



February 21, 2019

JUDGEMENT REPORT

John Doe

ID HC729985

EXECUTIVE SUMMARY

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

INFORMATION PROCESSING STYLE | QUALITATIVE

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

In terms of information processing style, Mr. **Doe** seems to be skilled in interpreting words and their meaning; he may be more interested in understanding people issues than solving abstract analytical problems.

Verbal level **HIGH**

Numerical Level **AVERAGE**

DECISION-MAKING TENDENCIES & STYLE | SURGEON

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

Mr. **Doe**'s decision-making style resembles a Surgeon; he may try to minimise immediate threats by making tactical decisions based on experience and intuition.

Threat vs. Reward **THREAT-AVOIDANT**

Tactical vs. Strategic **TACTICAL**

Data vs. Intuitive **INTUITIVE**

REACTIONS TO FEEDBACK | RESISTANT

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

Mr. **Doe** may become upset by negative feedback, but may also listen and agree. People with similar tendencies can be somewhat difficult to coach if they believe that others are equally at fault and prefer not to dwell on feedback.

Defensive vs. Cool-Headed **DEFENSIVE**

Denial vs. Acceptance **ACCEPTANCE**

Superficial vs. Genuine **SUPERFICIAL**

INTRODUCTION

The judgement of leaders is reflected in their decisions. Although leaders' decisions determine the fate of their organisations, on average, half of their decisions will be wrong. Therefore, good judgement 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 judgement 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 Judgement 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 checked="" 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 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. **Doe** received an average score for processing numerical information and a high score for processing verbal information. People with similar scores tend to be good at understanding and using words and concepts. They often communicate their decisions effectively and enjoy the process of self-expression. This information processing style also facilitates understanding and interpretation of others' feelings and intentions. Qualitative information processors tend to prefer analysing people issues instead of abstract, logical, or mathematical problems.

NUMERICAL VS. VERBAL

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

NUMERICAL SECTION

ITEMS ATTEMPTED 15 / 15

TIME USED 0 / 10 Minutes

OVERALL SCORE 3 / 15

VERBAL SECTION

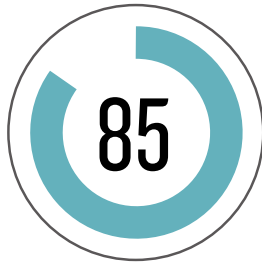
ITEMS ATTEMPTED 48 / 48

TIME USED 0 / 2 Minutes

OVERALL SCORE 29 / 48

DECISION-MAKING APPROACHES

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



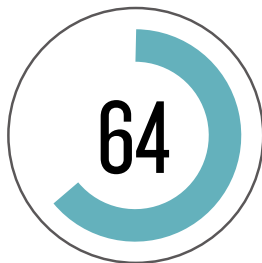
Threat Avoidance 85%
Reward Seeking 15%

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 minimise 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 maximise 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.



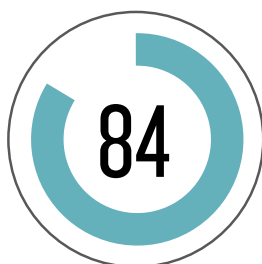
Tactical 64%
Strategic 36%

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 16%
Intuitive 84%

DATA-DRIVEN VS. INTUITIVE DECISIONS | INTUITIVE

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: Make sure you can defend your intuitive decisions with logic and data in case you are asked to do so. Listen carefully when others present data that conflict with your experience-based conclusions.

Periodically reevaluate your important decisions, noting what worked and what you might have done differently. Not being willing to reflect on your previous decisions may prevent you from learning valuable lessons.

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 characterised 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	Maximise long-term rewards based on strategic, data-based decisions

SURGEON

THREAT-AVOIDANT

TACTICAL

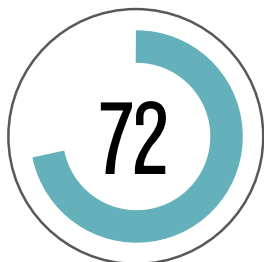
INTUITIVE

Mr. **Doe** thinks like a Surgeon. Such people tend to:

- Make decisions to minimise immediate potential risks
- Pay attention to details and get involved with day-to-day operations
- Base their decisions on practical experience
- Make decisions and move on
- Expect others to follow standard procedures
- Organise and stick to a plan
- Dislike blue-sky thinking, what-ifs, and theoretical analyses
- Prefer thinking inside the box and dealing with known issues
- Make few careless mistakes
- Be perceived by others as somewhat inflexible

REACTIONS TO FEEDBACK

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



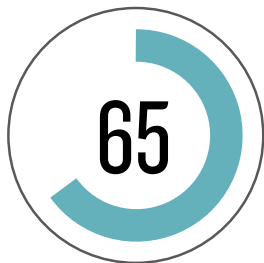
Defensive 72%
Cool-Headed 28%

DEFENSIVE VS. COOL-HEADED | DEFENSIVE

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: When people criticise your decisions, try to consider how the decisions might have been improved by focusing on the factors that you controlled. External factors are important, but spend time reflecting on what you could have done differently.

You may tend to respond emotionally to negative feedback. Be sure to compose yourself before responding or reacting.



Denial 35%
Acceptance 65%

DENIAL VS. ACCEPTANCE | ACCEPTANCE

Some people respond to negative feedback with denial and deflection. They may refuse to recognise 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: Think about how you might use feedback to learn about what you did right, not just what you could do differently.

Consider when you might have been too accepting of feedback. Taking responsibility for factors you cannot control can be just as ineffective as not taking responsibility for factors you can control.



Superficial 68%
Genuine 32%

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

DEFENSIVE

ACCEPTANCE

SUPERFICIAL

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

- First become upset by negative feedback
- Initially blame others and external factors for past mistakes
- Fear negative feedback as a form of rejection
- Reconsider past mistakes after initial resistance
- Accept feedback but avoid taking complete responsibility for mistakes
- Pretend to agree with feedback just to get along
- Have difficulties changing behaviour following feedback

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. **Doe** may face in developing and improving his business judgement 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 analyse 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. **Doe**'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.