



June 14, 2017

JUDGMENT REPORT

Candidate Sample

ID HE677665



EXECUTIVE SUMMARY

This report examines **Mr. Sample**'s judgment and decision-making style by evaluating how he processes information, makes decisions, and typically reacts to feedback about his decisions. This page summarizes his results across all sections of the report. The following pages provide more detailed results for each section.

INFORMATION PROCESSING STYLE | VERSATILE

How effectively does **Mr. Sample** process the information needed to make decisions?

In terms of information processing style, **Mr. Sample** seems to be versatile and capable of processing information efficiently in any environment to solve a wide range of people and technical problems.

Verbal level **HIGH**

Numerical Level **HIGH**

DECISION-MAKING TENDENCIES & STYLE | INVESTOR

How does **Mr. Sample** naturally approach making decisions?

Mr. Sample's decision-making style resembles an Investor; he may try to maximize long-term rewards by making careful, strategic decisions based on data and other facts.

Threat vs. Reward **REWARD-SEEKING**

Tactical vs. Strategic **STRATEGIC**

Data vs. Intuitive **DATA-DRIVEN**

REACTIONS TO FEEDBACK | RESISTANT

How does **Mr. Sample** typically react to feedback about his decisions?

Mr. Sample may reinterpret or ignore negative feedback. People with similar tendencies can be somewhat challenging to coach unless they are willing to accept bad news.

Defensive vs. Cool-Headed **COOL-HEADED**

Denial vs. Acceptance **DENIAL**

Superficial vs. Genuine **SUPERFICIAL**

INTRODUCTION

The judgment of leaders is reflected in their decisions. Although leaders' decisions determine the fate of their organizations, on average, half of their decisions will be wrong. Therefore, good judgment involves not only making good decisions, but also responding appropriately to bad ones. When confronted with the news that their decisions are wrong, some leaders blame others and/or deny they have made mistakes; other leaders seek feedback, learn from their mistakes, and avoid repeating them. How leaders react to feedback about their decisions reflects their coachability, a key element of both good judgment and career success.

Because bad decisions are so common and have serious consequences, it is essential to try to improve decision-making. Becoming aware of one's decision-making style and becoming more coachable can help people make better decisions and correct bad ones more quickly. The Hogan Judgment Report provides feedback and developmental considerations to help people reach these goals.

This report describes decision-making style in terms of three components:

INFORMATION PROCESSING

How people process information

Verbal Information
vs.
Numerical Information

DECISION-MAKING APPROACHES

How people approach decisions

Threat Avoidance
vs.
Reward Seeking

Tactical Thinking
vs.
Strategic Thinking

Data-Driven Decisions
vs.
Intuitive Decisions

REACTIONS TO FEEDBACK

How people react to feedback about their decisions

Defensive
vs.
Cool-Headed

Denial
vs.
Acceptance

Superficial Engagement
vs.
Genuine Engagement

INFORMATION PROCESSING STYLE

People can be placed into one of four categories based on how they process the information needed to make decisions. Each of these groups has characteristic strengths and shortcomings in terms of solving problems and making decisions, primarily because the people in each group are interested in solving different kinds of problems:

HIGH VERBAL	<input type="checkbox"/> QUALITATIVE These individuals process verbal information more efficiently than numerical information. Because they often prefer to use words to interpret events and create emotional experiences, they tend to do well in areas such as communications, literature, philosophy, journalism, and advertising.	<input checked="" type="checkbox"/> VERSATILE These individuals efficiently process both numerical and verbal information. Because they can solve problems regardless of the topic area, they tend to do well in occupations requiring quick decisions across diverse topics.
	<input type="checkbox"/> DELIBERATE These individuals take their time in processing both numerical and verbal information because they want to make good decisions based on a sound understanding of the facts. They tend to do well in occupations requiring carefully studied decisions based on a wide range of information.	<input type="checkbox"/> QUANTITATIVE These individuals process numerical information more efficiently than verbal information. Because they often like to identify patterns and rules in sets of numbers and predict outcomes, they tend to do well in areas such as finance, accounting, engineering, and IT.
	AVERAGE NUMERICAL	HIGH NUMERICAL

Mr. Sample received high scores for processing both numerical and verbal information. People with similar scores are known as versatile information processors; they efficiently use both numerical and verbal information for decision-making purposes. They are often talented at making quantitative and qualitative decisions, and tend to do well in a number of fields. In general, versatile information processors are insightful about people issues as well as complex data-based problems.

NUMERICAL VS. VERBAL

Mr. Sample's information processing style is derived by combining his results on the numerical and verbal sections of the Hogan Judgment assessment.

