

HATS Interpretation Training

Session 2



www.harrisonassessments.com

- 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



www.harrisonassessments.com

Let's review & recap Session 1

❖ Please register for future training sessions

❖ Your questions, comments, concerns

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

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

- Case Study Introduction
- Traits & Definitions Report
- Trait Scoring & Language
- Trait Categories
- Tour basic traits
- Practice / exercise – Life Themes



Case Study Introduction

- Explore the Traits and Definitions Report
- Resources
 - Quick reference list of traits & definitions
 - Traits by Category
 - Index of All Traits Alphabetically, full description

Traits and Definitions Report

Purpose: To show all the traits & definitions in order of preference in to each category.

The categories are:

Traits

Retention/Engagement Factors

Task Preferences

Interests

Work Environment Preferences

Behavioral Competencies

Functions

Traits & Definitions

Andrew Jones
For Harrison Assessments Int'l Limited
Compared to: Management - Upper #HA6-022 v07/20/2009

Completed: 04/22/2010

The report lists Andrew's traits and corresponding scores in descending order for each trait category. The trait definitions are to the right of each trait. If a position was selected when running this report, the traits related to the position will be highlighted in **green** for Essential Traits, **blue** for Desirable Traits, and **red** for Traits to Avoid that could hinder Andrew's performance.

The suitability assessment includes a technological 'consistency detector' that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Andrew's consistency score is 96 which indicates that Andrew is 99% consistent in answering the questionnaire. This indicates a high likelihood that Andrew was truthful, accurately self-aware, and able to concentrate on the questionnaire.

A single asterisk, *, indicates that there are some inconsistencies related to this trait, but the result is probably reliable. A double asterisks, **, indicates that there are some inconsistencies related to this trait, and the result is probably questionable.

Traits

These are the primary work preference and personality factors measured in the Harrison Assessments system, listed in order of Andrew's scores.

Life Themes - Andrew's life themes, highest values, key potential strengths

Trait	Andrew's Score	Description
Helpful	0.0	The tendency to respond to others' needs and assist or support others to achieve their goals
Warmth / empathy	0.0	The tendency to express positive feelings and affinity toward others
Wants Autonomy	0.6	The desire to have freedom or independence from authority
Optimistic	0.5	The tendency to believe the future will be positive
Wants Challenge	0.4	The willingness to attempt difficult tasks or goals

Strengths and Preferred Focus - Andrew's potential strength and preferred focus

Trait	Andrew's Score	Description
Risking	0.2	The tendency to feel comfortable with business ventures that involve uncertainty
Outgoing	0.2	The tendency to be socially extroverted and the enjoyment of meeting new people
Wants To Lead	0.2	The desire to be in a position to direct or guide others
Cause Motivated	0.1	The tendency to be motivated to help society

Breaking it down

Individual Traits - 89

- Traits – “Core Traits” (46)
- Retention & Engagement Factors (10)
- Task Preferences (12)
- Interests (21)
- Work Environment Preferences (8)

Job Success Formulas included in T&D Report - 22

- Behavioral Competencies (15)
- Functions (7)

Core Traits



Traits & Definitions

Andrew Jones

Completed: 04/22/2010

For Harrison Assessments Int'l Limited

Compared to: Management - Upper #HAB-022 v07/20/2009

Traits and Definitions

What the trait scores bands mean

- 9.5+ Life theme, highest values
- 7.5 to 9.5 Strengths and preferred focus
- 5.5 to 7.5 Moderate strengths/preferences
- 3.5 to 5.5 Willing if not required a lot
- 2.5 to 3.5 Prefers to do other things
- < 2.5 Strongly prefers not to do it

The report lists Andrew's traits and corresponding scores in descending order for each trait category. The trait definitions are to the right of each trait. If a position was selected when running this report, the traits related to the position will be highlighted in **green** for Essential Traits, **blue** for Desirable Traits, and **red** for Traits to Avoid that could hinder Andrew's performance.

