

FEATURES & BENEFITS

The **Hogan Business Reasoning Inventory** 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 (intelligence) is the single best predictor of occupational performance and other important outcomes, including health, wealth, and life satisfaction.

The Hogan Business Reasoning Inventory (HBRI) is a significant advance in this measurement tradition and is positioned to become the industry standard for assessing cognitive ability. It is the first measure of reasoning ability based on a theory of intelligence and designed exclusively to predict real-world performance.

The Hogan Business Reasoning Inventory has several unique features:

- > A business-related measure of cognitive ability
- > 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
- > Fully Internet enabled
- > User-friendly reports available for selection or development

Agenda (Strival + Informal) Roles w/Play (Structure + Predictability) Rules for the game (Social Interaction) Pretext (Moralistic + Maury + Virginia)

Primary Scales + Validity Scale + 41 Subcales = HBRI Measurement (Strengths [AER] - Drawbacks [AD]) + 11 Facets of Personality

Reputation (what you do) + Identity (why you do it) + 91 Facets of Personality Low Empathy + Low Autonomy + Low ability (what you can't do)

SCALES & INTERPRETATIONS

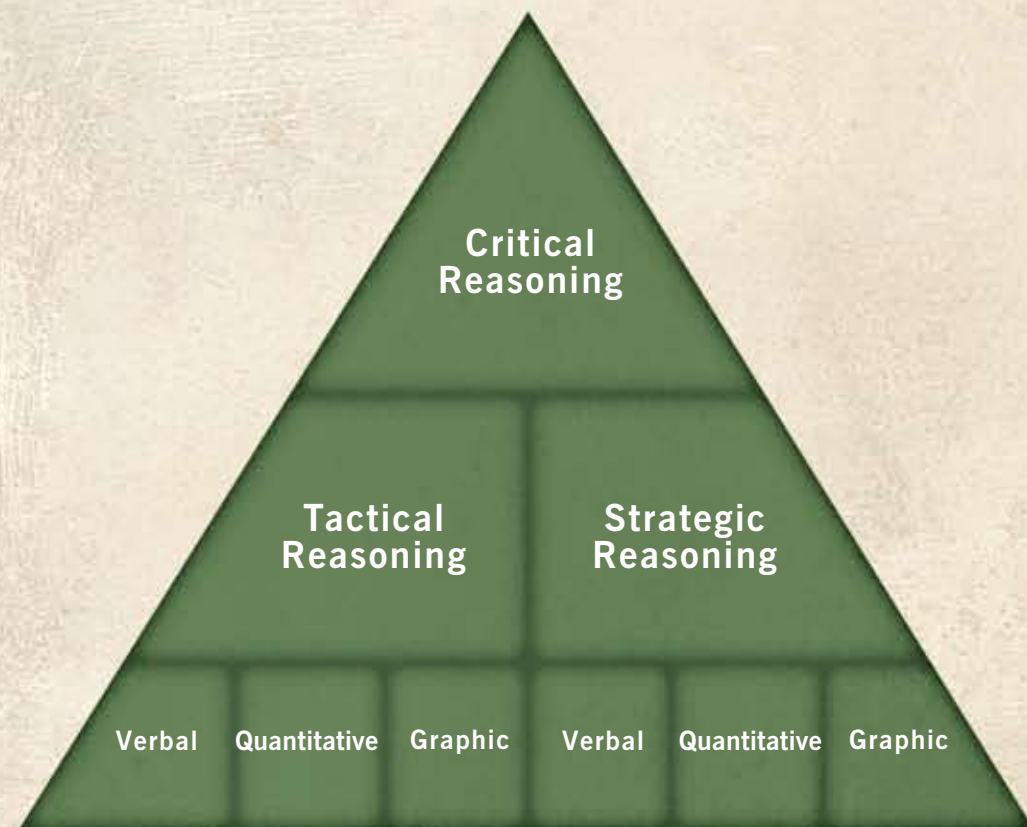
The **Hogan Business Reasoning Inventory** evaluates two kinds of problem solving, called tactical and strategic reasoning. It evaluates these two kinds of reasoning using basic business data presented in the form of textual, quantitative, and graphic items.

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.



APPLICATIONS

Qualified professionals will find the HBRI useful for:

Personnel Selection: Identifying individuals who learn quickly on the job, solve problems, anticipate barriers to change, and understand the strategic implications of changes in the economy and competitive environment.

