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Harrison Assessments Talent Solutions

***HATS
Interpretation
Training
Session 6***



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Let's review & recap Session 4 & 5

❖ Your questions, comments, concerns

- Overview of Paradoxes
- Paradox Theory
- 12 Paradoxes
- Flip Behaviors
- Case Study

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Session 4 Learning Topics

- Overview of HATS Main Graph
- Main Graph Layout
- Traits on Main Graph
- Combined Traits
- 9 Dimensions of Main Graph
- CAFÉ Traits
- Special Combinations



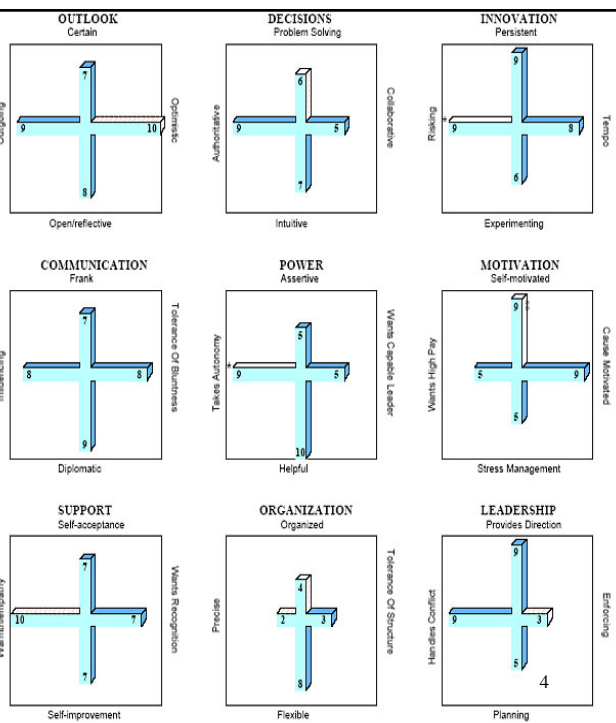
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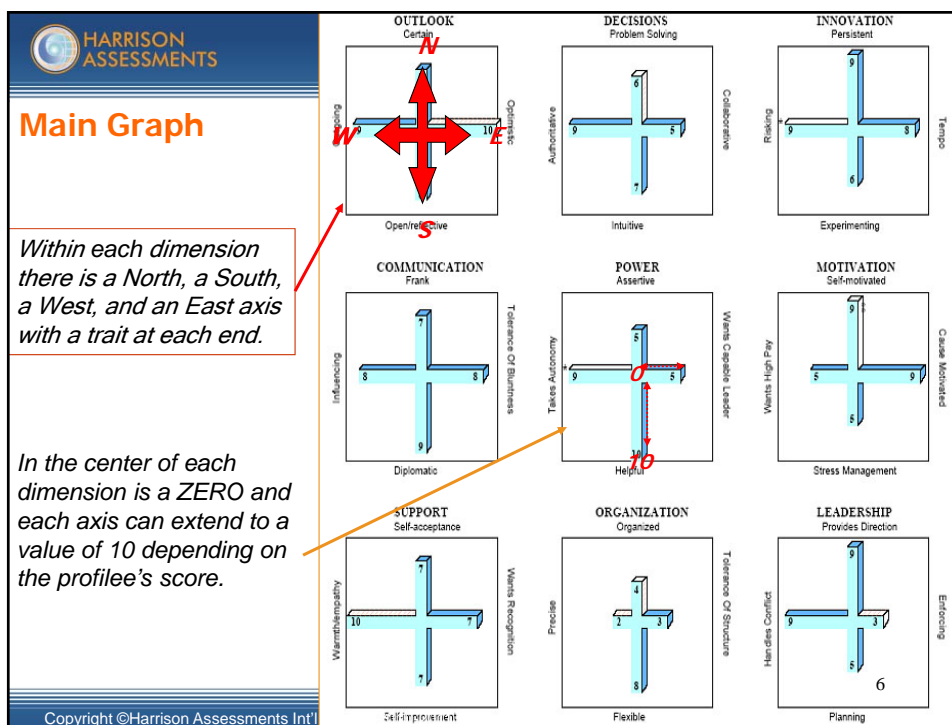
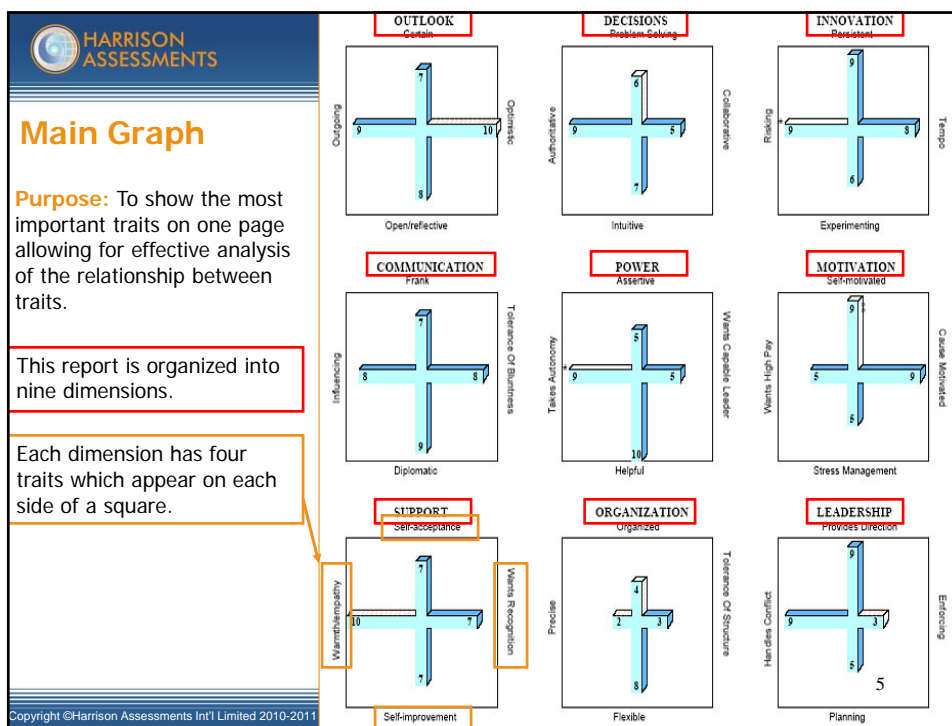


