

HATS Interpretation Training

Session 4



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



Let's review & recap Session 2 & 3

❖ Your questions, comments, concerns

- Overview of Traits & Definitions
- Scoring Scale
- Core Traits
- Other Trait Categories
- Behavioral Competencies & Functions
- Case Study

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

Session 4 Learning Topics

- Overview of HATS Paradoxes
- Paradox Theories and Methodology
- Validation
- Reports Available
- Introduction to Job Success Formulas



Paradox Report

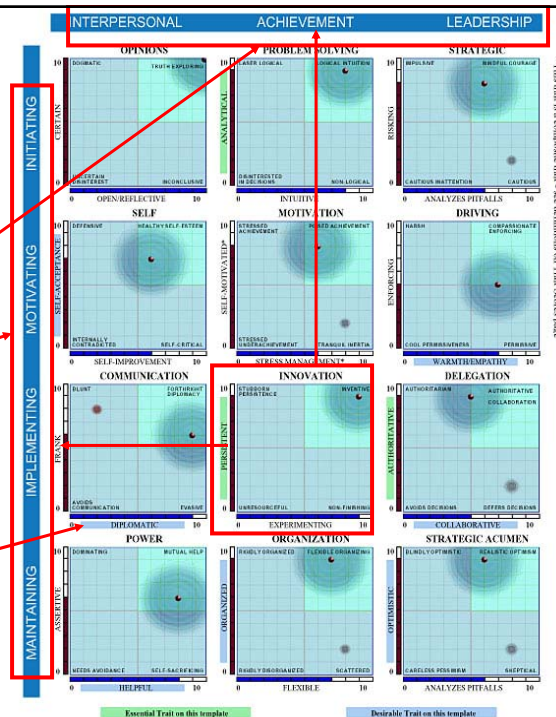
Purpose: To show the dynamic relationships between the two traits of each of the 12 main paradox pairs.

The titles of the columns are broad subject categories

The titles of the rows are progressive stages of action

For example, the Innovation Paradox is the Implementing stage of Achievement.

This report also highlights the job related Essential Traits in green and Desirable Traits in blue when a job is selected.



Paradox Narrative

Purpose: To show and explain the dynamic relationship between the two paradoxical traits. Consequently no further interpretation of the paradox is required.

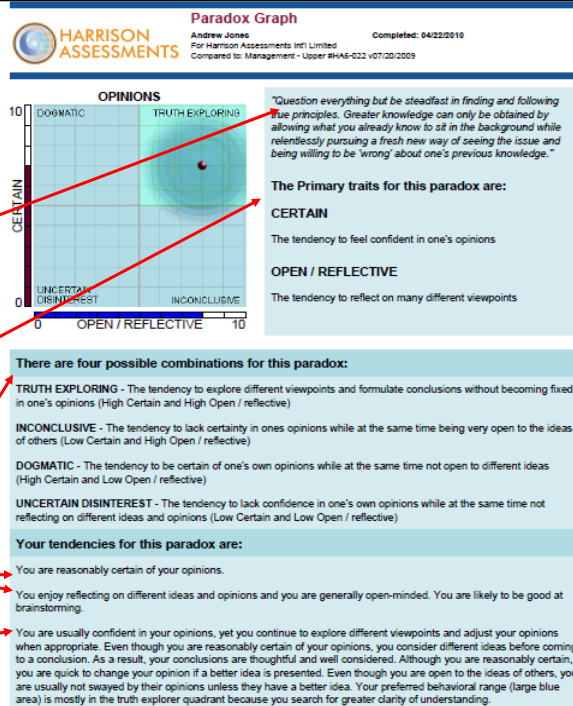
Key principle

Definition of the two primary traits

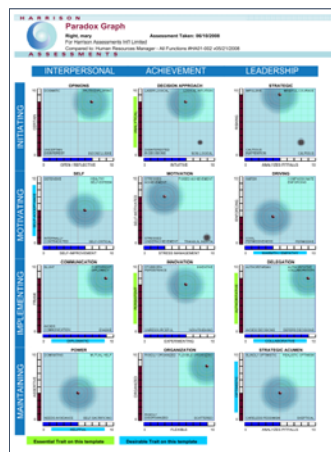
Definitions of the traits related to the four possible combinations

