



Presenting Harrison Assessment Profile Feedback (HATS)

The following is a guide for HATS profile debrief as presented by distributors / coaches at Pathfinders CTS, Inc., including Dr. Dan Harrison's recommendations.

1. It is highly recommended that the person's profile be overlaid with a job success formula that most closely matches their current role, putting the information into a work / career context.
2. Send the profile report to the profilee 24-48 hours in advance.

When preparing to give feedback, do the following:

1. **Do your pre-work:** read their full profile report; study their traits and definitions, the paradox graph, and behavioral competency sections. Review the main graph using the main graph preparation guide.
2. **Allow sufficient time for the debrief.** Depending on the situation, it could be as little as one hour. Our general approach (for coaching and outplacement) is 2 – 60 to 75 minute sessions. The first one is developing rapport, getting their career or issue history, and introducing the information and how to read it. The second session is spent focusing on the main graph and the paradox graph, with related dialogue and coaching.
3. **Note the score for “Receives Correction” on the Traits and Definitions report.** This will guide your approach relative to the person's receptivity to feedback.
4. **Prepare yourself mentally.** This means not putting value judgments on the profile you are about to review. Be aware of your filters or assumptions and remember that this is only information, and it is up to the individual you are meeting to make meaning from it.
5. At the initial meeting, greet the person and **establish rapport, getting them to relax and feel comfortable with you.** Explain that Dr. Harrison's intent (and yours) is to identify and build on their strengths and assets while managing and minimizing potential liabilities. **Remind the individual that this report is measuring preferences not capabilities.** As you describe the process, use words like “explore” “discover” “opportunity to get to know yourself better”.

6. You may also say something like: *"Much of what is profiled here may be what you may already know about yourself. And you may also see some information that you are less aware of – some call them blind spots – that will be helpful for you to consider. Remember, we tend not to see ourselves as others see us, and this information may help with offering new insights and perspectives on your preferred behaviors and how they affect your job success and working relationships."*
7. When heading into the profile itself, ask such questions as, *"What was your experience when taking the work preferences questionnaire and reading your reports?"* **Explore insights, reactions and "ah-ha's" from the profilee.** Another question to ask might be, *"Tell me about your work activities and responsibilities in your current or most recent position"*. Another probing question is *"Tell me about your biggest challenge in your work or career"*.
8. **Ask them to review the Key Words report, and ask "Looking at these key words, does this feel like you? Does this align with your self perception?"** (This gives you a reading on their initial receptivity or agreement) Never approach the person or the process as "This is how you are". Always keep an open mind and do not judge the information in the profile.
9. **Next, introduce the Traits and Definitions report. Review the five top preferences which are also called "life themes" or "career anchors".** These are not only high preferences; when they are 9's or 10's they may indicate needs or high personal values. Ask: *"As you reflect on these themes, in what ways have they supported your job and career success?"*
10. Introduce the Main Graph, and let them know that you will be reviewing this in depth in session 2. If only meeting for 1 session, skip the main graph, totally – do not include.
11. **Review the How to Manage Develop and Retain report.** Ask probing questions such as how much their current or most recent position satisfied their higher preferences. Tell them that this is a terrific blueprint to remind their manager to utilize their strengths when setting goals or considering them for projects and assignments. People love this piece. Invite them to share it with their manager to stimulate a career development dialogue.
12. **Introduce the Paradox Graph and the concept of the paradox theory behind it.** Introduce them to the trait pairs and how their relationship is presented on the XY axis in each graph. Review the 4 quadrants, and make note of where they have "Balanced versatility." When looking at the general range of behavior (blue shadow around the intersection point) you may want to refer to this as their "comfort zone," behaviors.

Going more deeply into this can be reserved for session 2 after they have had more time to read and reflect. This is also where you can discuss stressor "flip" behaviors.

13. Optional: Career Development reports, if using for career discovery or re-direction.

OTHER POINTS TO REMEMBER:

Allow the information in the profile to be a catalyst for asking probing questions and stimulating rich dialogue. The questions you ask will correlate to their reason for being with you. For instance, leadership development, outplacement, career re-direction, etc.

Sometimes the person will tell you a story of a situation that is revealing and you can map it back to the “clues” in the profile.

For instance,

“My boss is such a micromanager. She wants me to check in with her before I do almost anything at all.”

“I’m not surprised at your frustration, Joanne. Your Takes Autonomy preference score is really high at a 9.5 and your Takes Initiative is fairly strong at a 7. Now, being aware of this about yourself, how might you probe a potential manager’s style when you are interviewing for a new job? ”
(context being job transition).

When presenting information in the profile, never present information as definitive. Always let the profilee validate it for themselves.

Use such general phrases such as:

“This pattern would suggest that...”

“Some people who have this imbalance may have challenges such as ABC; Is this true for you?” or

“With this trait combination, you might have the tendency to...”

- Create an atmosphere of safety and openness to explore in depth
- Don’t be too eager to present all of the info in the profile at once; overwhelming!
- As you present information, leave open space / silence for the person to digest, relate and respond
- Do not make judgments or impose your own values
- Do not make assumptions about the information – let the profilee interpret what it means for them (their reflections and insights become the power of the process)