



# HOGAN BUSINESS REASONING INVENTORY

## EVALUATING PROBLEM SOLVING AND BUSINESS-RELATED DECISION SKILLS

### FEATURES & BENEFITS

- 24 items representing verbal, qualitative, and graphic material
- 25- to 30-minute completion time
- Items carefully developed to minimize reading requirements and adverse impact
- Based on evolutionary psychology
- Designed to predict occupational success
- 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

### REPORTS & APPLICATIONS

- Reports available for selection or development
- Graphical representation of scoring
- An interpretation of the business relevance of the scores
- Development considerations
- Identifies problem-solving style

### 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.

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.