NUMERICAL SECTION

ITEMS ATTEMPTED 15 / 15

TIME USED 9 / 10 Minutes

OVERALL SCORE 9 / 15

VERBAL SECTION

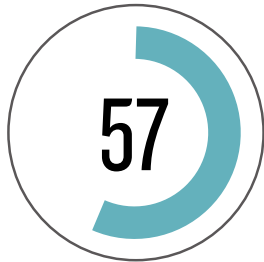
ITEMS ATTEMPTED 34 / 48

TIME USED 2 / 2 Minutes

OVERALL SCORE 25 / 48

DECISION-MAKING APPROACHES

Most people's business decisions reflect three unrelated approaches. **Mr. Sample's** pre-decision approaches are presented below:



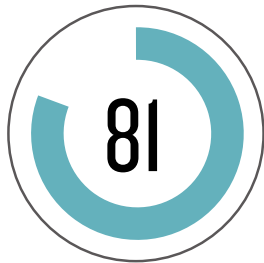
Threat Avoidance 43%
Reward Seeking 57%

THREAT AVOIDANCE VS. REWARD SEEKING | REWARD-SEEKING

Some people make decisions based on a desire to avoid financial, legal, physical, and other threats; they focus on the negative side of the risk-reward equation and try to minimize their potential losses. Other people make decisions based on a desire to pursue all possible rewards. They are attracted to the positive side of the risk-reward equation and consistently try to maximize their gains.

CONSIDER: Explain your rationale for important decisions you plan to make, and see if others understand your perspective. Do they see the same opportunities? Are they as excited by the potential rewards as you are.

Pay attention to not only potential rewards, but also potential risks. You may benefit from mentioning and exploring some potential problems with decisions.



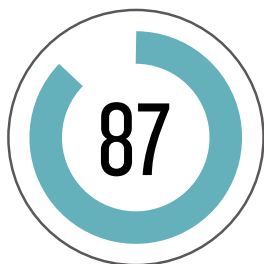
Tactical 19%
Strategic 81%

TACTICAL VS. STRATEGIC THINKING | STRATEGIC

Some people make decisions focusing on the immediate context and relevant details. They focus on short-term issues such as cost, implementation, and crisis management, and may be less concerned about larger strategic issues. Other people make decisions based on a future-oriented, big picture perspective. They focus on generating new possibilities, and may be less concerned about practical issues such as cost and implementation.

CONSIDER: Talk with people known for being able to execute and get things done. Pay attention to cost, implementation, and other immediate issues they consider when making decisions.

Recognize the importance of achieving small wins while pursuing higher-impact, larger goals. Posting small wins along the way may help others buy into your strategy.



Data-Driven 87%
Intuitive 13%

DATA-DRIVEN VS. INTUITIVE DECISIONS | DATA-DRIVEN

Some people make decisions by carefully reviewing relevant data and other facts. They may also review their past decisions periodically to adjust them based on updated data. Other people are more intuitive in their approach; they often make decisions based on their past experience and move on.

CONSIDER: When interpreting data, try to consider its meaning in the context of the wider organization. Think about how other organizational perspectives may affect your interpretation of the data.

When proposing solutions to complex problems, consider your audience. Although you may value data and analytics, others may prefer a more intuitive approach or an executive summary rather than a detailed analysis.

DECISION-MAKING STYLES

By combining scores across the three approaches to making decisions, we can describe a person's decision-making style. Each style is represented by an occupation best representing a combination of approaches to making business decisions. However, please note that these styles are representative of typical thinking styles, not indicators of likely vocational interests, preferences, or performance. Each decision-making style is characterized by its own set of strengths and challenges. In general, the eight styles and their typical decision-making approaches are defined as follows:

AUDITORS	SURGEONS	STOCK TRADERS	DEFENSE ANALYSTS
Avoid threats using tactical data-based decisions	Make tactical experience-based decisions to avoid threats	Seek rewards by making tactical, data-based decisions	Use strategic, data-based decisions to avoid long-term threats
POLITICIANS	CHESS PLAYERS	PROMOTERS	INVESTORS
Seek long-term rewards using strategic, experience-based decisions	Defend against threats using strategic, experience-based decisions	Seek short-term rewards based on tactical, experience-based decisions	Maximize long-term rewards based on strategic, data-based decisions

INVESTOR

REWARD-SEEKING

STRATEGIC

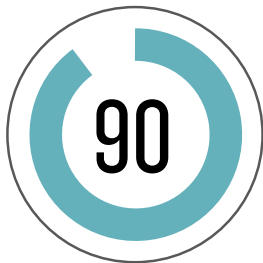
DATA-DRIVEN

Mr. Sample's decision-making approaches suggest he thinks like an Investor. Such people tend to:

- Seek to maximize their potential rewards
- Focus on achieving long-term strategic advantage
- Stay alert for hidden but consistent business trends
- Understand that some short-term failures are part of the path to long-term success
- Make data-driven decisions
- Analyze all the facts related to their decisions
- Periodically revisit and evaluate past decisions
- Value and encourage out-of-the-box thinking
- Embrace complexity and uncertainty as a source of opportunity
- Be hands-off and value delegating as managers

