

- 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

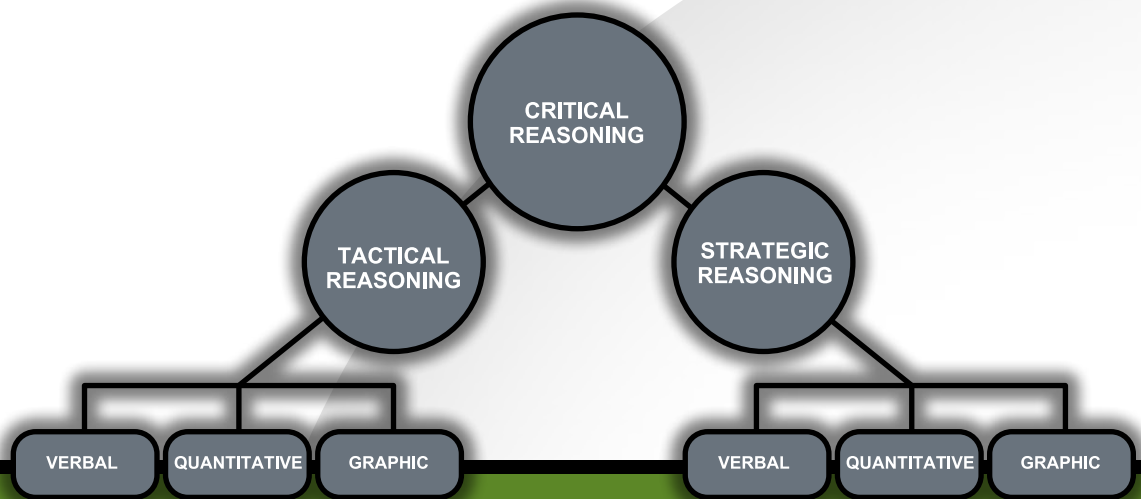
The HBRI evaluates two kinds of problem solving: tactical and strategic reasoning. It evaluates these two kinds of reasoning using basic business data presented in the form of textual, quantitative, and graphic items.

### **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

SELECT  
DEVELOP  
LEAD

HOGAN **DEVELOP**

INTERPRET

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

NAME  
ID NUMBER  
DATE

HOGAN

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DEVELOP INTERPRET

ON

ness 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 codes' ability to solve different business related problems, then drive decision making. It is important to note that problem solving ability influence decision making. For ed people typically make better decisions than newcomers. Moreover, technology aids decision e (e.g., airline pilots). Finally, peoples' ability to learn from experience will determine the long term on 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 identifying problems that need to be solved. Tactical Reasoning concerns solving problems once lified. Combining Strategic and Tactical Reasoning yields an index of Critical Thinking—the ability blends and identify bogus assumptions and partisan agendas. The HBRI evaluates Strategic and using three categories of business data: (1) verbal information based on conversations, e-mails, (2) quantitative information that comes from tables, data in financial reports and statistical analyses, mation that comes from charts, graphs, and figures. The overall structure of the HBRI is

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]
    
```

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DEVELOP INTERPRET

ized in three sections:  
nets a graph of your HBRI scores and defines them.  
nets the business relevance of your HBRI scores as presented in the graph.  
cribes the way your scores for Tactical and Strategic Reasoning interact.

GRAPHIC REPORT

PERCENTILES
10
20
30
40
50
60
70
80
90

LOW 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.

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## 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@facchiniconsulting.com](mailto:info@facchiniconsulting.com) or +44 (0)844 500 3419.

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



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