

Hogan Business Reasoning Inventory (HBRI)

We have recently received several questions about the HBRI. Because you may have also gotten these questions, or because you might get them in the future, we have provided our answers below. For more information, please contact the Hogan Research Department.

1. Can you provide additional predictive validity evidence for the HBRI beyond what is in the manual?

Yes, we have data from several studies showing that HBRI scores are positively related to performance across jobs and organizations. Example case studies include:

- [Healthcare Supply Sales Representatives](#)
- [Financial Leaders in the Pharmaceutical Industry](#)
- [Transportation Marketing Directors](#)
- [Manufacturing Senior Professionals and Executives](#)
- [Pharmaceutical Sales Representatives](#)

2. Is there a time limit on the HBRI?

Yes, we have a timed version. Although we did not initially develop the HBRI to be timed, we recently introduced a 30-minute timed version. Not only does this form impose a time limit on test takers to avoid excessively long assessment sessions, but also results in a normal distribution of score outcomes. We continue to pursue research projects to update and refine this new version.

3. I had a user receive 100% on all sections of the HBRI—tactical, strategic and critical thinking. Is that correct, and if so, how often does it happen?

Yes, a person will receive 100% on all three scales if they get every item correct. It happens approximately 6% of the time.

4. What percentage do you generally see in each of the four score ranges on the report?

In general, we expect to have roughly 25% of the population fall in each score range due to the normative nature of the scores. That being said, it is not exactly 25% across the board, but our goal is to approximate a quarter of the population.

5. Does the HBRI Technical manual report average percentile scores for each scale?

No. It does report raw scores, frequencies, and cumulative percent (i.e., percentiles), but not mean percentile scores. Those are:

- Tactical – 61.6
- Strategic – 56.0
- Overall – 54.1

6. Can we share the correct answers for sample items 5 & 6 (from the appendix) from the HBRI technical manual?

Yes, you can share those answers with others (which are d and b respectively).

Sample Item 5

Average Monthly Performance			
	Sales Generated	Accounts Established	Accounts Lost
Employee A	\$12,892	14	2
Employee B	\$18,497	20	0
Employee C	\$13,239	15	2
Employee D	\$10,578	10	4
Employee E	\$16,653	18	3

As a supervisor, you decide to rank employees based on performance. You rank Employee C over Employee E. What is the basis of your decision?

- a) Employee C has a greater ratio of Sales Generated to Accounts Established
- b) Employee C has a relatively stable monthly performance
- c) Employee E generates more sales
- d) **Employee E loses more accounts than Employee C**

Sample Item 6

Company policy focuses on reducing tardiness on Fridays. What is the biggest problem with this policy?

- a) Biggest tardiness problem occurs on Wednesdays
- b) **Biggest tardiness problem occurs on Mondays**
- c) Tardiness is constant across all days of the week
- d) There is no problem with this policy

