

HATS Certification Training

Sessions 9 & 10



- Overview of Interpretation
- Interpretation Prep Worksheet
- Strengths in Overdrive
- Special Combinations



Interpretation Principles

- Relevance to a person's role
- Preferences versus capabilities
- Strengths first, challenges second
- Adaptive behavior
- "Strengths in Overdrive"
- Trait combinations
- Paradoxes
- Behavioral Competencies

Interpretation Principles

Relevance to a person's role

- All interpretation of a person's profile must include (be relevant) to that person's current role and/or the role that he/she aspires to hold.
- This context will affect how we regard the "importance" and "frequency" of use of their behaviors, values and preferences.

Interpretation Principles

Preferences versus capabilities

- A person's results (scores) indicate preferences towards behaviors, values, interests, tasks, etc.
- Cannot measure capabilities
- Predicts “probable” performance and behaviors
- Many factors and adaptations need to be considered

Interpretation Principles

Strengths first, challenges second

- Review and note probable strengths first
- Then identify challenges second
- Propose / anticipate how a person's strengths may accommodate a person's challenges

Interpretation Principles

Adaptive behavior

- A profiles high or low preference may OR may not predict how he/she will act in specific circumstances
- Other preferences can often balance and/or “mask” behaviors and performance expected

Interpretation Principles

“Strengths in Overdrive”

- High scores (strong preferences) may also become liabilities
- A person’s strong preference towards a specific behavior may cause over-use or over-reliance
- “Wants” can become needs

Interpretation Principles

Trait combinations

- Be familiar with common & classic trait combinations – check for relevance
- Explore trait combinations which may be either exaggerate or balance extreme preferences

Interpretation Principles

Paradoxes

- Review paradox relationships
- Explore “semi-paradoxical” relationships
- Make notes of both Balance Versatility (strengths) as well as Aggressive & Passive Imbalances
- Note flip behaviors – see Narrative for specific language

Interpretation Principles

Behavioral Competencies

- When indicated (by either high or low score), exploring the details of behavioral competencies can reveal more insight.
- Anticipate, run BC BCA, review traits included and their relationship to each other.
- Often use Interpersonal Skills BC

Interpretation Principles (re-cap)

- Purpose: feedback / diagnostic / career
- Relevance to a person's role
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Interpretation Worksheet

Traits in Overdrive

Trait Combinations