Individual assessment: Evaluating a person's fit with a range of jobs that differ in terms of their level of cognitive demands.

Talent Management: Identifying individuals who perform well in cognitively demanding and intellectually challenging jobs in which people must learn quickly, solve problems accurately, and evaluate data and arguments critically.

Promoting Strategic Self-awareness: Helping individuals understand their tactical and strategic reasoning strengths, and develop career strategies that take advantage of their unique capabilities and competencies.



TECHNICAL FACTS

The **Hogan Business Reasoning Inventory** contains 24 items representing three content areas: verbal, quantitative, and graphic material. Within each of these content domains, half of the questions concern tactical reasoning ability and half concern strategic reasoning ability. Scores reflect individual differences in tactical and strategic reasoning. The items have been carefully developed to minimize reading requirements and adverse impact. Average completion time is 25 to 30 minutes in managerial samples.

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. Detecting problems and performance anomalies is called strategic thinking or problem identification. Solving problems is called tactical thinking or problem solving.

The HBRI is reliable, with internal consistency reliabilities in the .82 region. Tactical and strategic reasoning correlate at .58. The HBRI predicts supervisors' ratings regarding the ability to produce business results, and for potential for advancement. A complete HBRI technical manual is available at www.hoganassessments.com.

ADMINISTRATION

The HBRI may be administered individually or in a group setting using online computer administration.

Hogan Assessment Systems has developed a state-of-the-art online assessment platform to support the administration of its inventories. Respondents 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.

HBRI results are presented in a variety of report formats that range from simple data files to more complex selection or development reports.

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 Assessment Systems Research Department, send a message by e-mail to research&development@hoganassessments.com, or visit our web site, www.hoganassessments.com.



COMPREHENSIVE ASSESSMENT PROCESS

Our assessments yield the data that form the basis for our consulting work. We supplement our primary assessment with a variety of customized measures that can be configured to meet virtually any employee selection, development, or talent management need.

Hogan Personality Inventory (HPI) provides in-depth information about competencies (e.g., resiliency, drive, work ethic, and integrity) that are hard to detect, even in a well-structured employment interview.

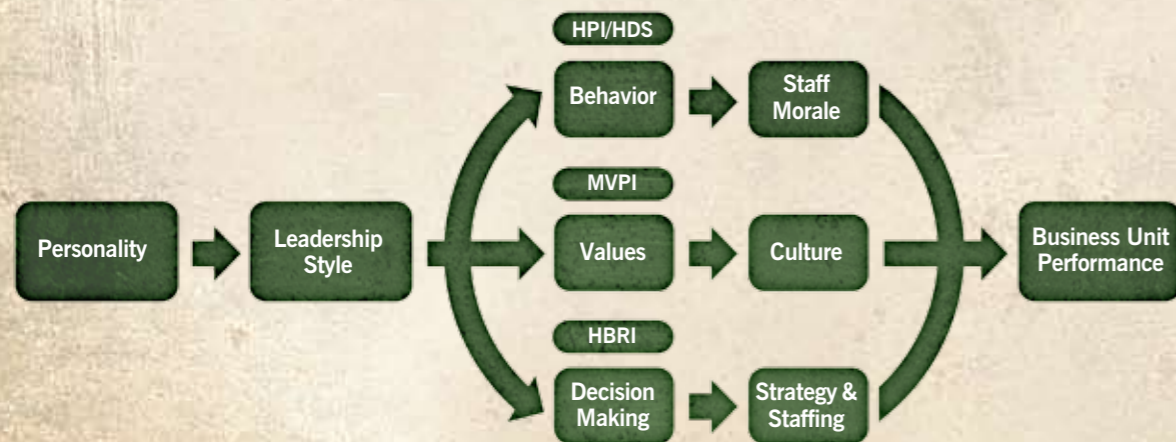
Hogan Development Survey (HDS) provides detailed information about derailing, disruptive, or dysfunctional tendencies—such as arrogance and passive aggression—that impede a person’s ability to work as part of a team, and may ultimately block career advancement.

Motives, Values, Preferences Inventory (MVPI) provides detailed information regarding a person’s values, goals, and interests. This is invaluable information for determining the kinds of environments in which the person will perform best, and the kind of culture the person will create as a leader.

