

profiling**values**

The System, Applications, and
Interpretation of the Report

Uli Vogel



Manual

The profilingvalues Manual

System, Applications, and Interpretation of the Report

Ulrich Vogel

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Table of Contents:

Foreword	8
Introduction	10
1. Background: The Hartman Value Profile (HVP) and pro- filingvalues	12
1.1. Robert S. Hartman	13
1.2. The Method: from HVP to profilingvalues	16
1.3. Validity and Reliability	18
1.4. License and Accreditation	19
2. Profilingvalues: Positioning	20
2.1. Areas of Application and Value.....	21
2.1.1. <i>Personnel Selection</i>	21
2.1.1.1. External Recruitment and Selection	23
2.1.1.2. Internal Staffing.....	25
2.1.1.3. Restructuring	25
2.1.1.4. Mergers and Acquisitions (M & A).....	26
2.1.1.5. Succession Planning	27
2.1.1.6. The Assessment Center and Individual As- sessments	28
2.1.2. <i>Personnel Development</i>	29
2.1.2.1. Coaching	32

2.1.2.2. Status Quo Analysis and Individual Development Plans	34
2.1.2.3. Talent Mapping	35
2.1.2.4. Stress Profiling.....	37
2.1.2.5. Career Consulting.....	37
2.1.2.6. Out & New Placement	38
2.1.2.7. Training	38
2.1.2.8. Incentive.....	40
2.1.2.9. Team Building.....	40
2.1.2.10. Development Center.....	42
2.2. Four Excellent Product Properties and Other Additional Benefits.....	44
2.2.1. <i>We Value and Form our Value System.....</i>	45
2.2.2. <i>Profilingvalues Can't be Manipulated.....</i>	51
2.2.3. <i>Time is our Most Valuable Resource - profilingvalues is Fast</i>	54
2.2.4. <i>About "Abilities" and "Willingness".....</i>	55
2.2.5. <i>Requirement Profile Function, Team and Group Reports.....</i>	57
3. Analysis of the profilingvalues Report	59
3.1. Bars and Diamonds: Abilities and Willingness..	61
3.1.1. <i>The Bar: Abilities as a Linear Function</i>	62
3.1.2. <i>The Diamond: Attention as a Pendular Function</i>	63
3.1.3. <i>The Interaction Between the Bars and the Diamonds</i>	65

3.2.	The Requirements Profile Function: The Position Analysis Tool (PAT)	70
3.2.1.	<i>Functionality: Traffic Light as a Metaphor.....</i>	71
3.2.2.	<i>Development and Use of the PAT</i>	73
3.2.3.	<i>Explanatory Notes and Instructions for Using the PAT</i>	74
3.3.	Pages 5 and 6 of the profilingvalues Report.....	78
3.3.1.	<i>The Outer World and the Self</i>	79
3.3.2.	<i>The Value Dimensions.....</i>	80
3.3.3.	<i>Two by Three-dimensional Realms: Six Funda- mental Questions</i>	84
3.3.4.	<i>World View (External).....</i>	90
3.3.4.1.	<i>"Visual Acuity" (Level) – Clarity of the Valua- tion</i>	91
3.3.4.2.	<i>Prioritization: Behavior Patterns and Job Functions</i>	95
3.3.4.3.	<i>Spread: Balanced View vs. Lateral Thinking</i>	101
3.3.4.4.	<i>Insertion: Pattern Projected on Fields of Ap- plication</i>	104
3.3.4.5.	<i>Adding the Diamonds.....</i>	105
3.3.5.	<i>Self-view (Inner World)</i>	118
3.3.5.1.	<i>Visual Acuity (Level) – Order in the Self...</i>	118
3.3.5.2.	<i>Prioritization: Internal Thinking Pattern and Self-image.....</i>	119
3.3.5.3.	<i>Spread: Self-assessment.....</i>	123
3.3.5.4.	<i>Adding the Diamonds.....</i>	126

3.3.6.	<i>Method of Calculation: The Scores Below the Scales.....</i>	137
3.3.6.1.	Differentiation Score: Calculating the Bar Lengths	139
3.3.6.2.	Undervaluation and Overvaluation (Corner Scores): Calculating the Diamonds	145
3.3.6.3.	"Unmasking" the Diamond (Intermediate Scores)	150
3.3.7.	<i>Seven Intervals for Each Scale.....</i>	153
3.3.8.	<i>The Main Scales of the profilingvalues Report .</i>	156
3.3.8.1.	Empathy and People Skills.....	157
3.3.8.2.	Practical Thinking and Solution-oriented Attitude	166
3.3.8.3.	Structured Thinking and Structural Problem Solving	175
3.3.8.4.	Personal Needs and Stability / Resilience..	183
3.3.8.5.	Success Orientation and Responsibility / Assertiveness	189
3.3.8.6.	Goal Orientation and Decisiveness.....	195
3.3.9.	<i>Potential: Internal and External</i>	203
3.3.10.	<i>The Trained Eye: Analyzing What's Significant</i>	205
3.4.	The Spider Diagram (Report p. 7)	211
3.5.	Personality Type Diagram (Report p. 7).....	217
3.6.	The Expert's Legend (Report bottom p. 7)	220
3.6.1.	<i>The Seven Intervals in the Expert's Legend ...</i>	220
3.6.2.	<i>The Left Block of Scores.....</i>	223

3.6.2.1. Dif: Differentiation – Deviation – “Visual Acuity”.....	223
3.6.2.2. Dim: Dimension – “Spread”	228
3.6.2.3. DimP: Dimension Percentage Score – “Spread Impact”	229
3.6.2.4. Int: Integration – Problem Solving – “Visual Range”	232
3.6.2.5. IntP: Integration Percentage – Reaction Upon Confrontation With Problems	233
3.6.2.6. Dis: Distortion – Dissimilarity	237
3.6.2.7. DI: Dimensional Integration – Concentration When Confronted With Problems	241
3.6.3. <i>The Middle Block of Scores</i>	245
3.6.3.1. VQ / SQ: Value Quotient / Self Quotient – Objective Dimensional Valuation of the Outer World / the Self	246
3.6.3.2. BQr: Balanced Quotient Relative – Inner and Outer Balance	249
3.6.3.3. BQa: Balanced Quotient Absolute – Objective Dimensional Balance.....	253
3.6.3.4. CQ: Combined Quotient – Overall Ability to Value and RQ: Retest Quotient.....	256
3.6.3.5. AI: Attitude Index – Attitude Toward the World and Oneself.....	258
3.6.4. <i>The Right Block of Scores</i>	264
3.6.4.1. Dif1/2: Harmony Between Inner and Outer Worlds	264
3.6.4.2. RHO: Correlation Coefficient – Level	266
3.6.4.3. Y: Year – Year of Birth	268
3.6.4.4. Key: Access Code.....	270

3.6.4.5. A, B, C, D: Elapsed Time for the Individual Profiling Steps	270
3.6.4.6. AC, BD: Correlation Scores – Consistency Check	272
3.7. Summary and Suggestions for Personal Development (Report p. 8)	274
3.8. Projection onto the Demand Profile (Report p. 9).....	275
3.8.1. Standard Profile	275
3.8.2. Match with the Specific Requirement Profile....	277
3.9. Team and Group Reports.....	279
3.9.1. Analysis and Interpretation	281
3.9.2. Preparation	282
4. Formal Value Science (Axiology)	283
5. Literature.....	291

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Address:

Profilingvalues SL
Ctra. Gral. No. 1, km 56
E-38589 Arico Nuevo
Santa Cruz de Tenerife / Spanien

Note on Gender:

We place importance on gender equality. For better readability of the text, only one gender form has been chosen as required. This does not imply unfair treatment of the opposite sex.

Foreword

This manual is the result of years of practice with the Hartman Value Profile which is the "scientific engine" of profilingvalues' business applications. Numerous applications in the fields of staffing and personnel development have been incorporated. Not only my own consulting work, but also the insights gathered from customers of our certified partners, has contributed to this wealth of knowledge. Apart from the results of the close cooperation with the Robert S. Hartman Institute in Knoxville, Tennessee - for which I have been acting on the board and building its European branch since August 2011 - are also the experiences from dozens of seminars with hundreds of participants. Hence, the demonstrated knowledge is due to numerous contributions and ideas of committed customers, partners and profiling participants.

The aim of this endeavor was to combine stimulating reading with the features of a clearly structured reference work. Our certified experts need quick to find, in-depth information. This balancing act was not always easy. Moreover, the success of consulting and feedback sessions relies on a semantically appealing presentation of the results, i.e., from a stimulating formulation with appropriate metaphors. Somewhat broader formulations are, therefore, useful to outline the many facets of this psychometric instrument. In anticipation of numerous remarks, advice, and suggestions for improvement, I already have in mind the next version of this training manual. Thus, holding true to the motto that dedication to customer service leads to greater prosperity.

We have formulated our vision: profilingvalues is the international standard in personnel diagnostics. Our corporate values are individuality, competence, trust, precision, and orientation. We increase the success rate in personnel selection and development. This is a big challenge and also a thriving market. In business there is much "room for improvement" and plenty to do so that the principal maxim of professional life will become reality: The right person at the right time in the right place with the right development perspective. We not only improve the economic performance by effectively allocating resources, we also reach higher satisfaction and productivity with people. Potential will be discovered and lived, capabilities developed, and attention can be directed properly. Our work is extremely meaningful for individuals, but also for all kinds of teams and entire companies - and thus, for society as

a whole. That is why every day is a good day for me when I can give at least one person feedback based on profiling values which is beneficial and provides a guiding light that can help positively influence his further development.

My thanks are extended to all who have contributed to this manual – partners, customers, and profiling participants – especially to my dear wife, Isabelle. Without all of you, this would not have been possible. I shall be pleased when the contents of this handbook will help as many people as possible to be placed in the right position to utilize their talents and unfold their potential. Let's go – let's start now! Improve the success rate for staffing and personnel development. Hit the mark!

Profiling values – Explore your potential!

Santa Cruz de Tenerife, August 23, 2018

Uli Vogel

Introduction

Consultancy topics, target groups, and areas of application

Improving the success rate for hiring and personnel development encompasses many fields of application. At the center is always the person with his capabilities and preferences, skills and desires, function in the company and in private life, with a certain (future) position in mind or for the purpose of self-determination. The interplay of human competencies in teams and entire organizations determine the success of goal-oriented operations and is, therefore, relevant for every company. Each business, every public agency, and finally every organization have to make decisions on personnel selection and development – and are regularly wrong. Thus, profiling values increases the success rate across all sectors and types of organizations, i.e., contributes towards developing potential and fitting roles to the individuals. Lastly, every individual is a potential customer of profiling values.

This manual is addressed to everyone who would like to actively contribute in this context to increasing the effectiveness and efficiency in personnel decisions and staff development. Whether a consultant, coach, trainer, or business leader, decision maker, manager, or someone with individual interests, it is irrelevant in this regard.

Thus, the typical areas of application range from classical recruitment and selection of specialists and managers to internal replacements, or larger restructuring to issues evolving from mergers and acquisitions. Evaluating human capital in terms of due diligence, unfortunately, is still not considered important. After all, employees form the core of a company. When everyone has left, the company will no longer exist. In staff development, the areas of implementation are numerous and varied: coaching, status quo analysis, individual development plans, talent mapping, team building, organizational development, etc. are the keywords here.

Design and Methodology

Along with the training to interpret the profilingvalues report, the dissemination of Robert S. Hartman's ideas is also very important to me. Annotations about his life and most of all, about his central research topic "What is good?" will be prefixed. Thereby, it will be also clear why and how the Hartman Value Profile (HVP) was developed which profilingvalues is based. For the reader who would like to quickly come to its application, the first chapter can be skipped.

The second chapter begins with profilingvalues' place in the market. The certified partner and expert within the company will have asked themselves, "Why use profilingvalues – why not deploy some other instrument from this rich market of personnel diagnostics?" Providing a sufficiently detailed answer and a clear, easily understood line of argument is, therefore, important.

In the third chapter the main content of the book is discussed at length. The written statements, scales, and diagrams of the profilingvalues Report are easy to read for beginners and are integrated with a professional interpretation with relationship to one another. When the interrelationships of the individual scales and values are clarified for the participant, the person will be able to then comprehend what strengths lie within him and how he can leverage his potential. The trained professional provides enormous benefits. He can not only determine the participant's inherent personality traits but also show how the current environmental factors affect this person. Furthermore, any acute imbalances can also be identified. This expert knowledge is very valuable and can be deployed in different situations to benefit the participant and the organization. Once learned, the specialist will always have this at his disposal, which also substantially increases his service portfolio.

The fourth chapter addresses my need to shortly explain the philosophical approach and Robert S. Hartman's exact science of axiology to make it principally understandable. My benchmark was to structure the complexity of his brilliant ideas so that the aspiring user can understand them.

Thematically, the table of contents offers a detailed structure of the topics which is supplemented by a list of references at the end of the manual.

1. Background: The Hartman Value Profile (HVP) and profilingvalues

In the curriculum of European universities, the Hartman Value Profile, HVP cannot be found (yet). In business applications for personnel selection and development, however, it is unimaginable to be without it because it has already won approval and enthusiasm. Numerous discussions with experienced psychologists who have been persuaded by the HVP lead the way. The business application of HVP - the report - was developed at profilingvalues and takes the raw data from the HVP and uses the complex mathematics developed by Robert S. Hartman. The procedure has been accredited by the Hartman Institute; the license to use the complex mathematics was granted.

The approach is fundamentally different than other common psychometric applications. The explanations in this chapter serve to clarify this distinction. For the sake of completeness it should be mentioned that the HVP stands on the same strong scientific foundation as the conventional methods which measure personality traits.¹

¹ See among others the websites of Robert S. Hartman Institute:
www.hartmaninstitute.org www.hartmaninstitute.eu

1.1. Robert S. Hartman

Robert Schirokauer (that's why the S. remained in his middle name) was born in imperial Berlin on January 27, 1910. His father was of Jewish descent, his biological mother was Lutheran. He was raised Catholic by his stepmother. He studied law in Germany, political science in Paris, and economics in London, each time with diligence and success. As a young judge during the 1930's he convicted delinquent Nazis to harsh sentences and published offensive articles against the National Socialists and their activities.

After Hitler's seizure of power in January 1933, he fled to France with a false passport (Hartman) in summer and made a meager living as a photographer with a stock photography agency. Shortly thereafter, he carried on this work in London. Afterwards he worked with Gerhard Zucker, a German rocket scientist, who wanted to make this technology available to the British Postal Service. In London he became acquainted with the representative of Walt Disney in Europe and was contracted to develop business in Scandinavia. The Nazis continued to monitor him. In 1938 he left Europe, at first for Walt Disney, whom he also personally advised, and was assigned to head the business in Mexico.

But the atrocities by the Nazis did not escape him. He constantly asked himself why it was possible that evil is so effectively and efficiently organized. Historically, why are those who are more brutal and scornful of mankind appear to be more powerful and steer destiny? He was inspired by the question how one can organize goodness just as effectively and help it make a breakthrough. And so the following quote from him became famous and illustrates his motivation to promote ethical morals in the world.

"I thought to myself, if evil can be organized so efficiently [by the Nazis] why cannot be good? Is there any reason for efficiency to be monopolized by the forces for evil in the world? Why is it so difficult to organize good? Why have good people in history never seemed to have had as much power as bad people? I decided I would try to find out why and devote my life to doing something about it."²

² Robert S. Hartman: Freedom to Live (edited by Arthur R. Ellis), Amsterdam – Atlanta, 1994, p. 33.

In order to promote good, it is essential to know what is "good" in a general connotation. This moved him deeply and finally led him to give up his successful career at Walt Disney. To continue his scientific research on the question, "What is good?" Robert S. Hartman immigrated to the USA from Mexico in 1942 and was awarded a Ph.D. in philosophy in 1946 at Northwestern University in Illinois. After numerous lectureships and positions as a visiting professor, amongst which at Massachusetts Institute of Technology and Yale University, he taught and researched until his premature death on September 20, 1973 spending a half year each at the University of Tennessee in Knoxville and at the National University of Mexico.

Robert S. Hartman always remained tied to the business world along with his scientific work through his consulting and publications. He is known as the father of the profit-sharing concept in the USA, and thus, substantially supported employee participation in company profits, with the help of pension payments. In the '60s and '70s he was greatly influenced by the Cold War and danger of annihilation of mankind from nuclear weapons. He was in contact with leaders throughout the world to promote a lasting peace. During his last year of life he was nominated for the Nobel Peace Prize.

The mathematically exact axiology was the core of Hartman's work as a scientist. As mentioned, the atrocities of the Nazis were the main reason that Robert S. Hartman devoted the second half of his life to researching about "good." To him human life was infinitely valuable. He wanted to create a formal concept of good to bring the ethical-moral thinking and behavior to an exact, high level – just as in science, with its technical developments for over more than 500 years with the help of axioms which were defined by Isaac Newton and others. The "good" would be enhanced in order to defy the "bad."

The axiom of value science developed by Robert S. Hartman stated the formal definition of "good" for its object: "Good is what fulfills its concept." (Good is concept fulfillment). This allowed him to develop an exact science of values, independent of moral, ethical or religious values. The mathematically formulated axiom refers to the properties of an object or subject, whether it is a thought, object, or a person. The more properties an object has, the more valuable it is. The axiom formulated mathematically is:

$$V_x = 2^n - 1$$

The value (value = V) of "something" whether a subject, object, or concept (x) corresponds to base 2 to the n th power, which is the number of properties "something" has, minus one.

Hartman derived three different "dimensions of value": the intrinsic (human), the extrinsic (objects), and the systemic (formal) dimension. He also proved the hierarchy of value, e.g., that humans are more valuable than objects and objects in turn, are more valuable than concepts about things or people.

From the combination of these dimensions anything from everyday terms to complicated constructs or situations can be represented in mathematical formulas when they are based on value science. The value dimensions can be illustrated in Cantor's set theory. Thus, it is possible to measure values and valuation accurately or distinguish them from one another. Thus, an evaluation in the context of good or bad is comparatively possible.

1.2. The Method: from HVP to profilingvalues

The work on the further development of the calculation model of values did not lead to a breakthrough. But Hartman developed a practical-operational application of his research known today as the Hartman Value Profile (HVP), which is the engine of profilingvalues. This psychometric method – or more specifically value metric - method captures the individual value system of the participant and allows valid conclusions to be drawn about his personality traits, and therefore, his behavior. In the process the participant is asked to rank order two sets of 18 statements each. By this, the judgment of the participant can be measured in a way which excludes any manipulation by the subjects.

Hence, the HVP maps the personal value system of an individual in a short period of time. The variability of sequences in the ranking system is nearly infinite, as are the possible human personalities. From the results of the profilings personality traits, aptitudes, and interests, as well as capabilities and current motives for behavior are conclusively displayed. The results are stable and certain since one does not “change” his personal value system. At the same time the impact of the present environmental factors is also taken into account. This means that the general personality disposition and a “snapshot” of the current situation can be integrated and displayed.

Both the theoretical model from Hartman and the mathematics involved in the evaluation are complex. The development of the application by profilingvalues also posed an extremely challenging endeavor regarding the psychological subject matter and programming.

From the theoretical model Hartman developed a “formal concept of good.” “Good is what fulfills its concept or definition.” This trivially appearing statement has great significance. This allows one to develop and advance an exact science independent of differing moral values using mathematics. Hartman derived three different value dimensions from this, as described above. From the combination of these dimensions, common terms as well as complex relationships or situations can be represented with a mathematical formula which is based on axiology or value science. From the rankings of the participant, it can be exactly measured how the person values, e.g. whom or what he gives meaning to and to

what degree. The ability to value essentially allows humans to organize their individual cognitive and emotional capacities. By doing so, humans are able to utilize their potential. The more pronounced the ability to value is, the more developed in general the certain traits are, e.g., empathy, practical thinking, self-esteem, or goal orientation. Using the model from Robert S. Hartman, one can measure all of these personality traits in an integrated form and in logical relationships to one another, then describe them using text modules.

Due to the complex mathematics involved, for many years it was very difficult to score the HVP within an acceptable amount of time. While common psychometrical systems with simple templates could be scored within minutes, one had to sometimes invest several hours to calculate the results of the HVP. This factor was not very conducive to extending its use. In addition, Robert S. Hartman's ill health and early demise prevented him from mustering enough strength and drive to spread the use of the HVP. However, several suppliers emerged in the USA and in Latin America the HVP was often used, originally initiated through Hartman's teachings and research activities in Mexico. In comparison to today, many well-known methods such as the OPQ (Occupational Personality Questionnaire) from SHL, the MBTI or DISG-Method has led to HVP's hibernation. With modern technology, a quick computation using customized programmed software is now possible. There was and still is a system provider in the USA which successfully offers the HVP in the business context, but in Europe or Asia it has been only applied now and then in studies or for clinical purposes. In the meantime, the HVP enjoys more popularity in the guise of profiling values and is spreading quickly throughout Europe and around the globe.

1.3. Validity and Reliability

The Hartman Value Profile, which underlies the applications of profiling values, has been scientifically tested. Very good construct validation and also test-retest reliability ($p = 0.82$ for the value for the outside world or 0.84 for the self). The correlation between the logical-mathematical rankings and the median score of the respondents is very high (Spearman's rho-coefficient: $\rho = 0.92$ and respectively 0.86). In addition, a very strong concordance with the participants was proven (Kendall's w-coefficient: $W = 0.84$ and respectively 0.78). Concurrent validation was successfully conducted with Cattell 16 PF and MMPI. For the criterion validation a number of studies are available. Further information can be found on the website of the Robert S. Hartman Institute. An excellent summary of all the relevant validation studies for the Hartman Value Profile is offered by Leon Pomeroy, "The New Science of Axiological Psychology," edited by Rem B. Edwards, Amsterdam - New York 2005. A concise presentation of the important studies in validation and reliability alluded to by Leon Pomeroy can be requested directly from profiling values.

1.4. License and Accreditation

Profilingvalues owns a license from the Robert S. Hartman Institute which grants the right to use the mathematics of the Hartman Value Profile. Moreover, profilingvalues is listed as a service provider for services which result from the mathematics of the HVP, as can be read on the website of the Robert S. Hartman Institute.³ In August 2011, I was voted in as a member of the governing board of the Institute. In October 2011, I was appointed president of the European branch. Profilingvalues has also pledged to the Institute's code of ethics. The business application of profilingvalues, e.g., the assessment report format is known and accredited by the Robert S. Hartman Institute.

The past annual conferences have acquainted profilingvalues with different members of the Hartman Institute, and the company has won high approval. The personal relationships are also far reaching and intensive. The honorary president of the Institute, Dr. Leon Pomeroy, Ph.D., was invited to hold a presentation at the 1st World Congress of profilingvalues on October 7, 2011 in Munich. Last but not least, profilingvalues also supports the Robert S. Hartman Institute through contributions to help advance numerous research projects. Continuous participation has led to a closely woven interaction between the Institute and the research activities of profilingvalues and serves the common goal to advance and promote the research of Robert S. Hartman in formal value science (formal axiology).

³ www.hartmaninstitute.org www.hartmaninstitute.eu

2. Profilingvalues: Positioning

There is probably a seven-digit number of psychometric tools worldwide since every psychology student by the end of the second semester is able to construct a questionnaire with a pattern of answers so that the interested layperson can quickly receive enough information. Using this broad definition, every type of psychometrical test falls under this category, even the pseudo psychological tests in women's magazines which are designed without scientific methodology.

If you raise the bar and search for scientifically valid, e.g., legitimate methods that also measure what they intend to measure, than the number of providers is less but still vast. Reliability, that is the dependability of the method, also belongs mandatorily to quality criteria. Repeated results shouldn't differ significantly, e.g., due to the situation of the survey.

In principle, a distinction should be made between so-called typifications, such as DISG or MBTI, and individual profilings. The former attempts to reduce the complexity of human character traits in order to quickly determine personality types which have certain pronounced capabilities and interests. So it is possible, for instance, to reach a faster and better understanding in teams or sales situations. Psychometric methods, which are aimed at the individual, choose another approach. They do not attempt to stereotype people but try instead to work out the uniqueness of the person. These profilings, such as OPQ from SHL, Cattell 16 PF, or profilingvalues, are increasingly used for staffing and personnel development.

2.1. Areas of Application and Value

In general the added value of psychometric tests cannot be disputed, as proven by the extensive meta-analyses which have been carried out over decades. Accordingly, the trend in using these tools has increased during recent years. The fact that more and more medium-sized companies have also become professionalized in personnel matters and are faced with increasing demands as a result of globalization, has additionally contributed to the spread of personnel diagnostic methods.

Nevertheless, Germany can still be described as a "developing country" when compared internationally. It is claimed that about 15 to 20% of the working population has run through some form of psychometric testing. In the Netherlands the number lies by 90%, in Great Britain by 85%, and in the USA perhaps 100%, since many people have completed more than one type of testing. The mentioned market samples do not have anything to do with the spread of profiling values.

Once the meta-trend as well as the quality of the methods has increased, it can be anticipated that companies and participants in the future will want to know why which method will be applied. Furthermore, they expect a professional, coherent analysis. The demands on the competence of the interpreting experts also increase accordingly.

2.1.1. Personnel Selection

Staffing is a critical success factor in the economy as a whole. Personnel selection in upper hierarchical levels has a fundamental impact on the company which cannot be overestimated. Just as the saying goes, "A fish rots from the head down," which refers to a company's positive or negative imprint made possible by a key function or management, including all their repercussions. This ultimately happens from the personality characteristics of the jobholder. As a rule it stems mostly from communication skills - or shortcomings. It's clear that immense opportunities and risks lie close together here. This illustrates an important principle of Paul Watzlawick, an expert in communication science, "You cannot 'not' communicate."

Consequently, the medium and long term consequences as a result of the selection made for managerial positions cannot be really calculated. Notwithstanding, the well-being of the company is simply dependent on it. Therefore, an important basic principle in personnel selection is just as relevant as ever: never decide against your gut – but also never decide based solely on your gut. If you just have the short term benefits of staffing in mind, then only improving the success rate in staffing matters. Fluctuation rates are available in many companies and provide information about the success of staffing decisions. If we assume that each wrong decision costs almost an entire year's salary for that position, then it quickly becomes clear where considerable sums of money are being wasted. Consulting fee and media expenses flow into this calculation, as well as the expenditures for the company's recruiting procedure, further education and training for the new employee, and lastly, the salary. Often the conclusion is reached a few days before the end of the probationary period that "we have call a halt before it's too late," since no one knows where support would have been needed relying on the "emotional based assessment" of the new employee. Under certain circumstances, the whole affair drags on beyond the probationary period and becomes an distressing problem which prevents decisive action with a clear mind. When a manager is unqualified, it ends with a huge financial loss, as described. Thereby, it is not even included in the calculation that you may have lost an entire year of time - from the search, throughout the employment start, to the parting of the employee. What the company also loses in terms of strategy is not reflected in the abovementioned loss of an annual salary.

