HOGAN COGNITIVE

HBRI

Hogan Business Reasoning Inventory

Report for: Preproduction Sample

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Norm: GlobalUntimed

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Introduction

The history of a business and individual career progress 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 people's 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, people's ability to learn from experience will determine the long-term quality of their decision making. Scores on the HBRI do no reflect a person's interest in problem solving, they reflect a person's potential problem-solving ability.

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 Preproduction Sample's critical reasoning abilities. The report has three components, each providing unique information about how Preproduction Sample makes decisions in business and workplace contexts.

Overall Business Reasoning

- Provides a normative score – comparing how Preproduction Sample 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

- Provides quartile-based normative scoring – comparing how Preproduction Sample scored on the HBRI compared to a sample of working adults from across the globe.
- *Qualitative Reasoning* – Involves working with data visualization, logic, and verbal information to solve problems.
- *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 Preproduction Sample 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 or consult 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.

Overall Business Reasoning

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. Overall Business Reasoning is composed of Qualitative and Quantitative Reasoning scales. Business Reasoning predicts overall performance across many jobs.

Preproduction Sample's score was equal to or higher than 70 % of candidates.

Preproduction Sample's score suggests that he:

- Seems to be a careful thinker who will resist rushing to solutions.
- Should be willing to revise his opinions in the light of new data.
- Tends to come up to speed on problems quickly and efficiently.
- Has a willingness to take history and context into account when solving problems.
- Is interested in gathering more data before making important decisions.
- Tends to be comfortable working with a wide range of data sources.

Qualitative Reasoning

Qualitative Reasoning involves working with data visualization, verbal, and logic information to solve problems.

- People with high scores seem able to find the meaning of messy information.
- People with low scores prefer to learn by doing rather than by reading.

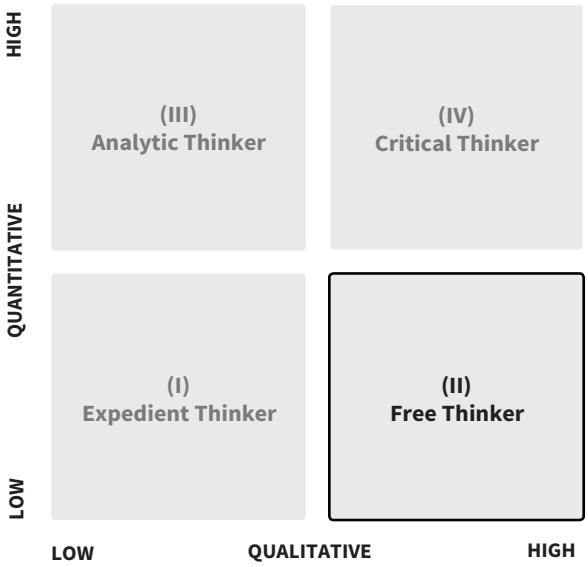
Quantitative Reasoning

Quantitative Reasoning involves working with spatial and mathematical information to solve problems.

- People with high scores seem able to understand the essential aspects of problems quickly.
- People with low scores prefer to make intuitive rather than data-based decisions.

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

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

Preproduction Sample's scores indicate that he is a FREE THINKER. The following statements describe this cognitive style:

- Tends to understand multiple levels of information and how these pieces can interact.
- Uses logic to understand and solve problems. Able to distinguish between what is known and what is inferred.
- Compared to most people, tends to struggle with application and execution of mathematical principles.
- Tends to work better with known facts and realities than with abstract, conceptual, or theoretical ideas.