

# HATS Behavioral Competencies Guide

## **COACHING**

The tendency to be an effective facilitator of the development of employee (one to one interactions)

*Essential Traits:* Self-improvement, Diplomatic, Enlists Cooperation, Enthusiastic, Helpful, Optimistic, Warmth/empathy

*Desirable Traits:* Collaborative, Self-acceptance, Takes Initiative, Wants Challenge, Experimenting, Cause Motivated, Analytical, Frank, Manages Stress Well, Open/reflective, Relaxed, Influencing, Outgoing, Teaching, Tolerance of Bluntness

*Traits to avoid:* Defensive, Dogmatic, Harsh, Blunt, Dominating, Permissive

## **DOESN'T NEED STRUCTURE**

The tendency to manifest the traits that would enable one to occupy a position that does not have much structure (assuming sufficient job related knowledge).

*Essential traits:* Takes Initiative, a low score on Tolerance of Structure (lack of desire for structure), Authoritative, Wants Autonomy

*Desirable traits:* Wants Challenge, Experimenting, Open Reflective, Enthusiastic

*Traits to avoid:* Rebellious Autonomy, Blindly Optimistic, Impulsiveness

## **EFFECTIVE ENFORCING**

The tendency to skillfully correct others when they are violating rules or performing poorly.

*Essential traits:* Enforcing, Assertive, Frank, Diplomatic, Influencing, Tolerance of Bluntness

*Desirable traits:* Authoritative, Flexible, Optimistic, Self-Acceptance, Warmth/Empathy, Helpful, Open/Reflective, Relaxed

*Traits to avoid:* Blunt, Defensive, Dogmatic, Evasive, Forceful Enforcing, Permissive, Self-Sacrificing, Harsh, Authoritarian

## **HANDLES AUTONOMY**

The tendency to have the motivation and self-reliance necessary for a significant amount of independence from immediate supervision (does not indicate the necessary job related knowledge).

*Essential traits:* Takes Initiative, Authoritative, Self-Motivated, Wants Autonomy, Persistent

*Desirable trait:* Optimistic

*Trait to avoid:* Rebellious Autonomy

## **HANDLES CONFLICT**

The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively

*Essential traits:* Comfort with Conflict, Diplomatic, Helpful, Warmth/Empathy, Assertive.

*Desirable traits:* Collaborative, Self-Acceptance, Self-Improvement.

*Traits to avoid:* Defensive, Authoritarian, Blunt, Dogmatic, Dominating, Harsh, Self-Critical, Wants Diplomacy.

Note: NOT the Trait Comfort with Conflict; is used in Main Graph Leadership dimension

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## **INNOVATIVE**

The tendency to create new and more effective ways of doing things.

*Essential traits:* Experimenting, Persistent, Takes Initiative, Enthusiastic, Open/Reflective, Research/Learning, Analytical, Optimistic.

*Desirable trait:* Collaborative

Note: NOT the paradox Innovation

## **INTERPERSONAL SKILLS**

The tendency to have a balance of traits that relate to effective interaction with others.

*Essential traits:* Diplomatic, Helpful, Optimistic, Outgoing, Assertive, Frank, Influencing, Self-Acceptance, Self-Improvement, Warmth Empathy, Tolerance of Bluntness.

*Desirable traits:* Flexible, Collaborative, Open/Reflective, Manages Stress Well, Relaxed.

*Traits to avoid:* Defensive, Blunt, Dogmatic, Harsh, Dominating, Authoritarian, Permissive.

Note: Used in Provides Direction and Handles Conflict

## **JUDGMENT (STRATEGIC)**

The tendency to have a balance of traits necessary to discern pertinent information, and formulate an effective strategy.

*Essential traits:* Analytical, Analyzes Pitfalls, Research/Learning, Intuitive, Collaborative, Self-improvement, Systematic.

*Desirable traits:* Experimenting, Persistent, Certain, Pressure Tolerance, Optimistic, Planning, Self-Acceptance, Relaxed, Open/Reflective

*Traits to avoid:* Blindly Optimistic, Impulsive, Skeptical, Defensive, Dogmatic, Easily Influenced, Fast but Imprecise, Precise but Slow

Note: Not the paradoxes of Strategic nor Strategic Acumen

## **NEGOTIATING**

The tendency to bargain in order to reach a beneficial agreement.

*Essential traits:* Influencing, Interpersonal Skills, Diplomatic, Effective Enforcing, Assertive, Certain, Comfort with Conflict, Open/Reflective.

*Desirable traits:* Frank, Experimenting.

*Traits to avoid:* Permissive, Defensive, Self-Sacrificing, Blunt, Dogmatic, Harsh.

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## **ORGANIZATIONAL COMPATIBILITY**

The tendency to work co-operatively with others (assuming sufficient job related knowledge and team compatibility).

*Essential traits:* Takes Initiative, Self-Improvement, Manages Stress Well, Diplomatic, Helpful, Warmth/Empathy, Optimistic, Team (wants), Tolerance of Bluntness.

*Desirable traits:* Tolerance of Structure, Self-Motivated, Pressure Tolerance, Flexible, Self-Acceptance, Manages Stress Well, Relaxed.

*Traits to avoid:* Rebellious Autonomy, Defensive, Blunt, Dogmatic, Harsh, Dominating, Authoritarian.

## **PEOPLE ORIENTED**

The tendency to have a balance of traits that would enable one to positively interact with others.

*Essential traits:* Warmth Empathy, Helpful, Outgoing, Team (wants), Public Contact, Enthusiastic.

*Desirable trait:* Self-Acceptance.

*Traits to avoid:* Defensive, Dogmatic, Harsh, Dominating.

Note: NOT the Trait Public Contact - The tendency to feel comfortable with interacting directly with a wide range of people representative of general society.

## **PROVIDES DIRECTION**

The tendency to manifest the traits necessary for a leadership role

*Essential traits:* Wants to lead, Influencing, Takes Initiative, Wants Challenge, Enthusiastic, Self-Improvement, Planning, Persistent, Pressure Tolerance, Public Speaking, Self-Acceptance.

*Desirable traits:* Experimenting, Flexible, Frank, Handles Conflict, Helpful Precise, Organized, Relaxed, Risking, Systematic, Tolerance of Bluntness, Warmth/Empathy.

Note: Used in Main Graph – Leadership Dimension

## **RECEIVES CORRECTION**

The tendency to accept guidance intended to improve performance.

*Essential traits:* Self-Improvement, Interpersonal Skills, Self-Acceptance.

*Traits to avoid:* Defensive, Dogmatic, Ego-defensive.

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## **SELF-EMPLOYED**

The tendency to enjoy activities that would be required for self-employment (does not necessarily indicate sufficient business related knowledge).

*Essential traits:* Authoritative, Takes Initiative, Wants Autonomy, Wants Challenge, Enthusiastic, Organized, Persistent, Analytical.

*Traits to avoid:* Blindly Optimistic, Impulsive.

## **TOLERANCE OF EVASIVENESS**

The level of comfort related to dealing with people who are indirect or lacking in frankness

*Essential traits:* Warmth/Empathy, Wants Diplomacy, Diplomatic.

*Desirable traits:* Manages Stress Well, Relaxed.

*Traits to avoid:* Blunt, Defensive, Dominating Harsh.