Profilingvalues has developed a small calculating tool which quickly makes clear what a better hiring quota can also mean economically. This Excel tool can be requested from us. The following example shows us which positive financial leverages are hidden behind a higher success rate using profilingvalues.

Recruitment & Selection: (Mia-) Investment				
Company	Industry		Recruitment Expenses	
xy AG	Telekommunikation		4,000	
Investment Ratio	Success Rate			
4,0%	1,0%			
New Hires per Year in Total	200			
	Specialists	Management	Senior Management	Total
Hires per Function	80%	15%	5%	100%
Example Calculation	160	30	10	200
Hire Success Rate*	70%	75%	78%	
Hire Non-Success Rate	30%	25%	22%	
Failed Appointments	48	8	2	58
Average Annual Salary	50.000	90.000	150.000	
Annual Salaries Accumulated	8.000.000	2.700.000	1.500.000	12.200.000
Costs of Failed Appointments**	85%			
	42.500	76.500	127.500	
Total Costs of Failed App.	2.040.000	612.000	255.000	2.907.000
Investment/Mis-Investment Ratio	26%	23%	17%	24%
Ratio Improvement	10%			
	77%	83%	86%	
Failed Appointments	36	5	1	42
Costs of Failed Appointments	1.530.000	382.500	127.500	2.040.000
Cost Reduction	510.000	229.500	127.500	867.000
* after one year still successful in position				
** 85% of annual salary (key: 25% job ads/HR consultants, 25% salary, 25% training, 10% internal costs)				
Recruitment & Selection with profilingvalues				
Average No. of Profilings per Hire*	2	2	2	
Total No. of Profilings	320	60	20	400
Ratio Improvement	10%	10%	10%	
Invest per Profiling**	w/s 240	w/s 240	w/s 240	
Total Investment profilingvalues	76.800	14.400	4.800	96.000
Client's Benefit / Added Value	433.200	215.100	122.700	771.000
Cost Reduction Rate	21%	35%	48%	27%

Success rate in personnel selection (numbers vary depending on scope of services)

2.1.1.1. External Recruitment and Selection

Generally profilingvalues is implemented during the final phase of staffing processes. The advantage of this method is twofold. First, with the combined representation of the participant's capabilities and desires, not only the basic personality characteristics can be concluded, but also the current attitudes and motivations are captured. For example, profilingvalues recognizes whether there is frustration in the present function or a strong leverage is felt in what the person does. This allows conclusions to be drawn about the willingness to change positions and the person's job satisfaction. It's typical to have situations where up to three or four candidates are left in the final selection. Here profilingvalues is best carried out before the final round so that the hypotheses, derived from the profiling, can be verified again during the final interview. The procedure helps make the best use of time allotted for the discussion since the critical areas are directly revealed.

In this field the second important aspect of profiling values is also targeted, namely the requirements profile function or the Position Analysis Tool (PAT). This instrument "sets" the requirements arising from the job profile, the functional description, and management assessment into a realistic target range which is directly projected onto the candidate's profile with his characteristics. In this way the job requirements and current situation are taken into account and the strengths and weaknesses with regard to the position vacancy are also specified. By using a forced-choice survey, decision makers cannot artificially raise the bar on all of the requirements.

Some of our partners and customers hesitate to use the PAT. There is often a fear that a detailed requirement profile increases time and effort. This, however, ignores the valuable benefits which are created by matching a candidate with the actual requirements profile. First, the customer recognizes the fundamental neutrality of the results, and having the specific requirements in mind, perceives how the identified strengths and weaknesses will be. And second, the system is transparent and more credible since the important items are depicted directly. This can also dispel the latent existing skepticism that the expert interprets the profiling to fit with his concept. Not every customer and participant is able to or wants to delve into the system so deeply to understand all of the expert's explanations. The projection onto the requirement profile provides a clear statement which can only be qualified in the content analysis for very good reasons. This builds trust in the instrument significantly and the consultant or certified expert also profits from it.

Aside from the final selection, profiling values is also used in preselection. Particularly with well-known and attractive employers, there are often significantly more applicants "on paper" who fulfill all of the requirements, but there is not enough time or available personnel staff to conduct such a large number of first interviews. If the screened applicants now run through the above-mentioned requirements profile function, one can directly read which candidates clearly fulfill the requirements due to their personality as well. Conducting first interviews with this group makes sense and leads more quickly towards achieving the goal.

2.1.1.2. Internal Staffing

The advantages of profilingvalues apply analogously for internal staffing and promotions. Profilingvalues provides two additional important features. First, a perspective is exercised which objectifies the staffing situation that may be otherwise based on personal relationships or excellent self-marketing skills. Second, the risk of inner resignation can be prevented among those candidates who have tossed their hat in the ring but were not considered. For it can be often shown with a good analysis of the profilingvalues report that the intended career development path, at least at this stage, is not exactly ideal or that other career opportunities appear to be more promising.

Both external and internal staffing should always be made with a profilingvalues certified expert. In some countries candidates in selection processes have the right to receive their evaluation upon request. Out of respect for the individual as well as for the image of both the client company and profilingvalues, the report should always be conveyed. It is up to the consultant and client whether the report should be sent with the match against the requirements or just the pure profiling results. When asked, an explanation of the report should be given. For key positions on the specialist and managerial level it is useful to provide more detailed feedback, e.g., in the context of a longer phone call.

2.1.1.3. Restructuring

Particularly in times of change, profilingvalues is valuable since with the help of this method, important decisions can be made. Restructuring, for example, generally implies that a strategic decision will lead to larger upheavals in structure and the operational organization. Often the procedure includes setting up a new organization chart and management gradually becomes clear which tasks and responsibilities should be attached to which position. Only then it is contemplated which people will fill the resulting "slot". The opportunity to shape the structure and company processes by utilizing the outstanding talents among the top performers is often missed.

Regardless, the question of who in the new organization is particularly well suited for which position should be at the heart of

restructuring. It is also possible to make any number of projections of persons against the requirement profile in your back office. In summary, profiling values often shows that in restructuring, current or rather long-standing employees bring personality traits with them to be able to hold their own in other specialized tasks or management functions. Subsequently, "tacking on" specialized knowledge is often much more advisable than filling the position externally, especially since reducing staff is always associated with a loss of knowledge.

In summary, profiling values is a proven tool for achieving order, prudence, and foresight in the company in difficult phases of the restructuring.

2.1.1.4. Mergers and Acquisitions (M & A)

The application of profiling values in mergers and acquisitions situations is devised similarly. Job functions often become obsolete or redundant as a result of a corporate merger. As a rule, the stronger merger partner asserts itself in personnel matters. Frequently, this happens at the expense of the integration since the character and corporate culture of the "weaker" partner feels underrepresented. The departure of many high performers is the indirect result. However, the enforcement of one straight line also becomes easier. Many mergers do not fill the aspired expectations in any manner.

Therefore, in these situations it's important to deploy objective methods such as profiling values prior to the merger. By profiling key employees, it can be quickly determined how the company "ticks". Requirement profiles for the merged company structure are created before the search for the best suitable talents begins. Aggregated team or group reports disclose the situation in departments or functional levels and provide executives with important information for setting the course in corporate structure and organization.

The same applies in connection with company takeovers, known as acquisitions. Usually plenty of time is spent in the course of a due diligence to investigate the company's numbers, inspect its goods and order backlogs, as well as evaluate its intellectual capital in the form of patents or registered designs. Every rock is turned, every sheet of paper is scrutinized in the company to create

transparency. Unfortunately, assessing the most important resource, namely the people, is often neglected. Whether the new strategic objectives can be achieved with the current team or strategic new appointments are imminent, the solution can be clearly worked out by using profiling values. In consulting the buyer or accompanying the acting executive for the acquired firm, profiling values provides substantial benefit through the help of reports, job profiles, team assessments and group evaluations. Especially when time is of the essence, a picture can be quickly drawn with multilingual capabilities and global availability, perhaps assisted by phone calls for individual profilings which could not be depicted with conventional methods.

Here the combination of abilities and willingness, i.e., the basic skills of the workforce portfolios, has an effect in a special way. So common fears in change processes can be made concrete and localized so that appropriate actions can be taken.

2.1.1.5. Succession Planning

The number of companies where the owner has to organize a successor is six digits each year, just in Germany. In general, the central problem stems from the owner who has personified the company for several decades. These companies are often patriarchal organizations giving rise to a successor who cannot take up his post properly because he's lacks experience and a proven track record. The existing structures are usually very loyal, and the employees assume limited individual responsibility. Being able to quickly measure which employees have the essential personality traits or the potential to develop these to undertake an active role in the change process is crucial. Which key persons need to be replaced, or which new employees must come on board so that the newly formed company can be successful in the market without the previous owner is supported exceptionally well with profiling values.

In essence, by implementing individual and group assessments together with the PAT, the owner and/or the successor can be made clear that a "simple continuation" of the company does not make sense. A discussion typically ensues about the best structures and processes for the future, adapted to the prospective CEO. High potentials will be identified, placed, or specifically pro-

moted for the new objectives in the organizational structure and processes. It quickly becomes clear which skills need to be recruited from outside to achieve sustainable success. The changes under the succession gain systematization, planning, and dynamics.

2.1.1.6. The Assessment Center and Individual Assessments

The spectrum of opinions regarding assessment centers ranges from glowing supporters to fierce opponents. The condensed tasks, ranging from in-tray exercises, short presentations to group exercises, are definitely suited to gain bundled, important impressions on the candidates. Moreover, it is often desirable to obtain additional information about the candidates, such as their attitudes and personal value system. In any case, profilingvalues is a useful addition and provides an important perspective that the assessment center observer cannot cover. Here it is especially important that the candidates do not have any opportunities to manipulate the test.

Moreover, profilingvalues is able to shorten a long, expensive assessment center. In particular, cognitive skills, behavior under pressure, concentration, problem solving, or one's current self-appraisal are just a few of the parameters which profilingvalues identifies clearly. This allows one to judiciously reduce the number of modules integrated in an assessment center.

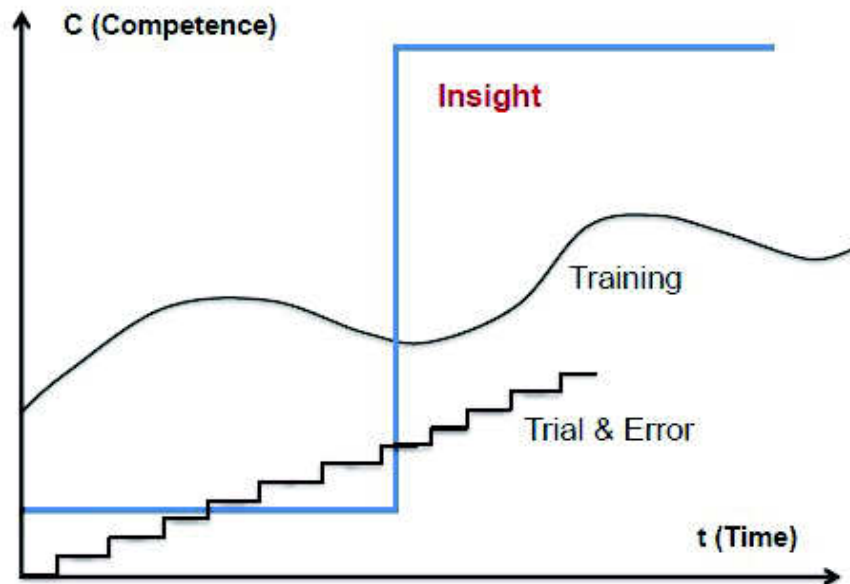
It's difficult to get good candidates to participate in an assessment center above a certain career level. Here individual assessments or potential analyzes are increasingly used ranging from structured interviews to specific tasks in individual situations, where arguments are collected for the overall evaluation of the candidates. Often these procedures take about a day. Profilingvalues makes an important contribution because the analysis of the report leads to the formation of hypotheses which can be intentionally questioned by the consultants or HR professionals involved. The crux of the matter can be reached much faster, and this can be treated in a more structured manner and more deeply than would be possible without the information from profilingvalues. Extensive feedback based on the report then provides the candidates substantial added value and makes the entire selection process appear highly professional and enhances the image.

2.1.2. Personnel Development

In personnel development we are dealing with a diverse and particularly difficult to measure field. For a long time leaders have been dealing with the question how the return on investment (ROI) can be better detected. It's obvious that feedback forms regarding the quality of the conference hotel and the qualifications of the trainer does not really provide insight into what has been achieved in staff development.

Just as one can increase the success rate in staff selection, in personnel development it's about using individual potential in the best way. Neurologists admit that only about 30 to 40 percent utilization of our brain capacity is reached. From that perspective, there is plenty of "room for improvement" in evolution. Organizational and industrial psychologists are more forgiving; they assume up to 70 to 80 percent utilization. Regardless, we can set a measurement by looking at the relative change in the capacity utilization rate. If it is possible to increase the capacity utilization rate with profiling values and the incorporated personnel development measures, then we will hit the mark, meaning the effectiveness of appropriate actions in staff development increases. Changes are measurable with profiling values, especially in utilizing our inner potential. Therefore, profiling values can introduce the first "hard" measurement criteria and actually shed light on the ROI. With this type of measurability, leaders in HR development will be "preaching to the converted."

In this context it should be pointed out that staff development, based only on external measures such as training, is often overestimated. Because workers are not commonly developed - they develop themselves! This will not please consultants or staff developers but it is logical if we consider the value system of the individual. Development, i.e., change in a particular direction, must be done deliberately and skillfully. It's closely linked to our personal attitudes and well known that you cannot "work" directly on the attitude of others. You can only work on your own attitude. This, in turn, determines your own behavior which, in turn, can help influence the attitude of the other party. The following diagram strikingly illustrates the developed competence in relation to the timeline for different types of learning.



Learning by insight

In this respect the consultant or personnel developer is only a promoter of insight processes. For just as the English word "insight" suggests, it's a process coming from within. It is indeed possible to promote insight processes with the right questions and thorough analyses. However, the proverbial penny has to drop for the person. Exactly these insights are those which help us advance.

The many years of experience in discussing profilingvalues reports from hundreds of experts has clearly shown: comprehensive insight processes are fostered with this tool. The daily positive feedback encourages us again and again in the remarkable meaning of our work. Assessment interviews lead to important "aha" experiences so that the participants see themselves and their path more clearly. This type of benefit is especially pleasing, indeed uplifting, for the individual as well as the entire network of experts. In fact, we help substantially when it comes to increasing the aforementioned capacity utilization rate of our customers.

For the sake of completeness, the transparency created by profilingvalues during change processes also leads to identifying a

person's "resistant to change." Here their outlook is generally in the past rather than in the future. The person deals with problems instead of solutions. Pessimism tends to be spread instead of realistic optimism. In essential change projects, it is important to know who exercises an unfavorable influence, and therefore, acts as a negative multiplier. It can also be legitimate to not want change, for example, at the end of one's career or for important personal reasons. Knowing how the person currently values or thinks and feels provides an important contribution, in any case, for the implementation of the change processes planned. Thus, an efficient allocation of resources is possible, and appropriate solutions can be found for all parties involved.

Going back to the ROI or the measurability of personnel development measures, profiling values has prepared a similar calculation for increasing the capacity utilization rate in staff development which is based on the calculation for higher success rates in selection. Of course, the data here cannot be captured quite as objectively as in the example above in filling vacancies. Yet it is clear that a certain exploitation of individual potential produces a subsequent output for the company. The more potential is unleashed, the more the company will thrive. A high level of effectiveness also lies therein which can be calculated economically and illustrated in the following table.

HR Development - Unleashing Associates' Potentials (for orientation only)				
Company	Industry	No. of Employees		
xy AG	Medien	500		
Associate Turnover Rate	Associate Growth Rate			
5,0%	2,0%			
No. of Associates Receiving Any Type of HR Development	20%	100		Total
Split	Specialists	Management	Senior Management	
Example Calculation	40%	50%	10%	100%
Currently Used Potential	40	50	10	100
Potential to be Unleashed	80%	85%	90%	
Average Annual Salary	20%	15%	10%	
Annual Salaries Accumulated	50.000	90.000	150.000	
Multiplier Expected Contribution*	2.000.000	4.500.000	1.500.000	8.000.000
Expected Contribution*	1,5	3	10	
Total Expected Contribution	75.000	270.000	1.500.000	31.500.000
Potential Contribution	3.000.000	13.500.000	15.000.000	27.375.000
Diff. Tot. Expec. to Pot. Contribution	2.400.000	11.475.000	13.500.000	4.125.000
Ratio Improvement	600.000	2.025.000	1.500.000	
New Contribution / Potential	5%	84%	89%	95%
Additional Unleashed Potential	2.520.000	12.048.750	14.175.000	28.743.750
	120.000	573.750	675.000	1.368.750
* benefit (here turnover) for the entire company in monetary terms				
HR Development - with profilingvalues				
Total Number of Profilings	40	50	10	100
Ratio Improvement	5%	5%	5%	
Costs per Profiling*	f/r 420	f/r 420	f/r 420	
Investment in profilingvalues	16.800	21.000	4.200	42.000
Client's Benefit / Added Value	103.200	552.750	670.800	1.326.750
* w/s = written summary, short review by phone; f/r = face-to-face review				

Calculation of the Success of Personnel Development (prices selected depending on scope of services)

This spreadsheet is also available on request as an Excel file for working with the customer.

2.1.2.1. Coaching

One of the most popular uses for profilingvalues is coaching. About two-thirds of all the certified professionals and partners of profilingvalues work as coaches. Essentially, there are four main reasons for the source of this success.

First, you go through the process very quickly to the truly important points. The initial analysis quickly makes apparent where the basic problems and also the current concerns lie. It saves a lot of time, and you can begin to address the areas of development after the first meeting. Without this analysis you might even need a few sessions to get to "the gist" in order to advance. One may argue that the time saved is at the expense of the coach because he can "sell" less time. Only the very short-term minded

consultant will retreat to this position since the time gained can be used productively for other purposes. So in the end more is reached and the client and coach are more satisfied.

Second, it is possible to measure development specifically with profiling values. The initial analysis in conjunction with the coaching objectives can relate to certain areas of competency which are reflected in the bars and diamonds. Another measurement in the middle of the coaching process indicates whether developmental progress has been made. If necessary, it can be readjusted or perhaps the manner in which the coaching topics are handled need to be reconsidered. Finally, the method is also suitable for appraising the development at the end of the coaching process. Since profiling values cannot be manipulated the effects of habituation cannot occur so that the coach and coachee always receive an objective picture of the personality traits, and current work and living environment. The client, if he is not the coachee, can be sold a more explicit mandate, prepared and documented with results. The "risk" may lie in the findings that nothing has changed. Then you have to live with this result and draw appropriate conclusions, e.g., that it does not make sense to continue coaching.

Third, coaches appreciate the depiction of capabilities and motivations, represented by ability and attention through bars and diamonds. By changing attention levels, much can be reached. At first, the basic ability does not have to be worked on in the sense of training, rather it is sufficient to focus this ability better in specific situations or deliberately apply it more proactively. Progress can be made more quickly since only insight processes are necessary, not the "technical" improvement of skills.

Fourth, coaches value the high objectivity of the statements in the report. Because the method lacks face validity, the coachee cannot tell which shifts in rankings have what effect. He receives an unbiased view of himself and his abilities. The depiction with the bars and diamonds also leads people, especially those who already have lots of experience with psychometric methods, to enhanced knowledge and insight processes. You literally unlock these people by conveying the situation clearly and comprehensibly.

Finally, it's worth noting that numerous coaches working with profiling values use the method on themselves. They check themselves on a regular basis and then work on their defined is-

sues. In the sense of Robert S. Hartman, who advises to work a lifetime on a differential and sharp ability to assess, this is exactly the right attitude to continuously develop judgment and find one's equilibrium. This will ultimately improve life satisfaction on a continuous basis.

2.1.2.2. Status Quo Analysis and Individual Development Plans

Medium-sized businesses have been making particularly great progress in organizational development. The ever increasing globalization and the establishment of medium-sized foreign companies have opened these businesses to development opportunities. In the sense of healthy competition, both are desirable. Within these developments the divisions are becoming increasingly professional which carry the quality of structures and processes beyond the pure product as their goal. In general, these companies are extremely effective in their core competence, but they have a lot of catching up to do with (internal) services, e.g., finance and controlling, human resources, quality management, or throughout the supply chain.

Many global market leaders have only now discovered human resources development, not least because the search for talent is becoming increasingly difficult. They also want to prevent an exodus of their high performers. Thus, countless performance reviews, balanced scorecards, ERP systems, assessment centers, and psychometric procedures have been introduced in recent years to professionalize human resource development. Here great opportunities are being presented to profiling values.

Interestingly however, the personnel department isn't always the most promising decision maker or addressee at the start, but rather the business leaders or division management which can convert the corporate benefits into real customer relationships. When the cooperation is well underway HR then proves to be a stable partner who appreciates the lasting added value - even if the executives or division management have changed.

In this overall context, many companies are beginning to design the first personnel development programs and offer profiling values the chance to prepare a convincing concept from the start. Nothing devalues personal development more for employees

than overwhelming them with an ostensive cornucopia in the form of countless seminars listed in a catalog. This approach is outdated and unappealing.

Instead, it's preferable to help people help themselves. Thus, selected targeted actions only reach those who need them. The former creates incentives for a personal development without dependencies. The latter runs in the direction of individualized staff development which is comparable to other movements in the meta-trend which incorporates the premise of increased importance of the individual.

You can approve this trend in personalization or not. The fact is that an individual's potential can be best used when individually encouraged and challenged in a targeted way. Along with other appropriate measures, management culture and the direct supervisor's leadership skills play a central role.

Profilingvalues offers a unique opportunity to illustrate both the basic personality characteristics and the current situation in a way that the person has no opportunity to manipulate the portrayal. It's obvious that this method is ideally suited to determine the status quo and then create an individual development plan. The client is provided with an objective diagnosis which together with the expertise of the consultant, the HR specialist, or executive, triggers a purposeful development that best utilizes the monetary investment. Once established as a measurement tool that can be used repeatedly without habituation, the company learns to appreciate this value very quickly.

Many customers deploy profilingvalues as a recurring instrument for annual performance appraisals. This dated instrument, with its typical overly structured, formalized objectives, receives a fresh coat of paint and new impulses since personal development goals can be now developed on a solid foundation and remeasured regularly. Here the customers are generally receptive and open to new methods.

2.1.2.3. Talent Mapping

It is advisable find out the "structure" of knowledge of the individual top performers. Initially, the decision-maker may perceive these measures as painstaking, detailed work which initially appears to be very focused on the employee. If this "individualized"

knowledge is put together intelligently, it can be a real eye-opener, and the overall corporate benefit becomes obvious. Development measures of general nature can be selectively combined and used for those truly in need. In addition, management learns where the company stands in respect to its overall skills, interests, and potential. Team and group reports in conjunction with the aggregated development plans lend management control mechanisms which could be only dreamed of previously because you had to rely on the competence of the manager who trusted his own intuition alone. Not that the latter is to be criticized, but in view of further development, to a large extent the long-standing principle applies: you can only manage what you can measure.

Large corporations lead the way: the ability to not only know the skills of the employees but also be able to portray them is a competitive advantage in the race for the best talents. Medium-sized businesses are also improving. Conversely, there are still plenty of companies that have little focus on this because it has been running well so far with all of its best performers. But when one of them breaks off and other good people leave the company in the process, you quickly have a problem even in companies which record a three-digit million turnover. Here a "risk policy" should have been installed which would have been handled long ago under a very consequent management plan for other crucial key figures: liquidity, quality, or delivery capacity. Human resources can learn from it and also shake up management with the use of risk scenarios. Knowing exactly the talent map of the company – where its shallows lie but especially where its highs and great vantage points are – is far more important than having the latest economic indicators on hand. Of course, without liquidity everything is a major problem but is ultimately solvable, in principle, through the introduction of financial strength. Human capital is, however, much more valuable. If the employees are no longer there, the company no longer exists. Patents, processes, machines, and maybe some customers can be taken over by others, but this is no longer the previous company. It is only a shadow of the former one. Without people, the company is ultimately nothing! On this order of magnitude, the challenge is to see and manage appropriately. Profiling values makes a valuable and incorruptible contribution.

2.1.2.4. Stress Profiling

It has been described several times that profiling values involves the actual general environment of a person, and thus, looks much deeper into current attitudes and motivations compared to conventional methods. This benefit becomes especially valuable when an employee can no longer cope with his duties, whether bullying or excessive demands strike a blow, or whether a life crisis outside of work, or a conflict-ridden change of leadership creates difficulties. It's always a matter of whether the person "caught in the fire" is able to perform his functions or not. Frequently, the reality is that he cannot fulfill them because they do not correspond to his personality traits. All too often this realization comes too late and burn-out strikes. This prevalent term signifying a personal melt-down in professional life has become a rampant ailment which has caused specialized clinics to spring out of the ground. Irrespective of the stress level that has been increasing for decades, continuous telecommunicative availability in conjunction with global networking in our increasingly fast moving markets has certainly generated the situation where more people have reached their limits.

Profiling values creates a very clear picture and also illustrates early indicators, such as attitude indexes towards the outside world and the self, or balance values, and emotional instability. But even in an acute case under extreme stress, one can be helped, because stressors from different directions will be shown to the person and a certified expert can present ways out of the downward spiral. Even when no continuing guidance in terms of coaching is given, experiences show that just by profiling the person in conjunction with a discussion with an expert, very much can be reached or at least facilitated. Obviously, it's also important to schedule such measures as early as possible. Unfortunately, the signs are often recognized, but no action is taken.

2.1.2.5. Career Consulting

This service is becoming increasingly common. When more individuality is expressed in society beyond the usual career path, the field of personal development is affected. Overall the trend towards individualization seems to be also inexorable in the professional world, and ever more people are going their own way in-

stead of following a typical career path. Career coaches are enjoying a boom because they offer personalized advice for persons seeking their own, custom-fitted path for themselves.

Frequently, career consultants have gone through typical large corporate mills themselves and already passed through an area of tension between adaptation and security, on the one side, and individuality and autonomy, on the other side. A number of the certified profilingvalues coaches have abandoned the supposed security of large companies and set up career counseling services that are impressive. This service, usually offered at lower prices than for corporate customers, is very high in quality and reputable.