Hogan Business Reasoning Inventory (HBRI) provides a comprehensive assessment of a person’s capacity to find and solve business-related problems using textual, graphic, and quantitative data. Scores on the test indicate a person’s potential problem solving ability.

Hogan Leadership Value Chain

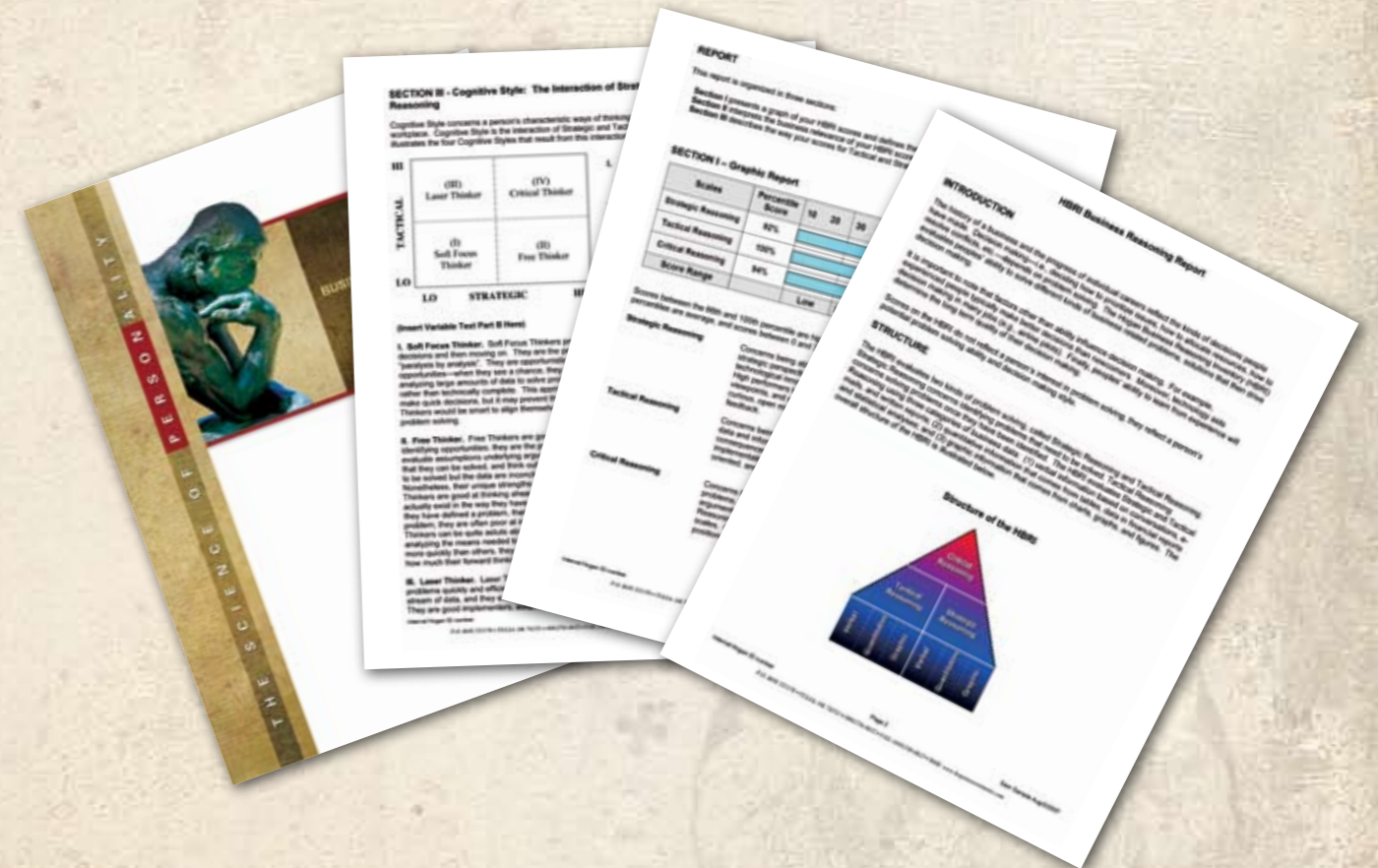
From selecting the right employees to developing top leaders, our assessments predict job performance and bring results to the bottom-line. The following graphic illustrates the value chain provided by Hogan Assessments for developing leaders in organizations:



RESULTS & REPORTS

Our reports are the means by which our customers view assessment results. Results of the Hogan Business Reasoning Inventory can be obtained in a variety of report formats that range in terms of scope and complexity.

