

## HATS Interpretation Training

### Session 4



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#### 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



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#### 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

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### Access to Resources

- Download from web page:  
[www.TrustedCoach.com/hats-training-fall-2015](http://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

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### Session 4 Learning Topics

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




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#### Paradox Report

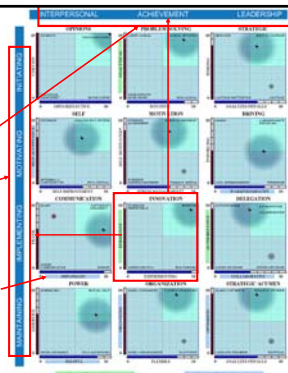
**Purpose:** To show the dynamic relationships between the two traits of each of the 12 main paradox pairs.

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.




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**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

**Paradox Graph**

**OPEN/REFLECTIVE**

**CERTAIN/DOUBT**

**There are four possible combinations for this paradox:**

- TRUTH EXPLORING** - The tendency to explore different viewpoints and formulate conclusions without becoming fixed in one's opinions (High Certain and High Open - Reflective).
- INFORMED LISTENING** - The tendency to take seriously in one's opinions while at the same time being very open to the ideas of others (Low Certain and High Open - Reflective).
- DOUBT** - The tendency to be certain of one's own opinions while at the same time not open to different ideas (High Certain and Low Open - Reflective).
- UNCERTAIN DISSENT** - The tendency to lack confidence in one's own opinions while at the same time not reflecting on different ideas and opinions (Low Certain and Low Open - Reflective).

**Your tendencies for this paradox are:**

- You are reasonably certain of your opinions.
- You are reflecting on different ideas and opinions and you are generally open-minded. You are likely to be good at understanding.
- You are usually confident in your opinions, yet you continue to explore different viewpoints and adjust your opinions when appropriate. Even though you are reasonably certain of your opinions, you consider different ideas before settling on a conclusion. As a result, your conclusions are thoughtful and well-considered. Although you are reasonably certain, you do learn to change your opinion if a better idea is brought forward. Even though you are open to the ideas of others, you are usually not swayed by their opinions unless they have a better idea. Your preferred behavioral range (large blue area) is likely to be the first response question because you search for greater clarity of understanding.

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**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.

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**Traditional Bi-polar Scale**

**Bi-polar Scale**

**FRANK**

**DIPLOMATIC**

Nearly all behavioral measurement uses a bi-polar scale in which two complementary traits are positioned on either side of the same scale.

The person being assessed receives a score that falls on the scale somewhere in between the two extremes.

Although this method can help to prevent exaggerated answers, it also introduces significant error by falsely assuming an either-or relationship between traits that are actually complementary.

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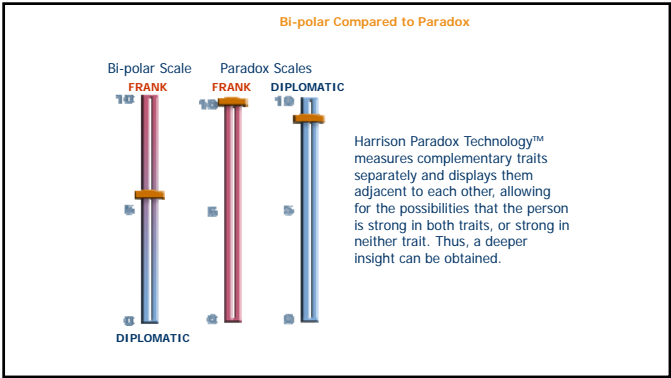
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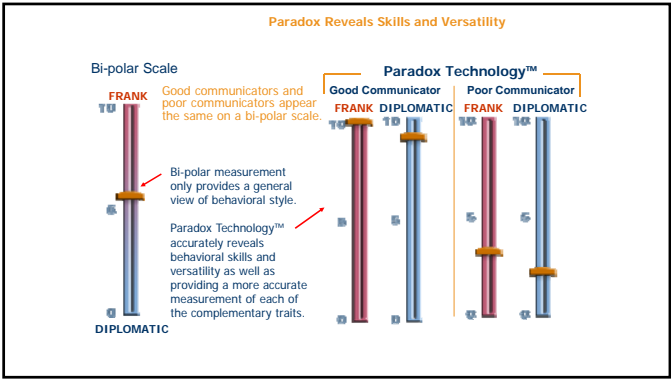
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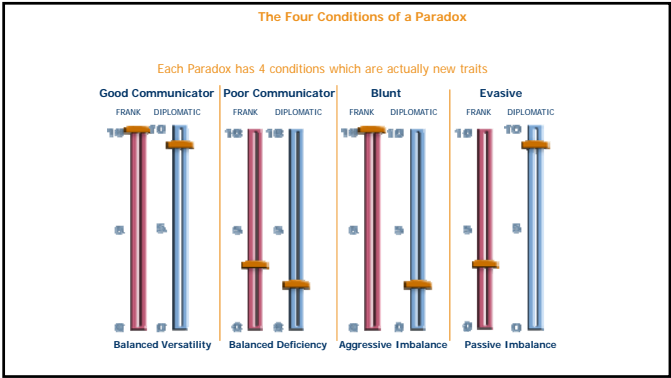
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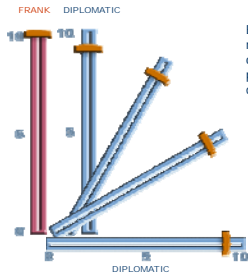
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### X-Y Representation of Paradox