In terms of content, the career consultant proceeds similarly to coaching. Only here suitable options in the labor market are specifically explored and supported with counseling. Finding the suitable professional function or carrying out the exploratory process is the main focus. The advantages profilingvalues can be also found in the quick initial analysis – you get right to the point. In addition, it is possible to match the client with numerous requirement profiles to gather ideas for the appropriate development direction. In this respect, profilingvalues provides many opportunities that promote the optimization of one's career for the best possible fit between personal potential and professional challenges.

2.1.2.6. Out & New Placement

Career consulting and out & new placement counseling are related but have a different origin. At the start, difficult experiences during severance and disturbing conflicts often have to be clarified before out & new placement programs can focus on any reorientation. This is reflected in the trend regarding new placements. In this respect, new placement approximates constructive career consulting and focuses on the future in individual counseling. This poses great opportunities for profilingvalues.

2.1.2.7. Training

Trainers are a professional group in HR consulting which have come under pressure regarding the ruthless equation: time is money. Arising from the surplus and the ultimately counterproduc-

tive price policy of (large) client companies, daily rates come increasingly under pressure. Acquisitions have become difficult; landing contracts is time consuming. Therefore, it is almost logical that the quality begins to suffer. At the same time, the expectation on the training program is high, regardless of the price, and it regularly leads to disgruntlement in the company when this is not fulfilled. Those involved become annoyed after having wasted their precious time on the poor training. The HR managers responsible for higher management levels are dissatisfied if high quality and expensive training is not valued by the participants and recognized as beneficial. So the investment in personnel development is ineffective.

It needs to be clearly stated: not every trainer can benefit from profiling values. Strictly technical trainings do not offer any room for additional products and services with respect to the price battle for daily rates mentioned above. However, trainers dealing with decision-makers who are also competent beyond standard training offerings or at least have an open ear can distinguish themselves with profiling values very well.

For example: The high-quality leadership training of company XYZ is divided into five modules which are conducted over one and a half years in blocks of two days each. In addition to specific project tasks, individual development measures based on concrete objectives is also a part of training. In this situation it would be useful to implement profiling values prior to the first training session. The feedback from the trainer by phone can "wake up" the participants in a manner that they embrace the training right from the start. The personal engagement with each participant demonstrates appreciation for the customer and simultaneously gives the trainer a chance to use his time productively to market his services during evening phone calls. At the same time, he can charge the profiling product. On the one hand, he breaks up the "time is money" equation, but on the other hand, he creates value through individual consultation. In addition, he gains an understanding of each seminar participant which would have never occurred otherwise. He's also able to provide seminar materials which are much more targeted from the beginning, individualized for each man and woman. Higher performance, quality, and increased customer satisfaction are the result. Finally – as mentioned earlier – a measurement at the end of the training cycle is

useful to pinpoint the progress and explore further opportunities for improvement.

2.1.2.8. Incentive

Communication is ultimately everything – the same also applies to human resources. You can say, “You have to be tested!” Or one can turn the tables and say, “We are investing in you, just to develop your potential! You’ve been selected to benefit from the added value of profilingvalues.” In the latter case, which is actually communicated with a number of clients, the customer (meaning the contracting company) often receives no reports or feedback of the results. So it literally happens that a competition develops to see who receives the incentive “profilingvalues with expert advice.”

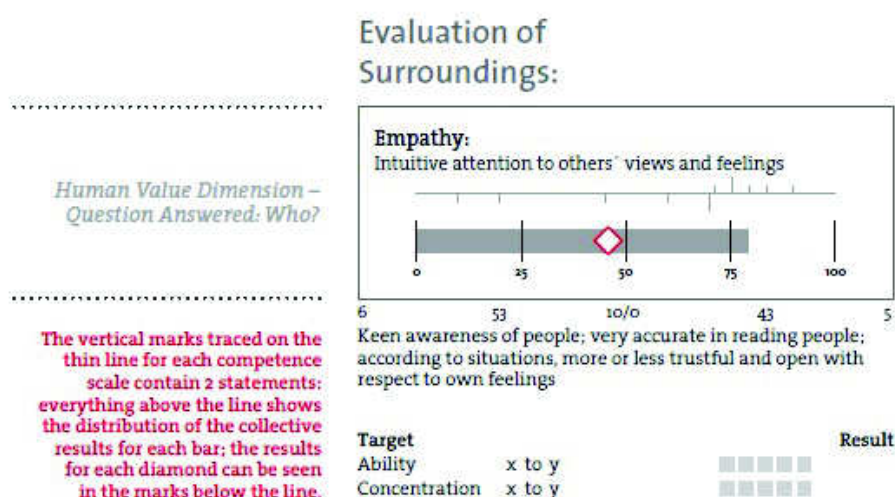
It should be added that the best impact is achieved when the superior of the respective profilingvalues participant is actually involved because both supervisors and their subordinates are needed for successful development. However, further development can be also achieved despite the respective superior and not because of his skills as a leader. It should be added encouragingly: even from negative examples, there’s always plenty to learn.

So in order to achieve the best results with profilingvalues supported personnel development program the “positioning” of each project is a very important point. To emphasize here that the high amount of investment in the employee constitutes a marked recognition and an explicit intent to promote, leads in the right direction. When everything is perceived as a tedious exercise, no appreciation will be created, and the effect of the procedure is diminished.

2.1.2.9. Team Building

The consolidation of several reports creates a large impact on the client and the participants. Suddenly the parties concerned become active participants. The statement about the average result, i.e., the level of the respective bars and diamonds is one thing. More important, however, is the distribution of scores within the teams. Are the members on a similar level and thus homogeneous or is the distribution widely scattered, i.e., are there different lev-

els of skills or focus of attention? Depending on the purpose and objective of the team, this can be beneficial or counterproductive. The following example gives an impression.



jectifies the discussion, instead, because the team report describes an anonymous, neutral situation. Who's who is not apparent in the team report. In general, the participants know their own reports and can thus position themselves. The consultant or moderator knows all of the evaluations. This way constructive discussions and forward thinking are encouraged. The Team Report actually provides a great deal of useful graphics suitable for copying by using the snapshot function in PDF and inserting these in PowerPoint presentations. Enough "material" is available to supply extensive team building workshops. Thus, the Team Report is able to support your consulting business in terms of organizational development, not only directly, but also in initiating and tackling even the most difficult team situations constructively.

2.1.2.10. Development Center

Many of today's development centers are merely renamed from assessment centers since the focus is less about the individual development of one's potential than the detection of certain criteria – mostly in leadership and communication skills. These events are often scheduled in larger companies before promotion decisions are made. The results are then incorporated into the actual management round. Thus, among the participants less pleasure is usually felt in the foreground about investing in their development. Instead, they tend to think of it as an (annoying) matter of duty to get ahead in their careers. The same applies to profiling values as with this form of development workshop, as stated above regarding assessment centers.

But there are now a number of very good development centers where customized business simulations are used as well as the interdepartmental cooperation of young professionals. Top management is also often involved, on the one hand, to get a personal picture of the young talents, and on the other hand, convey motivation and share knowledge with these high-potential employees. These companies have recognized the signs of the times, as they successfully promote their top performers, and thus, retain them. The regularity of events leads to a stable, companywide integrated communication network of managers. This not only contributes to the development of the individual and the cohesion of

the management system, but also exercises a positive influence on the development of the corporate culture.

In this regard, profilingvalues can be a module that delivers additional insights to key areas of competence. In recurring development centers, there is also the possibility to utilize profilingvalues for permanent monitoring with personal development goals. Thus, the value is increased for each top performer, and at the same time, the benefits of this application tool are anchored with the (future) decision makers. The repetitive effect deepens acceptance and demonstrates sustainability.

2.2. Four Excellent Product Properties and Other Additional Benefits

The elaborations on the product properties of diverse psychometric methods fill thousands of shelves. Professionals never tire from allotting or praising the individual advantages and disadvantages of each method. But ultimately, that's simply futile. Every (legitimate) method is based on a scientific model which has a psychological abstraction of reality as a basic assumption, constructed on measurement criteria, developed, and implemented. To compare the models here or contrast the statements directly basically ignores the function of a model: it's always an "artificial" description of what actually takes place, and therefore, can never be the whole truth. Because this, in turn, would be reality – and wouldn't a model! This not only applies to economic model forecasts but also to profiling values. Robert S. Hartman's model is not the only access to the truth but merely another approach in this field – admittedly, a particularly sophisticated, elegant one.

Therefore at this point, we refrain from doing a detailed comparison with other methods and will not elaborate on all of the product features of profiling values. Only the four most important arguments are described to illustrate the innovative strength and accuracy of the method and facilitate a precise description for decision-makers or participants.

The following figure contains a condensed comparison of measurement techniques in staffing and in personnel development.

Our Psychometric Method Delivers 4 Unique Benefits

profilingvalues 

OBJECTIVES IN RECRUITING AND CAREER DEVELOPMENT

- Reduce mistakes
- Utilize potential

Conventional tools and methods

1. Measure behavior & attitudes
2. Socially desirable answers must be counterbalanced by cross-checks
3. Takes 1 – 3 hours
RESULTS:
4. Individual abilities (strengths and weaknesses)

profilingvalues

1. Measures values & attitudes
2. No manipulation possible
3. No cross-checks needed – takes only about 20 minutes online
RESULTS:
4. Individual potential (“abilities”) AND focus on individual potential (“willingness to use one’s abilities”)

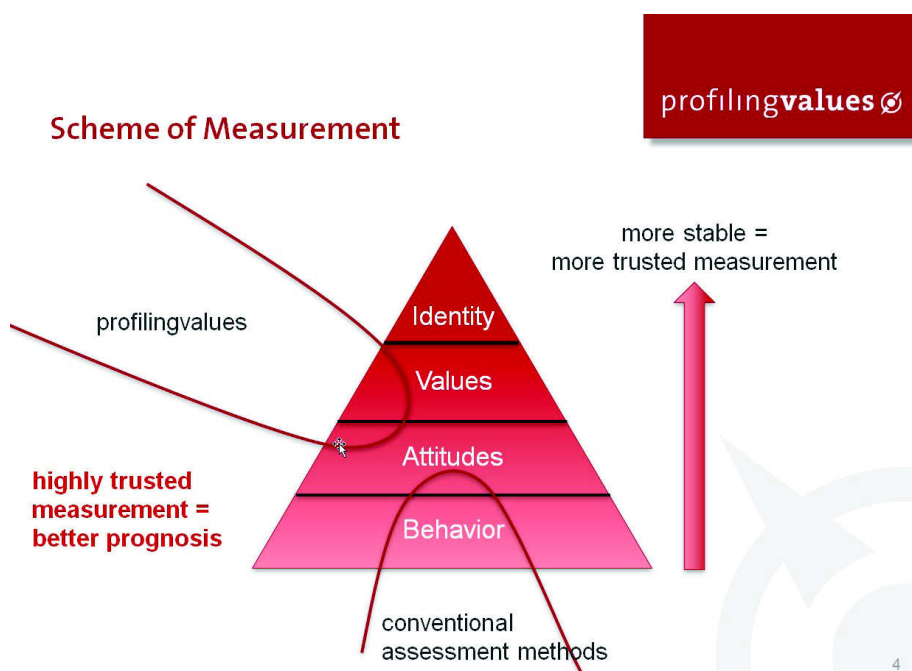
Outstanding product features

2.2.1. We Valueate and Form Our Value System

Conventional methods generally aim at the behavior and attitudes of the participant with their questions. So a very direct example could be: “Whenever my boss comes in the door, I clench my fist under the desk.” And the rating options are: “Does this statement apply fully, usually, rarely, or never?” Not only is the target clear, namely to measure impulsivity, but a framework for business conduct is also outlined.

Profilingvalues is not aimed at the behavior and attitudes but at the personal value system of the individual. For clarity we introduce a psychological pyramid. This is shown in a triangular shape and is eye-catching. It has reached a high remembrance rate, such as the world-known Maslow's hierarchy of needs. The figure used here is based on Robert Dilts' work. The individual lev-

els of the pyramid and its importance for psychometric methods are presented below.



What profilingvalues measures

Behavioral Level:

Our behavior has an enormous range of possibilities, and therefore, always remains unpredictable to some extent. As human beings, if we were not filled with our numerous, in part contradicting talents and created at the same time with less emotional or intuitive sense of purpose – our behavior would probably be predictable which would perhaps lead to simpler planning under present structures and processes. Fortunately, this is not so! Nature has bestowed our species with lavish sensory tools that gain strength through a unique integration instrument – our brain – that has made us, as a relatively delicate genus, the most influential and dangerous force on this planet. It's essential to use this power responsibly.

In a strict psychological sense, this indicates that every one of us sometime or other has acted contrary to his principles; meaning has not exhibited behavior in accordance with one's fundamental ideas. At the same time, we have a very strong influence on our behavior because we can use it to achieve a certain goal, although the path is not consistent with our general beliefs. Conversely, for psychological tests this means: when behavior is measured, the uncertainty is large, whether the observation is something consistent, or if it stands out from the basic pattern of the person. For assessment center observers this is a problem. They are additionally confronted with the drawback that the participants' behavior also produces subjective perceptual effects on them. Think of the power of the first or last impression, the dominance of a single prominent positive or negative attribute, and the impact when a candidate has a similar personal background as you. An idealist is someone who thinks he sees objectivity in the sum of the observers. When it comes to long-range staffing or demanding staff development, inconsistency in measuring behavior raises some problems at the very least.

Attitude Level:

Compared to behavior, our attitudes are more stable. We develop them in many ways throughout our lives and change them only little by little. The subject of these attitudes – our opinions of certain social groups, political beliefs, economic views, or environmental standpoint – is irrelevant. What is generally important here is that we mentally take a "stand" and hold lines of argument ready. We come to a definite conclusion and carry this conviction within us. Sometimes this is displayed in a very clear and direct manner, similar to what political discussions bring out while simultaneously repulsing a large part of the population. Obviously, the attitudes on politics differ greatly when you consider the "political caste," on the one hand, and the governed people, on the other.

Nevertheless, attitudes are often subject to change during the course of a lifetime. Timing or the phase in the life cycle tends to affect a particular belief on a number of topics. This is well illustrated by an old political joke: "Anyone under 30 who was never a socialist/communist, has no heart. Anyone over 30 who's still a socialist/communist, has no brains."

Value Level:

It becomes clearer and more explicit when we go higher on the psychological pyramid, i.e., enter the value level. The personal value system does not change, it is shaped long beforehand, and thus, is stable in most cases. At this point, measurements promise reliable results, and the behavioral prognoses also tend to be better than if we would measure purely on the behavioral level.

Identity Level:

Finally, the most stable level is our identity – apart from all schizophrenic and multiphrenic personalities. It places the genetic disposition and all the moments we experience in relationship on the timeline and bundles, so to speak, the uniqueness, human experience, and infinite value of the individual. But any model-based measurement ends here because we would then be in a reality so individualized which would no longer allow generalizations. This fact should be pointed out admonishingly when people believe they have perfectly captured the individual with a psychometric tool. This is neither possible nor intended. The measurement of a personal value system, supplemented by the current prevailing attitudes, is the basis for building meaningful discussions and being able to probe the grounds for the individual facts. However, psychometric methods are not “crystal balls” which disclose all possible interpretations and allow hasty conclusions.

Therefore, profiling values’ method of questioning does not aim at the behavioral level but on values and current attitudes. This raises the question of what values are. There are so many of them, and each person has his own perspective on where and how he integrates these into his personal set of values. Below are a few scattered values. Creating an order, even when more values are added, appears difficult.

Loyalty Security Justice Individuality
Competence Laws Solidarity Orientation
Liberty Love Trust Self-fulfilment

Values are abundant and infinitely enumerable

There are also many definitions of what a value is, so it makes little sense to discuss it here intensively. An abstract description stands out positively because it comes to the point so clearly: "values are social constructs."

This leads to the realization that there is a kind of common understanding in society of certain concepts and an implication in terms of its effect, whether positive or negative. For example, the term "loyalty" has, on the one hand, a very positive connotation in the sense of allegiance and the use of the original value. On the other hand, the term also stands for little dynamism, flexibility, and possibly even hindrance of change. So concepts can be created for a variety of conditions in society and also for the appropriate testing method which are then elaborately measured and can infer the personality of the test person. This is permitted, if it's scientifically substantiated and meaningful.

Incidentally, it's not about what is better or inferior at this point regarding profiling values and other value-based methods, but about elaborating on the special features of this approach. Instead, the aim is to clarify: profiling values, and hence the Hartman Value Profile, do not refer to values in terms of social constructs but the verb "to value," e.g., the activity. In the formal concept of values by Robert S. Hartman (formal axiology) he states, "to value = to give meaning." From the outset this is a highly individualized approach that has little to do with social constructs.

For this purpose, we provide a simple, clear illustration: We take a seemingly daily occurrence - the birth of a child. Indeed, this is a cosmic event of the first order because this newborn holds an infinite potential. It could be a new Leonardo da Vinci or a new Marie Curie. Completely dependent and vulnerable, this infant begins its way on our planet already bestowed with its unique set of talents. At the same time, it grows up in a particular environment and is shaped by it. During the 1970s, it was intensely disputed scientifically whether the so-called theory of genetic predisposition or environmental theory is correct: whether the abilities of people are determined by the parents' and ancestors' genes or by familial and societal influence during childhood and youth. This argument is pointless because the view now prevails that a mixture of both types of impact is present.

Staying by our example and looking at the newborn's talent portfolio, we will assume that he has very high abilities in interpersonal relationships. And we also assume that this child grows up in an environment where he can also apply this talent – right from the beginning. Figuratively speaking, this child already evaluates very accurately from early childhood on because he places different meanings on the things and people which are around him. When he comes into a room, for example, then it's normal for him to first go to the other children or adults and not straight to the building blocks to play with them. Generally, people attain greater importance to this child than objects because he evaluates hundreds, even thousands of times a day, and therefore, builds his own system of values by repeatedly undertaking the process of valuing. Ultimately this valuing, performed over many million times, builds the unique value system of this person. Therefore, even identical twins who grow up in the same family are not completely the same because their individual valuations are with near certainty not all the same.

This process of valuing as an activity is directly exemplified by profiling values. The ordering of 18 concepts not only arranges a concept at a particular rank but also rates it in comparison to all the other 17 statements. This dimension is not often understood. The participant comes to the conclusion that probably any other person would have ranked quite similarly, and therefore, nothing of substance can be derived from this. He is even more surprised if after the analysis his fundamental personality as well as the effect of the current environment on him can be presented very accurately with nuances. This becomes evident when the participants are made aware of the math behind it. The number of possible arrangements of a profiling step is "18 factorial" (in mathematical terms: $18!$), that is, $18 \times 17 \times 16 \times 15 \times \dots \times 2$. This is multiplied to reach an enormous number, namely 6.4 trillion, a 16-digit astronomical number! Every person on this planet would still have as many options available again as there are people on this planet. Yet it's even more inconceivable when we examine the four profiling steps (A, B, C and D) in total. Thus, the number of possible arrangements would be "72 factorial" which is a sum greater than the all of the atoms existing in the universe.

Now critics might want to say that this is all an exaggerated effort. However, if we aim to offer a highly individual profiling - in contrast to typologies that have a quick "classification" of a person

as their aim - then we should also have a system at hand which actually provides infinite possibilities of combinations and can represent any subtlety. Hence, it's evident that personal ranking emits a highly individual "fingerprint" of the personality which even factors in the present situation.

In summary, we can state: profilingvalues captures the personal value system of the individual and measures this on a very stable level. Therefore, predictions on behavior are more reliable. The special approach is based on the definition of "to value = to give meaning" and on the activity of valuing, the basis for the profiling system. Moving the statements and items with the mouse simulates the complex process of personal valuing and provides the possibility to draw clear, understandable conclusions mathematically.

2.2.2. Profilingvalues Can't be Manipulated

An ultimately unsolved problem of all conventional psychological measurement methods is influenced by the respondent, either consciously or unconsciously. In valuing statements or sentences, the respondent always has the opportunity to describe himself in the way he considers to be appropriate - in doubt, how he would like to appear. Here the self-image is usually incorporated and this self-description can lead to a different overall presentation, namely the ideal image.

This shows how difficult it is to escape this internal problem of psychometric instruments. You should describe yourself, so to speak, without describing yourself. This sounds paradoxical. The example of empathy can be well illustrated. Conventional methods cannot directly measure whether someone has empathy. You can only detect whether and in which way a person thinks that he has empathy. He describes himself by marking items with a cross.

From this example we can locate four extreme cases:

- First, he believes he has empathy, and that is true.
- Second, he assumes he has empathy, but this is not the case.

- Third, he thinks that he has little ability to empathize with others, and that is not true because he actually has empathy.
- Or fourth, he doesn't believe that he has empathy, and this is fully correct.

Ultimately, the true result can be only determined with an interview.

The advantage of profiling values is that it has no so-called face validity for the respondent. The subject cannot possibly know what a shift in the order of the statements causes concretely. He describes himself without actually knowing how he has described himself. The paradox is solved. He is confronted with statements which he cannot connect in any way to the purpose and aim of the method, and its meaning does not reveal itself to him while doing a profiling. Conversely, this "ignorance" regarding how it functions also produces skepticism and even substantial reactance. However, the percentage of those surveyed who comment very negatively about the procedure and also resist, is not higher than with other methods. There's always about a percentage of two per hundred who absolutely do not want anyone "looking at their cards." However, the overwhelming majority is very positive because they finally have questionnaire in front of them that's not boring with hundreds of "x's," but one which is mentally challenging by ordering statements, and the online tool is quickly completed.

A number of respondents, however, think that it's possible to manipulate the process. They will not succeed! The key lies in the mathematical model mentioned above of the de facto infinite possibilities of ranking combinations. One of Robert S. Hartman's greatest accomplishments is that he developed a system around this abundance of possibilities that allows accurate measurements. Thus, there's only one arrangement under 6.4 quadrillion options corresponding to Hartman's formal concept of values, which thus, creates a logical-mathematical basic position. This isn't a norm in the moral sense, but the rational logic of value combinations of human, practical, and formal nature. Hartman was able to derive from his axiom, "What is 'good'? 'Good' is what fulfills its concept," three different value dimensions and distinguish them from each other qualitatively and mathematically. The combination of value dimensions can be calculated and finally creates a precise sequence in profiling. This will be derived thoroughly in the following

chapter of this manual. Thus, only the variances of the selected ranking order will be measured in this method, projected against the logical-mathematical reference.

When a proband tries to appear particularly socially competent, and for that reason, ranks all socially desirable sounding statements at the top and all very antisocial seeming concepts very low, the attempt “backfires” because it sets certain statements too high or too low. This, in turn, results in a “deduction of points” in the deviation measurement. In fact, all experiences show that those who want to manipulate usually cause a disadvantage to themselves because the results depict them below their potential.

A totally waterproof way to convince someone how impossible it is to manipulate the results works as follows: Suppose the candidate has already carried out the profiling and still believes he can make a calculated influence. You search for two or three of the weakest scales with respect to the length of the bar in the candidate’s report and allow him to repeat the procedure with the stipulation that he should achieve more than 90% for each of the weakest scales. The experiment cannot succeed because the candidate doesn’t know how people would rank the statements in order to obtain such results.

Often the safeguard against manipulation is used as an argument for recruitment or development, to really “probe or sound out” people. This is certainly an important argument, especially when one only knows the person from a few job interviews and wants to receive a more comprehensive picture. But there is also an important aspect in this context which shouldn’t be neglected. It’s not just about eliminating manipulation attempts, but first and foremost, gaining the normal view of the self. No self-descriptions are incorporated that might correspond to a perceived self-image. Conversely, the outcome isn’t comparable with the results of the increasingly popular 360-degree feedback because it represents the public image which is often incorrect, by the way, and also very subjective. With profiling values, no desired image can sneak in since one cannot steer the process. Thus, profiling values provides an objective, scientifically based view of people, and is automatically a useful addition to any other method used. It becomes clear that although one’s personal manner of valuing is displayed, but at the same time its impact will not be known. This results in remarkable insights – especially for higher level managers – be-

cause one gains understanding that couldn't have been recognized previously in this light.

2.2.3. Time is our Most Valuable Resource - profilingvalues is Fast

Every other resource can be made available medium to long term – your own time can be used only once. It is irrevocable and ultimately our only real restriction. Viewed in this light, it's amazing how thoughtless and wasteful we handle this highly valuable commodity. Therefore, it's essential to first ask the question on the effectiveness – about doing the right thing – and only then answer the question about its efficiency - doing it properly.

From this perspective, the time expended for carrying out a psychometric procedure gains an even higher value. Individual profiling methods usually require 60 minutes or more to reach the necessary depth of analysis. Characterizations are shorter because a classification of basic patterns can be reached quickly. Basically, the following applies for the participants: the longer the run, the lower the acceptance. However, short procedures are also difficult to promote because skepticism automatically arises about its effectiveness.

There are methods on the market that require up to three hours to answer all the multiple choice questions. This cannot be justified positively in the age of modern technology and given the aspect of limited time. This goes so far that a fundamental openness towards psychological tools can turn into a negative attitude due to the lengthy time for processing. Although the method or the system provider receives the message of dissatisfaction first, a bad light also always falls on the intermediary, whether he is a consultant or personnel manager. On the contrary, the person's image increases when the processing is within an acceptable timeframe and practical, e.g., nowadays available online, and the results are still accurate or relevant.

Profilingvalues requires approximately 20 minutes to complete. Because there is no time limit, but also since extremely fast test runs can be done in just 10 minutes or less, the feeling is very subjective. Numerous feedbacks are positive, as mentioned, because the usual procedure of selecting fitting answers is eliminated and shifting statements with the mouse is seen as simple, innova-

tive, and interesting. Critics, however, complain about the forced ranking and the “rather” incomparable conceptualizations. Thus, some probands require very little time and are surprised and even “disappointed” if the message appears that the procedure has been completed. Others complain about the difficulty in deciding because they needed far more time than was declared at the start. Conclusions about these types of people are reserved for the reader.

Another reason for acceptance is the role that profitability plays, especially when considering larger scaled requirements. If in an innovative sector a rapidly growing company plans to occupy 2,000 jobs per year, then you can imagine the amount of shortlisted candidates. Now, one might argue that the time the candidates spend on the hiring company has no economic relevance. After all, they want the job and will spend any amount of time. But the image of a company is also shaped by which procedures and feedback they operate with. For the applicant, profilingvalues’ cost-benefit ratio is excellent. When it comes to high-level positions, the acceptance of lengthy psychometric methods diminishes rapidly anyway. Profilingvalues, however, is willingly implemented up to the board level. First, because top managers tend to be even faster, i.e., the effort for even busy executives is minimal. Second, the effect of realizing the depth of the analysis is striking, and brings these managers directly to the idea that the in-house implementation of profilingvalues offers an excellent cost-benefit ratio.

