

# Value Proposition- my story

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*Understand and Execute Optimally!*

## **Our Value Proposition in Using Hats**

When I was in the corporate world at American Express, General Dynamics and United Technologies, I spent most of my time doing turnaround programs in operations, marketing and sales management. Most of my assignments were 6 to 10 months in duration using multi-functional teams to deal with the initial turnaround. Here, having to deal with repeated "selection processes" and team building efforts, I began using assessments, DISC mainly but I tried a half dozen others as well. As a team building input, they had good value in helping to motivate people to deal with the soft issues and as a result better understand each other. As an input to selection, they were far less valuable and sometimes counter-productive.

In several situations, I found myself blind-sided by their performance, not so much in the crisis (early stages) of the program, but when the action plans were being implemented. They were apparently suitable in crisis mode but not suitable for the real job they were in and in some cases, had rather extreme traits / natural tendencies, that made them bad for the company in general.

When I started my own business services and consulting business, I did continue to use DISC and a couple others for team building activities due to, quite honestly, my familiarity with them and their price (cheap). I, however continued my search to find a tool that profiled a person accurately and comprehensively so that performance could be predicted and so that the results were valuable to managers as a coaching tool. Finally in 2000, I encountered the Harrison Assessment, at that time, called the InnerView, a fitting name. I was initially attracted to it because of its depth, efficiency in collecting information (only 15 to 20 minutes) and mostly because of the insight that none of the other assessments provided. As I experimented with it, I realized, it was the tool I had been searching for and very much wish I had found 10 years earlier.

Fast forward to 2014. Our goal is to provide our clients with the best tool(s) available for providing the most accurate, insightful and comprehensive tool for choosing people (hiring, promotions, succession, projects, teams...), for engaging and better managing them and for providing the data analytics to optimize their people (human capital/talent, choose your buzzword...) and their organization's performance. Although, because our goal is to provide the best, we continue to look at what's available and have yet to find anything that compares to the accuracy, power and cost-effectiveness of the HATS system (although occasionally we marry it to some cognitive assessments that meet our goal for some specific fields).

Unlike most of the other "assessments" on the market, such as the personality tests, which deal with 4 continuums or others that are similar to surveys (normed on some college class or business group), HATS' unique use of digital technology, Paradox Methodology and Enjoyment Performance Theory together enables it to do the following (NONE) of which the huge majority of others can do):



1. Measure over 100 traits consisting of the full spectrum of those characteristics that underlie performance.
2. Eliminate the traits where inconsistency or deception occurred or eliminate the results from those who had a number of these issues. No garbage in, garbage out scenario which is very common with assessments.
3. Measure magnitude and pick up on extreme traits which have impact, often negative and sometimes positive. So many assessments do not measure magnitude and this greatly reduces effectiveness.
4. It's job-specific. The Harrison system is built on continual research with thousands of studies done on high, medium and low performers allowing the creation of a Job Success Formula on several thousand different jobs. Most importantly to me, is that it measures negative traits such as conflict avoidance, defensiveness, harshness... My experience is that there are many ineffective employees and managers who have the positive traits which got them the job, but the negative traits caused the poor performance. Most assessments don't measure these negative traits and my belief, is they should **not** be used for selection as a result.
5. Picking the right person, the best person is critical and has a huge payoff. I'm convinced that a bigger payoff is managing, engaging and motivating that person (or for that matter any person) to their optimal performance. The HATS systems biggest promise and return on investment, I believe, is in improving the management function
6. by giving managers the most powerful tools to make the relationship with the employee more mutually beneficial and motivating the performance of the employee far more effectively with the knowledge of their leverage points for their specific job, their motivations, their styles, their tendencies and their preferences (enjoyment factors). This requires harder work but the payoff day to day in organizations, can be huge.

Our goal is to help organizations achieve the dual vision of the following

1. Attracting people who enjoy what they do and do it very well and managing and engaging all their people in a way that maximizes performance of individuals over time and the organization continually. This can only come about through an understanding of the people and the creation of an inspired high performance culture.
2. Assessing, designing and implementing processes that enable organizations to best utilize their people, available technology and their core capabilities to continually provide sustainable superior value to their customers.

Should you have any questions or insight to offer on the above points, please contact me.

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