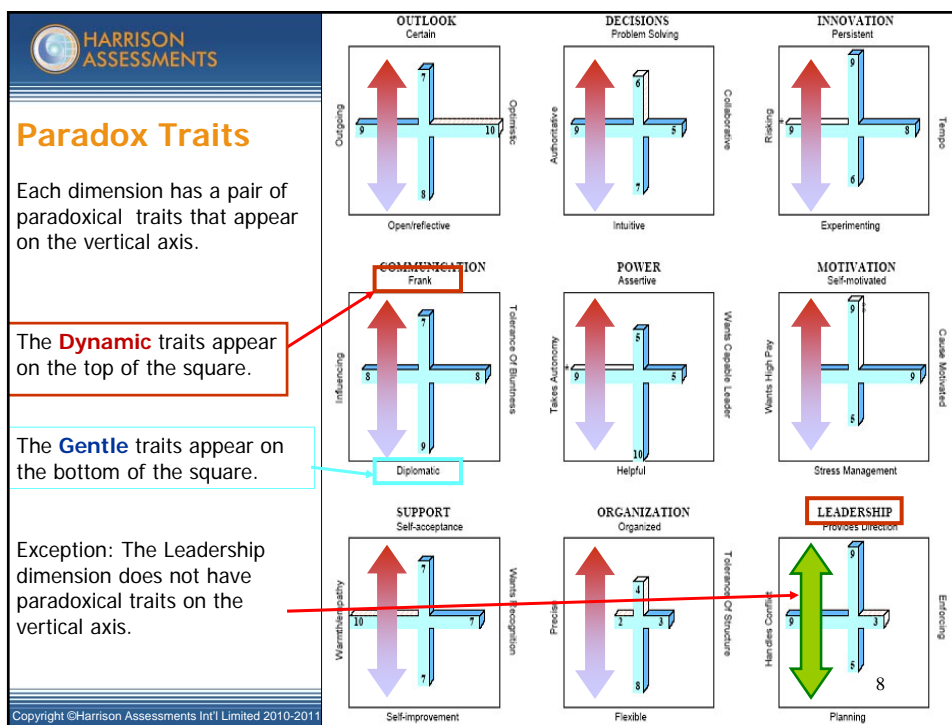
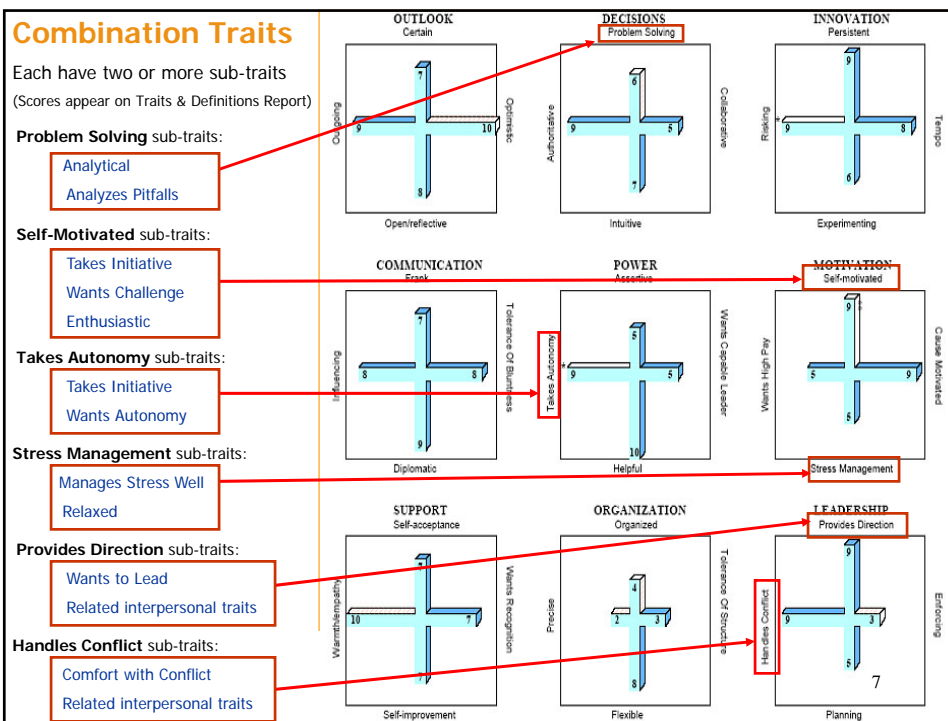
Main Graph