2.2.4. Our “Abilities” and “Willingness”

As a consultant or system provider you usually obtain ample attention from HR administrators and competent line managers when you can make clear that profilingvalues measures the personal value system of people very reliably, it cannot be manipulated, and is carried out very quickly. Even diehard traditionalists in consulting and human resources can hardly continue to close their minds to these arguments.

In terms of content, the combination of “abilities” and “willingness” is the most important and innovative aspect of the whole method. When it comes to a person's will, usually two associations occur: first, the concept of motivation arises and second, you have something in focus and have developed a high level of attention on

the target of your desires. Profilingvalues integrates these two aspects in a special way by depicting this holistic "willingness" on all of the main scales where also the "ability" is shown. Thus, there is a direct comparison of ability and motivation/attention. In this combination lies great power.

Conventional methods also portray the motivations of their subjects. In general, however, these are basic personality characteristics such as dynamism, interest in certain topics, or stimuli that mobilize the energy in the participant. This is important information, and in view of the total constellation of the method, purposeful and enriching. Each psychometric model has its foundation, and each well-constructed method usually has customized modules that are purposefully geared to each other.

Profilingvalues' special feature lies basically in the double tracked main scales. Each of the twelve central personality characteristics has two results: the ability and the currently prevailing attention. We can have talents and potential that we can neglect or proactively apply, trust, and even focus on. In this combination lies an incredible "depth of focus" when it comes to not only showing how someone "ticks" but also which situation he is in at present, i.e., how the current environment influences the individual.

For example: When the ability in practical thinking, meaning the talent to immediately recognize the benefits of certain combinations and create solutions with value-added, is generally very highly pronounced, then a high level of attention on this ability is generated from the will to actually implement and drive things forward. One puts more "horsepower" to use and exercises his skills proactively. However, it can also happen as a result of the prevailing conditions, e.g., rigid guidelines or a climate which is very skeptical about change, that this talent may be impeded in implementing or finding solutions. In most cases, if such an environment affects the person a long time, the attention to the practical talent will be reduced because the person basically runs against the wall. Thus, with high talent and low attention there is an indication, at the very least, that the opportunities to implement practical ideas are currently less than satisfactory. Admittedly, there are other reasons that explain a low attention to this ability in practical thinking – just think about overcautious people who would rather wait for perfection than act instead. But again, this should be compared with other evidence which is otherwise detectable in the profiling.

Overall it is clear that the combination of skills and attention on the same scale is suitable for developing hypotheses which can be then examined in conversation. The current psychological situation doesn't have to be first painstakingly explored from every angle in the interview. Instead, there are references that steer the conversation immediately onto topics that otherwise would have been addressed much later or perhaps never. Here the image of the current situation, embedded in the general compilation of personality traits, is an effective tool to quickly generate added value. Not only is the focus on time savings here, but above all, the ability to directly zoom in on the important aspects at the moment that otherwise might not have been noticed or would not have been elucidated to the necessary depth. Profilingvalues virtually leads directly to the relevant point, thus making the discussion from the first minute meaningful, relevant, and purposeful – whether it is about staffing issues or topics of personnel development. It will simply increase the success rate of decisions and appropriate actions.

In the next chapter the effects of ability and motivation, i.e., skills and attention, will be elaborated in more detail. It should be noted that this approach and the chosen manner of presentation (bars and diamonds in the profilingvalues report) have not been used in any other known profiling system so far. Along with the outstanding product properties described – a measurement of the value system, no possibility of manipulation, and speed – the combination of skill and attention establishes the positioning of profilingvalues in the market and its USP (unique selling point).

2.2.5. Requirement Profile Function, Team, and Group Reports

Profilingvalues is an application of the Hartman Value Profile (HVP) for personnel selection and development. However, the aim is not for candidates to achieve particularly high scores in all possible personality traits. Strictly speaking, there are few really bad employees – more often they are deployed in the wrong functions. It is logical to create a tool which specific requirements can describe certain professional positions. A translation of the prerequisites into personality traits to fill the position successfully virtually takes place. An individual's profiling can be then projected onto the re-

requirement profile and the degree of the match in percent will be provided. First, this is important to eventually compare candidates with each other or an employee. Second, the system directly leads the experts as well as the customer or candidate to the points which show the strengths or weaknesses with respect to the position intended.

A requirement profile function is integrated in the profilingvalues system which begins with the Position Analysis Tool (PAT). This is an online questionnaire relating to the position or function, specifically designed so that every requirement cannot be arbitrarily inflated. All major scales are selected several times, whereby preferences are forced so that the requirements cannot turn out unrealistically high or low. Fine-tuning for the job requirements is also possible manually, as is the insertion of comparative values or so-called benchmarks. The exact functioning of the requirements profile function, and the successful application in the field are described in the following chapter.

The HVP is an instrument that measures the abilities and biases in valuing. This is accomplished along with the objective to describe the participants accurately and identify the present situation. Often, however, the interaction between different people is especially important to achieve good results. Therefore, it is natural to develop a consolidated representation of several people in a report format. When the relationships between people are especially important, an integrated analysis becomes very helpful. Profilingvalues offers the opportunity to "interconnect" any profilings. So all averaged values are shown in the team report, and to a large extent, the respective distributions within the group. The results form the basis for successful consulting work.

If we think one step further from the development of teams, we quickly come to related questions involving the entire organization. To what extent do different corporate cultures exist, how good are the leadership skills within a particular hierarchical level, or which personality characteristics determine success in sales? All issues regarding organizational development can be supported by profilingvalues Group Report. The number of combinable profilings is unlimited.

3. Analysis of the profilingvalues Report

The core benefit of profilingvalues for the customer and the participant is a competent analysis and interpretation of the report findings. An added value is generated here which frequently leads to deep-seated insights. The cross-references and conclusions conveyed can trigger understandings that are invaluable to the individual. Not every analysis causes something so far-reaching. However, for many people the statements are at least a confirmation of their own perception because the proverbial gut feeling goes in the right direction for many, but it cannot be put into distinct words. Profilingvalues also steps in to represent these emotionally perceived aspects in a clear and understandable way. Therefore, assurance and certainty are generated which is very helpful in hiring decisions or further development plans.

In addition to the personal strengths that are presented in the profilingvalues Report, weaknesses or areas of development also require reasonable consideration. Drawing too much attention on weaknesses is just as wrong as too little. If we only work on our weaknesses, we cannot be effective enough because we neglect to develop our strengths. After all, we cannot make strengths out of our weaknesses in most cases. However, too little focus on weaknesses is also counterproductive because you potentially enable barriers to arise, which in turn, hinders the positive development of strengths. So there's a lot of truth in the saying, "Strengthen strengths and weaken weaknesses." In a nutshell, it's best to follow these steps: we have to take the negative peaks from our weaknesses and virtually neutralize them. However, we essentially focus on further development and the leverage of our strengths.

Depending on the type of person the analyst or interpreter is, the emphasis is placed differently. The positive consultant or HR associate with a penchant for being a "do-gooder" can easily work out the strengths of the profiling but is vague or talks around the bush when he should come straight to the point about the weaknesses or assert pressure. The critical analyst can communicate directly about each deviation from the optimal ranking order which results in the participant totally losing heart because he has been picked to pieces. Among the somewhat exaggerated types of interpreters described here, the character of the participants joins in, which makes the whole matter more complex. Thus, every pro-

profilingvalues expert must also develop his own style which should include two traits in addition to the specialized, contentual competency in the system that are recommended of a good leader: act and provide feedback based on the situation and personalize it. The scope of the consultancy and the unique situation require proper communication. The individual person in his current state requires this as well.

In the following sections of this chapter every step of the analysis and its meaning is explained and merged together. Thus, this part of the training manual can also be used as a direct guide to analyze a current profilingvalues Report from "A to Z." Successful profilingvalues experts have usually developed their skills step by step. It's quite normal that particularly the first profiling requires up to two hours for interview preparation. This effort may not be worthwhile when looking at the profitability of these first commissions, but it lays the foundation for solid interpretation skills from the beginning and not only leads to an accurate analysis, but also to increased gratification in this work. That is why the saying, "Appetite comes with eating," is very popular among the profilingvalues experts. From the first feedback interview you can learn how to be to the point in a rewarding way while helping the participant and providing a benefit. After a few thoroughly prepared profilings, you reach a good level of assurance in leading the interview. With each report the preparation time becomes shorter. As a rule, after ten neatly interpreted profilings, an expertise has been developed which guides you to easily pass the online certification exam. Anyone who has analyzed 100 profilings and communicated them is certainly a top-notch expert. Provided, however, that from the beginning one is deeply engrossed in the professional material. Learning correlations superficially and reaching conclusions quickly without having a solid foundation end in frustration. Even with the twentieth profiling you will not be able to make use of the presented scales at first glance. This also affects customer relations and the quality of the advice. Therefore, the framework and sequence are important for the analysis – i.e., to know which steps one makes in succession and for what purpose. Profilingvalues may initially appear more complex than many other systems that are allegedly quick to understand. Even experts who already have several other licenses and certifications are often subject to the notion that profilingvalues is only another implementation of their already essentially mastered competence in giv-

ing feedback with psychometric techniques. This fallacy can cause one to never find access to profilingvalues. For absolute quality orientation it's necessary to develop a deep understanding of profilingvalues. Both the certification exam as well as a regular review of the learning materials contributes to the proposed quality standards.

3.1. Bars and Diamonds: Ability and Willingness

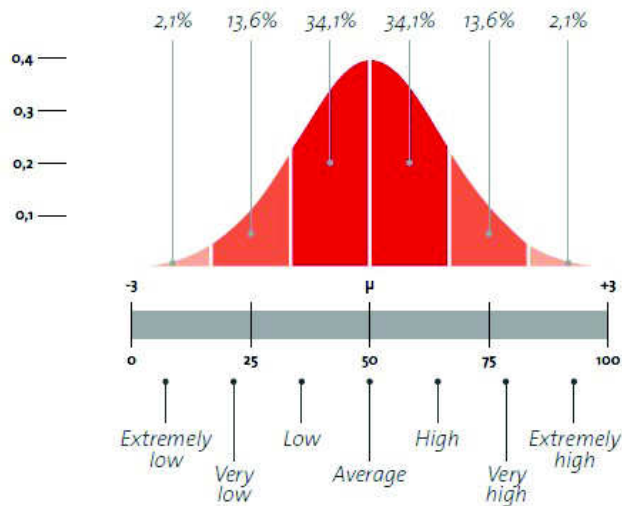
We now start with the structured analysis of the report: the cover sheet is the first page of the report. Here the system allows you to configure the footer so that either the consultant or the certified company will appear. "Co-branding" is appreciated everywhere and is also useful for the system provider profilingvalues since it promotes the awareness of our individual partners rather than concentrate all inquiries on profilingvalues. The second page of the report can be gone over quickly because it only addresses the areas of application of the procedure (staffing, personnel development), the mode of the online survey and the references to the scientific method, the inventor of the HVP (Robert S. Hartman), and the developer of the report format (Ulrich Vogel). Starting on page three of the report, it goes into the contents which will be treated in a structured manner below.

On page three of the profilingvalues Report, the meaning of the bars and diamonds is explained in more detail on the following page. Understanding the interaction of the bars and diamonds is of key importance. Only with a sharp distinction between the two – as independent functions in the diagram – the significance of this interdependency becomes clear and opens the depth of the interpretation. It also captures the current situation of the participant. The lack of distinction between the bar and diamond misleads one to making false conclusions, so that it's absolutely necessary to explain the function of the bars and diamonds in detail to each participant prior to the explanation of the results.

In profilingvalues' representations of skills two statements are made for each personality trait, i.e., two types of results are displayed on the same scale, whereby each of these functions has its own calibration.

3.1.1. The Bar: Abilities as a Linear Function

The bar is the simplest element in this system. It represents the well-known linear function which has its minimum at zero and its maximum at 100. The score is given in percentage points. The bar is calibrated so that its length shows the participant's result in relation to the total society which is reflected in the example of the Gaussian normal distribution (bell curve) illustrated above the bars on page four of the report. Therefore, the ability of a person is the competence he has in this area at the time of measurement.



Bar lengths and society as a whole

A score of 75 percentage points and better is achieved by only about 15 participants out of 100 when the population represents all segments of society. As a reference, there is no group of people of a particular kind, rather society as a whole. Profilingvalues mostly finds its application with the more educated classes, so that a value of 75% or higher often occurs in consulting work. If profilingvalues would be carried out among blue-collar workers, for example, the results would be closer to the Gaussian distribution. The ratings indicated below the illustrated bars reflect the coherency of society and already permit a clear statement. For

example, a person who has an extremely high bar length for Structured Thinking is exceptionally capable of discerning the total context, anticipating the far-reaching effects of changes, making strategic considerations, and the like. The length of the remaining bars then determines to what extent this talent stands out, as it were, or fits into the portfolio of skills for this person due to his other excellent talents. The former can lead to dominance arising through Structured Thinking, and interpersonal relationships, for example, will suffer. Thus, the correlations become clear.

The skill, therefore the bar, represents the ability of the participant in the respective competence. The ability is also well described by the concept of clarity, with which the respective value dimension is seen. For example, Empathy is part of the intrinsic, i.e., human value dimension. The higher the degree of clarity detected in this dimension, the higher the ability, in this case, in Empathy. One can illustrate this well with the visual metaphor in which one introduces the concept of "visual acuity" The higher the bar, the sharper you can see a situation from the perspective of the respective value dimension.

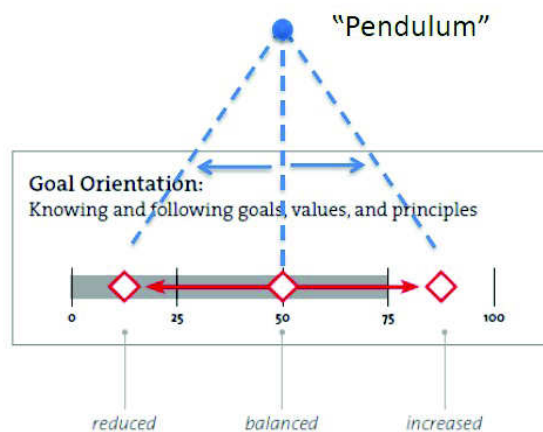
To avoid constant repetition, the following attributes are used interchangeably for the description of the bars:

- short or long
- low or high
- weak or strong

3.1.2. The Diamond: Attention as a Pendular Function

The diamond, however, is not a linear function, but has its "zero position" at 50%. The diamond is calibrated like a pendulum which is capable of swinging across the entire range from zero to 100 and is virtually in balance at 50%. It depicts the attention to the skill at the time of the measurement, i.e., when the profiling is conducted. The bar represents the level and the diamond indicates how the concentration behaves on this level. A diamond at 50 or around 50% shows a balanced attention to the ability. A balanced position for the diamond indicates that the participant can apply the skill at that level flexibly, using it either intentionally or holding back. Using a musical metaphor, we could say that he plays the

"keyboard" of this trait with "virtuosity" as the bar indicates. Always look to the bar first in order to determine the "level" and then at the diamond to find the current attention.



The pendular function of the diamond

If the diamond leaves the 50% mark and moves towards 100%, the focus is greater on this trait, more energy flows into this competency, proactivity is shown, and the attention becomes strong. If the diamond is close to the 100% limit or has actually reached it, one can speak of a drive to focus on this trait. Out of desire becomes a must, even if the participant loses his ability to control here, which is not necessarily negative. A very high diamond is frequently encountered in the scale Goal Orientation – as is common in people who are in an orientation phase – seeking their positioning or their own personal strategy and are not exactly clear about their future. Something works both unconsciously and consciously in the participants and the focus on the question, "Where should all of my activities lead me?" can no longer be simply "turned off." In general, however, with the focus and the duration of this attention, the ability increases or the vision "clears" with time, and the participant can recognize the value dimension with higher acuity. The pendulum of the diamond begins to swing back and the built-up tension decreases.

If the diamond moves downward from the initial position (at 50%) towards zero, then the focus of this trait is reduced, less

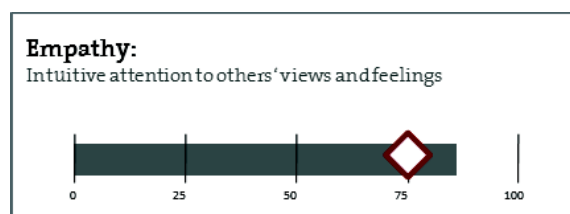
energy flows to this competence, the capability is utilized more reactively, and the attention is weaker. At zero only a reactive triggering of the ability is found. That is, an external stimulus is needed to gain use. However, a diamond at zero does not mean that the ability is actively pushed aside, as the term “not willing” perhaps suggests. It’s merely an extremely low and thus “reactive attention” so it hardly shines in the area of active volition. This is neither bad nor good in the general sense. Instead, it needs to be viewed neutrally at first. Only under specific requirements, e.g., within the scope of a professional position, does it become a strength or a weakness.

To avoid constant repetitions here, the following attributes are used for the description of the diamonds:

- low or high
- under or above
- left or right
- around the 50% mark: balanced, equalized, centered

3.1.3. The Interaction Between the Bars and the Diamonds

Consider the following constellation:

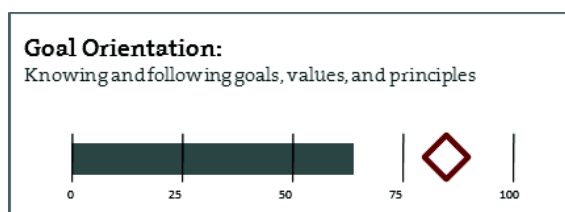


Excellent ability to empathize and very high willingness

The view of the bar indicates an outstanding ability to recognize the individuality in others. A text block would appear: “Very keen awareness of people.” The first part of the text block under the main scale always refers to the meaning of the bar, the last part to the position of the diamond. Thus, for the latter part, the system would produce: “Very trustful; as a general rule, shows own feel-

ings openly." So we are dealing with a person who not only immediately senses how others are doing but also opens himself, reflecting the emotions of others and making them partly his own feelings. Due to this high willingness to empathize, strong compassion is actually generated. In the positive sense this can constitute emotional reinforcement. One is inspired by the person and finds a high degree of appreciation on the personal level, often while sympathy is radiated. In the negative sense, this can be a hindrance because this person will find it very difficult to be hard on others or make decisions that are unfavorable for them. As a reorganization manager or trauma surgeon, this person would fail because he's affected too deeply by the suffering of others.

The possible combinations of bars and diamonds are manifold and have quite specific meanings in the scale, which are elaborated in the following sections. At this point it's important to understand the basic context. A common misconception lies in the fact that the participant believes the diamond "is attached to" the bar. This should be explicitly contradicted. The aim is not to bring the diamond to the end of the bar, so as to ensure a "full utilization" of the ability. The bar indicates the level - the diamond uses the entire width of the scale to show the attention focused on the ability. A diamond can "jump forward" without problems, i.e., take a position beyond the bar.



A diamond which has skipped past the bar

The constellation above shows a good ability to work out long-term goals. Currently, there is a strong focus on goal orientation. If this attention continues for a long time, there is basically the possibility that the bar moves slightly upwards. When someone pays ample time and attention to something, he will usually become better in that area. In this respect, a diamond which skips

past the bar leaving a "gap" of up to 50 percent, isn't a problem normally. However, it becomes a problem when a participant has a diamond at 100%, but the bar only shows 20%. Here someone constantly wants something which he cannot do. This is probably not only frustrating for him in the long run, but may also affect his entire environment. Then again, such extreme positions are relatively rare. Generally speaking, high diamonds are less problematic than low diamonds, especially in the scales of Success Orientation and Goal Orientation.

If no specific requirements are given, one can always consider diamonds in the middle as the best possible or reasonable constellation. This has two reasons: Balanced diamonds, on the one hand, show flexibility which enables a wide range of behavior, as already mentioned. On the other hand, they point to a personal comfort zone and give little impulse for personal change. In exchange, one is in balance, which also has its advantages. Each individual diamond has a special meaning, so these sweeping statements are not always effective. Therefore, more important than addressing such nuances is to tell the participants that they do not need high diamonds to have a good profiling. Too many high diamonds can be a hindrance; they indicate constant attention everywhere, and hence, tension. In extreme cases – when many extremely high diamonds can be seen – it would be a hyper-vigilant person, and thus, show extremely high stress levels.

The interaction of bars and diamonds becomes even clearer when we look at the timeline and make changes to this area. Basically, the HVP and profiling values show very high scientific consistency, i.e., a so-called strong reliability. Significant changes do not occur if nothing has changed in the environment, and the person does not work pro-actively to change their own attitudes. However, if one looks at intervals of six months or an entire year, then changes can be frequently observed. This is precisely the benefit of profiling values, that progress and the investment in the development of a person can be measured and assessed. Changes first have an effect on the diamonds. They are quasi the volatile element in the system, the more flexible part of the description. This also makes sense because one's attention appears easier to change than the development of skills. The bars are the more stable element in the profiling system, but also undergo gradual changes, if trained accordingly and one works on it.

Some schools of thought in the field of psychology describe the human personality as fixed, preexisting, and therefore unchangeable. Profiling values does not base itself in anyway on this personality concept. The system depicts personality traits derived from the measurement of the ability to value, according to the formal concept of values, which was developed by Robert S. Hartman. These traits are modifiable, although not to the same extent as one's attention. However, major life events or prolonged extreme conditions can change the bar relatively quickly. Just think of a breakup of a long-term relationship, bullying, or the death of a close person. Principally, it is important to note that Robert S. Hartman has created the HVP with a very positive, dynamic development system for representing personality traits. There's nothing set in stone, anyone can take his or her development in the hand and work on oneself with resolve.

Scientifically speaking, the bar represents the clarity with which one can identify the respective value dimension around him or in himself. The closer the order of the participant lies to the aforesaid logical-mathematical profiling position, the higher the visual acuity, the better the clarity, and the longer the bar is. The more distant the ranking order from the logical profile is, the cloudier the value dimension is seen, and the weaker the ability turns out to be, or the shorter the bar is. The attention (diamond) can now be equally regarded as the "response" of participant when he is confronted with his own ability. Does he "open the blinds" and handle the explicit skill openly and proactively or does he "close the blinds" and maintains a (reserved) distance to his ability and its use?

The diamonds vary in their flexibility or mobility. The attention to Practical Thinking and Success Orientation – the scales of the practical-operational value dimension – have the most flexible diamonds in the whole system. The attention to the skills of the human value dimension (Empathy, Personal Needs) are sluggish or relatively difficult to change. This seems logical because from the previous example of a very warm-hearted person who should avoid operating as a reorganization manager, it shows that these diamonds become rigid and only change in narrow bandwidths. Thus, the said person can be advised to avoid opening himself completely, in any case, to avert vulnerability. A healthy distance to the feelings of others can have a protective effect here. However, one will never make a cool, aloof person out of him. Converse-

ly, there are many people who have high sensitivity towards others but a low willingness to open themselves early and show their feelings. Again, you cannot turn the personality around here, but this person can learn that in certain situations, practicing to reach a higher diamond can be very effective. Especially executives benefit when they also offer substantial supportive, emotional warmth along with factual arguments.

3.2. The Requirements Profile Function: The Position Analysis Tool (PAT)

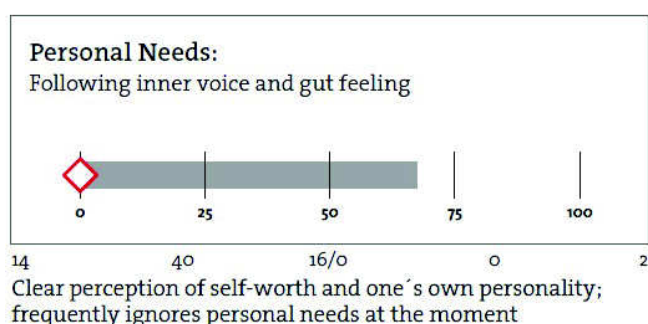
On page 3 of the profiling values report colored bars and percentage values can be found under the sample scales which refer to the reference profile. On page 5 and 6 of the report these can be found again when a requirement profile has been coupled with the evaluation. Similarly, the bottom two boxes on page 9 of the report are filled in and reflect the overall result of the projection of the profile onto a job specification.

The Position Analysis Tool (PAT) is a versatile instrument to optimize the use of the profiling tool and create more clarity and plausibility for both the customer and the respondents. However, it is not a panacea that would make a good, substantive interpretation unnecessary. The route to the important points in the report, however, is quickly shown. These, in turn, must be thoroughly checked.

The PAT allows the projection of the profiling onto specific requirements of the company, usually a vacant position or a person who will be specifically developed in one direction. All 12 competency scales (bars and diamonds) of the profiling are taken into account when creating a PAT.

3.2.1. Functionality: Traffic Light as a Metaphor

The PAT is illustrated in the report in the following way:



Target			Result
Ability	60 to 90 (-8)	■ ■ ■ ■ ■	green
Concentration	31 to 61 (-46)	■ ■ ■ ■ ■	red

The PAT projected onto a personality trait

The target values in percent for the bars (skill, ability) and diamonds (willingness, attention) are always listed below the box for each competence scale. This is presented in a traffic light modus – in green, yellow, and red.

- Green means the result lies within the requirement range for that position. In picturing a traffic light, the signal to “go-ahead” is given. It involves an asset for this particular position.
- Yellow indicates that the candidate/employee lies above the highest value, therefore possessing a more highly pronounced ability and/or attention than required for the position. In this case, the results should be contemplated since with compatible bars, the yellow color can denote that the person is under-challenged. With such diamonds, the possibility even exists that the person is not suitable: In the example above, the described person does not fulfill the re-

quirements profile for a reorganization manager. As mentioned, a contentual analysis is always necessary. Overall, caution is advised with yellow, as in traffic: either you drive through with appropriate circumspection or you stop to void taking a risk.

- Red indicates falling short of the desired percentage range. This is especially critical when referring to a red bar. In such cases, the required skill is not developed strongly enough. With the diamond, it can be different: If the scale Personal Needs of a candidate is measured in the example above, and he does not look after himself in his present position and threatens to become unstable, this trait will usually be displayed as insufficient with respect to the PAT. This is logical because very few positions require such over-taxing of your energy over time. The system can, however, only represent the present. Therefore, the consultant/decision maker is reserved to judge whether the targeted position is appropriate for the candidate so that he no longer overworks himself. Red means "stop" in order to thoroughly analyze the contents.

