INTERPRET

HOGAN BUSINESS REASONING INVENTORY

Report for: Martina Mustermann
ID: HC906276
Date: March 05, 2015

meta
BERATUNG
personality matters.

POWERED BY
HOGAN

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, etc.—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.

The HBRI evaluates peoples' ability to solve different business related problems, and these solutions then drive decision making.

STRUCTURE

The HBRI evaluates two kinds of problem solving, called Strategic Reasoning and Tactical Reasoning. Strategic Reasoning concerns identifying problems that need to be solved. Tactical Reasoning concerns solving problems once they have been identified. Combining Strategic and Tactical Reasoning yields an index of Critical Thinking—the ability to contextualize problems and identify bogus assumptions and partisan agendas. The HBRI evaluates Strategic and Tactical Reasoning using three categories of business data: (1) verbal information based on conversations, e-mails, and written reports; (2) quantitative information that comes from tables, data in financial reports and statistical analyses; and (3) graphic information that comes from charts, graphs, and figures. The overall structure of the HBRI is illustrated below.
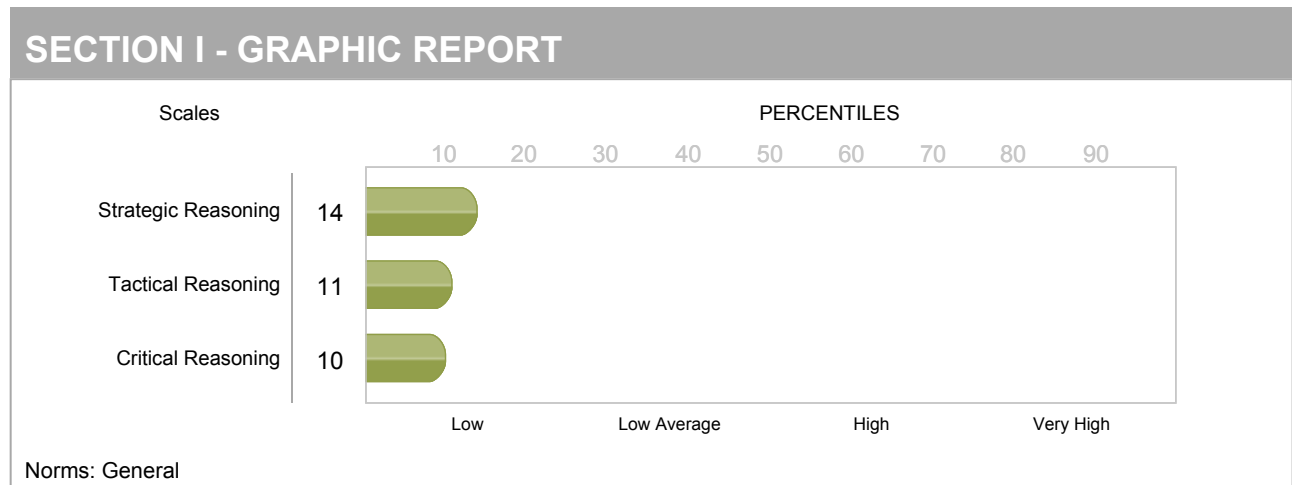
Structure of the HBRI
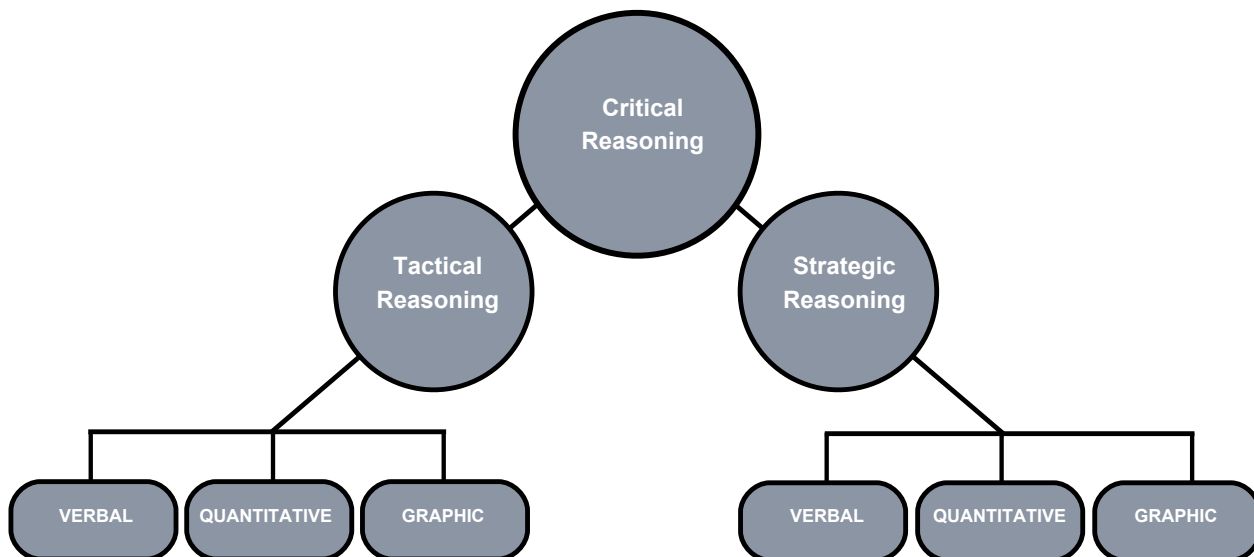
REPORT

