HATS Interpretation Training

Session 1

Introductions

Your Name

Your Position

Your purpose for attending

- Attain advanced level for interpretation of Harrison Results

- Develop a coaching approach to HATS feedback delivery

- Not part of this training

  – How to administer the system

  - Detailed instruction on Talent Management solutions (applications)

  - Customization of Job Success Formulas

Before this training, each participant is expected to have:
   – Admin training – how to use the system (software)
   – Applications training – what can HATS be used for
   – Recent personal profile & debrief by qualified consultant
After this training, each participant is expected to:
   – Successfully demonstrate mastery of HATS feedback
   – Attend HATS Users' Groups to maintain current expertise

Course Structure

Six weeks, Mon & Wed 2:00-3:30pm EST

- First session: Introductory overview, theory, etc.
- Two Sessions each for:
  - Traits & Definitions
  - Paradoxes
  - Main Graph
  - Interpretation
  - Feedback
- Final Session: Behavioral Competencies, Career and Team

How To Get The Most From This Training

- No Multitasking !!!
- Focus on where to find the information rather than memorizing
- Ask questions
- Participate in the exercises (focus, communicate and internalize)
- Start to apply what you have learned as soon as possible
- Attend monthly Users' Group meetings

Access to Resources

- Download from web page:

  www.TrustedCoach.com/hats-training-fall-2015

- Phased release to minimize overwhelm and to allow for customization

- Training concierge: Patty Lyons, (315) 453-7608, Patty@TrustedCoach.com, in office M-F 8:00-2:00

Session 1 Learning Topics

- Overview of Harrison Assessments
- Core Theories and Methodology
- SmartQuestionnaire
- Validation
- Reports Available
- Introduction to Job Success Formulas

HARRISON ASSESSMENTS

▶ *2 million+ users*

▶ *29 languages*

▶ *20+ years of research*

▶ *30 countries*

▶ *6500+ Job Success Formulas*

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HARRISON ASSESSMENTS

Company Overview

Harrison Assessments was founded in 1990 with a single vision to help individuals and companies select and develop top talent

Dan Harrison – Founder & CEO

▶ *Dan Harrison, Ph. D, 30 years of experience*
▶ *Background*
  ▶ *Mathematics*
  ▶ *Personality Theory*
  ▶ *Counseling Psychology*
  ▶ *Human Potential Psychology*
  ▶ *Organizational Psychology*
▶ *Creator and developer of the Harrison methodologies including Paradox Technology™*

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**Pathfinders has been affiliated with
Harrison Assessments International
since 1994**

Dan Harrison – Founder & CEO

► *Every day use in all our practice areas*

► *Advanced Applications (such as CEO compatibility & customized templates)*

► *Distributor of systems in US & Canada*

► *Advanced Certified Trainer*

► *Annual meetings & training with Dan*

► *Strong relationships and ready access to key players*

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HARRISON ASSESSMENTS

**Harrison Assessments staff and distribution offices are located
in 30 countries around the world**

We service any city in the world!

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HARRISON ASSESSMENTS

- HATS = Harrison Assessments Talent Solutions

- Created as a Job Suitability assessment
    based on performance research
- Career guidance based on what you enjoy
- Methodology based on psychological principles
    including Paradox Theory

It is not

- Personality assessment focus
- Typecasting methodology
- A magical prediction of success - 100% correct

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Overview of Talent Solutions

s.com

Organizational Applications

- ✓ Pre-screening Candidates
- ✓ Interview Planning / Team-based Hiring
- ✓ New Employee On-boarding
- ✓ Enhancement to New Horizons
- ✓ Relocating Partner / Spouse
- ✓ Succession Planning
- ✓ Merger / Acquisition Integration
- ✓ Re-organizations
- ✓ Role re-assignment ("Inplacement")

- ✓ Career Transition / Outplacement
- ✓ Performance Enhancement & Executive Coaching
- ✓ Leadership Development
- ✓ Employee Development Programs
- ✓ High Potential / Emerging Leader Development
- ✓ Team Building: Dyads, Triads, Groups
- ✓ Conflict Resolution / Mediation
- ✓ Identification of Developmental Areas
- ✓ Mentoring Programs