The overall result of the PAT is projected onto the profiling of the candidates/employees and mentioned on the last page of the report in the two lowest boxes. Green is on target, yellow means the target has been exceeded, and red is below target.



Projection of the profiling onto the PAT - match

3.2.2. Development and Use of the PAT

The PAT can be prepared and used basically in three steps:

1. *Adjusting the PAT via an online questionnaire:* here management's standpoint on the position is compiled systematically. The PAT questionnaire consists of 40 blocks, each with three short statements that refer to a corporate function or a job/position or target requirements in the context of HR development. Since it's not possible to give equal weight to statements in the same block, preferences are forced, and the competence scales in the profiling can be translated into realistic percent ranges. A total of 120 questions are handled so that each bar and diamond are queried five times in different contexts in the system. Therefore, a realistic picture is quite possible. Inexperienced users need about 25 minutes for a PAT questionnaire. With practice, often 10 to 15 minutes are sufficient.
2. *Manual setting of the desired results:* for the bars and diamonds, the percentages for the minimum and maximum values are assigned manually. This method can always be applied. However, for generating the first requirement profile, this procedure is not recommended since the requirements are often set too high, and the various competencies are not differentiated enough. Nevertheless, a plausibility check with a manual "fine tuning" of the requirement profile is very useful.
3. *Matching to benchmarking:* In addition to the standpoint of management, it's often worthwhile to measure what personality traits are available from the top performers. This is particularly suitable for vacant positions which have the same requirements and need to be filled severalfold - such as in sales or first and middle management levels in large companies. The aggregated data of the respective high performers in a team or group report can identify personality traits, decisive for success, which are then inserted into the PAT by changing the percentage values accordingly.

Within each block, you will find three statements. All statements need to be evaluated with regards to your specific job description. Please rate the statements on a scale from 1 to 6.

1 means not important or not applicable. 6 means very important or fully applicable. Please note: it is not allowed to distribute equal scores within one block.

POSITIONANALYSISTOOL FOR PROFILINGVALUES®

	1	2	3	4	5	6
It is important to be able to assess people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solving people problems cooperately is mandatory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The candidate should enjoy being decisive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4	5	6
The candidate should enjoy approaching others easily and fast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stamina is very important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Far-reaching decisions should be made after thorough analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4	5	6
In this position, having good ideas is key to success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important to be willing to solve problems related to human dynamics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A convincing communication style is something that should come easily	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The PAT online questionnaire

When the questionnaire is successfully completed, a detailed view can be generated in the back office which allows editing of the individual minima and maxima so that the percentage point corridors can be tailored to the position.

3.2.3 Explanatory Notes and Instructions for Using the PAT

The PAT applies to personality characteristics which are required to successfully execute tasks in a certain position. However, the PAT cannot test specialized knowledge nor reflect methodological expertise.

In order to set up a PAT well – irrespective of whether it has been filled out manually or by questionnaire or benchmark – it's important to get a clear picture of the duties of the position and the company's structure and process organization. This is best achieved by the replies to questions which refer to the aims, organizational environment, team situation, and market conditions. Here are some sample questions:

- How is success defined in this position?
- Which expectations are linked to this position?

- Which objectives are to be met and when are they to be fulfilled?
- Which results have to be produced in this function and how should these results be achieved?
- To whom does the job holder report?
- If a team has to be led, how is it set up?
- How is the position presented to its peers (equals/colleagues) in the company?
- What are the main duties of this function?
- How should these tasks be prioritized?
- How flexible should one react to changes in assignments?
- Which processes and policies need to be observed?
- Is there contact with customers? If so, in what form?
- Which external/internal interfaces are used?
- How can the corporate culture be described?
- What is the current mood in the company/team?
- Does the role deal with developing, optimization, or defending a position in a declining market?
- Etc.

After a clear picture of the duties and environment has been formed, then it's easy to fill out the PAT questionnaire.

Furthermore, it has proven to be a worthwhile exercise to complete the PAT with the customer/decision maker, provided that he has an affinity for such procedures. Thereby, the customer/decision maker gains a better understanding of how the PAT systematically determines individual personality characteristics. This particularly applies when either very high or undifferentiated requirements have been set by the customer or when multiple decision makers have different ideas. Good experiences have been also made when multiple decision makers have completed their own PAT. Inconsistencies are uncovered and can be solved in a joint conversation.

When answering the PAT questionnaire, you should be aware of the full range from 1 (not important or not applicable) to 6 (very important or fully applicable) and also use it accordingly. This is not only true for the distribution of requirements within a PAT, but also among individual PATs. For example, for a specialist function the ratings 4, 5, and 6 per block should not be used too frequently. Then again, the requirements for certain personality traits may be very different, independent of the corporate hierar-

chy. At the reception desk, for example, very high interpersonal skills and practical thinking are needed because this is about the first contact with the company and virtually the business card of the concern. These requirements should also be reflected in the PAT. Some practical experiences are listed on the individual scales below:

- *Empathy and People Skills:* the bar for positions involving contact with customers and important interpersonal tasks should be in any case more than 70%. Conversely, a low diamond (10-30%) for many positions (reorganization managers, trainers, coaches, management positions with a large span of control, and rather technical companies, etc.) is absolutely necessary. High diamonds are needed when the person should be able to inspire other people intuitively, or if a compassionate element has a high priority. In practice, decision makers often overestimate the attention on Empathy, so that unrealistically high corridors result for the diamonds. These should be revised downwards manually.
- *Practical Thinking and Solution-Oriented Attitude:* for a position that requires an energetic, knuckle down, roll-up-the-sleeves personality, bars over 70% are a must. Otherwise, the person is thinking too much about the obstacles or problems and doesn't develop solutions. When it comes to administrative functions or controlling or preventing hasty actions, then lower bars and especially diamonds are quite appropriate. High diamonds indicate impatience, and thus, energy and a dynamic approach. Therefore, a position that requires a lot of coordination and precise procedures should demand a balanced diamond (around 50%).
- *Structured Thinking and Structural Problem Solving:* positions that have a lot of creative freedom and pioneering character require bar values that may also be slightly below 60%. Then the jobholder thinks very autonomously and is also able to initiate unconventional approaches. This usually goes hand in hand with low diamonds. High bars are advisable for functions that require strategic/tactical foresight and consequent planning. High diamonds are again suitable for prudent practices and cautious thinking. Flexibility in planning is achieved by diamond positions in the middle.

- *Personal Needs and Stability/Resilience:* high bars are required for positions in which the display of self-confidence, self-esteem, and personal autonomy is an important criterion. If the function also obliges the person to represent the company, be proactive, and cultivate a very good image, then middle diamonds are helpful. Otherwise, low diamonds are usually sufficient. The average for this diamond is only about 20% among the population. Very high diamonds are not helpful for the majority of functions because they indicate egocentric thinking. This diamond is often rated too high by decision makers and should be set lower manually.
- *Success Orientation and Responsibility/Assertiveness:* high bars are desirable for most positions. Since these competency scales represent the question, "What is my function/role and how do I lead it to success?" this is easily explained. High diamonds indicate satisfaction at work. Deviations from the target settings often occur in these scales of the profiling. Usually, the reason is that the person is dissatisfied in their current role but is projected onto a position where satisfaction is required. Therefore, it's logical that a fit between the current situation and the desired future position cannot occur. But the discontentedness will be quickly addressed and the decision maker can get an accurate picture of it. Ultimately, he must decide whether a fit with the new function is likely or whether the candidate's attitude has become rigid.
- *Goal Orientation and Decisiveness:* for most positions the same applies as described in the two previously mentioned scales. Positions with a strong role model function require high diamonds and bars - then leadership charisma exists.

3.3. Pages 5 and 6 of the profilingvalues Report

Page 5 of the profilingvalues Report provides essential information to perform a sound interpretation. All the key figures are listed here that are needed to draw up an expert interpretation. This page provides orientation of the basic structure of the model and the fundamental questions that are behind it. Page 5 is the key to understanding each profiling.

Page 6, however, is a derivative of page 5 and less important for experts. Here the problem-solving skills are mapped which are depicted as basic competencies on page 5. The logic of the structure is the same. Scientifically speaking, we are measuring to what extent a person can recognize what's relevant when something's complex, i.e., whether the "forest for the trees" is seen. While on page 5 the "visual acuity" of the value dimensions is primarily measured – i.e., the clarity in perceiving – page 6 shows the "range" within the value dimensions.

For explanatory purposes: Empathy, page 5, top left, is concerned with the interpersonal level. If there are problems here, and the person is able to solve these problems, then he is socially competent - the same box on page 6 - (scale: People Skills). Or the area Personal Needs, on page 5, top right. If there are problems, and one can solve these, then he is stable and resilient (the same box, page 6). So you can always substantiate the derivation of the different scales with this sentence: "... if there are problems and you can solve these, then you are ..."

For the participant page 6 is an important part because he receives additional concepts by reading the text modules which help him draw as much as possible personally from the report without interpretation. He can go through the information in a two-dimensional way and get an idea of where he stands. With profilingvalues experts it's possible to interlink this two-dimensional information, produce cross-references, and virtually bring out the personality characteristics in three dimensions in light of the current situation.

At the beginning of each analysis or interpretation an explanation of the structure of page 5 of the profilingvalues report should be given. Here it is important to briefly and concisely describe the logical structure behind it. Initially, this may seem somewhat awkward because the participants have little knowledge of the process and background. However, it has proven to be very

beneficial to proceed this way because the entire understanding of the report with its conclusions is much clearer, and the acceptance will be significantly higher. Without a proper explanation at the start, the consultant risk that the participant will only selectively understand the analysis. All the more questions of understanding or skepticism about the method will crop up later on which require a lot of time. Therefore, it's important to give a concise introduction, filled with figurative language. This makes it clear that we do not "twist" any number of things here as we like, but that the analysis proceeds according to very clear principles that are universal, understandable and meaningful.

3.3.1. The Outer World and the Self

In order to internalize the following statements, it's advisable to take a profilingvalues Report in your hand and turn to page 5.

In general, a feedback session can be led in the following manner: *"I'm happy to explain the profilingvalues Report to you today. I assume that you have already read through it. I'll now give you the opportunity to become acquainted with a deeper analysis, and thereby, understand the procedure. We will begin on page 5 of your report. You can already see the upper left column, 'Evaluation of Surroundings' and on the right column, 'Evaluation of Personal Role.' Try to imagine that the left column represents everything you value outside of your skin - and to value means in our context (by Robert S. Hartman) 'to give meaning.' So who or what you give importance to around you, or how much, is on the left. On the right, everything is shown which you value inside your skin. So if you listen to yourself or look inside yourself, whom or what you give importance to, and how much is depicted here. The psychologists express this beautifully: The left side is the 'outer world' and the right side is the 'self'. We have two realms in which we evaluate - outside and inside. And then there's also the function of the rows on this page. You can recognize them on the left margin, namely the value dimensions. Humans are able to think well in three dimensions. However, this is not about the three optical dimensions - height, width, and depth - but the value dimensions: human, practical, and systemic (formal-regulative). On the upper left you see the human value dimension, in the middle the practical, and at the bottom the systemic - each provided with a*

question word, 'Who,' 'What,' and 'What for.' It should be understood that the question word in combination with the column addresses the competency scale. I'll give an example: if I ask, 'Who is around me - who, surroundings?' - then it's Empathy. When I ask, 'Who am I?' then it's Personal Needs. So I can build questions analogously on the whole page and make transparent, which basic question lies behind each competency scale. So as I said, we have two realms in which we value and three dimensions in these realms. Now, the structure is clear. If we are approaching a profiling, we first want to know how a person values their surroundings, i.e., assesses situations. Therefore, we'll first look at the left column of XYZ's report"

Thus, the arrangement of the six competency scales on page 5 of the profiling report becomes clear and can be then systematically analyzed.

3.3.2. The Value Dimensions

In the worlds outside and inside our skin we talk about three value dimensions each: human (intrinsic, symbol I), practical (extrinsic, E), and systemic (S). You span the domain, so to speak, which is being valued. The analogy to the physical three-dimensionality has been described and helps us get a clear view of the world of values through spatial imagination. The use of visual metaphors in connection with the interpretation of the reports has proven to be beneficial.

What are the reasons for the three dimensions? From the aforementioned axiom, "Good is what fulfills its concept," Robert Hartman derived the three value dimensions in a strictly logical-mathematical sense. Without going into detail here to carry out the derivation – this happens in a later chapter – the basic principle is elaborated. Hartman proceeds as follows: in everything which we call "good," whether it's something human, concrete, or abstract, we consider the properties of this "something" and perform a logical operation in our brains. We compare the properties of what we have just encountered with the properties we think it should have – in other words, its concept. If this comparison is consistent, then we evaluate the person, the object, or the system as "good."

Now one can differentiate the common "something" more accurately. Hartman used the set theory from Georg Cantor. We

are able to count up the properties for items. For an abstract construct, such as a geometric circle, all properties must be present; otherwise, the construct doesn't exist. In humans, we cannot count the properties because we would not be able to come to an end. In addition, intrinsic properties are interwoven in contrast to objects. Therefore, the intrinsic (human) value dimension is regarded more valuable mathematically than the extrinsic (practical), which, in turn, is more valuable than the systemic. A derived theorem from the axiom of value science is: $I > E > S$. Below the value dimensions are elaborated in more detail.

- Intrinsic, the human value dimension: here the entire individuality of a person can be illustrated. Everyone thinks and feels in a unique way and is, therefore, infinitely valuable. To what extent our sensors detect the other individual and recognize him or her as being just as unique as us is shown here. Love and self-love fall under this as well as all the experiences that affect us inside in a positive way up to elation or in a negative way down to boundless sorrow. Sensitivity is a key concept in this dimension. Being apathetic to human emotions indicates a cloudy vision in the intrinsic dimension. Therefore, compassion is the litmus test for moral action. The intrinsically competent person is not only able to capture the beauty and positive features in the individuality of others but also detects when a person can present danger. This second aspect is often neglected in assessing the intrinsic competence. Typical "do-gooders" have the problem that they are almost blind to the "bad" side of human nature. In summary, intrinsic is everything that is a singular concept which carries its meaning in itself.
- Extrinsic, the practical value dimension: all objects around us, all of nature and its conditions, but also applied processes, lines of argument, and exhibited born convictions are part of the extrinsic value dimension. Basically, everything around us, with the exception of living beings (intrinsic) and mental constructs (systemic), is a part of the extrinsic value dimension. Material things, such as money or other assets, belong here just as much as educational resources and accessible knowledge. Even the food we eat is extrinsic and illuminates how essential this value dimension is too. But even if we take everything into consideration

what is man-made, it does not outweigh the infinite value of a single human being which can be proven mathematically with axiology. In business this fact is not often recognized and leads to unsatisfactory conditions for many people. Many outstandingly successful companies do recognize the importance of the individual and are, thus, properly positioned with respect to this value dimension. Dictatorships display the primacy of the extrinsic and especially the systemic dimensions in a particularly terrifying way. This does not arise in a valuable society where all three value dimensions receive the right amount of importance and are recognized as such. By definition, this is only possible in free societies. In summary, extrinsic is everything that can be ascertained with our external senses and is, therefore, an analytic concept.

- Systemic, the formal value dimension: this value dimension can be only recognized by rational beings. It presupposes the reflection of the intrinsic and extrinsic value dimensions. Put simply, we contemplate here on human and concrete objects. The result is a construct, something conceptual, an abstraction, or a train of thought which sets conditions, for example, to represent complicated circumstances by a certain point of view, as often happens in generalizations. In this context it's popular to use the example of the geometric circle. This figure features a clear, strictly mathematical definition: a center around which a plane closed curve is arranged, that always holds the same distance to the center. Therefore, the geometric circle is a principle and not an object, such as a chair (extrinsic). Even a chair has to meet certain requirements, such as a seat, a backrest, etc. If, however, the seat is broken or the backrest is snapped off, we'll still refer to it as a chair, albeit not a good chair. But with the geometric circle, we cannot. When a requirement of the definition is not met, the whole principle is no longer correct. Thus, the systemic value dimension is a digital principle, a black and white world so to speak, and a categorical manner of judgment. It is the dimension of the formal order, hierarchy, and principles. However, it is just as necessary as the other two values dimensions. It becomes particularly obvious if we keep in mind the system of human breathing. This has to work, otherwise we cannot

exist. However, having a constant focus on breathing would not lead to a healthy or an especially satisfying life. The systemic value is classed behind the content value of the other two value dimensions. Thus, the human dimension is more valuable than the concrete/practical and the latter, in turn, is more valuable than thoughts and principles on humans and concrete objects. The systemic dimension includes all of our mental constructs, everything that cannot be observed, i.e., a synthetic or schematic concept.

It's important to bear in mind the principles of the value dimensions and to penetrate their meaning. Thus, one gains a much clearer and, above all, more prudent view of the world and themselves. Again, practice makes perfect. If we make a daily conscious effort to contemplate how we value in which dimensions, in the long run we will gain a much more nuanced picture of our environment and ourselves. We will see more clearly, sharpen our judgment and weigh circumstances more responsibly. Observance of the value dimensions helps us to improve our appraisal of significance of events, whether they are all around us or inside us. The Hartman Value Profile, and thus, profiling values provides us with a measuring tool to evaluate our current abilities and inclinations, accurately represent these, and work on, or further develop them.

In addition, it should be noted that it not only matters what the previously discussed "something" is – be it a person, an object, or a principle – but also from which perspective, too. A car is basically an extrinsic object. With the addition of "my car" I look at it with an intrinsic point of view and give the car a different meaning than when I notice, for example, "There is a green car," (extrinsic-extrinsic, constructive) or "Look at that traffic jam over there," (extrinsic-systemic, non-constructive). Expressed extrinsic-systemic, constructively one might say: "What a wonderful parade of cars," or extrinsic-intrinsic, non-constructive: "My car has been stolen," etc. With three value dimensions (I, E, S) nine such combinations in a positive sense are mathematically possible, i.e., can be formed constructively. Just as many combinations are possible in the negative (non-constructive) sense. Below are all the combinations listed with some examples. So each combination represents the formula for each link and must be regarded as a mathematical statement because Hartman was able to successfully assign each dimension its own definable mathematical term.

Value dimensional linkage	Formula	Some examples
Intrinsic-intrinsic constructive	I^I	Success by individual peak performance
Intrinsic-extrinsic constructive	I^E	...
Intrinsic-systemic constructive	I^S	Creative head of the company
Extrinsic-intrinsic constructive	E^I	...
Extrinsic-extrinsic constructive	E^E	A good meal
Extrinsic-systemic constructive	E^S	Automated business processes
Systemic-intrinsic constructive	S^I	...
Systemic-extrinsic constructive	S^E	...
Systemic-systemic constructive	S^S	...
Intrinsic-intrinsic non-constructive	I^{-I}	Mobbing
Intrinsic-extrinsic non-constructive	I^{-E}	...
Intrinsic-systemic non-constructive	I^{-S}	...
Extrinsic-intrinsic non-constructive	E^{-I}	Immediate dismissal without reason
Extrinsic-extrinsic non-constructive	E^{-E}	A useless product
Extrinsic-systemic non-constructive	E^{-S}	...
Systemic-intrinsic non-constructive	S^{-I}	Mass unemployment
Systemic-extrinsic non-constructive	S^{-E}	Production stoppage
Systemic-systemic non-constructive	S^{-S}	Accidental profits

Possible value dimension combinations

Each statement, as well as the mathematical dimension formula behind it, has a certain rank in the profiling. So the value hierarchy, $I > E > S$, is already included. It's necessary for the participant to see each dimension sharply in association with all three dimensions.

To avoid constant repetitions in the field of value dimensions, the following terms are used interchangeably in the description:

- Human value dimension: intrinsic (I), internal, emotional, individual, interpersonal, inherently human, sensed
- Practical value dimension: extrinsic (E), practical-operative, concrete, functional, material
- Systemic value dimension (S): formal ordering, conceptual, strategic, theoretical, intellectual, normative, categorical

3.3.3. Two by Three-dimensional Realms: Six Fundamental Questions

The outer world and the self, understood as realms in which we are able to value, were explained above. Similarly, a differentiated picture was conveyed for each value dimension. To better find your way around these realms, Robert S. Hartman has worked out the

correct fundamental question for each dimension using the typical “W” questions: Who, What and What for. Projected on the respective realms, the two times three fundamental questions arise as follows and point directly to the main scale of the profiling values Report, i.e., the six competencies on page 5 of the report.

- Outer World:
 - Who is around me? This fundamental question relates to the surroundings of the person valuing, and thereby, exclusively to the human value dimension. It's not about what someone looks like, what he wears, or what he stands for. The center of attention is rather who this person actually is. Because each person is infinitely valuable and unique at the same time, this question has greater far-reaching consequences than superficially anticipated. It's just not about pigeonholing the person in focus in order to regard him as part of a class of people, e.g., as an architect, manager, parent, child, spouse, entrepreneur, politician, etc. That would be an extrinsic point of view, namely, the practical consideration with respect to the impact of this person in his respective role. It is also not a subject of the valuation that the person is a human being, like everyone else, and thus part of society. That would be a systemic perspective. To competently answer the basic question, “Who is around me?” is to recognize the individuality in others. It's not an easy task! We call the pertinent ability empathy or intuition. This includes both the constructive-human side as well as the negative or destructive part of human nature. It goes without saying that the opposite of blanket judgments must prevail here in order to be successful. Any answer to, “Who is around me?” must be given anew, i.e., situational and personalized. Is the question, “Who is around me?” dominant, then we speak of sensitive people (“Feelers”).
 - What is around me? The contemplation of concrete things, and what the external senses can measure directly, is relevant here. To recognize a situation and combine, for example, “What do I do?” in the

sense of functioning, advancing it, and its practical feasibility. Herein lies much more analytical talent. People are also regarded in this context but purely from an extrinsic perspective, i.e., their role and function. For someone who can answer the question, "What's around me?" significantly better than the fundamental question, "Who is around me?" the people are often figures in a setting that should achieve something and thus be on equal terms with other given resources. In doing so, the individuality of the person is often "run over." Such people are often suitable as pragmatic drivers or pioneers because the "What's around me?" is brilliantly combined and pursued in terms of solutions. In this fundamental question, the process competence plays a role, i.e., is the sequence in which something is tackled. This factor is often confused with the systemic fundamental question (What for?). People, who can answer the fundamental question, "What is around me?" exceptionally well, are usually fast acting types that have a high energy level, especially if the other two basic questions in the outer world are answered significantly weaker. These people are fascinated by the things and developments around them; they have the greatest significance for them and will be carried out or followed energetically. If the question, "What is around me?" dominates, then we speak of a proactive person ("Doer").

- What's this for? The question of "What for" is the intellectual question that is found in humans as rational beings. If that question can be answered much better, i.e., clearer compared to the "Who" and the "What," then this person focuses on the "What for" and contemplates on fundamental issues, appreciates the theoretical aspects of work, as well as identifies existing hierarchies, structures, or systems and engages in them. "Having to shoot from the hip," is dreadful for such people. On the other hand, they have an awareness of risk and usually a good overview and farsightedness. People tend to be perceived as parts of the system, just like objects,

and the functional results. However, if this basic question is answered worse in comparison, either people as individuals or functioning in the real meaning of operations is in the foreground. These people want plenty of space and would like to shape things, free of formal, regulatory constraints around them. Is the question of, "What's this for?" dominant, then we speak of the ("Thinker").

- The three fundamental questions in self: according to Hartman, our self has three aspects or levels. First, our inner self, detached from our functions in society and from that which we plan. This part raises the question, "Who am I?" Second, our social self which concentrates on the roles that we hold in society and is linked with the fundamental question, "What am I?" And finally third, our intellectual self or constructive self which includes our self-concept or self-strategy and is driven by the question, "What am I here for?"
 - Who am I? This question appears easy to answer: I am I! Naturally, this is not so simple and superficial. We find ourselves here in the intrinsic value dimension and are confronted with the question on recognizing our individuality. That's more difficult than one thinks. We occupy ourselves with this basic question relatively seldom since we already have a picture of ourselves which begins to be imprinted on us in early childhood. The individual self-image is ultimately the sum of our lifelong valuations in this regard. How we evaluate our inner self, or have evaluated, again depends on our genetic predisposition and the environment in which we grew up. Now there are known differences between the self-image, the image perceived by others and the ideal image. Our objectivity is shown to be limited when it comes to the evaluating ourselves. In particular, the question, "Who am I?" – by its very nature – is subject to a highly subjective point of view. How well you can answer this fundamental question is directly related to self-esteem. If you can see very clearly, then you have high ego strength because you understand and respect yourself, accordingly. However, if you see

rather blearily here, then you cannot answer the fundamental question precisely and are rather uncertain about yourself. The former leads to self-assurance, the latter denotes a person who is less stable. A clear answer to the basic question, "Who am I?" helps one's own personality to gain stability and inner strength. And it puts us in the position to intuitively advance towards contributing to the human community, so that an ideal classification of people emerges according to their unique talents in society. Is the question, "Who am I?" dominant, then we speak of sensitive people ("Feeler").

- What am I? At first all of us were children, then adolescents and finally became adults. But we normally also have a profession and perhaps additional family roles such as father, mother, or spouse, or social functions, e.g., executive committee member of an association, or volunteer, or the like. We wear a great deal of "hats" in our lives and this allows us to answer the question, "What am I?" differently. With an analytical mind this fundamental question can be answered quite well but can also be very different during the respective phases in life. Think of a female who has been bullied for quite some time at work. Since most often the job plays a central role in life, the answer to the fundamental question, "What am I?" will be sensitively affected in this case. The situation in the workplace troubles the person considerably; she likely sees herself to be severely limited in her function, and if it continues, she can even sustain psychological trauma. Conversely, if someone is placed in accordance to her strengths and inclinations professionally, she senses suitable leverage and enjoyment in her role and achieves great success with it. In that case, the dimension of self is answered crystal clear. The answers to the essential questions of our self may very well undergo major changes in the course of a lifetime. This is understandable when we reminisce about different stages in life and may identify various highs and lows. By contrast, the answers to the fundamental questions

compared to the outer world are usually fairly stable, at least concerning the relations among themselves. But also in the self-view, we can achieve a sustainable, greater ability to evaluate and further develop ourselves through continuous self-improvement in answering the fundamental questions. If the question, "What am I?" dominates, then we speak of the acting person ("Doer").