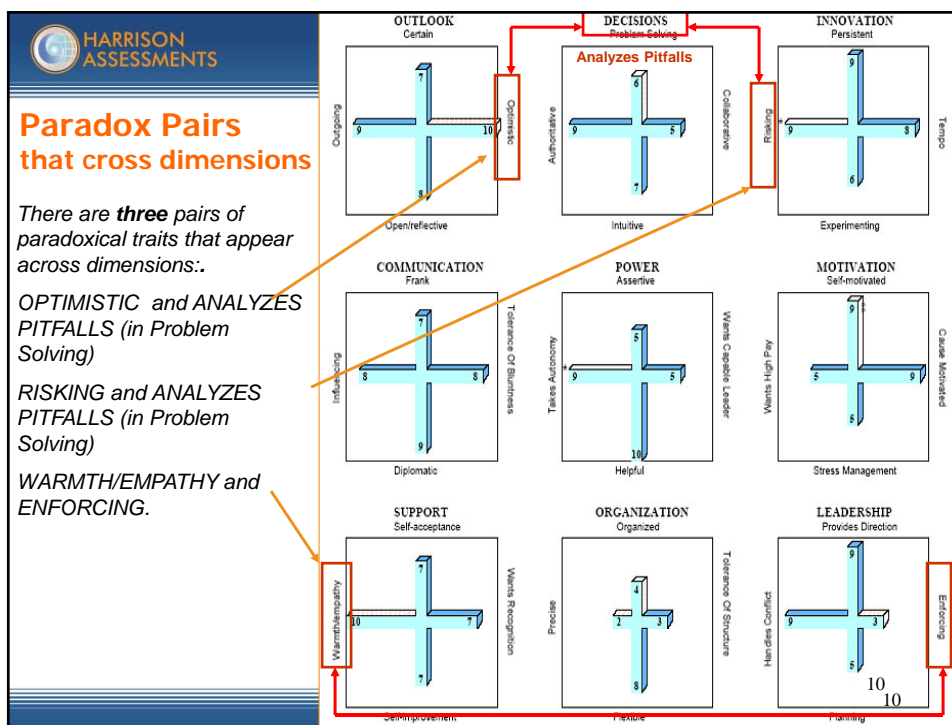
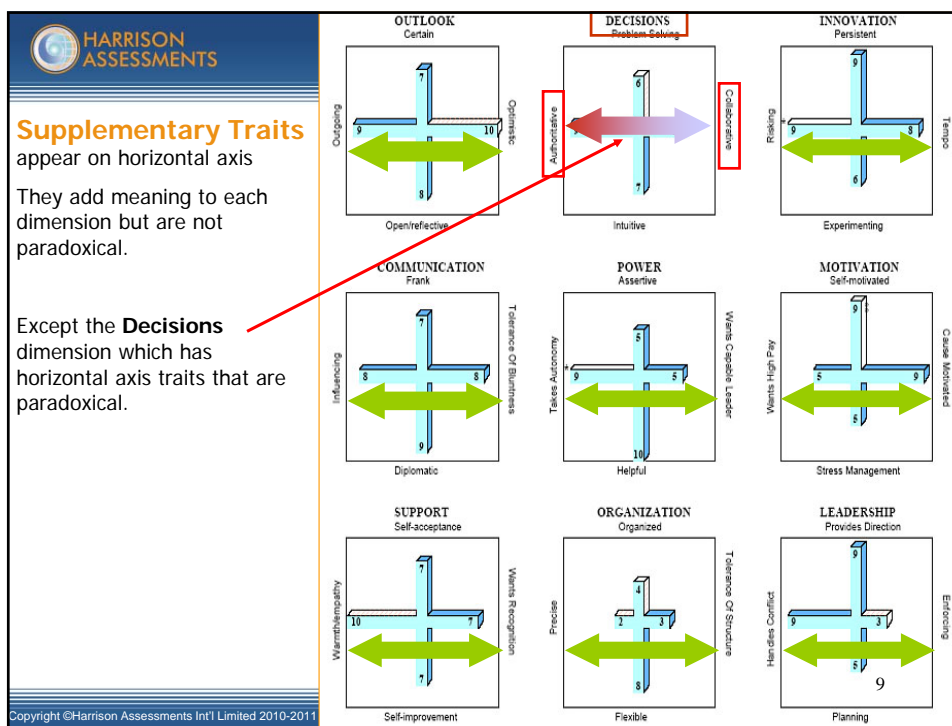
Purpose : To show the most important traits on one page allowing for effective analysis of the relationship between traits.

