


HARRISON
ASSESSMENTS

Harrison Assessments Talent Solutions

HATS
Interpretation
Training



Session 1

www.harrisonassessments.com



HARRISON
ASSESSMENTS

Introductions

Your Name
Your Position
Your purpose for attending



www.harrisonassessments.com



HARRISON
ASSESSMENTS

Course Expectations

- 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

3

www.harrisonassessments.com



Pre- & Post-Requisites

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

4

www.harrisonassessments.com



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

5

www.harrisonassessments.com




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



6


www.harrisonassessments.com



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

www.harrisonassessments.com



Session 1 Learning Topics

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



www.harrisonassessments.com



Next Generation Talent Solutions



- ▶ 2 million+ users
- ▶ 29 languages
- ▶ 20+ years of research
- ▶ 30 countries
- ▶ 6500+ Job Success Formulas

Copyright © Harrison Assessments, Inc. Limited 2010/2011

www.harrisonassessments.com



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™

10

Copyright © Harrison Assessments, Inc. Limited 2010-2011

www.harrisonassessments.com



Our Relationship with Harrison Assessments

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

11

Copyright © Harrison Assessments, Inc. Limited 2010-2011

www.harrisonassessments.com



Worldwide Support

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




We service any city in the world!

12

Copyright © Harrison Assessments, Inc. Limited 2010-2011

www.harrisonassessments.com



What is HATS?

- 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

www.harrisonassessments.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

www.harrisonassessments.com

Enjoyment Performance Theory

Enjoy Activity

Do it More

Learn More – Improve Skills

Receive Recognition

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.

www.harrisonassessments.com

Enjoyment Performance Theory

Don't Enjoy Activity

Avoid the Activity

Fail to Learn or Improve Skills

Negative Feedback

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.

www.harrisonassessments.com

ParadoxTechnology™

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

www.harrisonassessments.com




HARRISON
ASSESSMENTS

The Benefits of Paradox Technology

- 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.

www.harrisonassessments.com



HARRISON
ASSESSMENTS

Recruitment Features & Benefits

- **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.

www.harrisonassessments.com




HARRISON
ASSESSMENTS

Recruitment Features & Benefits (cont'd)

- **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.

www.harrisonassessments.com



Development Features & Benefits

- 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.


www.harrisonassessments.com



Development Features & Benefits (cont'd)

- 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.

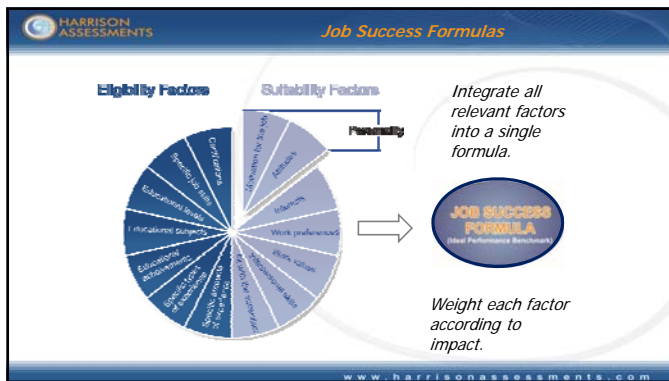
www.harrisonassessments.com

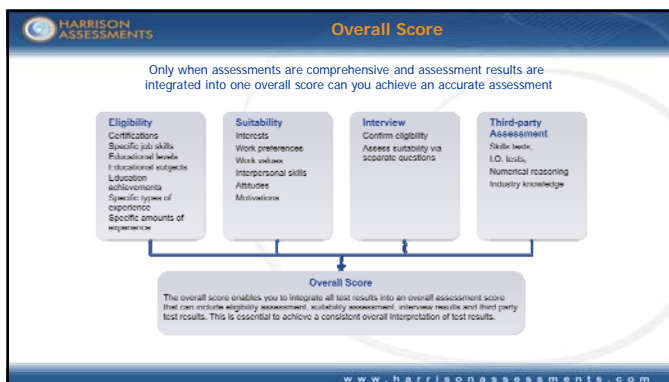


Why Job Suitability?

- 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

www.harrisonassessments.com





HARRISON ASSESSMENTS *Unique Methods*

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.

www.harrisonassessments.com

HARRISON
ASSESSMENTS

Unique Methods (continued)

- 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.

www.harrisonassessments.com

HARRISON
ASSESSMENTS

Guidelines for Administering the
Suitability Questionnaire

- 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

www.harrisonassessments.com

HARRISON
ASSESSMENTS

Applicant Screen – Suitability Assessment

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

Primary Qualifications
Ranking 1-2 minutes
Questionnaire for this job's essential qualifications

Nice-to-Have Qualifications
Ranking 1-2 minutes
Questionnaire for optional but desired qualifications

Upload Resume
Ranking 1 minute
Allow uploading of your resume

Work Preferences Questionnaire
Ranking about 25 minutes
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 bit 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.

HARRISON
ASSESSMENTS

Consistency Cross-Referencing

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.

www.harrisonassessments.com

HARRISON
ASSESSMENTS

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.


www.harrisonassessments.com

HARRISON
ASSESSMENTS

Reasons for Low Consistency

- 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


www.harrisonassessments.com



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.

www.harrisonassessments.com



Validity and Legal Issues

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

www.harrisonassessments.com




HA Performance Research

- Extensive world-wide research measuring high and low performance for a wide variety of different jobs
- "Success templates" that formulate and measure the key success and failure traits for specific jobs
- Job Success Formulas use only the traits that differentiate success from failure for a specific job.

various job requirements.

www.harrisonassessments.com



Validation Documentation

Four Page Summary Handout

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


www.harrisonassessments.com



Harrison Assessments' Reports

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

www.harrisonassessments.com




What is a Job Success Formula (JSF)?

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.

www.harrisonassessments.com




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