This report is organized in three sections:

Section I presents a graph of your HBRI scores and defines them.

Section II interprets the business relevance of your HBRI scores as presented in the graph.

Section III describes the way your scores for Tactical and Strategic Reasoning interact.

SECTION I - GRAPHIC REPORT

Scales	PERCENTILES

| | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 |

Strategic Reasoning	14
Tactical Reasoning	11
Critical Reasoning	10

| Low | Low Average | High | Very High |

Norms: General

Strategic 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.
Tactical 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.
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.

SECTION II – Interpreting Your Results

Strategic Reasoning

Your scores suggest that you deal with problems as they are presented to you, that you take them at face value, and then try to solve them. This direct approach to problem solving is attractive, but sometimes it is useful to ask if there is a story behind the facts, if there is more to a problem than is immediately apparent. You might find it helpful to pause and reflect on this fact before you start working on a problem. There are two kinds of stories that typically lie behind the surface of a problem. On the one hand, there is the question of who will benefit from the solution of a problem. For example, if no one will benefit, then a problem might not be worth solving. On the other hand, some problems are caused by recent changes in the nature of the business. Be sure to ask yourself if the problem on which you are working is unique or if it reflects larger scale trends and issues.

Tactical Reasoning

Your scores suggest that you are an intuitive problem solver who likes to make decisions and move on. You don't enjoy reviewing tables of numbers, reading contracts, or checking other people's work; you probably delegate these tasks to people who are good with details while you work on the problems that interest you more. When your projects don't turn out as you planned, it will usually be because of issues and problems that came up once the project was underway. Try to anticipate these problems before you make a decision.

SECTION III - Cognitive Style: The Interaction of Strategic and Tactical Reasoning

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

	LO — STRATEGIC — HI	
HI (TACTICAL)	(III) Laser Thinker	(IV) Critical Thinker
LO	(I) Expedient Thinker	(II) Free Thinker

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. Laser 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.

Your scores indicate that you are an Expedient Thinker. The following statements describe this cognitive style:

- Tends to make spontaneous decisions and move on.
- Opportunistic rather than strategic in defining problems and choosing goals.
- Prefers solutions that are good enough rather than the best possible.
- May not anticipate long term business problems and opportunities.
- Making decisions and then moving on may impede the ability to learn from experience.
- Should consider partnering with someone who is good with details.

Finally, what should you do with the information in this report?
The information in this report is intended as a guide to self-awareness. It is designed to help you understand how you approach problem solving, information that you can then use in the strategic evolution of your career.