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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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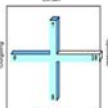
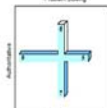
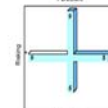
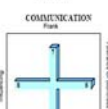
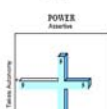

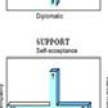


HATS Accreditation Training



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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.

<p>OUTLOOK Cautious</p>  <p>Optimistic</p>	<p>REASONING Problem Solving</p>  <p>Intuitive</p>	<p>EMOTION Passionate</p>  <p>Experiencing</p>
<p>COMMUNICATION Fluent</p>  <p>Diplomatic</p>	<p>POWER Assertive</p>  <p>Helpful</p>	<p>MOTIVATION Self-motivated</p>  <p>Stress Management</p>
<p>SUPPORT Self-acceptance</p>  <p>Self-empowerment</p>	<p>ORGANIZATION Organized</p>  <p>Flexible</p>	<p>LEADERSHIP Positive Direction</p>  <p>Planning</p>

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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.

This report is organized into nine dimensions.

Each dimension has four traits which appear on each side of a square.

Dimension	Top	Bottom	Left	Right
OUTGOING	Outgoing	Organizational	Communication	Influencing
DECISIVE	Decisive	Analytical	Power	Teamwork
MODEST	Modest	Stress Management	Leadership	Planning
SELF-IMPROVEMENT	Self-Improvement	Dynamic	Assertive	Risk-taking
OPENNESS	Openness	Communication	Organizational	Influencing
POWER	Power	Teamwork	Leadership	Planning
MODIFICATION	Modification	Stress Management	Leadership	Planning
LEADERSHIP	Leadership	Stress Management	Leadership	Planning
STRESS MANAGEMENT	Stress Management	Stress Management	Leadership	Planning
PLANNING	Planning	Planning	Leadership	Planning

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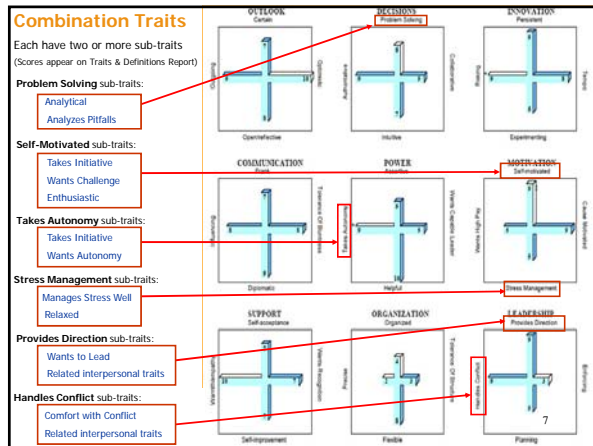
Main Graph

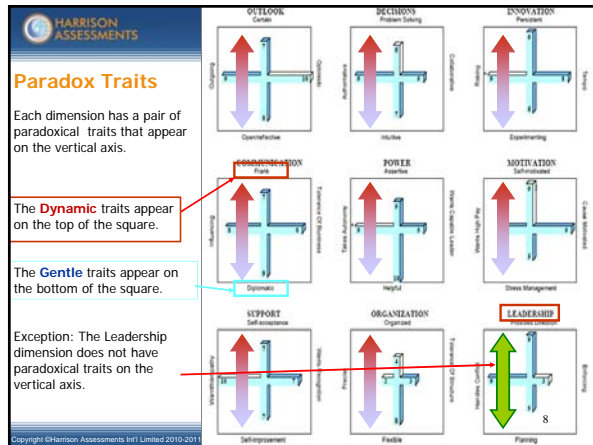
Within each dimension there is a North, a South, a West, and an East axis with a trail at each end.

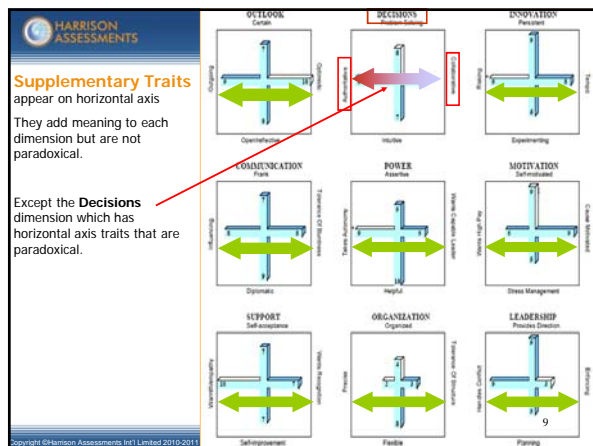
In the center of each dimension is a ZERO and each axis can extend to a value of 10 depending on the profile's score.

