

# Hogan Business Reasoning Inventory

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**Report for:** Sam Poole

**ID:** HC560419

**Date:** 5.03.2019

**Norm:** Global

## Introduction

The history of a business and the progress of individual careers reflect the kinds of decisions people make. Decision making (i.e., deciding how to prioritize issues, how to allocate resources, how to resolve conflicts) depends on problem solving. The Hogan Business Reasoning Inventory (HBRI) evaluates peoples' ability to solve different business-related problems, and these solutions then drive decision making. It is important to note that factors other than problem solving ability influence decision making. For example, experienced people typically make better decisions than newcomers. Moreover, technology aids decision making in many jobs (e.g., airline pilots). Finally, peoples' ability to learn from experience will determine the long-term quality of their decision making. Scores on the HBRI do not reflect a person's interest in problem solving, they reflect a person's potential problem solving ability and decision-making style.

## How to Use This Report

The HBRI is an assessment of critical reasoning. The assessment consists of a series of work and business relevant questions that Hogan has proven to predict performance in a wide variety of occupational settings. This report is designed to provide insight into John Doe's critical reasoning abilities. The report has three components, each providing unique information about how John Doe makes decisions in business and workplace contexts.

The Overall Business Reasoning Score:

- Provides a normative score – comparing how John Doe scored on the HBRI compared to a sample of working adults from across the globe.
- Higher scorers can balance short- and long-term goals, link innovation to implementation, recognize assumptions, understand agendas, and evaluate arguments.

Qualitative and Quantitative Reasoning:

- Quartile-based normative scoring – comparing how John Doe scored on the HBRI compared to a sample of working adults from across the globe.
  - o Qualitative Reasoning – Involves working with data visualization, logic, and verbal information to solve problems.
  - o Quantitative Reasoning – Involves working with mathematical and spatial information to solve problems.

Cognitive Style: The Interaction of Qualitative and Quantitative Reasoning:

- Combines the two critical reasoning components to describe how John Doe thinks about and solves problems in the workplace.

The HBRI should not be used as the sole basis for making an employment decision. For more information on best practices for using test scores in selection decisions, please speak with your Hogan consultant, the Uniform Guidelines for Employee Selection Procedures, the Standards for Educational and Psychological Testing, or the Principles for the Validation and Use of Personnel Selection Procedures.

Business 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.

**John's score is equal to or higher than 87% of candidates.**



**John's score suggests that he is skilled at:**

- ✓ Putting problems in context and deciding whether they are worth solving.
- ✓ Spotting trends in data and understand how those trends, along with changes in technology and the business environment, can affect future business.
- ✓ Solving problems by determining what is and what is not known and then acting accordingly.
- ✓ Following arguments to their logical conclusions and using this information to predict business outcomes.
- ✓ Analyzing the consequences of various decisions.
- ✓ Interpreting the meaning of graphic, quantitative, and verbal presentations of data, and determining whether they lead to valid conclusions.

## Quantitative Reasoning



- Cras viverra mauris ac metus dignissim, eget rutrum felis molestie.
- Maecenas sagittis augue quis tortor semper tristique consectetur eu sem. Morbi porta, ipsum sit amet tincidunt auctor.

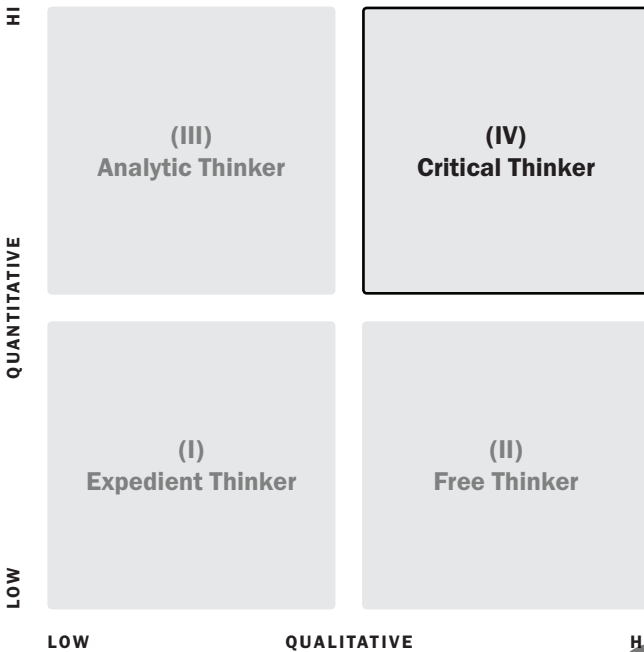
## Qualitative Reasoning



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## Cognitive Style: The Interaction of Qualitative and Quantitative Reasoning

Cognitive Style concerns a person's characteristic ways of thinking about and solving problems in the workplace. Cognitive Style is the interaction of Qualitative and Quantitative Reasoning. The table below illustrates the four Cognitive Styles that result from this interaction.



### I. Expedient Thinker

Tendency to analyze problems in an opportunistic way, to choose answers that are quick and easy, to make intuitive rather than reflective choices, leading to poor-quality solutions.

### II. Free Thinker

Tendency to identify important problems but ignore the obstacles to their solution and minimize the importance of the detailed steps needed to solve them.

### III. Analytic Thinker

Tendency to focus on a problem and the obstacles to its solution, without putting the problem in a larger context and evaluate the need for its immediate solution

### IV. Critical Thinker

Ability to contextualize problems correctly in terms of the short and long term benefits of their solution, then solve them effectively.

**John's scores indicate that he is a CRITICAL THINKER. The following statements describe this cognitive style:**

- ✓ Skilled at identifying the agendas at play during presentations.
- ✓ Able to consider contradictory business strategies simultaneously.
- ✓ Able to evaluate different desired ends and then link them with the appropriate means.
- ✓ Able to identify opportunities and forecast problems equally well.
- ✓ Able to analyze processes in detail but also relate them to the larger strategic picture.