Enjoyment Performance Theory

Enjoy Activity

Do it More

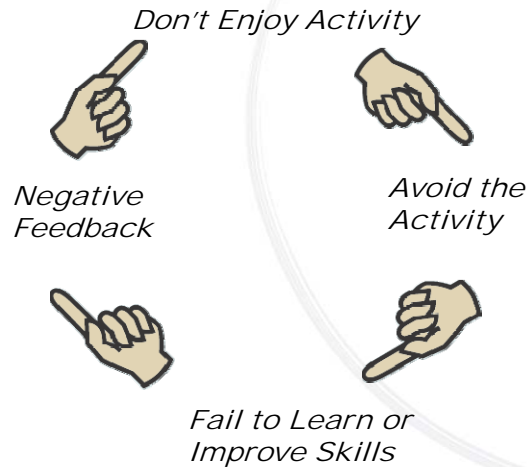**Receive Recognition**

Learn More – Improve Skills

If you enjoy an activity, you tend to do it more.

By doing it more, you tend to learn and improve the related skills.

As a result, you tend to gain recognition (including self recognition) which helps you to enjoy the activity more.

Enjoyment Performance Theory

Don't Enjoy Activity

Negative Feedback

Avoid the Activity

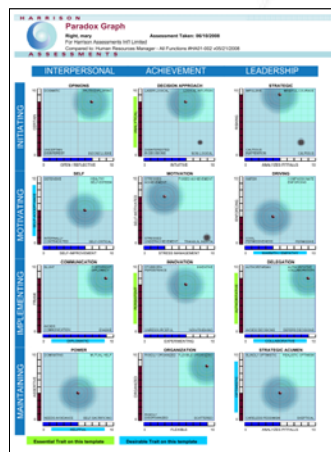**Fail to Learn or Improve Skills**

If you dislike an activity, you tend to avoid it.

Thus, you fail to learn and improve the related skills.

You may illicit negative feedback as a result (or self-criticism) which contributes to disliking the activity more.

ParadoxTechnology™

- HA is the only assessement that harnesses the power of Paradox.

- Paradox is the result of integrating two seemingly contradictory behaviors that both contribute to an individual's success.

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- Accurately measures key work-related behaviors.

- Accurately identifies strengths and weaknesses.

- Enables coaches to quickly gain rapport and trust.

- Generates performance improvement through identifying more effective directions for improvement.

- Increases test reliability as a result of profilees being completely unaware of the paradoxical relationships used for interpretation.

- **Job Success Formula wizard** makes customization easy.

- **Eligibility assessment** measures ideal qualification (not just minimum education, experience and skills).

- **Suitability assessment** measures motivation, personality, interests, work environment and corporate fit.

- **Interview guides** make interviewing consistent and effective.

- **Overall Score** eliminates bias and guesswork.

- **Third-party test integration** enables easy inclusion of IQ, industry specific and/or other tests.

- **Integrated work satisfaction assessment** provides ability to address retention concerns.

- **Integrated applicant tracking** saves time and increases quality of hire.

- **Multiple job comparison tools** ensure best placement.

- **On-boarding methodology** helps new hires succeed.

- **Assessment of work preferences, values and interests** enables you to address work satisfaction and retention.

- **Job mapping technology** enables you to measure qualifications and behaviors and then place employees in jobs in which they will be satisfied and productive.

- **Job Success Analysis Reports** measure success behaviors and identify the key leverage points for improvement for the specific job.

- **Development reports** guide employees and coaches through a step-by-step process for developing success traits for the specific job.

• **How to Manage Reports** identify employee strengths, motivations, development areas / potential performance problems, as well as offering proactive guidance.

• **Step-by-step guidance for managers** based on individual employee preferences make it easy of managers to facilitate performance coaching.

• **Customizable core values and competency templates** enables your organization to compare employees to key behaviors, providing clarity and inspiration.

• **Team reports** map team dynamics and facilitate team awareness and team skills.

• Measures all suitability areas, not just personality and consequently is more predictive

• Suitability focuses on job-related questions which are more valid across cultures

• Suitability includes work and task preferences that predict job satisfaction and retention

• Job-focused questions give face validity and greater legal defensibility

Job Success Formulas

Eligibility Factors

Suitability Factors

Personality

Integrate all relevant factors into a single formula.

JOB SUCCESS FORMULA
(Ideal Performance Benchmark)

Weight each factor according to impact.

