



October 01, 2021

# JUDGMENT REPORT

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Sample Candidate

ID HH865028



# EXECUTIVE SUMMARY

This report examines **Mr. Candidate'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. Candidate** process the information needed to make decisions?

In terms of information processing style, **Mr. Candidate** 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 | AUDITOR

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

**Mr. Candidate's** decision-making style resembles an Auditor; he may try to avoid threats and minimize short-term costs by making tactical decisions based on guidelines and empirical data.

Threat vs. Reward **THREAT-AVOIDANT**

Tactical vs. Strategic **TACTICAL**

Data vs. Intuitive **DATA-DRIVEN**

## REACTIONS TO FEEDBACK | RESISTANT

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

**Mr. Candidate** 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

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Verbal Information  
vs.  
Numerical Information

## DECISION-MAKING APPROACHES

### How people approach decisions

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Threat Avoidance  
vs.  
Reward Seeking

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Tactical Thinking  
vs.  
Strategic Thinking

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Data-Driven Decisions  
vs.  
Intuitive Decisions

## REACTIONS TO FEEDBACK

### How people react to feedback about their decisions

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Defensive  
vs.  
Cool-Headed

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Denial  
vs.  
Acceptance

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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"/> <b>QUALITATIVE</b><br>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"/> <b>VERSATILE</b><br>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.                                   |
| AVERAGE VERBAL | <input type="checkbox"/> <b>DELIBERATE</b><br>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"/> <b>QUANTITATIVE</b><br>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. Candidate** 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. Candidate'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 7 / 10 Minutes

OVERALL SCORE 8 / 15

### VERBAL SECTION

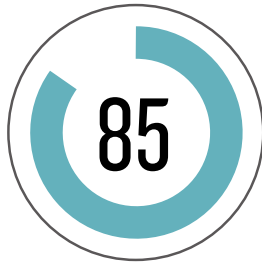
ITEMS ATTEMPTED 32 / 48

TIME USED 2 / 2 Minutes

OVERALL SCORE 23 / 48

# DECISION-MAKING APPROACHES

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



Threat Avoidance 85%  
Reward Seeking 15%

## THREAT AVOIDANCE VS. REWARD SEEKING | THREAT-AVOIDANT

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 share your perspective. Do they perceive the same threats? Are they as concerned about the potential risks as you are?

Try to frame your decision-making rationale in positive terms. Start with the positives, then discuss potential hazards, and finish on a positive note.



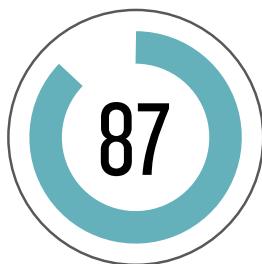
Tactical 97%  
Strategic 3%

## TACTICAL VS. STRATEGIC THINKING | TACTICAL

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:** Study decisions made by people who are known for their strategic thinking, and look for issues you may not have considered. Ask yourself what their vision might have been.

Try to focus on the global and macro-economic trends at play in your industry. Connect those trends with your long-term business strategy. Be clear about what you are trying to accomplish in the long run.



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:

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

## AUDITOR

**Mr. Candidate's** decision-making approaches suggest he thinks like an Auditor. Such people tend to:

THREAT-AVOIDANT

TACTICAL

DATA-DRIVEN

- Avoid taking unnecessary risks
- Focus on immediate tactical problems
- Pay attention to details
- Make data- and fact-based decisions
- Periodically review and adjust their decisions
- Prefer hands-on involvement in the work
- Be highly results-oriented
- Plan their work in advance
- Prefer standardized and established procedures
- Exercise tight discipline when they are in charge

# REACTIONS TO FEEDBACK

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



Defensive 42%  
Cool-Headed 58%

## 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 90%  
Acceptance 10%

## 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 99%  
Genuine 1%

## 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

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COOL-HEADED

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DENIAL

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SUPERFICIAL

**Mr. Candidate'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. Candidate** 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

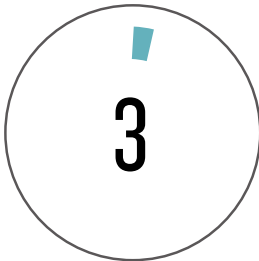
In response to feedback about bad decisions, feedback resistant individuals tend to blame others, deny their responsibility, and pretend to care about feedback without really engaging in it. However, such people are good at making hard decisions and standing by them.

## 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. Candidate'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.