The meaning of the individual's scores on the primary traits

Interpretation of the exact combination of scores on the paradox

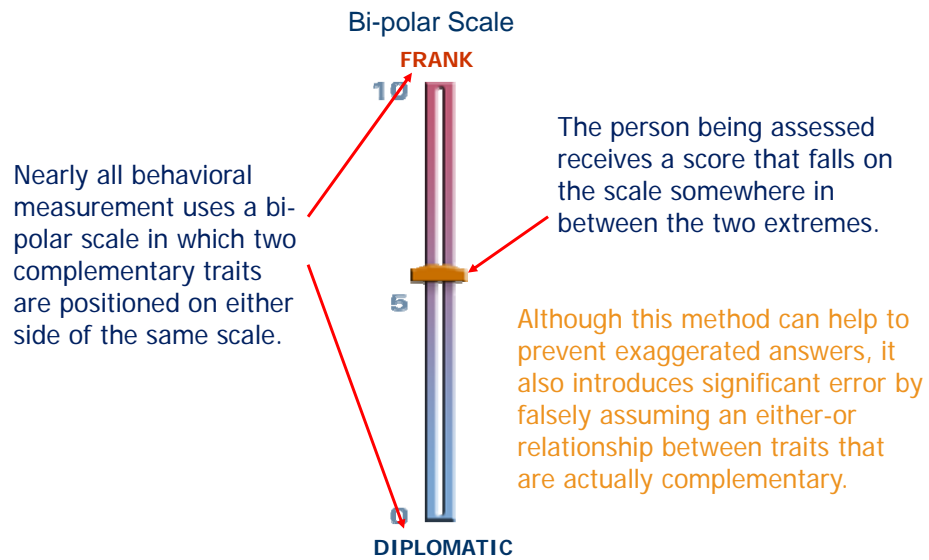


ParadoxTechnology™

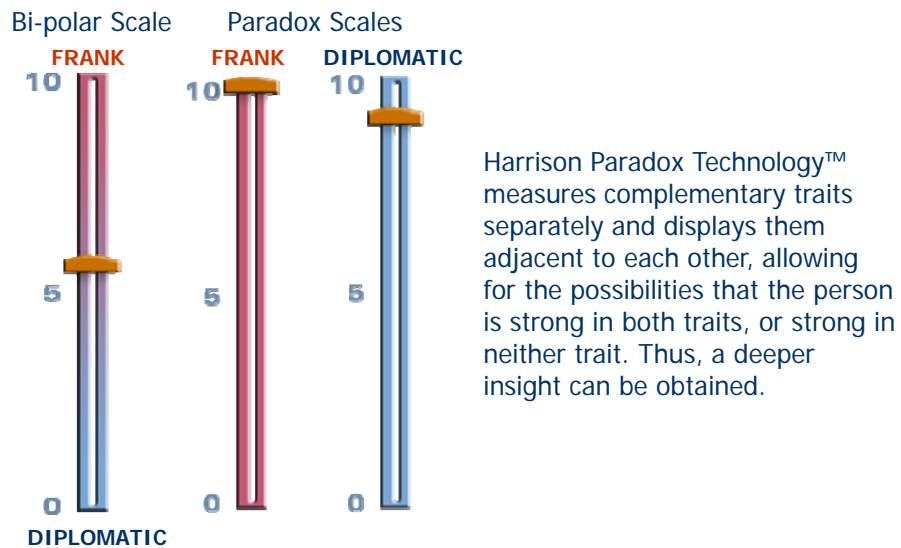


- HA is the only assessment that harnesses the power of Paradox.
- Paradox is the result of integrating two seemingly contradictory behaviors that both contribute to an individual's success.
- Individuals who have this are more than 3 times more likely to succeed.

