 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**

## 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

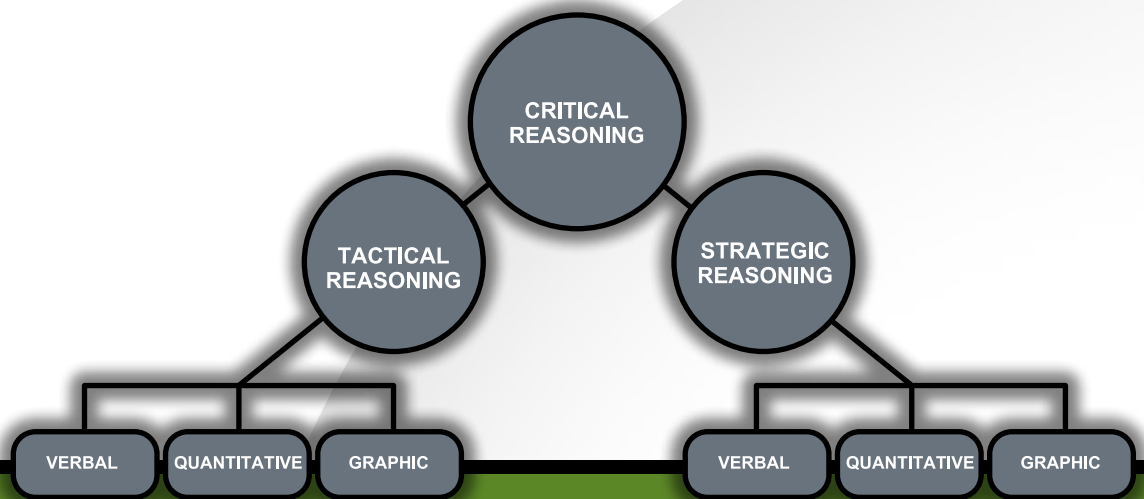
The HBRI evaluates two kinds of problem solving: tactical and strategic reasoning. It evaluates these two kinds of reasoning using basic business data presented in the form of textual, quantitative, and graphic items.

### **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](http://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](mailto:research&development@hoganassessments.com), or visit [hoganassessments.com](http://hoganassessments.com).

**the ability to produce  
business results**

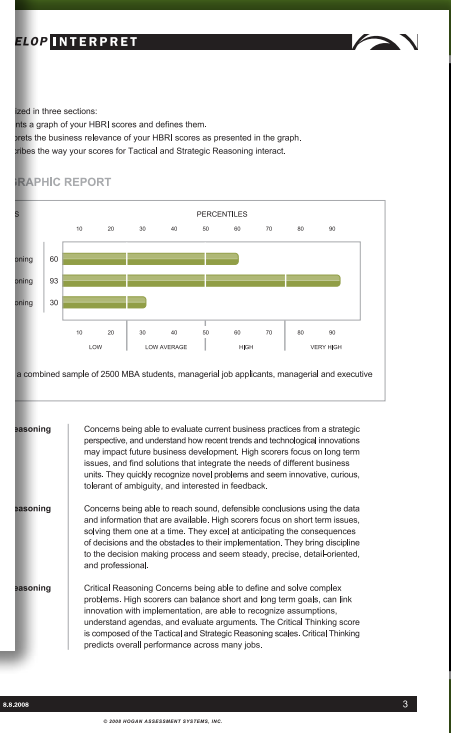
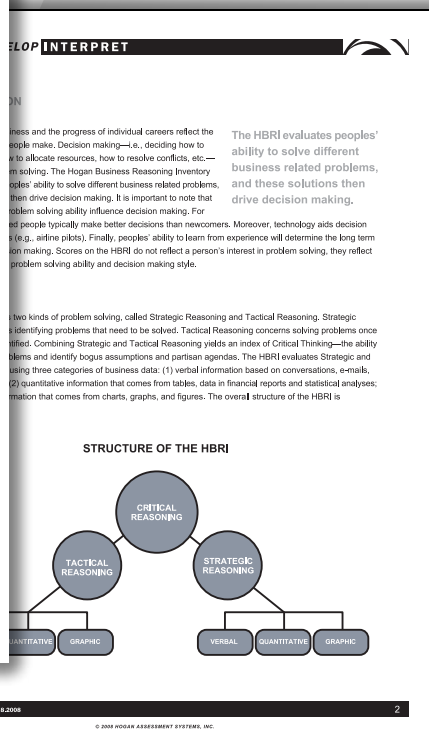
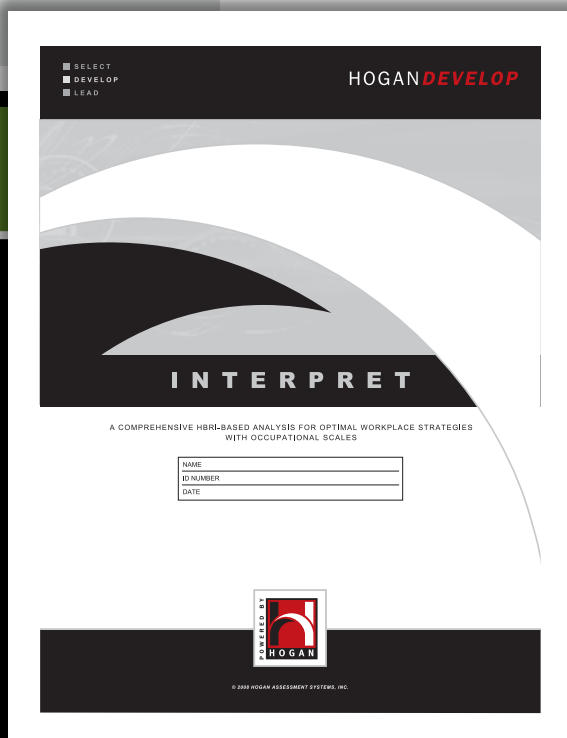
## REPORTS & APPLICATIONS

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



## 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](mailto:info@hoganassessments.com) or 800-756-0632.

receive a report **within**  
**seconds** after completion



© 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.