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Traits

These are the primary work preference and personality factors measured in the Harrison Assessments system, listed in order of Andrew's scores.

Life Themes - Andrew's life themes, highest values, key potential strengths

Trait	Andrew's Score	Description
Helpful	9.9	The tendency to respond to others' needs and assist or support others to achieve their goals
Warmth / empathy	9.9	The tendency to express positive feelings and affinity toward others
Wants Autonomy	9.6	The desire to have freedom or independence from authority
Optimistic	9.5	The tendency to believe the future will be positive
Wants Challenge	9.4	The willingness to attempt difficult tasks or goals

Strengths and Preferred Focus - Andrew's potential strength and preferred focus

Trait	Andrew's Score	Description
Risking	9.2	The tendency to feel comfortable with business ventures that involve uncertainty
Outgoing	9.2	The tendency to be socially extroverted and the enjoyment of meeting new people
Wants To Lead	9.2	The desire to be in a position to direct or guide others
Cause Motivated	9.1	The tendency to be motivated to help society

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Scale

- Each trait is scored on a 10 point scale
- Scale is unique—it is not a linear scale.
- Begins at a "neutral point" of 6 & moves out in both directions
- Two extremes have significantly more impact on behavior
- Higher numbers indicate more preference for a behavior trait
- Lower numbers indicate lower preference for a behavior trait (lowest is 2)

Visual Reference:



10 out of 10	"extremely"	extremely optimistic
9 out of 10	"very"	very optimistic
8 out of 10	"quite"	quite optimistic
7 out of 10	"fairly"	fairly optimistic
6 out of 10	"somewhat"	somewhat optimistic
5 out of 10	(qualified)	somewhat optimistic but occasionally pessimistic
4 out of 10	"fairly" (opposite)	fairly pessimistic
3 out of 10	"very" (opposite)	very pessimistic
2 out of 10	"extremely" (opposite)	extremely pessimistic

Tour through Core Traits

- Mostly represented on Main Graph
- Source of all traits for Paradox Graph
- Behaviors versus Values ("Wants ...")
- Traits most often misunderstood
- Interpersonal traits
- Decision traits
- Leadership traits
- Productivity traits

Frequently misunderstood trait names:

- Assertive
- Authoritative
- Flexible
- Enthusiastic
- Risking
- Tempo
- Tolerance of Structure
- Wants Capable Leader
- Wants High Pay
- Wants Recognition

Interpersonal traits:

- Assertive
- Comfort With Conflict
- Diplomatic
- Frank
- Helpful
- Influencing
- Outgoing
- Self-Acceptance
- Self-Improvement
- Tolerance Of Bluntness
- Warmth/Empathy
- Wants Diplomacy
- Wants Frankness
- Wants Stable Career
- Wants Recognition

Decision traits:

- Analytical
- Analyzes Pitfalls
- Authoritative
- Cause Motivated
- Certain
- Collaborative
- Experimenting
- Intuitive
- Open/Reflective
- Optimistic
- Persistent
- Risking

ANALYTICAL -The tendency to logically exam facts and problems (not necessarily analytical ability).

ANALYZES PITFALLS - The tendency to scrutinize potential difficulties related to a plan or strategy.

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

CAUSE MOTIVATED – The tendency to be motivated to help society.

CERTAIN – The tendency to feel confident in one's opinions.

COLLABORATIVE – The tendency to collaborate with others when making decisions.

EXPERIMENTING – The tendency to try new things and new ways of doing things.

INTUITIVE – The tendency to use “hunches” to help make decisions (not necessarily intuitive capabilities).

OPEN/REFLECTIVE – The tendency to reflect on many different viewpoints (not necessarily related to friendliness, warmth, or extroversion).

OPTIMISTIC – The tendency to believe the future will be positive.

PERSISTENT – The tendency to be tenacious despite encountering significant obstacles.