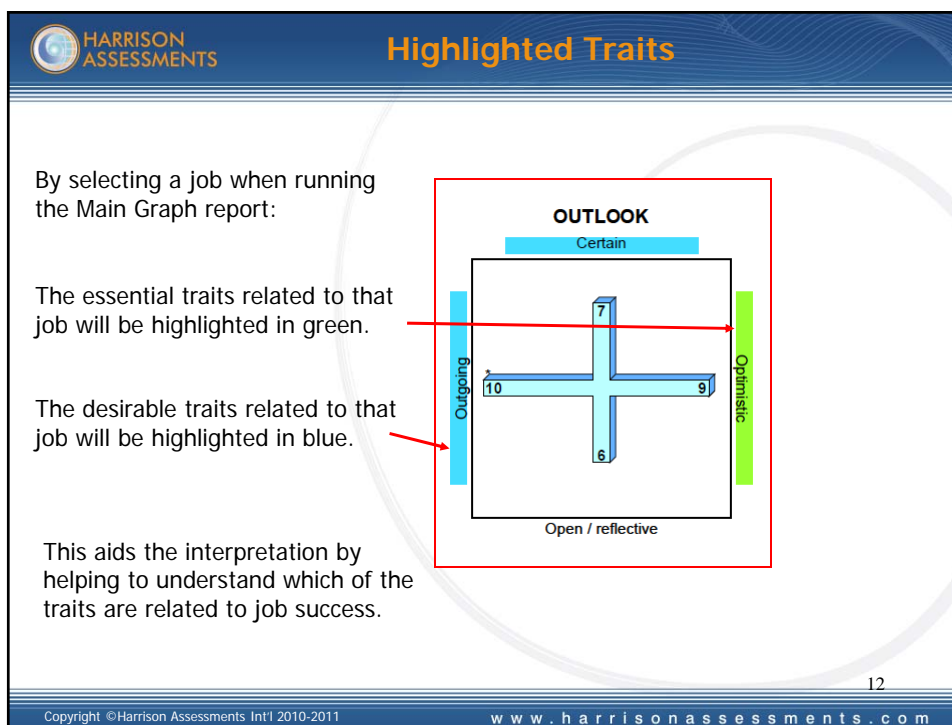
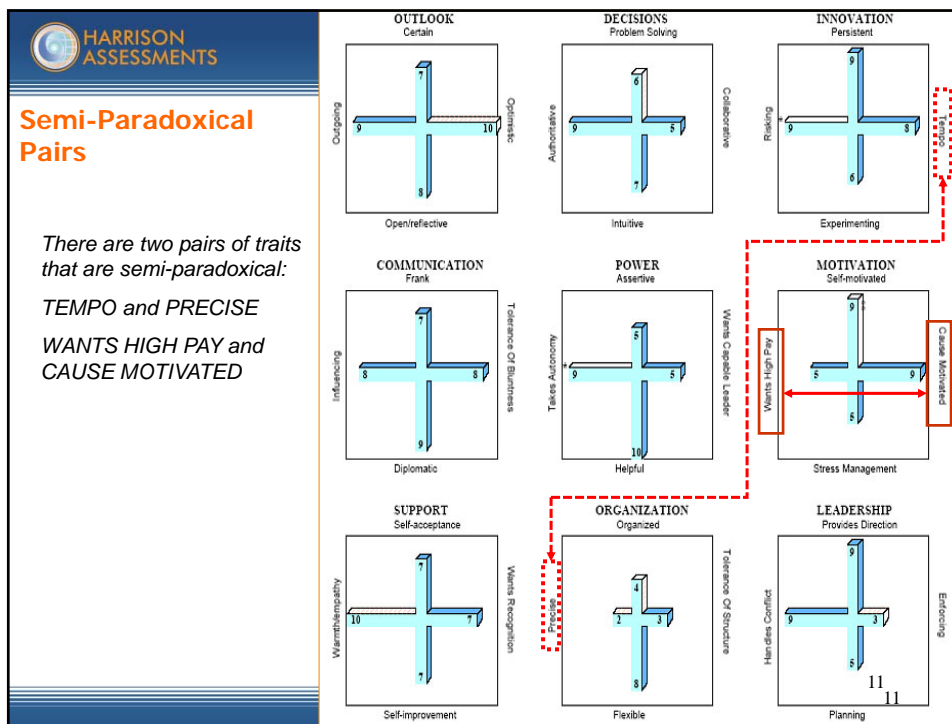
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Highlighted Traits