- What am I here for? This fundamental question is fascinating since it tells you to what extent a person recognizes and focuses on the meaning of his life. According to Robert S. Hartman, it is a matter of self-direction. We can ask ourselves this question only because we are rational beings. Animals aren't able to self-reflect, and put exaggeratedly, "plan their career." They remain in the intrinsic and extrinsic level of their self. However, we humans are very capable of looking at our role and our individuality from another point of view, and thus draw conclusions and set our own long-term goals. A good answer to the fundamental question, "What am I here for?" is evidence of someone who recognizes his purpose in life and positions himself in society according to this. Such persons have a self-strategy and act resolutely. Conversely, an unclear answer to the fundamental question indicates a person who lives from day to day rather than gives thought to long-term positioning, and therefore, rests less in an intellectual concept. At first it should be regarded neutrally because the person may live this way quite outstandingly. However, human nature achieves greater personal fulfillment when the self-concept that lies within each of us is actually discerned and lived. Finding out the meaning of one's self and actually implementing it is an utterly difficult task which needs to be worked on long and hard in most cases. But the challenge that has been overcome rewards us with a fulfilled sense of life which contributes decisively to happiness. Therefore, the fundamental question, "What am I here for?" is an expression of our direct humanity by letting us con-

ceive for ourselves, what we want to be. If this fundamental question is dominant in comparison to the others, then this also has its downsides because the intellectual self will be overemphasized. Thus, one will appear arrogant or remain on the level of intellectual argumentation and won't move towards the practical implementation or the development of inner personality attributes. When the question, "What am I here for?" is dominant, then we speak of the "Thinker."

The two times three fundamental questions help us create lucidity in the outer world and in the self as well as improve it. They filter the turbulent events in and around us. They give you structure and most importantly, meaning. The knowledge about their meaning helps us to understand the model behind the profilingvalues Report.

3.3.4. World View (External)

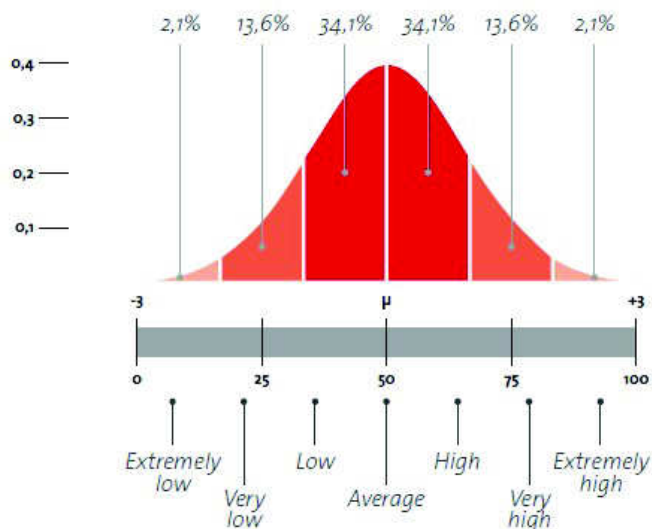
Every analysis of a profilingvalues Report should begin with the left column on page 5 of the report (evaluation of the surroundings) because this represents the view of the outer world. The following subitems in both the discussion of the surroundings and the self will be handled in the same order. Only the meaning of the separate realms is different, as the case may be. The analysis of each column on page 5 of the profilingvalues Report always follows the following pattern:

1. Level, "acuity," clarity, orderliness (external and internal)
2. Priorities, i.e., order of the longest bar to the shortest, behavioral patterns (external), thought patterns (internal)
3. Spread of the bars, i.e., difference between the longest and shortest bars, proportion of the value dimension
4. Integration of the diamonds, current modification or enhancement of the pattern

When this analysis sequence is internalized, then the significant personality traits can appear quickly before your eyes and the focus of the interpretation will be properly placed.

3.3.4.1. "Visual Acuity" (Level) – Clarity of the Valuation

The average length of the bars on the Empathy scale, Practical Thinking, and Structured Thinking tells you how high the participant's ability is to evaluate his environment correctly. The respective results are depicted in relationship to the normal distribution in society, as shown on the Gaussian curve.



Calibrating the bars

There are seven ratings assigned under the bars which accompany us as performance levels throughout the entire method. They range from "extremely high", e.g., excellent compared to society's average to "extremely low", i.e., exceptionally weak in the same context.

The higher the performance level is for evaluating the outside world, the better the participant can assess his surroundings, e.g., the clearer and more differentiated he can recognize the value dimensions around him and sets them in relationship to one another. This leads to more mature judgment, higher "visual acui-

ty," and thus, to greater clarity. Indirectly, this gives an inference on the candidate's utilization of his cognitive abilities. For this purpose, it's essential to provide some background information: The Hartman Value Profile measures, among other things, the ability of a person to evaluate his environment properly. An outstanding ability to evaluate, as already mentioned above, is something innate at the start, such as a musical or mathematical talent. It can be improved through training, but the initial basis is of relevance. The ability to evaluate is ultimately responsible for how well and clearly we are able to organize our rational and emotional capacities. To whom or what we give how much importance leads to the personal value system, the personality traits, our attitudes, and our behavior. Ultimately, we are our values!

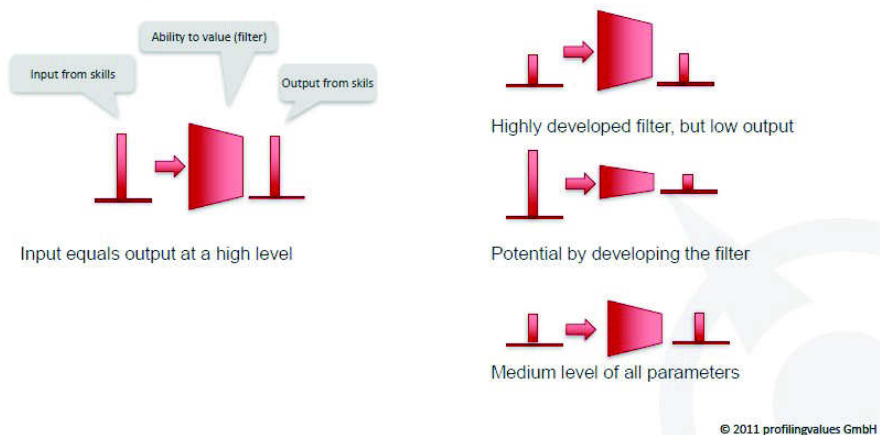
In simple terms the ability to value means to be able to "turn the power into motion" and convert qualities into concrete advantages. Therefore, the Hartman Value Profile or profiling values doesn't directly measure the intelligence of a person, but it allows conclusions about the extent to which cognitive abilities actually come to effect. Therefore, it can happen that a highly intelligent person "only" achieves a rating of "good" for visual acuity in the outside world in comparison to society. The person doesn't succeed in applying this high intelligence by means of an equally keen ability to value so that this intelligence can actually come to fruition, i.e., brings real benefits. Incidentally, this is not a rare constellation, which leads to great dissatisfaction and also lack of understanding in intellectually gifted persons. Through the critical "filter," namely the attention to the ability to value, the phenomenon becomes explainable as the next figure shows.

Conversely, there are also cases where the talent to value is enormous, but the intellectual abilities of the person are not trained. Here the potential for clear-sightedness towards the surroundings is used less as a result. So the ability to value can be seen as a type of "bottleneck," whose diameter determines the rate of flow of the person's cognitive and emotional capacities or his results. So both aspects, for example, can be consistent with one another.

Bar Level within World View – Some Implications

profilingsvalues

Our talent to value organizes our intellectual and emotional capacities:
The better we are able to value, the more of our abilities come into effect.
Valuing is filtering/funneling information or senses into meaning.



The ability to value as a “filter” for clear-sightedness

It’s noteworthy that the ability to evaluate, thus the filter, can be trained just as well as with musical or athletic talents, but is also necessary if high performance is to be achieved. The base level naturally varies – but this applies to all human capabilities anyway.

What do these statements mean in practice? Persons with an outstanding ability to value their environment are at an advantage because they quickly penetrate their surroundings analytically and obtain a balanced overview which is a privilege in a way. Conversely, (the power of) intelligence is necessary for the one or the other, but not sufficient. There are enough cases of analytically brilliant people who fail, for example, because their self is torn or they are not able to express their cognitive strengths in a socially competent manner to make them more effective. Nevertheless, it remains: extremely high values in visual acuity with respect to the outside world generally lead to the fact that these are exceptional-

ly quick-thinking people who have excellent perception. They have the advantage that they are, in principle, able to fill almost every higher position in industry – granted when the intellectual requirements have been met.

If the visual acuity towards the world is “very good,” then nearly 90% of all positions in the workplace, from an analytic standpoint, can be successfully handled. Even people with “only” a good ability to evaluate their environment can perform outstandingly in their profession. However, the ability to lead may be impaired because “leadership” usually requires a very clear view of the outside world. People with an average acuity outwards are, of course, just as valuable as any other human being – namely, of infinite value – but they should not be given analytically difficult tasks because they cannot handle them intellectually. They can be successfully employed in their range as specialists and laborers, as the case may be, but do not have all the necessary oversight and vision to act successfully at higher levels of responsibility.

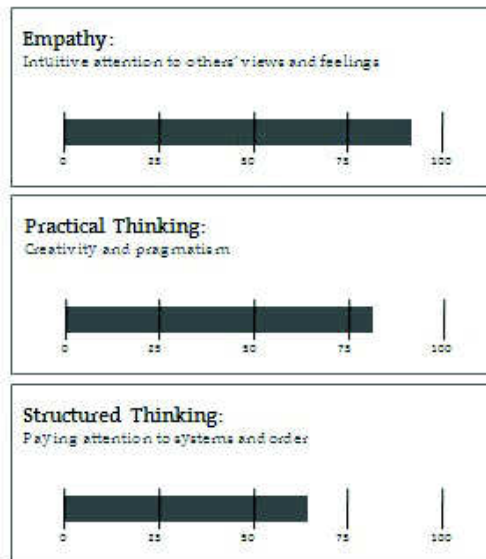
If the visual acuity falls within the below average range or decreases sharply, then the person’s rational and emotional capacities will only be effective to a small extent or low pronounced. These people have become slowly “dulled” or been influenced over the years or have a completely different world view by possessing personalities that negate the fundamental values of society. An example of this is a Catholic priest’s profiling, cited from the 1970s, who ranked the profiling items “burn a heretic at the stake” and “torture a prisoner” quite high up because these embodied Christianity’s martyrdom as way of thinking for him, whereas the items “baby” or “a good meal” were ranked far down, because the child mortality rate was so high earlier. And everything that brings pleasure to a person, he rated intentionally low. Therefore, here was a medieval world view which generated peculiar results in the profiling.

A number of other factors depend on the visual acuity in the outside world, such as how the interaction of the value dimensions is formed and becomes effective. In this respect, the determination of the level is very important. It should be noted, however, that certain disturbances when completing the profiling may cause incorrect results which are mostly negative. For example, some participants react with such strong animosity to some statements in the profiling (burn heretics at the stake, blow up an airliner, etc.) that they don’t even engage in a serious ranking pro-

cess. There are also cases where the participants start the ranking from good to bad but do not complete it and stop, for example, when they have sorted the statements which are good in their eyes. The rest remains virtually untouched and produces a correspondingly poor result. Here one should examine in a dialogue how the task was understood. Some participants run through the profiling steps extremely quickly. For example, when one has taken less than two minutes for step C, which reflects the outer world with the original terms from Robert S. Hartman. It can be assumed that the respondent has remained below his potential, i.e., if he would have taken more time and thoughtfully assigned the statements appropriate ranks, he would reach a better level, thus achieving a higher visual acuity. Finally, the task may have been misunderstood by the respondent, for example, where the items are sorted reversed - from bad to good. These examples show that the results should always be carefully scrutinized.

3.3.4.2. Prioritization: Behavior Patterns and Job Functions

Prioritization means to sort the competency scales according to their bar lengths and order the value dimensions in accordance with their visual acuity. The scale with the longest bar in the outer world indicates that in relative terms, the participant sees this dimension the sharpest, and therefore, can answer the respective fundamental question most clearly. Correspondingly, the second longest bar and then the shortest bar follow. In line with the basic questions already discussed, such a pattern can be established. The interrogative words for these fundamental questions are found in the profiling values report on the left-hand side of the page, next to the respective value dimension (Who? What? What for?) In the following example, the fundamental question is formed as follows: With whom, do I do what, for what? Precisely arranged in this order in accordance with the bar lengths.

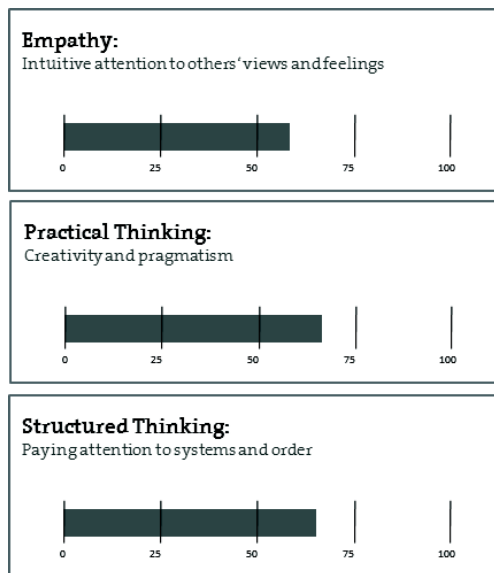


Behavior pattern: people orientation

This person sees the individuality in other people (Empathy) with outstanding clarity. Here it's even higher than 90%, which is an exceptional result. Being this empathetic, he only needs to enter a room and is able to quickly detect the atmosphere in all of its facets without actively engaging his senses. He's even aware of how someone feels when the person is behind him. His Practical Thinking is very strong. Therefore, his perception is not exhausted in purely interpersonal matters but also focuses on everything that is functional or operationally feasible. Although the bar for Structured Thinking is still at a good level relatively speaking, it's the shortest. The question, "What for?" comes last. In comparison, this person sees systems around him poorest in comparison, and therefore, has an increased need to be unrestricted. Routines, rigidly designed reporting, and close guidance tend to be rejected. He will also be reluctant to deal with theoretical issues, but use his concentration to design or improve something with others instead. Conversely, administrative duties do not suit this person. Based on his talents, this person is best deployed in all functions where he works closely with people, e.g., in sales, management, service, and the like. If there's little contact with people and only limited

opportunities for shaping things on a practical level, his talents won't be utilized. In this respect, activities in controlling, quality management, or auditing are not recommended. Regardless of this, the person can always be deployed at the highest level because the visual acuity, i.e., the average length of the bars is very high.

However, this is not the case in the following example. Here the specialist level is more appropriate.

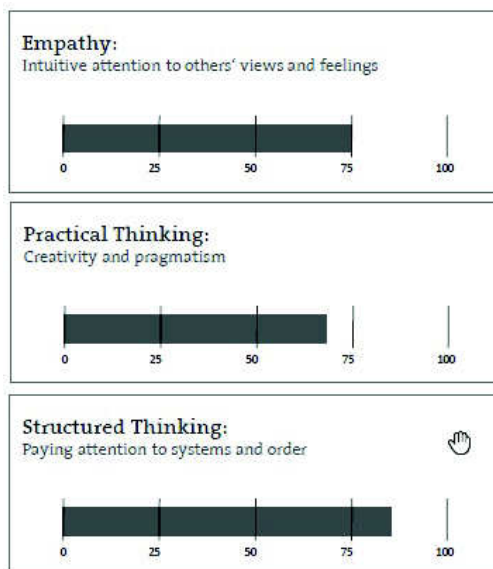


A less pronounced behavior pattern

If you look closely, the behavior pattern can be identified with the following interrogative sentence: What am I doing, what for, with whom? However, two of the bars have similar lengths. As such, it is advisable to employ this person in practical areas, but clearly specified processes should predominate and the person will generally proceed in a carefully planned manner because Structured Thinking is similarly pronounced. He will be able to integrate into organizational structures, as well or if needed, play a subordinate role. Here Empathy turns out to be the weakest. Therefore, it's not advisable to place this person near customers because in

dealing with people, negative feedback will most likely ensue. It can be expected that he will perform his tasks well which correspond to his training. However, one shouldn't expect this person to go beyond the beaten path to come up with new ideas or be able to solve larger problems autonomously. Collectively, all three bars are not far apart, so that the behavior pattern is discernible, but is not particularly dominant.

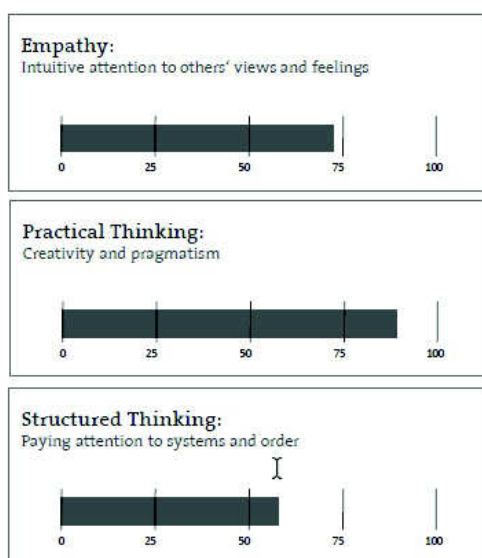
The person shown below is very capable of understanding the world analytically, especially with regard to structures and processes. For him, a long-term perspective of actions clearly takes precedence over functioning on a short-term basis.



An impending behavior pattern

This person prioritizes on a very high level: What for, with whom, what? The systemic value dimension is most strongly pronounced, the practical the least. Thus, one shouldn't place this person in a start-up company because he's not the type to roll up his sleeves and press things ahead. On the contrary, for him implementation comes last. Based on priorities, this person is the thinker. Suppose you want to convince him of about an idea or

motivate him to make a change, then you'll need solid arguments with plenty of facts and figures to effectively support your proposal. This person does not "shoot from the hip." He will tend to act as a brake and slow things down than as an accelerator. However, in any large project team which carries a greater risk, such a personality is very important.

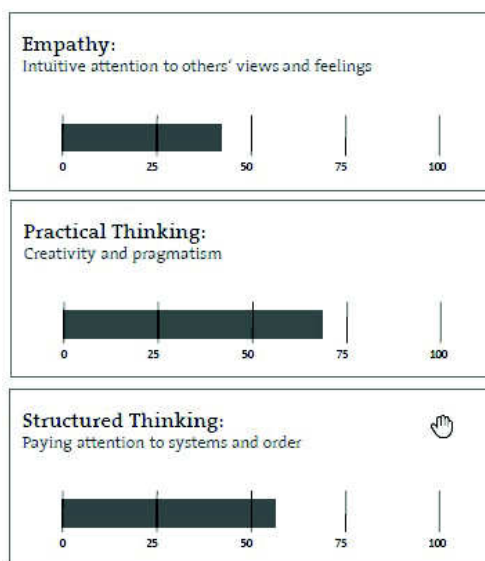


A driver and proverbial doer

In the illustration above you can recognize the pioneer every investor wishes to have in a financed startup company. His Practical Thinking is so strong and the fundamental question, "What's around me?" so dominant, that it's difficult to stop this person. The overall level is very high and the prioritization sentence is: What am I doing, with whom, what for? The operative, expediting element lies so ahead of the others that people are perceived as elements in the project or an undertaking themselves rather than as individuals with different needs. Systemic thought comes relatively last and is also significantly weaker than the other value dimensions. In larger structures where careful planning and strategic and tactical skills play an especially important role, this person will experience frustration. Thus, his drive would be greatly

diminished. Here too, theoretical problems or administrative activities would be “poison” for the development of this talent. This person needs distance from mundane constraints in order to develop his determination.

The following illustration depicts a person who is found to be difficult on an interpersonal level and can be hardly integrated in a team.



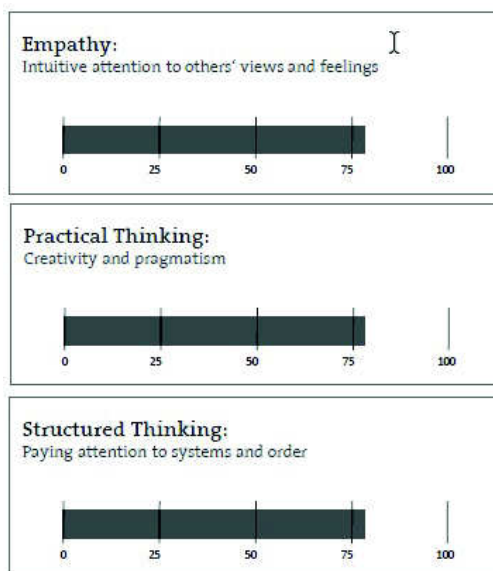
Disregard for others

Starting with the analysis of the level or the clarity of vision in the world, only an average value is assigned in comparison to society. His practical talents are indeed in the range of good, but the interpersonal comes last and is nominally low pronounced, especially if we take into account that profiling values participants represent the more talented portion of the population.

Generally and subject to the level, the prioritization reveals where and how a person should be basically placed and which functions are advisable.

3.3.4.3. Spread: Balanced View vs. Lateral Thinking

Another aspect of examining the bars in the world view has high importance and says much about a person: the so-called dimensional spread or the sense of proportion in evaluating the value dimensions. The spread can be estimated by the interval of percentage points between the lowest and highest bar within the same world (column) on page 5 of the profilingvalues Report. In an extreme case, as the following example shows, the bars are the same length.

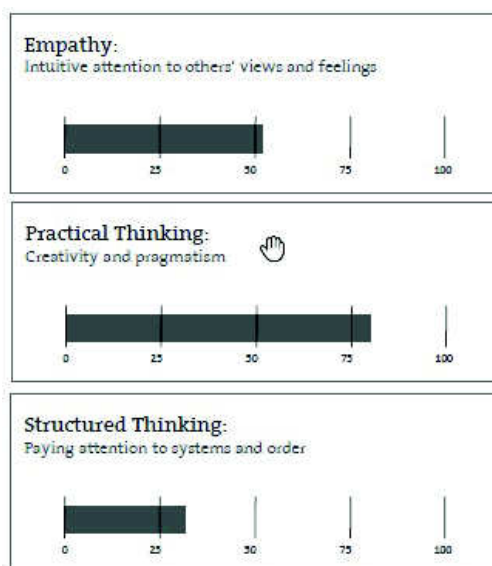


The realist and optimizer

This person not only sees all three value dimensions very clearly, but also with the exact same sharpness. If we envision the outer world with a three-dimensional image of physical optics – height, width, and depth, then the person sees every object in the room from all optical axes equally or virtually “razor” sharp. Therefore, he receives a very realistic image of this object. We act similarly with the three value dimensions. No matter which object the person evaluates in the external world, he recognizes the intrinsic

(human), extrinsic (practical) and systemic (formal-regulative) aspect equally well at very high levels. Therefore, not only the outer world is well understood in every value dimension, but also in their interaction. This person can quickly tell what works in what form with whom and even if it can be sustained on a long-term basis. This is a realistic view of things. In principle, such a person is very capable of taking momentous decisions in a company which are well-founded, consequent, and of great scope. Here you don't have to worry that due to some new findings, "the course will be changed right away." Conversely, it will not be so easy for this person to think outside of the box and anticipate changes that are completely beyond normal fluctuations. It may happen that this person discards a great, innovative idea too quickly because from his realistic viewpoint, it would have no foreseeable chance. Thus, it's reasonable to expect that this person has little lateral thinking or dynamic creativity.

On the other hand, the evaluation of the outer world of the following person shows an extremely high dimensional spread. The overall level is also lower than in the previous example.



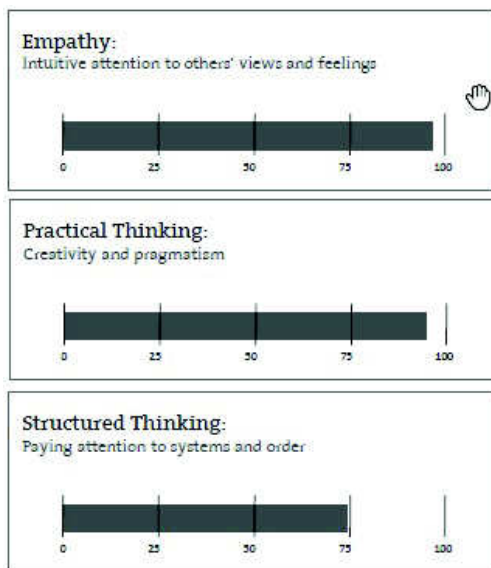
An extreme spread indicating a loss of reality

In fact, this person sees his surroundings only average clearly in comparison to society. If we calculate the mean of the bars, we come to an average bar length of about 55%. Although Practical Thinking is on the upper range of very good, Structured Thinking is very poor. The spread is extremely high with nearly 50 percentage points. Although the practical ideas of this person generally have a high chance, the human and systemic value dimensions drop off so sharply in comparison, that there is no consistency. Therefore, the impulses may be good, but the person will hardly be able to realize them appropriately.

Basically, as a rough rule of thumb: If the dimensional spread is about 15%, the person's neither a particularly realistic type (optimizer) nor a strong lateral thinker (change driver). He is rather designed to be flexible between the two poles. The more the spread leans towards zero, the more the realistic personality traits dominate. At zero the patterns of behavior, i.e., the prioritization of the person disappears. In this respect it is clear that the criteria – prioritization and spread – must be treated in an integrated way. If the spread increases from 15 up to about 30 percentage points, the proportion of lateral thinking in the person increases, and he or she tends to be placed more effectively in an environment that is faced with change. If the spread increases significantly over the 30 percentage points, as in the previous example, the view of the surroundings is no longer consistent. Hence, the subjective picture is unrealistic. In this example, the person is perceived as "aloof" and in the reverse perspective, does not feel understood by his environment.

The following figure shows a person who has a significant dimensional spread at a very high level. When viewed overall, the clarity is in the excellent range. Empathy and Practical Thinking are at the top of the level outstanding. Structured Thinking drops somewhat, but is still very good. The spread is about 20 percentage points. The rating shows a person who can perform excellently both from the interpersonal side as well as in practical-operational terms. The relative weakness in Structured Thinking leads to a powerful "shot" of lateral thinking which places the person in a position to develop something new and bring about changes that may be groundbreaking. This person, for example, as an entrepreneur who builds up a company or realigns it, is well placed. In a

corporate environment this person would need a position with great latitude to avoid feeling restricted.