- > Provides graphical representation of scoring
- > Provides an interpretation of the business relevance of the scores
- > Provides development considerations
- > Identifies problem-solving style



ABOUT HOGAN

Our mission: advance the science of personality.

There is no more reliable and useful source for evaluating strengths and developmental needs than Hogan Assessment Systems. Our scientifically-validated assessments predict performance in every job in the economy. We have a database of assessments on several million working adults — an archive that is unmatched in the industry. Hogan delivers results by combining the fundamentals of sound assessment with the practical understanding of employee selection, employee development, and talent management needs of hundreds of jobs worldwide.

Our business model: be easy to do business with.

We are dedicated to good science and the development of assessments that actually work. Hogan is the standard for research-based personality assessment, backed by a world class internet delivery platform and responsive customer service. Our products are easy to use and easy to implement, and we offer customizable personality assessments according to the specific needs of our customers.

Hogan is committed to:

- > **Consulting:** to interpret the meaning of results
- > **Research:** to demonstrate the validity of the measures
- > **Customer Relationship Management:** to respond to special client requests
- > **Technology:** to deliver the assessment process reliably and consistently
- > **Customization:** to tailor solutions based on each client's requirements

Our expertise: employee selection, career development, and talent management.

We offer a comprehensive suite of assessment tools and reports to help companies select employees, develop leaders, and identify talent.

Employee selection, perhaps more than any other process in an organization, has the power to change a company's destiny. We design and implement employee selection systems aimed at improving bottom-line business results.

Career development reports provide important insights to help employees develop to their full career potential. Our personality assessments help companies determine the right fit for each employee and provide feedback to develop each person into his or her most valuable role within the organization.

Talent management is now recognized by organizations as a key factor in their future growth. Our talent management expertise helps organizations identify talent, which we define in terms of personality, cognitive ability, and leadership potential.

THE HOGAN VALUE PROPOSITION

Assessments should be:

- > **Valid.** The primary goal of any assessment process should be to predict job performance. Hogan's assessments are the most valid and comprehensive measurement tools in the industry. We more than over 400 criterion-related validity studies examining the relationship between test scores and job performance. We conduct more than 90 job-profile, and 35 criterion-related validity studies per year.
- > **Legally Defensible.** Our assessments were developed in strict compliance with recognized legal and scientific standards, and have been validated in more than 500 organizations.
- > **Reliable.** Clients want assessments available 24-7, 365 days a year and they want the results delivered immediately upon completion. Hogan has the most sophisticated and reliable Internet platform in the industry. We process more than 50,000 assessments per month and more than 99% of these are returned to the client organization within 60 seconds. We have never had a data or system compromise and the platform exceeds all Defense Department and worldwide security standards.
- > **Easy to Implement and Use.** Hogan has a fully-automated, web-based scoring system that allows customers to control the assessment reporting process and maintain their own database. Hogan trains client administrators to navigate and manage the system. We handle an average of 150 trouble shooting calls per month and resolve more than 90% of the calls within three minutes.
- > **Backed by Service and Support.** The expertise of the Hogan team of professionals ensures that implementation of a customized assessment system will conform to the client's goals, budget and timeline. Hogan's consulting, technology, research and customer service team provide support before, during and after implementation, providing a continuity of service that is unmatched by other assessment firms.

Roles to Play + *Rules for the Game* = *Social Interaction* + *Prudence* = *X = Fake Good*
(Moralistic + Mastery + Virtuous)

Subscales = 4CPI Measurement (Strengths (4CPI) - Derailers (4DS)) x *Motivation (MVEPI)* = *Performance*

Why you do it = *1st Factor of Personality* Low Empathy + Low Anxiousness + Low Guilt = *Inner Churn*

Agenda + *Roles to Play* + *Rules for the Game* = *Social Interaction* + *Prudence*
(Formal + Informal) + (Structure +/- Predictability) (Moralistic + Mastery)

Empathy Scale + *Validity Scale* + *41 Subscales* = *4CPI Measurement* (Strengths (4CPI) - Derailers (4DS)) x

Performance (what you do) + *Identity (why you do it)* = *1st Factor of Personality* Low Empathy + Low Anxiousness



HOGAN
ASSESSMENT SYSTEMS

THE SCIENCE OF PERSONALITY

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