Traditional Bi-polar Scale

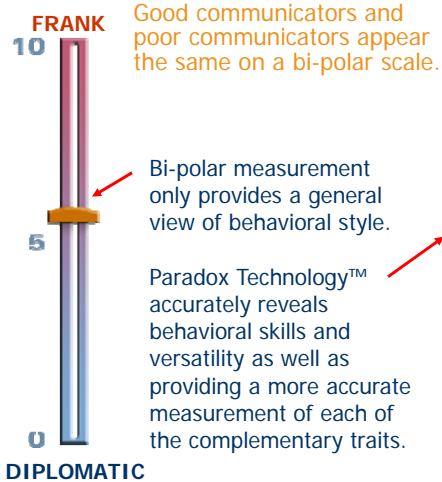


Bi-polar Compared to Paradox

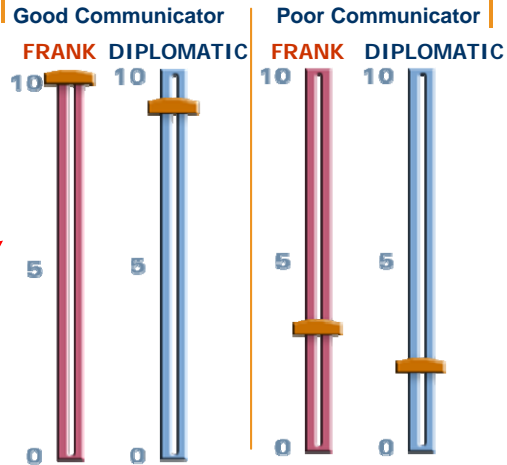


Paradox Reveals Skills and Versatility

Bi-polar Scale

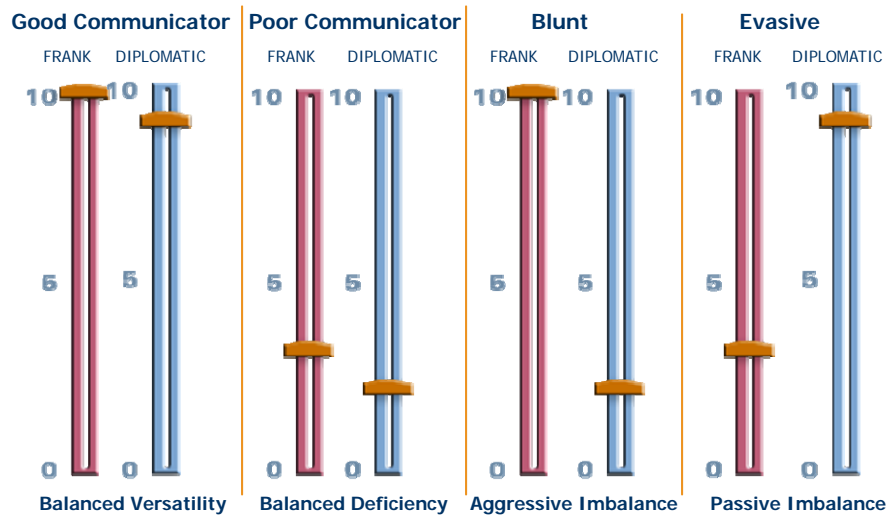


Paradox Technology™

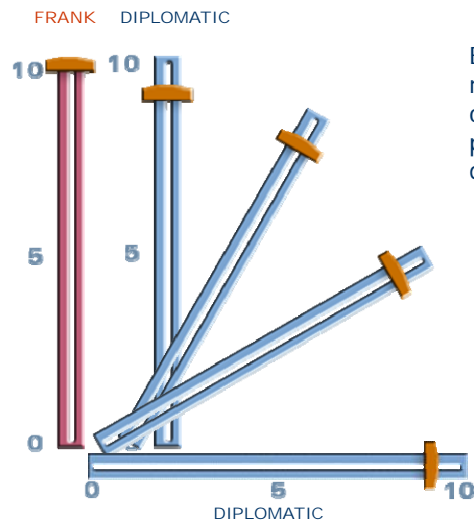


The Four Conditions of a Paradox

Each Paradox has 4 conditions which are actually new traits

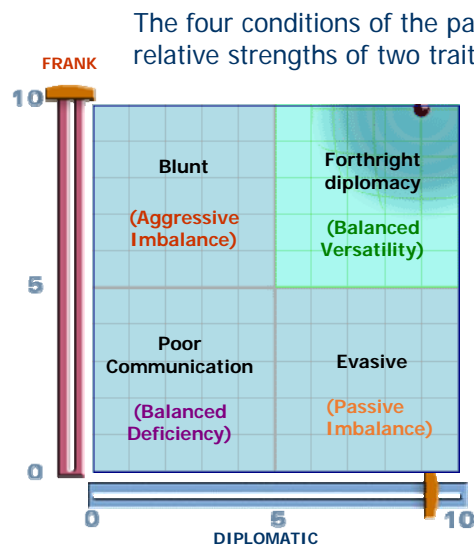


X-Y Representation of Paradox



By rotating one of the scales to make an X-Y plane, the dynamics of the four conditions of the paradox can be effectively displayed.