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Overall Score

Only when assessments are comprehensive and assessment results are integrated into one overall score can you achieve an accurate assessment

Eligibility
Certifications
Specific job skills
Educational levels
Educational subjects
Education achievements
Specific types of experience
Specific amounts of experience

Suitability
Interests
Work preferences
Work values
Interpersonal skills
Attitudes
Motivations

Interview
Confirm eligibility
Assess suitability via separate questions

Third-party Assessment
Skills tests,
I.Q. tests,
Numerical reasoning
Industry knowledge

Overall Score

The overall score enables you to integrate all test results into an overall assessment score that can include eligibility assessment, suitability assessment, interview results and third party test results. This is essential to achieve a consistent overall interpretation of test results.

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HARRISON ASSESSMENTS

Harrison Assessments offers unique technologies that provide best-in-class assessment capabilities. The system's proprietary methodologies:

- **6500+ Job Success Formulas** and a Job Analysis Toolkit to enable you to quickly and easily customize assessment criteria that accurately reflects your specific job requirements.

- **The SmartQuestionnaire™** saves you time and money by greatly minimizing the time it takes to complete an assessment.

- **Paradox Technology™** provides a more accurate behavioral measurement by revealing behavioral skills and versatility. By identifying the relationship between traits, it correctly determines the impact of each trait on job performance.

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- **Result integration technology** enables you to integrate all results into an overall score that can include eligibility assessment, suitability assessment, interview results and third-party test results. This is essential to achieve a consistent overall interpretation of results.

- **20 years of performance research** enables you to understand and target the specific behaviors that lead to success for your job. The research technology can also help you discover the factors that distinguish high performers from low performers for your specific jobs.

- Avoid using the terms "personality" or "psychological" or "test"

- Call it a work preference questionnaire

- Instruct the person to take their time when completing the questionnaire

- Instruct the person to avoid interruptions when completing the questionnaire

- Instruct the person that there are no right or wrong answers

back

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ASSESSMENTS

Applicant Screen – Suitability Assessment

The applicants rank the suitability items (17 groups takes approximately 25 minutes)

Primary Qualifications	Nice-to-Have Qualifications	Upload Resume	Work Preferences Questionnaire
(takes 1-2 minutes)	(takes 1-2 minutes)	(takes 1 minute)	(takes about 20 minutes)
Questionnaire for this job's essential qualifications.	Questionnaire for optional, but desired qualifications.	Allows uploading of your resume.	Only required if your qualifications are sufficient.

Work Preferences Questionnaire Part 1 - Page 1 of 8

Please rank these 8 sentences in order according to how well they describe you. Adjust the order of the sentences so that the top sentence describes you the best, the second sentence describes you the next best, ranking each of the sentences until the bottom sentence describes you the least.

Click on a sentence to highlight it and then click **Up** or **Down** to rank it.

I manage stress effectively
I like having a great deal of autonomy (freedom from authority)
I enjoy enlisting others' cooperation
I enjoy researching and learning new information
I enjoy making things beautiful or artistic
I have quite a lot of enthusiasm for my goals
I am able to deal with conflict effectively
I enjoy doing fairly hard physical work

Up

Down

When you have ranked all of the sentences above, click **Next >** to continue.

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Tens of thousands of cross-references identify contradictory rankings. Even slight contradictions are located and identified with 99% accuracy.

This method combined with forced ranking and paradoxical analysis produce the strongest test reliability in the industry.

Typical behavioral assessment has lie detection that is less than 10% effective.

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The Consistency Score
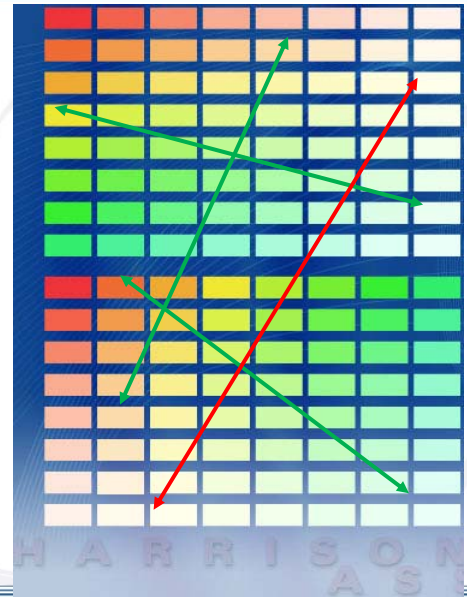
The consistency score is shown in both percentage and raw score. The percentages range from 0-100, whereas the raw consistency score ranges from -450 to 100.