Some traits may have “hash marks” . Indicating possible or probable hindrance.

This aids the interpretation by helping to understand the impact of traits are related to job success.

COMMUNICATION

Frank

5

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7

4

Tolerance Of Bureaucracy

Diplomatic

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Outlook Dimension

Explores general outlook including future expectations, introversion/extroversion and the way in which one explores and holds opinions.

Certain: The tendency to feel confident in one's opinions.

Open/Reflective: The tendency to reflect on many different viewpoints.

Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people.

Optimistic: The tendency to believe the future will be positive.

OUTLOOK

Certain

7

6

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7

Outgoing

Optimistic

Open / reflective

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Decisions Dimension

Examines decision-making processes including left/right brain processes, self-responsibility and collaboration dynamics.

Problem Solving: The tendency to logically analyze problems, decisions and potential pitfalls (not necessarily analytical ability). Composed of:

- Analyzing Pitfalls:** The tendency to scrutinize potential difficulties related to plan or strategy.
- Analytical:** The degree one enjoys logically examining facts or problems.

Intuitive: The tendency to use hunches to help make decisions.

Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility.

Collaborative: The tendency to work with others when making decisions.

DECISIONS

Problem Solving

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Innovation Dimension

Explores the level of innovation in decision making and implementation including determination in the face of obstacles, trying new way of doing things, taking risks and sense of urgency.

Persistent: The tendency to be tenacious despite encountering significant obstacles.

Experimenting: The tendency to try new things and new ways of doing things.

Risking: The tendency to feel comfortable with business ventures that involve uncertainty.

Tempo: The enjoyment of work that needs to be done quickly.

INNOVATION

Persistent

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Communication Dimension

Explores the manner in which one communicates, how one wants to be communicated with, and one's approach to influencing others.

Frank: The tendency to be straightforward, direct, to the point and forthright.

Diplomatic: The tendency to state things in a tactful manner.

Influencing: The tendency to try to persuade others.

Tolerance of Bluntness: The level of comfort related to receiving abrupt or frank communications from others.

COMMUNICATION
 Frank

Influencing

Tolerance Of Bluntness

Diplomatic

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Power Dimension

Explores factors that relate to personal power including win-win relationships, autonomy and expectations of a leader.

Assertive: The tendency to put forward personal wants and needs.

Helpful: The tendency to respond to others' needs and assist or support others to achieve their goals.

Takes Autonomy: The desire to work independently by having autonomy and taking initiative. Sub-traits:

Wants Autonomy: The desire to have freedom or independence from authority.

Takes Initiative: The tendency to perceive what is necessary to accomplish and to proceed on one's own.

Wants Capable Leader: The desire to have a leader one perceives to be capable.

POWER
 Assertive

Takes Autonomy

Wants Capable Leader

Helpful

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Motivation Dimension

Explores issues related to motivation, including self-motivation, quality of life motives, motive for money and motivation to help society.

Self Motivated: Desire to achieve. Sub-traits:

Takes Initiative: The tendency to perceive what is necessary to accomplish and take steps on one's own.

Wants Challenge: The willingness to attempt difficult tasks or goals.

Enthusiastic: The tendency to be eager and excited toward one's own goals.

Stress Management: The tendency to be relaxed and manage stress well when it occurs. Sub-traits:

Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs.

Relaxed: The tendency to feel at ease or calm while working.

Wants High Pay: The desire to earn greater remuneration.

Cause Motivated: The tendency to be motivated to help society.

MOTIVATION

Self-motivated

Stress Management

Wants High Pay

Cause Motivated

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Support Dimension

Explores factors relating to healthy self-esteem, the willingness to improve, giving and receiving recognition and empathizing with others.

Self-Acceptance: The tendency to like oneself, "I'm O.K. the way I am."

Self-Improvement: The tendency to attempt to develop or better oneself.

Warmth/Empathy: The tendency to express positive feelings and affinities.

Wants Recognition: The desire for positive acknowledgement (from others) related to one's abilities and strengths.