A pioneer, entrepreneur, change manager

3.3.4.4 Insertion: Pattern Projected on Fields of Application

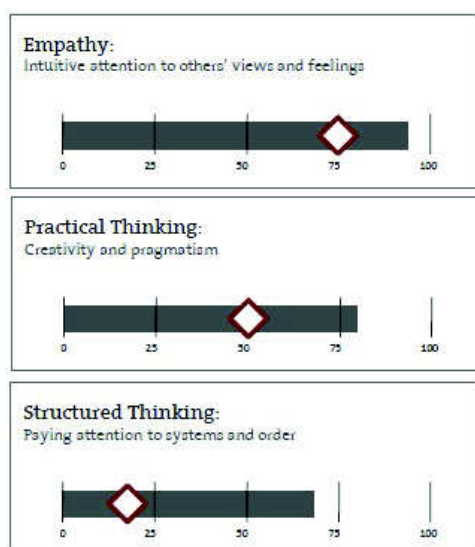
In many profilingvalues training seminars the question arises whether one can catalogue the patterns of the outer world in some way so that a reference guide can be created, thus allowing less experienced experts to immediately make a clear statement. Generally speaking, this is conceivable, but extremely time consuming to produce. In order to represent every realistic bar combination on different levels, a very complicated overview would be necessary. The quick effect would be lost. In addition, such a reference guide is problematic because it leads one to no longer think through the basic mechanics behind the profilingvalues method.

Although the bar pattern of the world view certainly says a lot about a person, the remaining scores of the Hartman Value

Profile can mean that the person is not able to use his pattern effectively or appropriate to his strengths since the view of the self and all other scales has not been carried out at this time. Therefore, we caution against using the first item of the analysis - namely the evaluation of the exterior world - as a kind of bias that becomes the background against which everything else is based. The complexity of the Hartman Value Profile requires a sophisticated analysis of all parameters, and only the trained eye can see the crucial aspects and correctly place them in relationship to the situation. This proficiency in the interpretation of profiling values is precisely by which our experts need to distinguish themselves. Only so can the participants' acceptance reach the highest level. The expert is familiar with the self-image of the subject, and thus, has a unique opportunity to promote insight processes. For these reasons, a listing of all possible patterns in the outer world will be dispensed with.

3.3.4.5. Adding the Diamonds

In the next step, the current predominant attention is added to the basic behavior patterns of a person. This gives the illustration the relevance that makes profiling values so attractive.



Very open people orientation

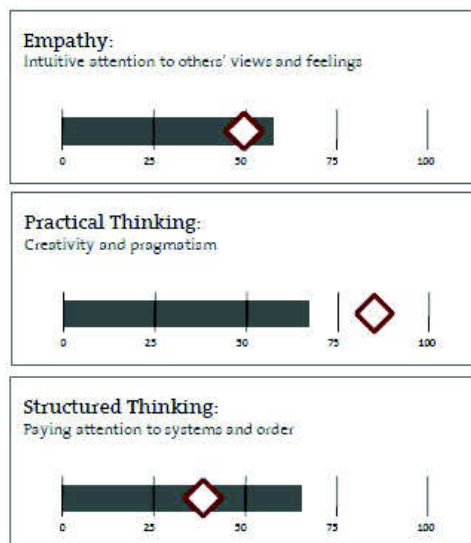
The strong people focused behavior pattern of the person pictured above which has very good practical skills but relatively low level of planning, system and process orientation, is complemented by diamonds which show the same prioritization. That is, on the longest bar sits the highest diamond, on the second longest bar is the second-highest diamond and the shortest bar has the lowest concentration. In this regard, the behavior pattern is reinforced. This means that for Empathy, not only an extremely high ability to empathize is present, but also a very strong willingness to relate to others can be found. Not only can this person easily capture moods and the atmosphere with his excellent sensors, he also does this gladly, i.e., he "opens up" when it comes to interpersonal situations, is approachable, can engage himself in the feelings of others, and mirrors them. In this constellation, it is not only a matter of empathy, but also the emphasis. This means giving intrinsically and opening up, and together with your own feelings, placing significance on the whole. Therefore, this bar-diamond combination in Empathy is very fitting for jobs that require inspiring social interaction, where the person opposite you feels he's in good hands and completely understood, is motivated, and valued. Conversely, the role of a restructuring manager would be totally inappropriate since involving oneself with the feelings of others when making tough decisions against them can be too distressful for this type of personality.

With regards to Practical Thinking, we see a very good ability combined with balanced attention (diamond at 50%). Therefore, we can assume that practical operational requirements are identified at a very high level and are also suitably implemented. This person does not simply remain in the "interpersonal dimension" but strives to connect the functional aspects of situations with the right targets and does this well. Thus, he's very suitable for the most demanding sales responsibilities but less so for administrative activities. This can be extrapolated by the relatively weak Structured Thinking which is also assigned with the least attention, i.e., the person gives the question, "What's that around me for?" relatively low priority and is less interested in strategic points of view, political-tactical demands or long-term planning processes. He wants to work closely with people while driving

things forward, and in doing so, prefers having a relatively high amount of freedom or ample leeway at his disposal. In larger organizations his supervisor should be mindful of “covering this person’s back.” Tight management, rigorous requirements for formalities such as writing reports and the like, tend to demotivate this person.

Returning to Empathy in this example, the sensors are outstanding and his openness is extraordinary. On the other hand, this person is hardly in a position to “switch off” interpersonal involvement. This can be very exhausting and also occasionally lead to reactions that do not conform to the pattern, especially if the person is under severe stress. Here, as it suggests, the constant willingness to empathize with excessive openness strikes back. Moreover, due to this openness, the person becomes very vulnerable. In particular, in larger organizations the person is not always capable of strategically and tactically protecting himself.

Let us now turn to the above discussed specialist and add the respective diamonds.



A specialist with ambition worthy of promotion

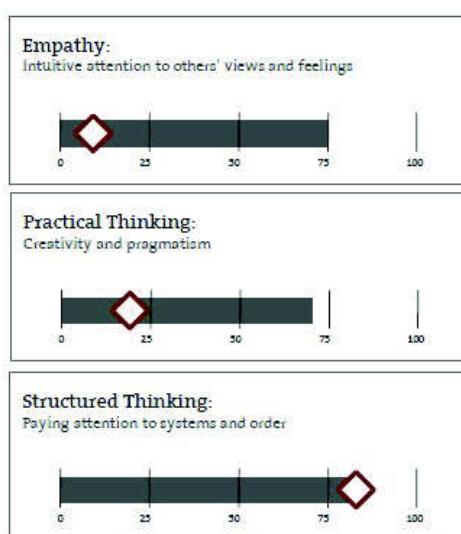
Without considering the diamonds, we have diagnosed a person who works best in a setting with clearly defined processes but should not necessarily be placed near the customer. In addition, one should not expect too much in terms of innovative thinking. The diamonds now modify the behavior patterns to the effect that on the one hand, the diamond in Empathy puts the weakest bar into perspective. Although the skills are not that high, they are utilized in a balanced manner. One can say that there is at least an effort to manage interpersonal matters appropriately. Then again, the position of Practical Thinking is interesting. Here the diamond "skips" ahead, i.e., there is a gap between the bar and the diamond. A common misconception in a similar context reads: "The person wants more than he can handle, and therefore, overestimates himself." This statement is nonetheless false. Although the bars and diamonds run on the same illustrated scale, they are calibrated differently. The bar is the typical linear function from 0 to 100. The diamond represents the above-described pendulum function which has its normal position, i.e. balanced attention at 50%, and with a movement up or down, identifies an increased or decreased concentration.

The combination pictured here in Practical Thinking is to be interpreted as follows: The bar is in the upper range of good. Therefore, one can expect a highly distinctive practical and operational understanding, especially since this bar is the highest of all three of the outer world. The very high attention now ensures that the person can also handle greater challenges in practical areas because he wants more here due to the high diamond position, which is also called "driver diamond." You can give him somewhat more difficult projects than you would have when purely derived from the constellation of the bars. If the increased attention remains over a long period of time, then the diamond helps the development of the bar. Because when you develop high attention to an area over a long period, you will generally improve this competency.

The diamond in Structured Thinking is slightly below the 50% mark but is still relatively close to it. Flexibility in this scale is still present. The person is in a position to integrate and be subordinate and at the same time, operates independently and uses his leeway to maneuver. The diamond in Structured Thinking is often called the "planner diamond." The higher it is the more concentration will be placed on structures and processes. The lower it is rat-

ed, the more likely a higher “driver diamond” can be found with the practical-operational elements in focus. It is justified to say that the diamonds for this person allow us to think that he is more capable at work in comparison to the analysis of just the bars. His manager is well advised to assign more challenging projects and allow him latitude to be able to solve these autonomously.

In the following diagram, the person identified earlier as an “impeder” will be examined together with the diamonds.

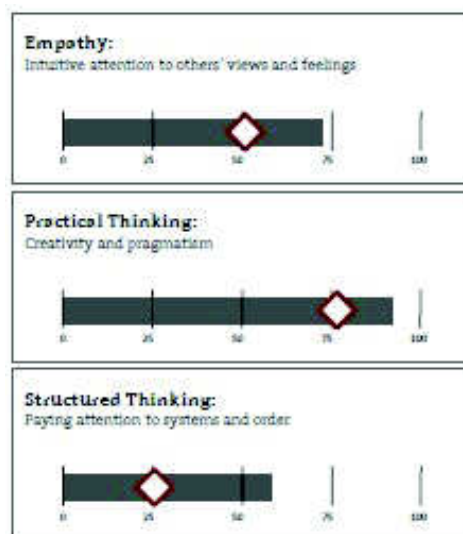


The unemotional, perfectionistic impeder

The longest bar is coupled with the highest diamond. This person not only has his greatest ability in answering the fundamental question, “What’s this around me for?” but also has a very high attention to it at the same time. Therefore, not only a series of plausible facts and figures are needed to convince this person, but also various scenarios should be considered and the risk factors gauged for the desired change. Furthermore, it should be pointed out to this person how the effects can be successfully compensated. If the “planner-diamond” rises above the 75% mark, the person has a perfectionistic streak that tends to cause them to delay until the “perfect” situation arises rather than start with “less than perfect.”

When you try to achieve your objective with these people on an empathic level and use any charm, this will be fruitless since the interpersonal “blinds” are closed as represented in the Empathy diamond. Therefore, these individuals are not susceptible to a broad emotional communication beyond the facts. Finally, the lower diamond in Practical Thinking which is the lowest bar, shows that this person is less concerned with implementation and practical and operational aspects, but theoretical topics and general concerns are important and take precedence. Hence, the image of the “impeder” remains, who has his general justification in high-risk situations. However, as a leader, this person will have difficulties to affect the emotional level of the team members. He’ll also be perceived as dogmatic and fastidious. In addition, there will be little motivation to push practical matters forward. He won’t be seen as a driver, but instead, someone who wants to keep the status quo.

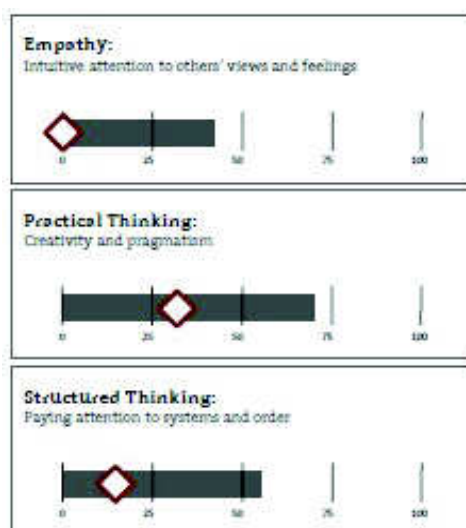
The aforementioned driver or proverbial doer is completely opposite, in which the diamonds were added in the following figure.



The start-up entrepreneur with social skills

The first thing you notice is that the highest diamond sits on the longest bar. Advancing practical and operational matters is an integral part of his personality. Therefore, he's also often perceived by others as impatient, demanding, and conceivably restless. There is, in fact, a very high energy level in this person, but this is well balanced on a personal level by the very good bar length in Empathy in conjunction with the flexible diamond. This person won't steamroll others emotionally; he will likely do everything to kindle interest and get them excited about his plans. However, he will defy all sorts of rules – see the low diamond in Structured Thinking – and will push things ahead in an unconventional way with rolled up sleeves. Admittedly, this impetuous behavior can lead to conflicts in a complex or conservative environment, with reference to the relatively low ability and attention indicated in Structured Thinking. Here, the greatest weakness is inherent. Indeed, the overall level can remain very high through Practical Thinking and Empathy. Nevertheless, this man is well advised to continue to do ideal activities of building up a company or similar practical-operational functions.

The discussion about the following profiling is a challenge which has been shortly thematized in one of the bar constellations above.

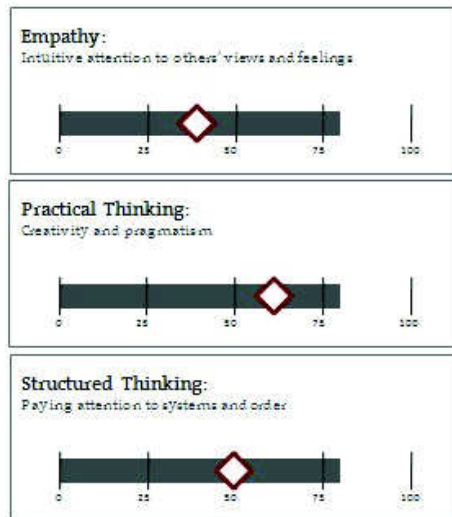


A negative know-it-all with contempt for people

Overall, the diamonds are more or less distinctly below the balanced 50% mark. Thus, reactive behavior exists in all three value dimensions.⁴ The overall level is within the average range – and the potential is also minimal with the low diamonds. Negative thinking predominates which is caused at least in part by a certain level of stress. His concept of people is not only vague; he also strongly isolates himself from others which is depicted by the diamond for Empathy at 0%. In Practical Thinking lies his greatest talent with a relatively high diamond, but it is still only at 30%. Therefore, we can presume that this person feels there have been obstacles put in his way and he cannot utilize his strengths. However, this is a subjective standpoint since a glance at both interpersonal relationships and the combination of the bar and diamond in Structured Thinking signals an individualism, or at least a very high desire for autonomy, which leads to a less objective viewpoint. It is difficult here to emphasize the positive aspects and produce a good fit to specific requirements in business. This person will certainly raise grievances. Whether these truly hinder things, is not yet clear. Certainly, this person will not help to improve the mood in the team in any manner.

The analysis of the absolute realist, who is operating at the highest level, turns out to be much more positive. The diamonds are integrated into the following figure.

⁴ For an in-depth explanation of this conclusion, see the remarks on the Attitude Index (AI) in this chapter.

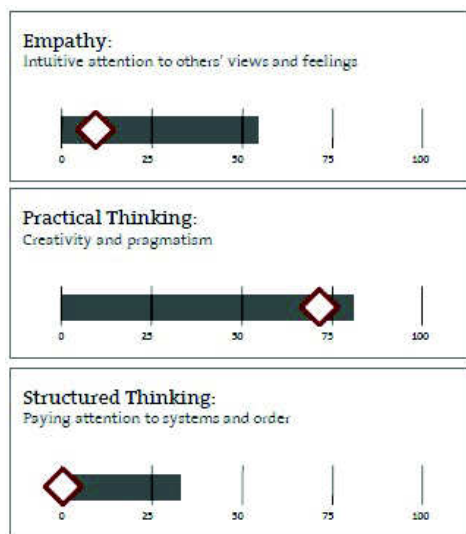


Realistic driver with leadership qualities

The excellent level overall in all three value dimensions is in complete balance and complemented by three diamonds which are either exactly on the 50% mark or not far from it. This indicates great flexibility. His boss only needs to give him very rough goals and information. Execution will be carried out exceptionally well because this person can be literally “thrown into the deep end” and will be able to “swim” right away. The slightly undervalued diamond in Empathy indicates a somewhat distanced interpersonal manner at first, and it takes some time before his feelings are shown. The “driver diamond” is the highest within the world view and signals that results are strived towards with vigor. The full flexibility of the diamond in Structured Thinking allows him to focus on strategic aspects and planning as well as on utilizing his freedoms. Due to the bar and diamond combinations, this very intelligent person usually achieves excellent results at work, always assuming that the self does not drop sharply in comparison from these valuations. This person can operate brilliantly, particularly in a complex environment, whether it is a corporation and/or a strongly influenced international playing field. The only “weakness” to point out is that groundbreaking ideas or innovations are not recognized quickly enough that they will bring possible future success because a higher dimensional spread is required for such

perception. Very dynamic industries – telecommunications, media and certain consumer goods – may not be appropriate for this person.

Following, we draw on the previously outlined case of an extremely high dimensional spread and add the diamonds.

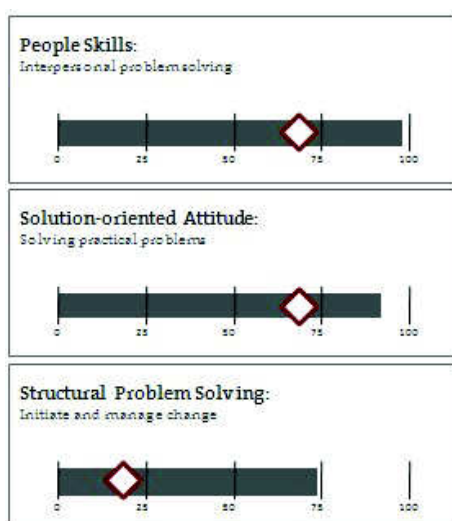


Extreme spread, loss of reality, very difficult character

The spread of over 50 percentage points leads to an extreme difference between the evaluation of the practical and the systemic value dimensions. Purely operational or functional aspects may be correct, but as soon as a context or system dominates around them, the valuation is weak and does not receive any attention. At the same time, the only proactive diamond is in Practical Thinking and indicates a very dominant focus in comparison to the other two diamonds. This person concentrates on operational activities with almost a tunnel vision that considers neither the people in the environment nor the context significantly. As a result, other people feel "steamrolled" or unappreciated. In addition, this person probably breaks numerous rules that prevail in the broader context. People in his environment turn their backs on him relatively quickly which results in the distorted perception that

others are unable to understand the important things. Moreover, from this person's perspective, the existing regulations are completely absurd. After a series of disappointments, such persons come to the equally simple and self-centered "theory of everything," "Everyone else is stupid except me." That this attitude is not only presumptuous, it is also highly unlikely, remains foreign to this person. The overall level of clarity of his world view clearly indicates that the power of his cognitive abilities has certain limitations.

In the final example, the diamonds were also integrated.



An entrepreneur, change manager with vulnerability

By averaging the lengths of the bars it's evident that this person performs at the highest level. The levels achieved in Empathy and Practical Thinking occur very rarely. At the same time, both scales are enhanced with high diamonds. In Empathy, this causes a very warm demeanor which can lead up to a charismatic impact when the valuation in the self is correspondingly strong. This person is incredibly open and always wants to sense the feelings of others and discuss them in-depth. Introverts, however, can also feel uncomfortable or overwhelmed by this behavior. Nevertheless, this tremendous talent with its equally strong focus is also

capable of triggering positive emotions in others so well, that the highest motivation emerges. "Reanimating" others with courage, strength, and engagement is not a rocket science for this person.

At the same time, Practical Thinking is just about equally developed on an outstanding level and also bestowed with a high diamond, the "driver diamond." His forward drive in wanting to move things ahead with other people is planted deeply in this person's basic understanding of the world. Therefore, he will also behave so – provided the valuation of the self does not differ fundamentally from it. The comparatively lowest bar of the world view, which still lies in the very good range, in connection with the significantly lowest diamond now leads to an urge for something new at the highest level. This person would like to make a difference with others off the beaten paths. As a team leader, he wants to produce top performance together with others which constitutes something exceptional. The goal is not about exceeding existing performance levels in known disciplines but leaving familiar paths which is interesting and causes a motivational "kick" for this person. The results will be excellent in all probability.

It should be noted that the outstanding practical and operational competence in conjunction with equally excellent social skills at such a high level is very rare. In fact, this ability-attention portfolio can make a big difference. Precisely because the dimensional spread is stretched by the difference in percentage points between Empathy and Structured Thinking, and at the same time, the diamonds focus in a kind of opposition to this tension. Such people are suitable for achieving sustainable progress by truly innovative practices.

The following quote is attributed to George Bernard Shaw which compares the just outlined personality type with someone who sees all three value dimensions equally sharp in the Hartman model. This person can be referred to as a "dust-dry realist," as already touched upon above:

"The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to him. Therefore all progress depends on the unreasonable man."⁵

⁵ Quote from: Werner Katzengruber, *The New Salesmen – Sales*, Weinheim 2006, p. 68.

Without wanting to talk about "unreasonable people," this type of personality characteristic often brings an amiable dynamic and drive into our often encrusted business world. On the other hand, no society could tolerate a high percentage of this type of person because it would fly apart as if hit by an extreme centrifugal force. We indeed need the conservative, realistic, optimizing element to advance with sustained success as a species. But without the progressive, energetic individuals, we would – to put it dramatically – still climb on trees. To give the above-mentioned characteristics of the world view a societal reference: approximately two out of 500 have a similar constellation. At most only one has the remaining factors in the profiling so designed that these great resources can be really effectively put into practice.

The discussion about the level of perception in the outer world, the main prioritization and dimensional spread, as well as the addition of the diamonds has shown that the initial fog can be cleared quickly in the outer world using this framework for the analysis. The three vertical competence scales, each equipped with bars and diamonds, disclose a lot about a person and his current situation using the correct procedure. An isolated view of these three scales, however, is unacceptable. Only a complete analysis allows an accurate interpretation. In addition to the outer world, the self stands as the second realm in the center of interest in which we as humans evaluate. This will be extensively discussed in the following section.

3.3.5. Self-view (Inner World)

Analogous to the valuation of the outer world, the evaluation of the self is similarly structured. The analysis pattern is the same, although the meaning of each criterion is different. To recap, the analysis sequence is listed below again, as it also applies to the outer world.

1. Level, "visual acuity," clarity, order (external and internal)
2. Prioritization, i.e., order from the longest bar to the shortest, behavior pattern (external), thought pattern (internal)
3. Spread of the bars, i.e., difference between the longest and shortest bars, proportions of the value dimensions
4. Integration of the diamonds, modification, or amplification of the pattern

3.3.5.1. Visual Acuity (Level) – Order in the Self

The higher the bar lengths are in the self, the more order exists inside a person, i.e., he can perceive himself clearly. However, a high visual acuity in the inner world – unlike the exterior world – has nothing to do with intelligence. Instead, one can speak of a maturity in the self, a steadfast person and a straight, consistent, reliable personality. Conversely, low bars lengths in the self indicate confusion inside the person which can lead to inner conflict.

In general, the valuation of our self may go through a number of transformations in the course of a lifetime, as mentioned in the section on the three fundamental questions of the self. Many people can relate to that well, if they remember better or worse stages in life. Since our self-view extends over three dimensions, as discussed above in the three basic questions of the inner world, numerous differentiations are possible. While the question, "Who am I?" usually remains relatively constant in the answer, the questions, "What am I?" and "What am I here for?" underlie certain environmental factors such as the job situation or development planning. For example, in bullying cases it can be readily observed how the bar "drops" in Success Orientation and in a severer stage in Goal Orientation as well. In connection with burnout syndrome, significant reductions in bars in all three dimensions of the self are observed. Internal disorder is the result which can lead to empti-

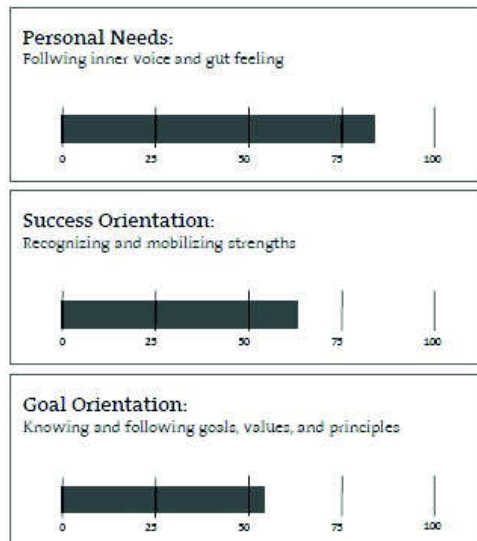
ness and a life without an anchor. The person is similar to a helpless nutshell on the high seas of the outer world.

However, it isn't enough to examine the visual acuity in the self in an isolated manner, but after an in-depth analysis, it should be also placed in relationship to the outer world. Imagine an excellent level in the self but only an average rating in the outer world. The person sees himself perfectly clear and projects this from the inside to the outer world. He recognizes this only vaguely, so that the projection will lead to numerous disappointments. In the long run, this development can result in either an altered self-image or lead to decreased activity, which is a particularly important criterion in selecting staff. Although the person appears mature and confident, he develops no significant actions in his environment, and therefore, may not meet the high expectations. Overall consistency will not be achieved.

Conversely, there is the recurrent case where an excellent level on the outside has been determined, but in the self the score for visual acuity is a grade lower. These people neglect themselves and focus their complete identification on the job tasks assigned to them, and if necessary, even overload themselves. The workaholic is, therefore, someone who pays too little attention to himself – usually due to a significantly reduced lucidity in the self – and allows the alleged compelling conditions of the outside world to dictate his commitment to work.

3.3.5.2. Prioritization: Internal Thinking Pattern and Self-image

Due to the previously outlined transition possibilities of the self, prioritization has not gained the same high importance internally as externally from career matching. The prioritization of the three fundamental questions in the self is important when significant differences between the bar lengths exist. It is then appropriate to speak of the currently prevailing paradigm. The following examples illustrate the pattern in the self.

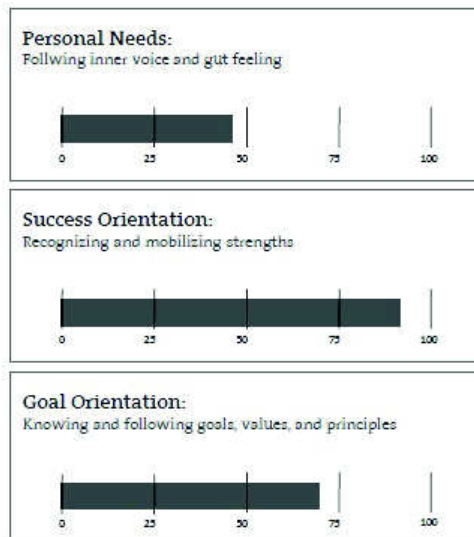


An egocentric thinking pattern

This person has to answer the question, "Who am I?" in the foreground and has high clarity here. The question, "What am I?" ranks next and can be answered well. Finally, it comes to answering the question, "What am I here for?" which only turns out average in comparison to society. Although in principle this person has good clarity in the self (overall),⁶ he is strongly centered on himself (intrinsic) and the functional and social self (extrinsic) and the intellectual self (systemic) have relatively little lucidity. An egocentric perspective emerges.

By contrast, the following example prioritizes quite differently.