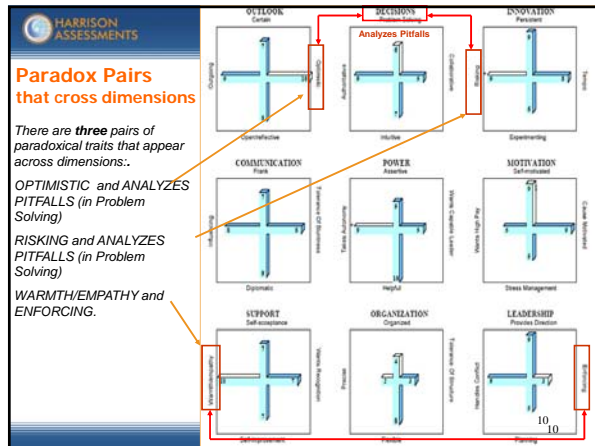
OFFICIAL Profile Setting 	DECISION Position Setting 	EVOLUTION Placement
COMMUNICATION Plans 	POWER Assertion 	MOTIVATION Self-motivation
SUPPORT Self-empowerment 	ORGANIZATION Organized 	LEADERSHIP Position Direction

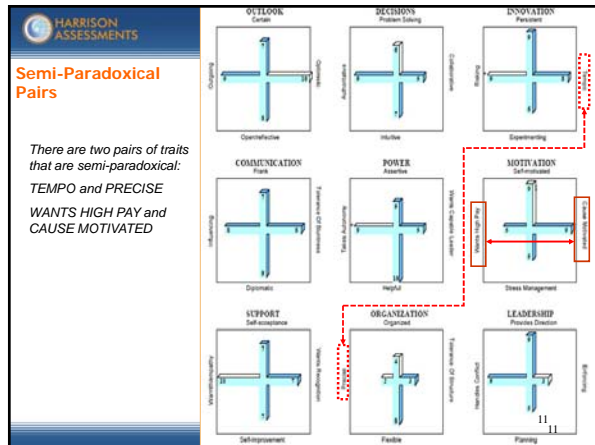
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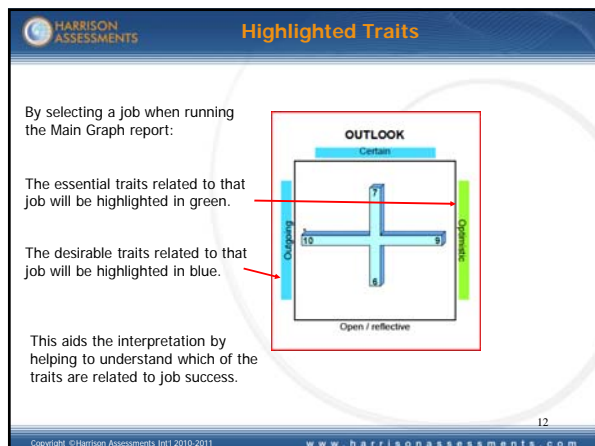












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Highlighted Traits

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

Tolerance Of Ambiguity

Tolerance Of Ambiguity

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

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

Analytical


Collaborative

Intuitive

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Innovation Dimension

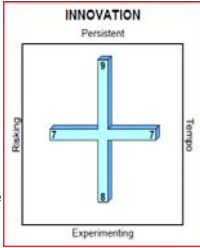
Explores the level of innovation in decision making and implementation including determination in the face of obstacles, trying new way of doing things, taking risks and sense of urgency.

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.



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Communication Dimension

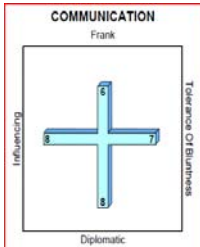
Explores the manner in which one communicates, how one wants to be communicated with, and one's approach to influencing others.

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.



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Power Dimension

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

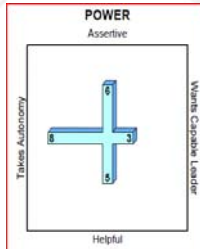
Assertive: The tendency to put forward personal wants and needs.

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.



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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.

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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.

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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 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.

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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:

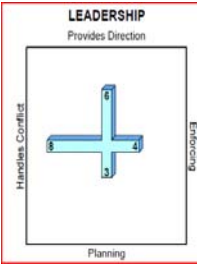
- Wants to Lead:** The desire to be in a position to direct or guide others.
- Numerous interpersonal traits related to leadership

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.



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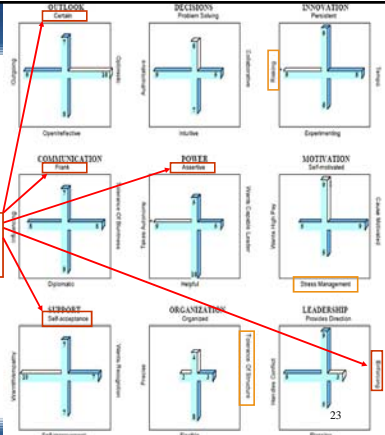
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Moderate is enough

Some traits are nearly always sufficient if the person has moderate scores and high scores are rarely preferred for these traits. Therefore, except for very unusual job circumstances you should not interpret moderate scores as insufficient.

People with high scores in these traits can easily put people off. F-A-C-E-S

High scores in other traits can sometimes create problems, and consequently moderate scores are often preferred.



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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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