SUPPORT

Self-acceptance

Self-improvement

Warmth / empathy

Wants Recognition

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Organization Dimension

Explores how one creates order, is flexible to change, has attention to detail/exactness and is comfortable with structure created by others.

Organized: The tendency to place and maintaining order in an environment or situation.

Flexible: The tendency to easily to adapt to change.

Precise: The enjoyment of work that requires being exact and the tendency to be detailed oriented.

Tolerance of Structure: The tolerance for following rules, schedules and procedures created by someone else.

ORGANIZATION

Precise

Tolerance Of Structure

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Leadership Dimension

Explores key leadership issues including the desire to take a leadership role, the ability to interact effectively as a leader, the tendency to plan, the ability to deal with conflict and the tendency to enforce rules.

Provides Direction: The tendency to manifest the traits necessary for a leadership role. Sub-traits:
Wants to Lead: The desire to be in a position to direct or guide others.
 Numerous interpersonal traits related to leadership

Planning: The tendency to formulate ideas related to the steps and process of accomplishing an objective.

Handles Conflict: The tendency to skillfully face discord or strife, and the interpersonal skills necessary to deal with it effectively. Sub-traits:
Comfort with Conflict: The degree one feels comfortable with confrontation or strife.
 Numerous interpersonal traits related to handling conflict

Enforcing: The tendency to insist upon necessary rules being followed.

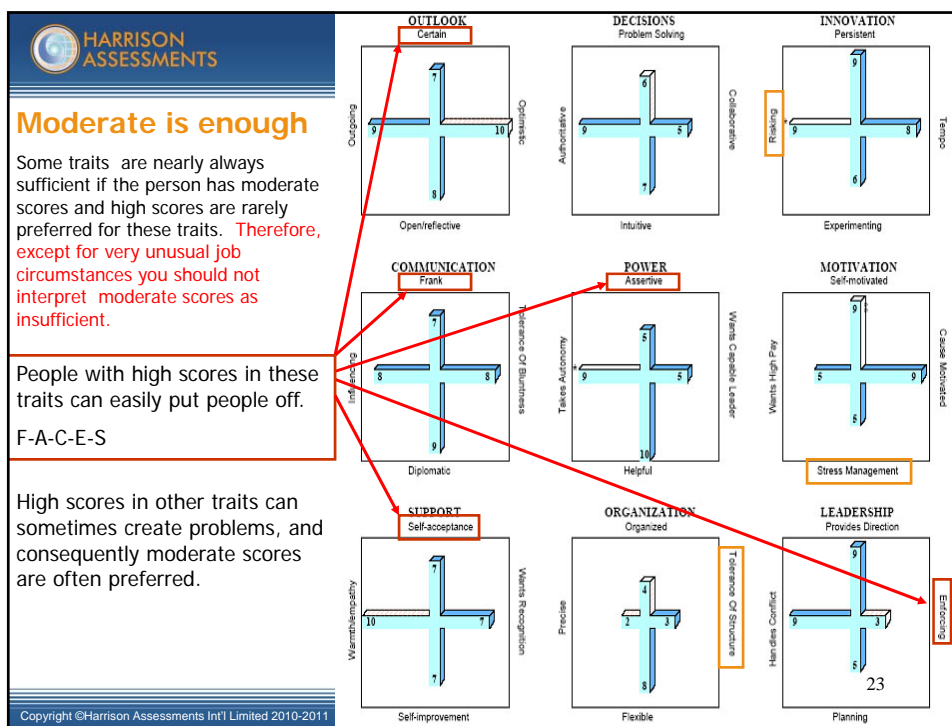
LEADERSHIP

Handles Conflict

Enforcing

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F – Frank

A – Assertive

C – Certain

E – Enforcing

S – Self-Acceptance

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Next Steps

- Continue to explore Main Graph
- Continue Diagnostic Case Study
- Homework:
 - Review your own Main Graph and note points of discussion
 - Download & print next session slides and handouts for note-taking and easy reference

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