100% consistency (100 raw score)

90% consistency (50 raw score)

> This is the suggested minimum for a management level when reports are used for recruitment.

80% consistency (0 raw score)

> This is the minimum consistency for lower level jobs when reports are used for recruitment. It is also the recommended minimum consistency for employee development.

Below 80% - questionnaire should be repeated

0% consistency (- 450 raw score)

> This indicates the results entered were completely random and there was not attempt to genuinely complete the questionnaire.

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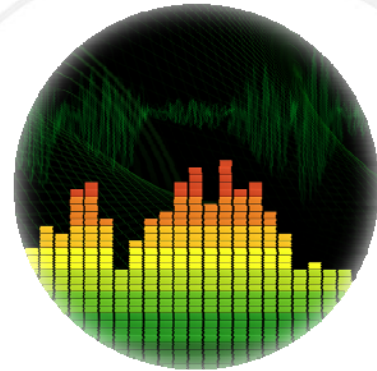
- Intention to deceive or provide the "expected" answer (most common)

- Lack of concentration (or personal crisis)

- Completion of the questionnaire too quickly or carelessly

- Poor literacy (perhaps English as second language) reflected in being unable to understand the questionnaire

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Note:

When reviewing results with an employee, moderate consistency scores (i.e. 50-90) may distract or concern a high achiever who sees it as a "low grade on a test". This has less impact now that the consistency percentage is also shown.

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Validation and legal concerns are most important when using HATS for Selection Applications such as:

- Recruitment, Selection and Hiring

- Internal Talent Review / Succession or Re-deployment

Validation applies more to Suitability than Eligibility

Validation is less relevant for coaching, conflict resolution, employee & leadership development, etc.

To date, there have been NO legal challenges to HATS relative to hiring

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HA Performance Research

- Extensive world-wide research measuring <u>high and low performance</u> for a wide variety of different jobs

- "Success templates" that formulate and measure the key success <u>and</u> failure traits for specific jobs

- Job Success Formulas use <u>only</u> the traits that <u>differentiate</u> success from failure for a specific job.

various job requirements.

Validation Documentation

Four Page Summary Handout

If needed, there is a 94 page
validation document with adverse
impact studies and comparisons to
other assessments.

Harrison Assessments' Reports

Report	Purpose
Job Analysis Report	Compare individuals to a complete set of job requirements
Interview Guide	Guide the process of the interview for consistency of scoring Identify
How To Attract	key work values in order to persuade job acceptance
Summary & Keywords	An overview of behavioral tendencies
Traits & Definitions	Identify all traits in order of strength. Identify best roles
Main Graph	Interpret behavior considering the complete system of traits
Paradox Report	Develop leadership and job success behaviors
How To Manage, Develop & Retain	Identify the best way to manage a specific employee
Engagement & Retention Analysis	Analyzes employee expectations and their ability to achieve them
Development for Position	Develop the traits related to success for a specific job.
Development By Trait	Develop a specific trait
Team Paradox Graph	Identify team dynamics and build teams
Team Main Graph	Identify team norms
Trait Export	Benchmarking, performance research, org culture analysis
Group Screening	Benchmarking, performance research
Your Greatest Strengths	Identifies strengths from paradoxical pairs
Career Options	Identify suitable career options
Career Development	Understand key career issues relate to suitability
Career Comparison	Compare an individual to behavioral requirements of a specific career

A JSF is a comprehensive measurement formula that predicts job success and has the following:

- Includes *all* factors and *only* factors that relate to job success

- A series of questions designed to determine the applicant's or employee's level related to each factor.

- A scoring formula based on the importance of each factor that provides an overall score for easy interpretation.

Three applications of JSF Structure

- Job Success Analysis
  - Selection
  - Succession
  - Development / Coaching

- Behavioral Competencies

- Career Comparisons

Three approaches to interpretation

- Classic Debrief
  - Review with profilee for purposes of feedback and preparation for coaching & development

- Diagnostic / Remedial
  - Review, identify & understand possible preferences that contribute to a person's challenges in a role or situation

- Career Path Decision Support
  - To identify and support career path choices and decisions

Next Steps

- Explore Traits and Definitions

- Begin Diagnostic Case Study

- Homework:
  - Review your own Traits & Definitions report and note points of discussion
  - Download & print Session 2 slides and handouts for note-taking and easy reference