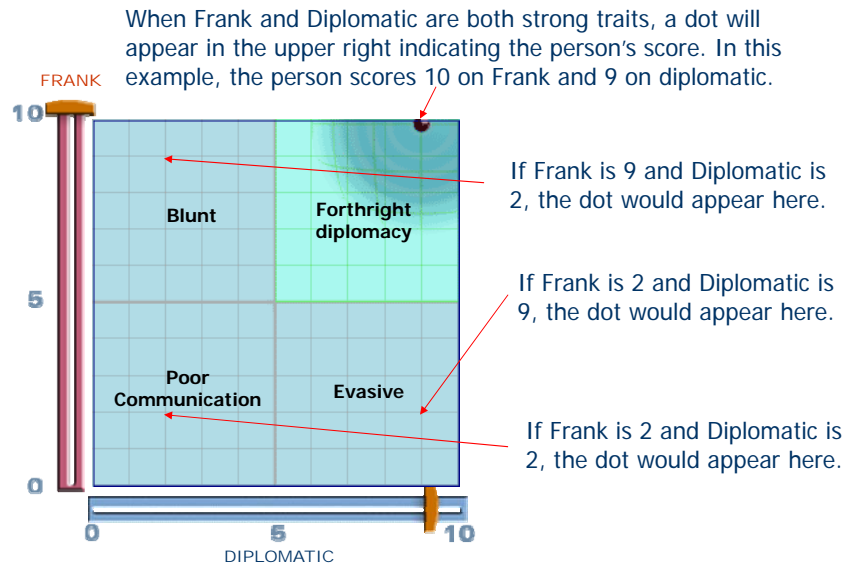
The Four Conditions on the X-Y Scale



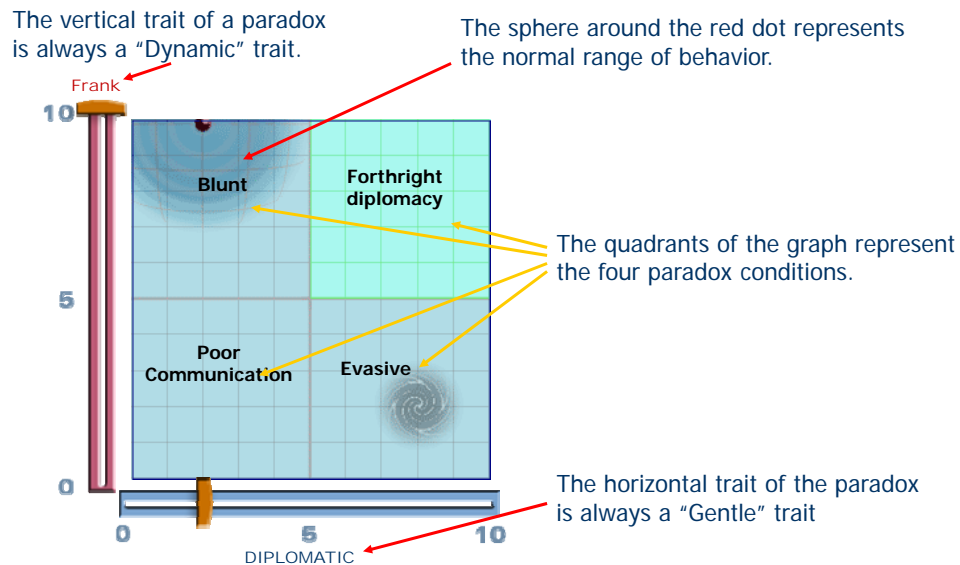
Aggressive Imbalance = Fight Response

Passive Imbalance = Flight Response

How Scores are Shown of the Paradox Scale



Paradox Scale Explanation

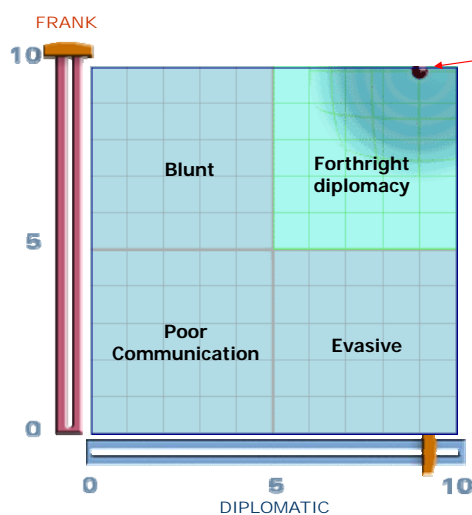


Paradoxes – “Flips” in Behavior

Being in a stressed mode may cause “flips” in your behavior – your strengths or avoiders will reverse

Those around you will be acutely aware of this, but you may not be able to “see” yourself when you are in a stressed state!

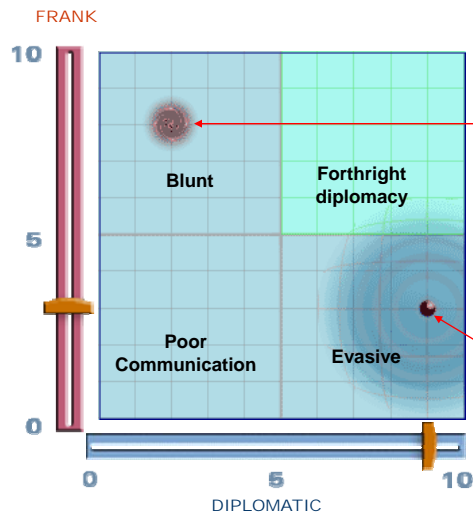
Balanced Versatility Example



A score in the upper right indicates that the person is strong in both traits. Consequently, they are versatile and can exhibit either frankness or diplomacy as appropriate to the situation.

