

# HBRI

## Hogan Business Reasoning Inventory

### How you think

The Hogan Business Reasoning Inventory (HBRI) describes reasoning style – the ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes. By assessing reasoning style, you can identify candidates' problem-solving style, understand their capacity, and identify areas for development.

The first measure of reasoning ability designed to predict real-world performance, the HBRI evaluates two kinds of problems solving:

#### Tactical Reasoning

Tactical reasoning is the ability to solve problems and come to sensible conclusions once the facts are known. High scorers tend to be disciplined, steady, and precise.

#### Strategic Reasoning

Strategic reasoning is the ability to detect errors, gaps, and logical flaws in graphs, memos, diagrams, written reports, numerical projections, and tables of data. High scorers tend to be curious and interested in feedback.

#### HBRI Quick Facts

- 24 items representing verbal, qualitative, and graphic material
- 25- to 30-minute average completion time
- Designed to predict occupational success
- Tactical vs. strategic abilities
- For selection and leadership development
- Developed exclusively on working adults
- Online administration and instantaneous reporting
- Items developed to minimize reading requirements and adverse impact
- Based on evolutionary psychology
- Norms based on managerial samples
- Validated against business success criteria

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