JUDGMENT REPORT

Sam Poole   ID HC560419

EXECUTIVE SUMMARY

This report examines **Mr. Poole**'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. Poole** process the information needed to make decisions?	In terms of information processing style, **Mr. Poole** 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 | POLITICIAN

How does **Mr. Poole** naturally approach making decisions?	**Mr. Poole**'s decision-making style resembles a Politician; he may try to maximize long-term rewards by making strategic decisions based on experience.	Threat vs. Reward REWARD-SEEKING	
		Tactical vs. Strategic STRATEGIC	
		Data vs. Intuitive INTUITIVE	

REACTIONS TO FEEDBACK | RECEPTIVE

How does **Mr. Poole** typically react to feedback about his decisions?	**Mr. Poole** appears willing to engage in negative feedback, calmly listening and carefully reflecting on it. People with similar tendencies are often good candidates for coaching.	Defensive vs. Cool-Headed COOL-HEADED	
		Denial vs. Acceptance ACCEPTANCE	
		Superficial vs. Genuine GENUINE	

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	DECISION-MAKING APPROACHES	REACTIONS TO FEEDBACK
How people process information	**How people approach decisions**	**How people react to feedback about their decisions**
Verbal Information vs. Numerical Information	Threat Avoidance vs. Reward Seeking	Defensive vs. Cool-Headed
	Tactical Thinking vs. Strategic Thinking	Denial vs. Acceptance
	Data-Driven Decisions vs. Intuitive Decisions	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	☐ **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.	■ **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.
AVERAGE VERBAL	☐ **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.	☐ **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. Poole 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. Poole'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 **0 / 10 Minutes**

OVERALL SCORE **15 / 15**

VERBAL SECTION

ITEMS ATTEMPTED **48 / 48**

TIME USED **0 / 2 Minutes**

OVERALL SCORE **48 / 48**

DECISION-MAKING APPROACHES

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

57

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.

66
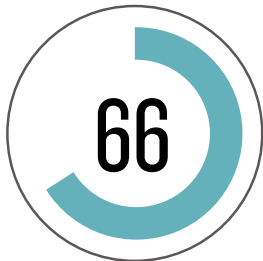
Tactical **34%**
Strategic **66%**

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.

84
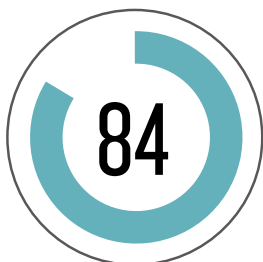
Data-Driven **16%**
Intuitive **84%**

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 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

POLITICIAN

REWARD-SEEKING

STRATEGIC

INTUITIVE

Mr. Poole's decision-making approaches suggest he thinks like a Politician. Such people tend to:

- Remain alert for opportunities for future gains
- Make decisions to maximize their long-term competitive advantage
- Not worry about tactical implementation issues
- Prefer making quick decisions based on their experience and intuition
- Avoid detailed reviews of data and statistical trends
- Monitor important emerging trends
- Challenge authority and status quo thinking
- Encourage subordinates to test the limits
- Expect to succeed and be liked
- Exercise loose 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. Poole**'s reactions to this feedback are presented below:

DEFENSIVE VS. COOL-HEADED | COOL-HEADED

74
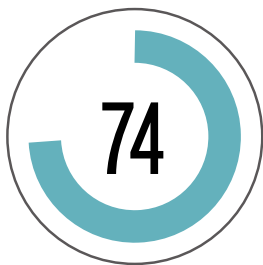
Defensive 26%
Cool-Headed 74%

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 VS. ACCEPTANCE | ACCEPTANCE

99

Denial 1%
Acceptance 99%

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: 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 VS. GENUINE ENGAGEMENT | GENUINE

73
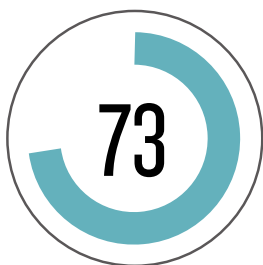
Superficial 27%
Genuine 73%

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: Think about times when your desire to improve your performance may have resulted in your acting on feedback that may not have been constructive.

Consider what you can do to better evaluate the quality of the post-decision feedback you receive.

REACTIONS TO FEEDBACK

COOL-HEADED

ACCEPTANCE

GENUINE

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

- Remain calm and composed in the face of bad news
- Accept negative feedback in an open-minded, non-defensive manner
- Take personal responsibility for past mistakes
- Directly address past failures to improve future decisions
- Genuinely engage in feedback sessions
- Carefully reflect on feedback after receiving it
- Benefit from coaching and improve future performance

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. Poole** 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.
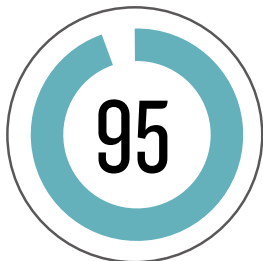
OPENNESS TO FEEDBACK & COACHING | RECEPTIVE

95

Mr.Poole's coachability score suggests he is generally receptive to feedback and coaching.

CONSIDER: Remember to express your emotions during feedback. Appropriate emotional displays let others know that the feedback is important and that you take it seriously.

Before you take blame for past mistakes, consider what roles you and others played. Focus on being receptive to feedback about your performance without taking blame for others' mistakes.

Consider whether you agree or disagree with each piece of feedback before you internalize it. Constructive disagreement and debate are often effective ways to find solutions for making better decisions in the future.

During feedback sessions, make sure to recognize what you did right as well as what you could have done better. Acknowledging successes provides a foundation upon which to make better decisions in the future.