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.

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### The Four Conditions on the X-Y Scale



The four conditions of the paradox can be seen in relationship to the relative strengths of two traits (scale of 0-10).

**Aggressive Imbalance = Fight Response**

**Passive Imbalance = Flight Response**

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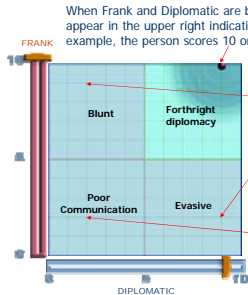
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### How Scores are Shown of the Paradox Scale



When Frank and Diplomatic are both strong traits, a dot will appear in the upper right indicating the person's score. In this example, the person scores 10 on Frank and 9 on diplomatic.

If Frank is 9 and Diplomatic is 2, the dot would appear here.

If Frank is 2 and Diplomatic is 9, the dot would appear here.

If Frank is 2 and Diplomatic is 2, the dot would appear here.

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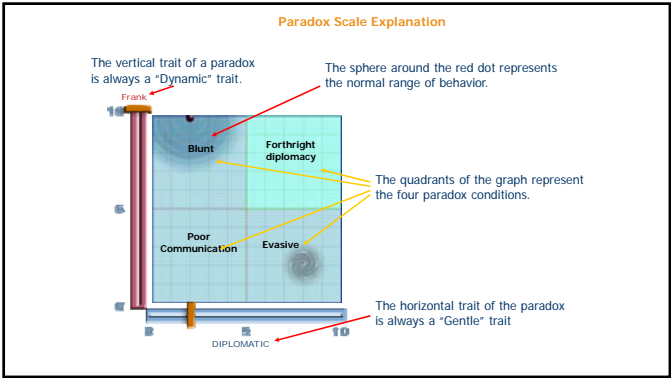
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**Paradoxes – “Flips” in Behavior**

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!

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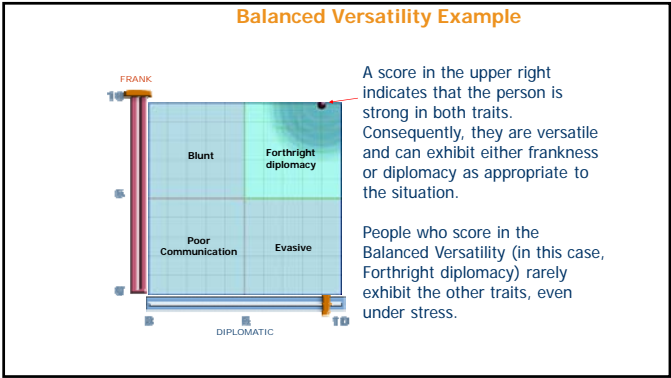
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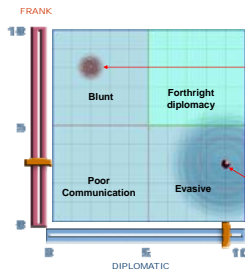
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### Passive Imbalance Example



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.

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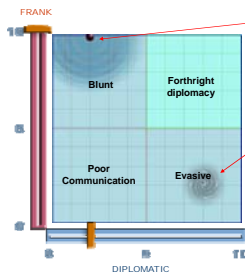
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### Aggressive Imbalance Example



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.

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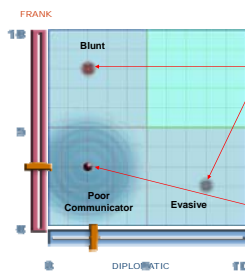
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### Balanced Deficiency Example



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.

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### 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

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### 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

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### 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

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## A Tour of the Paradoxes

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## 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

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