People who score in the Balanced Versatility (in this case, Forthright diplomacy) rarely exhibit the other traits, even under stress.

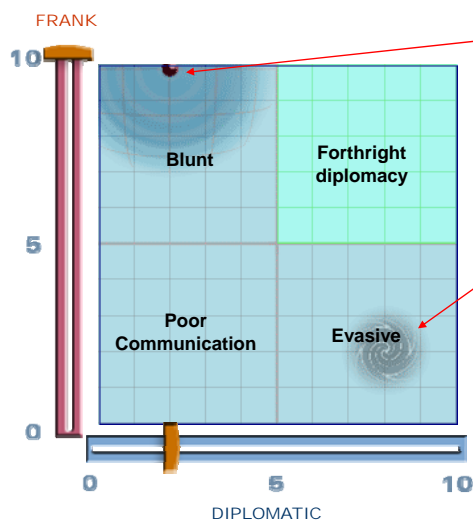
Passive Imbalance Example



The red circle indicates that under stress, the person will tend to “flip” to the opposite and become blunt. For example, after not being frank, a situation will often become frustrating and the person will tend to build up and explode into bluntness.

A score in the lower right indicates that the person is Diplomatic but not Frank and thus tends to be Evasive.

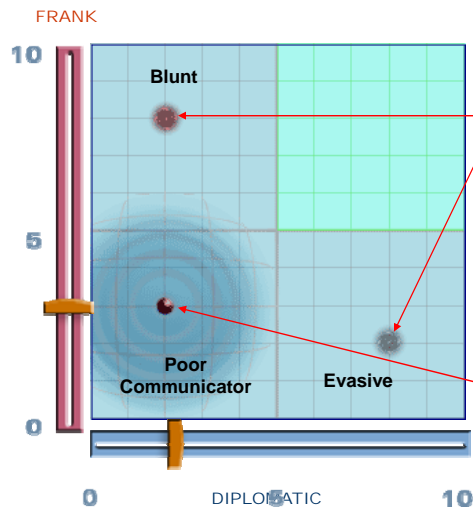
Aggressive Imbalance Example



A score in the upper left indicates that the person is Frank but not Diplomatic. This is an aggressive imbalance and the person will tend to be blunt.

The grey circle in the lower right indicates that such aggressive behavior often masks and underlying vulnerability. For example, bluntness is often used as a means of evading or deflecting attention from oneself when one feels vulnerable.

Balanced Deficiency Example



The two dots in the adjacent quadrants indicate that under stress, the person will tend to become either blunt or evasive, or even vacillate between the two.

A score in the lower left indicates that the person is neither Frank nor Diplomatic, and consequently, the person tends to be a poor communicator. This quadrant is called balanced deficiency.

The 12 HA Paradox Pairs

The Harrison Paradox Report includes an analysis of the 12 main paradoxes

Paradox	=	Yang Trait (Dynamic)	+	Yin Trait (Gentle)
Opinions	=	Certain	+	Open & Reflective
Decision Approach	=	Analytical	+	Intuitive
Strategic	=	Risking	+	Analyzes Pitfalls
Self	=	Self-acceptance	+	Self-improvement
Motivations	=	Self-motivated	+	Stress Management
Driving	=	Enforcing	+	Warmth / Empathy

The 12 HA Paradox Pairs

The Harrison Paradox Report includes an analysis of the 12 main paradoxes

Paradox	=	Yang Trait (Dynamic)	+	Yin Trait (Gentle)
Communication	=	Frank	+	Diplomatic
Innovation	=	Persistent	+	Experimenting
Delegation	=	Authoritative	+	Collaborative
Power	=	Assertive	+	Helpful
Organization	=	Organized	+	Flexible
Strategic Acumen	=	Optimistic	+	Analyzes Pitfalls

Supplemental Paradox Pairs

The Harrison Paradox Report does not include an analysis
of these two Supplemental Paradox Pairs

Paradox	=	Yang Trait (Dynamic)	+	Yin Trait (Gentle)
Quality	=	Tempo	+	Precise
Values	=	Wants High Pay	+	Cause-Motivated

A Tour of the Paradoxes

Next Steps

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