REACTIONS TO FEEDBACK

Most people respond to negative feedback about their decisions by relying on three unrelated tendencies. **Mr. Sample's** reactions to this feedback are presented below:



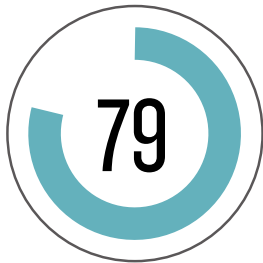
Defensive 10%
Cool-Headed 90%

DEFENSIVE VS. COOL-HEADED | COOL-HEADED

Some people respond emotionally to negative feedback by blaming external factors — other people, circumstances, timing, etc. — that are outside of their control. In short, they may project blame outwards. Other people respond to negative feedback by remaining cool-headed and calmly considering how they may have contributed to the bad decision.

CONSIDER: Others may think you lack a sense of urgency in responding to negative feedback. Consider displaying more urgency concerning negative outcomes.

Be prepared to defend your decisions more passionately against criticism when the facts are on your side.



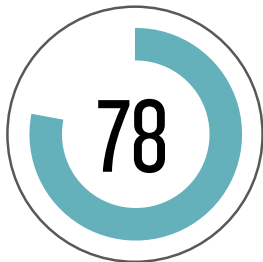
Denial 79%
Acceptance 21%

DENIAL VS. ACCEPTANCE | DENIAL

Some people respond to negative feedback with denial and deflection. They may refuse to recognize the facts, ignore the feedback, reinterpret failure as success, or just want others to move on. In short, they may deny that there are problems. Other people respond to negative feedback by carefully considering the facts, directly addressing the failure, and interpreting negative feedback as a means to improve future decisions.

CONSIDER: Consider when you have resisted or ignored feedback. In the future, you may try to make an effort to consider the facts leading to the outcome of your decision and reevaluate your decision accordingly.

Reflect on a time when, based on your reaction to feedback, others may have perceived your response as an inability to learn from experience. Try to use such events as opportunities to learn and improve future decisions.



Superficial 78%
Genuine 22%

SUPERFICIAL VS. GENUINE ENGAGEMENT | SUPERFICIAL

Some people may appear willing to admit failure and listen to advice about how to make better decisions in the future, but may actually just be putting on an act to gain acceptance and approval. Such people may use superficial agreement as a way to avoid genuinely confronting their problems. Other people tend to more actively engage in the negative feedback about their bad decisions to find new solutions and make better decisions in the future.

CONSIDER: When you agree with negative feedback, be sure you follow through with action. Make an effort to confront the problem fully rather than just agreeing with the feedback.

Use feedback to develop a list of actionable steps you can take, then follow through on them. These actions can show others that you are committed to improving your performance.

REACTIONS TO FEEDBACK

COOL-HEADED

DENIAL

SUPERFICIAL

Mr. Sample's reactions to feedback about his decisions suggest that he may tend to:

- Receive bad news calmly
- Lack a sense of urgency
- Ignore negative feedback
- Prefer not to dwell on past events
- Show skill in reinterpreting apparent mistakes
- Have difficulties learning from experience
- Not take personal responsibility for problems

OPENNESS TO FEEDBACK & COACHING

By combining scores across the three types of reactions to feedback, we can describe a person's overall openness to feedback and coaching. This is important because it concerns the challenges that **Mr. Sample** may face in developing and improving his business judgment through coaching. In general, people tend to fall into one of three categories of coachability, each with its own strengths and challenges:

RESISTANT

In response to feedback about bad decisions, feedback resistant individuals tend to blame others, deny their responsibility, and pretend to care about feedback without really engaging in it. However, such people are good at making hard decisions and standing by them.

NEUTRAL

People described as feedback neutral often seem moderately receptive to feedback, but may also sometimes struggle with tendencies to react poorly to bad news. Such individuals tend to demonstrate a balanced approach to feedback, neither resisting it entirely nor accepting responsibility for everything.

RECEPTIVE

In response to feedback about bad decisions, feedback receptive individuals tend to remain calm, thoughtfully analyze their missteps, and solicit advice about how to make better decisions. However, such people may also accept blame for other people's mistakes.



OPENNESS TO FEEDBACK & COACHING | RESISTANT

Mr. Sample's coachability score suggests he is generally resistant to feedback and coaching.

CONSIDER: Institute a 24-hour rule or similar guideline before you respond to negative feedback. This time will allow you to carefully consider the feedback and respond appropriately.

Focus on not taking negative feedback personally or immediately deflecting it. Remember that the feedback is constructive criticism that can help you make better decisions.

Solicit others' input and feedback to explore past mistakes. Think about your role in these mistakes and look for solutions for making better decisions in the future.

Make sure to participate fully in feedback sessions. These sessions are your opportunity to exchange ideas to solve problems and improve decision-making.