

# ***HATS Interpretation Training***

## ***Session 10***



Let's review & recap Session 8 & 9

- ❖ Your questions, comments, concerns
- Interpretation Principles
- Interpretation Tools
- Your current challenges
- Case Study - Jack
- Certification/Demonstration of Mastery

## *Session 10 Learning Topics*

- *Overview of Giving Feedback*
- *Preparation for Feedback*
- *Principles*
- *The Script*
- *Special Considerations*



## 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

## Preparation for Providing Feedback

## Key Points to Keep in Mind

- Preference not capability
- Frequently misunderstood trait names
- Highest preferences may become a liability and/or a need
- Adaptive behaviors and flip behaviors
- Keep interpretation relevant and connected to one's job or role
- When using Job Success Analysis reports during feedback be sure to turn off score

The greatest value is not just in the  
information or numbers in the profile;  
It is about the insights the person gains  
and the rich dialogue that results with  
the facilitator ...

## During Feedback

- Building rapport
- Transition to Debrief Mode
- Setting the stage for Why HA was Used
- Basic Concepts, Theory, & Vocabulary
- Preference not capability
- Emphasize Strengths
- Connecting traits to meaning/relevance
- Plan of Action

## Next Steps

- Homework:
  - Prepare for a feedback session
  - Practice when you can