RISKING – The tendency to feel comfortable with business ventures that involve uncertainty.

Practice Exercise:

Life Themes / Career Anchors

Session 3

Traits & Definitions continued

Leadership traits:

- Enforcing
- Enlists Cooperation
- Planning
- Takes Initiative
- Wants Autonomy
- Wants To Lead

ENFORCING – The tendency to insist upon necessary rules being followed.

ENLISTS COOPERATION – The tendency to invite others to participate in or join an effort.

PLANNING – The tendency to formulate ideas related to the steps and process of accomplishing an objective.

TAKES INITIATIVE – The tendency to perceive what is necessary to be accomplished and to proceed on one's own.

WANTS AUTONOMY – The desire to have freedom or independence from authority.

WANTS TO LEAD – The desire to be in a position to direct or guide others.

Productivity traits:

- Enthusiastic
- Flexible
- Manages Stress Well
- Organized
- Precise
- Relaxed
- Self-Motivated
- Systematic
- Tempo
- Tolerance Of Structure
- Wants Challenge
- Wants High Pay
- Wants Capable Leader

ENTHUSIASTIC – The tendency to be eager and excited toward one's own goals.

FLEXIBLE – The tendency to easily adapt to change.

MANAGES STRESS WELL – The tendency to deal effectively with strain and difficulty when it occurs.

ORGANIZED – The tendency to place and maintain order in an environment or situation.

PRECISE – The enjoyment of work that requires being exact and the tendency to be detail oriented.

RELAXED – The tendency to feel at ease or calm while working.

SELF-MOTIVATED – The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals.

SYSTEMATIC – The enjoyment of tasks that require carefully or methodically thinking through steps related to accomplishing a particular goal or task.

TEMPO – The enjoyment of work that needs to be done quickly.

TOLERANCE OF – The tolerance of following rules, schedules
STRUCTURE and procedures created by someone else.

WANTS CHALLENGE – The willingness to attempt difficult tasks
or goals.

WANTS HIGH PAY – The desire to earn greater remuneration.

WANTS CAPABLE LEADER – The desire to have a leader one
perceives to be capable.

Retention and Engagement Factors:

- Wants Advancement
- Wants Appreciation
- Wants Development
- Wants Flexible Work Time
- Wants Opinions Valued
- Wants Personal Help
- Wants Quick Pay Increase
- Wants Social Opportunities
- Wants To Be Informed
- Wants Work/Life Balance

Task Preferences:

- Artistic
- Building/Making
- Clerical
- Computers
- Driving
- Manual Work
- Mechanical
- Numerical
- Physical Work
- Public Speaking
- Research/Learning
- Teaching

Interests:

- Animals
- Biology
- Children
- Computer Hardware
- Computer Software
- Electronics
- Entertainment
- Finance/Business
- Food
- Health/Medicine
- Legal Matters
- Manufacturing
- Medical Science
- Physical Science
- Plants
- Psychology
- Science
- Selling
- Sports
- Travel
- Writing/Language

Work Environment Preferences:

- Noise
- Outdoors
- Pressure Tolerance
- Public Contact
- Repetition
- Sitting
- Standing
- Team

End of Individual Traits

The next two categories of information are
Behavior Competencies and Functions.

Each item in these two categories are a
collection of individual traits with a score
calculated by a waited formula.

Behavior Competencies:

- Coaching
- Doesn't Need Structure
- Effective Enforcing
- Handles Autonomy
- Handles Conflict
- Innovative
- Interpersonal Skills
- Judgment (Strategic)
- Negotiating
- Organizational Compatibility
- People Oriented
- Provides Direction
- Receives Correction
- Self-Employed
- Tolerance Of Evasiveness

Functions:

- Administrative – General
- Customer Service – Friendly
- Management – Middle
- Management – Upper
- Sales – Cold Calling
- Supervisory
- Technical