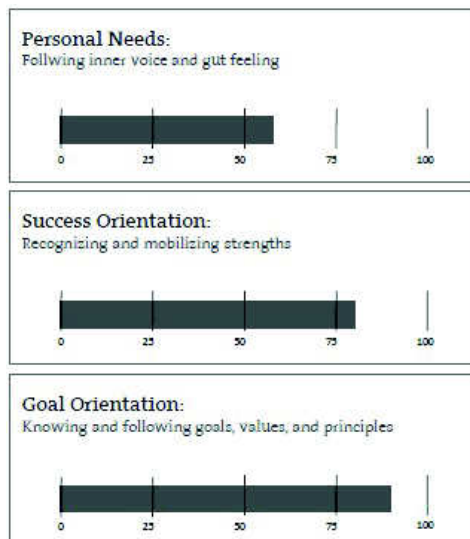
⁶ The range "good" should be qualified because, as a rule, the more talented portion of society appears as clients for profiling values. An "only good" visual acuity in the self should be viewed critically for more demanding managerial functions.



Overidentification with tasks, function and roles

This person can answer the question about the social self ("What am I?") exceptionally well. He completely renders his services for the cause. The question, "What am I?" is handled well. In his way of thinking the (professional) function takes clear precedence over his own future planning (personal strategy), which in turn, enjoys considerable precedence over his Personal Needs (inner self). The self, separated from his role and self-concept, fades strongly in the background. This man sacrifices himself for the benefit of the job or his role. Since a good overall level is reached, the person, in principle, is generally equipped with clarity in the self.

The following constellation sets the constructive self prominently in the foreground, and thus, can come across as somewhat arrogant.



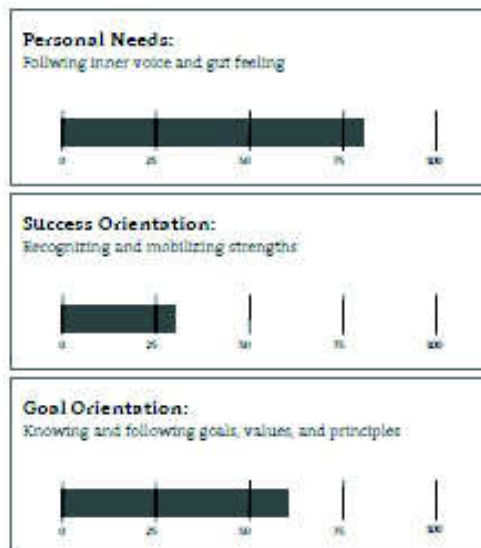
An energetic self with slight overintellectualization

The overall level of the self is very high, meaning there is clarity and order. The question, "What am I here for?" is the primary focus. This person gives the impression that he knows his purpose and can orient himself outstandingly well. He will continue to keep this in mind even against opposition, so that his team will get the impression: "We can gather behind this person; he seems to know his goal and really wants to achieve it." Thus, an excellent bar brings a certain charismatic leadership in Goal Orientation. Whether this suffices to actually lead well depends not only on this scale and not only on the valuations of the self. If an outstanding Goal Orientation accompanies a very good bar in Personal Needs and the visual acuity in the outer world is high with reasonably balanced diamonds, the most important leadership qualities are given. In the present example here, the question, "Who am I?" is answered relatively the weakest. The scale Personal Needs can be roughly compared to the degree of self-confidence a person has, which falls short here. This person forms his self-concept through his intellectual-self, and therefore, appears somewhat overintellectualized. In turn, this can harm the acceptance of his leadership.

3.3.5.3. Spread: Self-assessment

While the dimensional spread in the world view signifies a lateral thinker and innovative types under certain parameters, the spread in the inner world or self has a very different meaning. The farther the bar lengths in the self diverge, the less one can discern his inner reality among all three value dimensions. This leads to a diminished self-perception. If all three bars in the inner world are the same length and on a high level, the inner reality will be seen from every value dimension perspective in the exact manner, and accordingly, the image will be created precisely. The person is able to evaluate himself extremely well, he knows what he can do and what he should leave well enough alone, what effect he can achieve, and how and which long-term goals make sense for him. A high spread leads to the loss of inner reality and clearly limits the ability to assess oneself. This also corresponds well with the depiction of the phases of life.

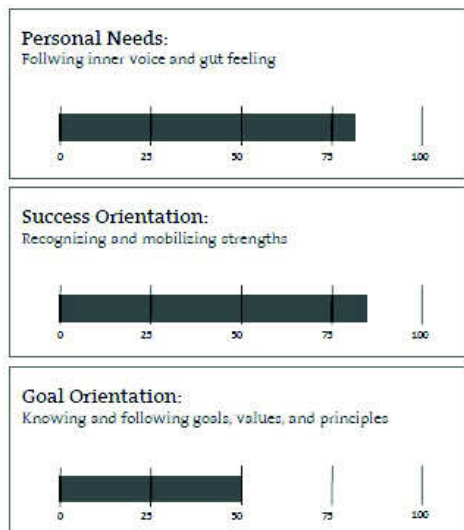
Let's take the example of the implied bullying profile in which there is a sharp decline in the bar for Success Orientation. This causes the spread to increase and the self-evaluation becomes poorer. This is consistent because if you are bullied for a long time, then the individual is not so able to readily reflect on his strengths to properly assess again. This person is considerably out of balance and the inner reality is not consistent, as the following figure shows.



A possible case of bullying

However, it should be noted that this combination alone does not allow an unerring conclusion that bullying exists. Only the scale Success Orientation with its underlying question, "What am I here for?" turns out extremely weak. Thus, the fit between the person's basic talents and his current role or function is extremely poor. In this scale, for example, the following profiling statements are built in: "I love my job" or "I hate my job." Thus, it is clear that the currently prevailing working conditions have a strong influence here. In fact, the bar for Success Orientation is the "most flexible" bar in the entire system. Therefore, it's necessary to inquire which situation or circumstances have led to it. In this case, bullying is a possible cause but other reasons can exist, such as an identity crisis of the social self, perhaps triggered by a heavily altered job situation.

An interesting combination with reference to the spread is displayed below.

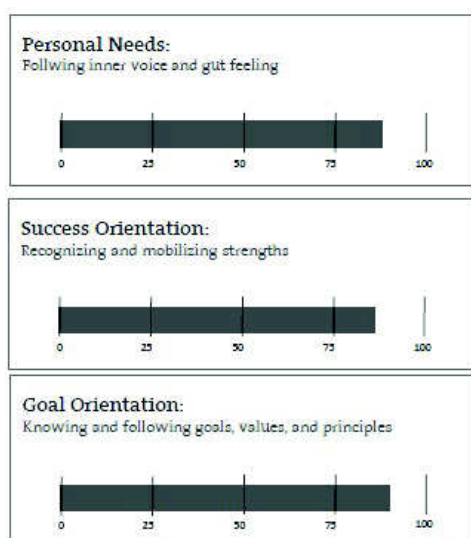


An individual who lives in the moment or is in an orientation phase

This person has a level of clarity in the self which falls between good and very good. He's at peace with himself and has a solid inner anchor or high ego-strength, as the bar in Personal Needs reveals. The question, "What am I?" is answered best. The fit between what the person visualizes as his function or role and the actual use of his talents is very high. The practical and operational leverage in his function is pronounced, so that the effectiveness can be strongly sensed. However, the question, "What am I here for?" is answered significantly weaker than the other two fundamental questions. Either he attaches very little importance to his self-strategy or the person lives in the present and is content. He becomes completely absorbed in his role and requires no future plan. The advantage lies in the very strong identification with his profession or his most important duties. The disadvantage is that a certain dependency is created. Viewed from this perspective, there is no "Plan B" which includes a personal option for development. So it is possible that a "rude awakening" can occur one day, i.e., that the person is no longer needed in their function, whether due to restructuring or any other reasons. The other possibility is that the person truly thinks about, "What am I here for?" but at the moment cannot reach any clarity - for whatever reason. So we see

that unambiguity cannot be created solely by the bar pattern. Therefore, we have to await the addition of the diamonds to conclusively evaluate this example.

In the following figure, one sees a person who has an excellent lucidity in the self and is underway with practically no spread.



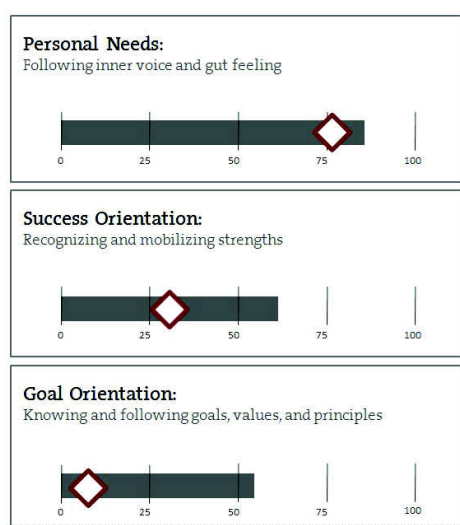
Maturity and charisma

The person can be described as very straightforward, consistent and reliable. He appears confident, his role is well tailored to him, and he has an excellent self-direction. Outstanding leadership skills are also inherent in this person.

3.3.5.4. Adding the Diamonds

Analogous to the outer world, the previously discussed examples will be now examined in the form of bar combinations integrated with the respective diamonds. As a result, the person's basic orientation in association with his or her currently prevailing focus emerges. This can be characteristic at the present moment but also already solidified for quite some time. The extent to which a

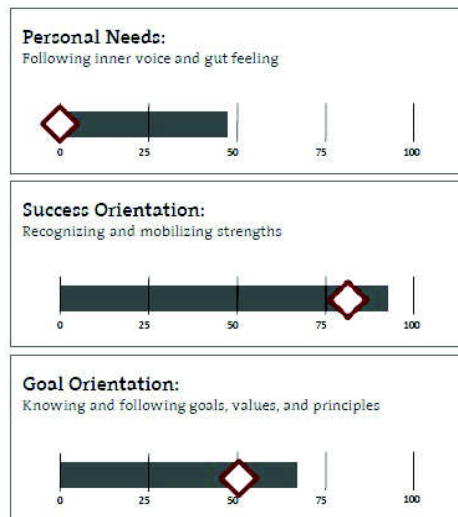
diamond is due to a current situation or has existed for a while cannot always be judged by experts solely on the basis of the profiling values reports. Here, on the one hand, experience with specific constellations plays a role. But on the other hand, very often these aspects can only be clarified in conversation.



Egoistic and narcissistic

In this example we can assume that the diamond in Personal Needs is stable. Here, the high concentration on the person's own needs actually points to a selfish character. One reason for this is the diamond in Personal Needs only reaches 20% on average which follows the conventions of human society, at least in developed countries. People are expected to be mindful of their commitments first, then about the welfare of others, before they think of themselves. In this respect the normal distribution curve of the diamond in Personal Needs is shifted to the left and is already at the upper boundary at about 50%, where the distribution is very rare. In practice this means that from about 50%, the world view of a person begins to be egocentric or self-centered, from about 60 to 70 percent we are in the egotistical range, and above 70 percent we are even dealing with narcissism. Second, in the illustrated example, the conclusion of a stable (too) high dia-

mond can be drawn because the inherently human value dimension (intrinsic) "outshines" by far the other two (extrinsic and systemic). For this person the fundamental question, "Who am I?" is extremely dominant from the clarity of the answer and the attention which is paid. This man wakes up mornings quasi and says to himself first thing: "I'm me and I'm good." In passing a mirror he will say to himself: "And I like myself." If he then - to use the same metaphor - goes to work, his discontented grumbling will be heard with the adage: "It's impossible to work properly here. Nothing's been correctly prepared again," etc. This person places high demands on his environment because he himself is so important. Hence, it's not surprising that the diamond falls in Success Orientation because job satisfaction is affected by it. This person cannot be expected to tackle their role energetically. Moreover, he has a very hazy vision for the fundamental question, "What am I here for?" His attention to the corresponding scale, Goal Orientation, is respectively low. This man lives for the moment, doesn't see any long-term challenges and obviously doesn't need these because he's narcissistic. The prevailing narcissism is too dominant to reach a balanced evaluation of the self. What's tragic about this person is the fact that his own perspective poses too high demands on the environment, but this is rejected again by his egotism. A long term vicious cycle of misunderstanding and dissatisfaction results in the long run. In this case it's difficult to find a suitable position or a fitting team in professional life. Let us turn to the next example.

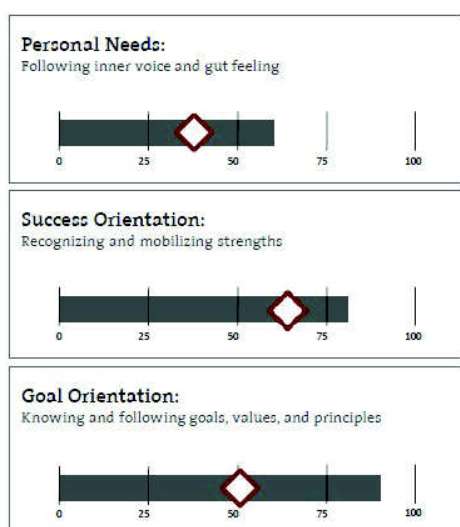


Overidentification with probably a tough appearance

Earlier we found that the social self strongly dominates. The person not only answers the question, "What am I?" with excellent clarity, but also intensely concentrates on it with the proactive diamond. This indicates satisfaction in the function he performs. As long as the role can be exercised with leverage, everything is in perfect order. Goal Orientation, in the sense of self strategy, is well defined and fitted with balanced attention. In principle, this person's self-concept is well developed and not unusual in correlation to Success Orientation. The weak point in the valuation of the self lies clearly in the scale Personal Needs and therefore with the fundamental question, "Who am I?" The low diamond is not so much a problem, as the societal average only achieves about 20%. In combination with the low bars, and especially in relation to the other two value dimensions regarding the self, the whole constellation acquires an explosive nature. Since the person does not have a sturdy internal anchor, but is very insecure (weak bar in Personal Needs), and to some extent dependent on his social self (Success Orientation) on which he also strongly concentrates. In practice the "gap" in the balance of the self is closed in two ways. Either the person acts like the bar suggests in Personal Needs, thus unsure of himself, always lining up at the rear or completely engaged in the task and with significantly lower self-esteem. Or the weak-

ness in self is compensated with a tough and seemingly self-confident appearance. With such a defense pattern, the person wants to prevent anyone from looking at the “depths of his insecure soul.” He wants to protect against it, as it were. This happens when a facade is built up around the self that no one can penetrate. It is also likely that the person will not accept the results of the Hartman Value Profile; he might also point out that other profiling methods produce very different results. It’s tragic that the latter statement is indeed correct, but these findings arise since the person, in his self-description, has already accepted the built up facade as the permanent reality. A tough manner usually does not help to increase acceptance; on the contrary, true confidence that comes from within, is actually hindered. The latter strongly requires a high bar in Personal Needs, thus, a suitably authentic self-esteem.

The following example has dominance in the systemic value dimension and represents a degree of overintellectualization.

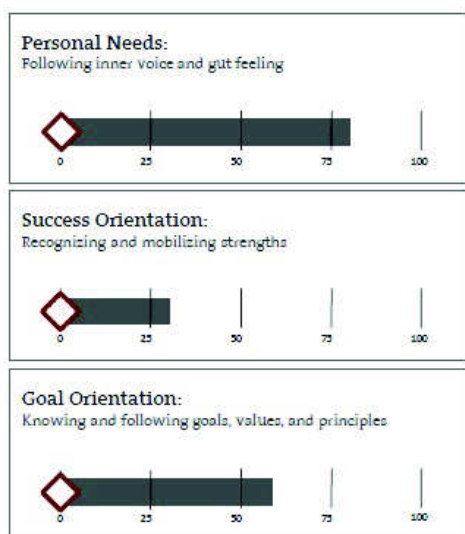


Self-direction and self-esteem lead to balance

The diamonds modify the thinking pattern in three ways. First, the high clarity in Goal Orientation is applied in a balanced manner. This puts the dominance of the bar somewhat into perspective. Second, the diamond for Personal Needs is positioned at

35%. Since the societal average lies at 20%, we have an increased attention here which, to some degree, relativizes or reduces the weakness of the bar. Third, we have a social self (Success Orientation) with very high clarity and concentration, meaning job satisfaction exists. Therefore, the practical-operational approach to the self plays a more important role than initially assumed. When taken together, the diamonds largely intercept the idea of over-intellectualization mentioned above. This person radiates leadership and can widely redeem it – at least within the context of analyzing the self – through functional leveraging and a strong, yet acceptable attention to the inner self. Thereby, a healthy degree of self-confidence comes through whenever he appears.

The next example turns out to be a far more critical case after inserting the diamonds as implied earlier in the analysis of the bars alone.

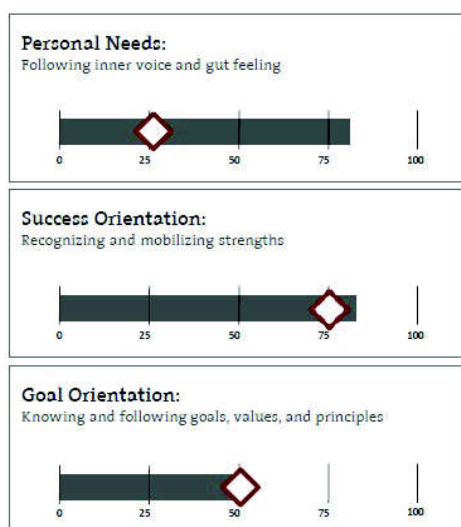


A serious crisis in the self during the initial stage

All three diamonds are positioned at zero. For the interpretation, this means that the focus is completely reactive in the three different dimensions of the self. As a result, the esteem of the inner, social, and intellectual self completely breaks down. The person can no longer accept himself positively and risks becoming

subject to an existential depression.⁷ Over time this low diamond position causes all the bars to “cave in.” The bar for Personal Needs is still very high; the one for Goal Orientation is in the lower range of the level “good.” Only Success Orientation has already reached a low point. Therefore, one can expect that the cause for the poor state of the self has its roots in the social self, i.e., the person’s functions and roles. The personal strategy (Goal Orientation) already suffers; the inner self is not yet affected to any great extent since the Personal Needs diamond at zero does not reveal very much by itself. One cannot repeat enough that the average for society here lies only at 20%. The person is still very stable and that may be a problem in such a situation since the person’s robustness can hinder him from actively confronting the problem. Resilient people often tend to wait out a situation, demand too much of themselves, or test their high capacity to the limit when handling stress.

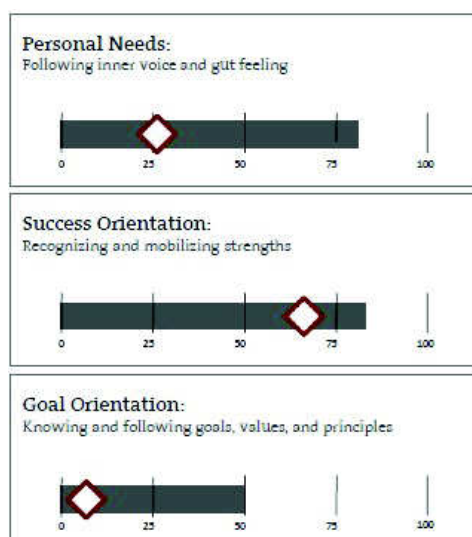
The following example raises questions regarding the intellectual self in the analysis of the bars. Three different variations will be played through by adding the diamonds.



Version A – An individual who lives in the present

⁷ The exact derivation of this evaluation can be read in the section on the Attitude Index (AI) in the Self in this chapter.

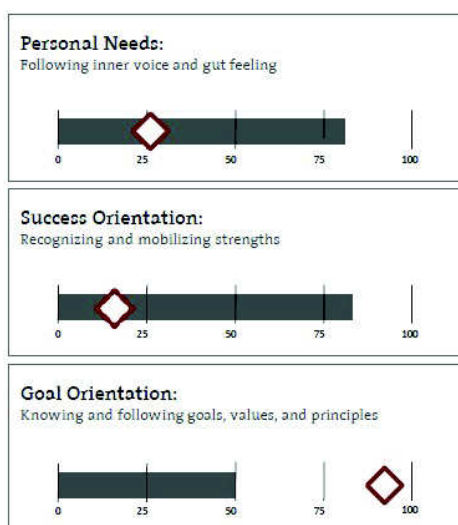
The high bar lengths in Personal Needs and Success Orientation are evidence of a genuine person who is well placed in his position and satisfied. Only Goal Orientation is seen rather unclearly but with a balanced attentiveness. That means that there is neither an especially high nor particularly low attentiveness, which speaks for a relatively stable disposition. The person appears to feel good. Thus, we are dealing with a man who lives in the present who would rather fill his role the best he can than draw up long-term personal plans.



Version B – Early phase of orientation

In Version B the bar and diamond for Personal Needs are exactly the same as for Version A. In Success Orientation the diamond is slightly lower; in Goal Orientation it's significantly lower. Job satisfaction is still on a rather high level, whereas the diamond for Goal Orientation is out of balance. This is a typical position or situation when a person has lost the deeper meaning of what he or she is doing presently. The operational level (Success Orientation) is still functioning, but in reference to the future, no consistent feeling emerges. We are talking about an early phase of orienta-

tion here. The person may not have even recognized that the pre-contemplation phase of change has already begun. He still functions very well in his role. Should an interview for a new position be offered to him, he will probably take advantage of it quickly - perhaps not even knowing why.



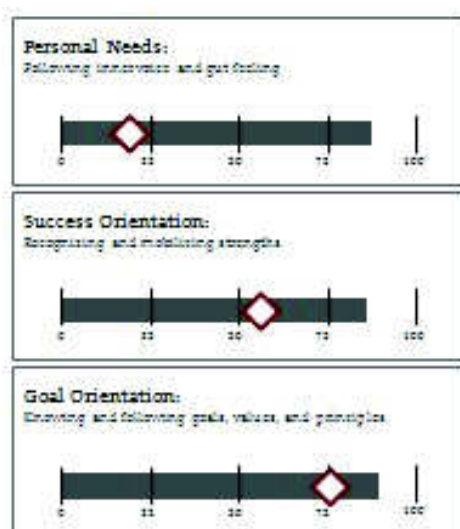
Version C – Late phase of orientation

Version C presents a different picture with the exact same bars and the same diamond position in Personal Needs. Job satisfaction (Success Orientation diamond) rests clearly at the lower end and at the same time, the diamond in Goal Orientation swings out to the top, i.e. to a great extent the person asks himself, "Where's my life headed?" For quite some time he has given thought to the direction his life could and should be taking. However, the bar is at a level where there's not a great deal of clarity. When this person develops the ability to self-direct himself, the bar will climb higher.

Thus, it becomes clear that the bar in Goal Orientation is also relatively flexible. As mentioned above, this scale and Success Orientation are the most flexible bars in the entire system. The fundamental questions underlying these scales are, "What am I?" and "What am I here for?" It stands to reason that the answer can

turn out differently, depending on a person's phase of life. Compared to the other fundamental questions, it makes sense that these two scales are more flexible than the rest. If we want to exactly analyze what condition the person's current function and development are in, then a glance at Success Orientation and Goal Orientation will deliver much information which helps us immediately address the important points in the discussion. This promotes acceptance by the participant and a sense of "equal footing."

The final example in this section regarding the self contains very high bars throughout and will now be illustrated with the corresponding diamonds.



Moderate appearance and sustainable leadership charisma

The fundamental question, "Who am I?" is answered brilliantly and has an attention level of 20% which is the exact average in society for this diamond. The strong inner anchor is combined with a moderate appearance that leads to higher confidence. Success Orientation is also in the excellent range, but among the three scales in the self, it's the weakest in comparison with a diamond that lies just above the 50% mark. In essence, this shows the current job satisfaction. Combined with the relatively weak

bar, this indicates that in the current function, not everything is operating as best as it can. There's still room for improvement here. In contrast, the question, "What am I here for?" has the highest clarity as well as the greatest attention. The deeper meaning of his actions is clearly internalized and will be fostered by living and breathing his self-concept.

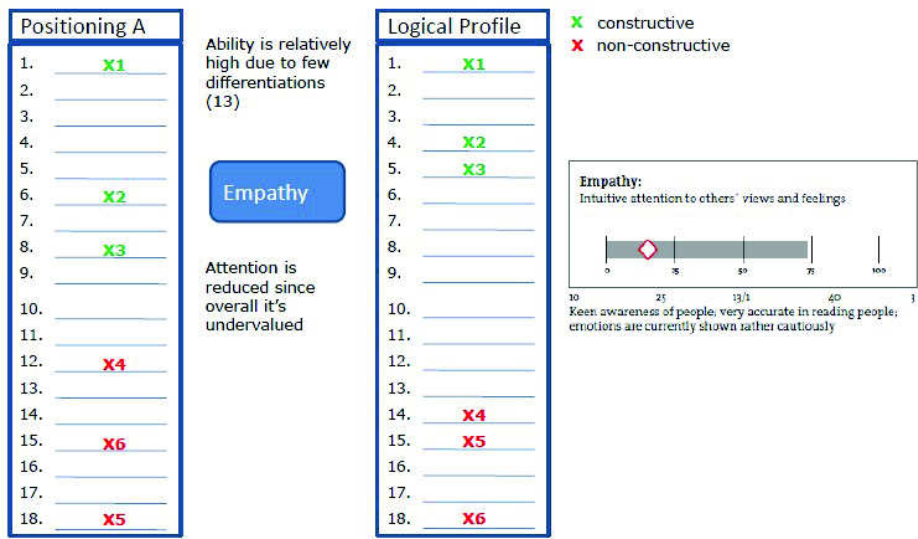
The discussion of both worlds in which we value – graphically represented by the columns on page 5 of the profiling values report – has shown that in the overview of the three value dimensions, many nexuses remain hidden for the participant which are only clear to the trained expert. At the same time, all of these interconnections can be logically explained and are therefore comprehensible. When experiencing profiling values personally, the respondent readily follows the expert's explanations along the analysis framework. Numerous experiences show that even unpleasant findings can be addressed in the feedback discussion.

An integrated perspective of the different value dimensions was deliberately introduced in a very detailed manner since a holistic interpretation of the Hartman Value Profile cannot be valued high enough – and it requires practice. Expertise can only be reached by understanding the cross-references or the relationships between the scales that goes beyond merely looking up the results and produces a competency in interpreting that cannot be simply computerized. Everyone who probes here deeply develops a service portfolio that becomes sustainably convincing and is irreplaceable.

Nevertheless, a deeper understanding of each major scale is very important. In the discussion of the underlying basic questions, a deeper introduction has begun. Now the point is to interpret the results of the scales precisely and also understand how they are derived.

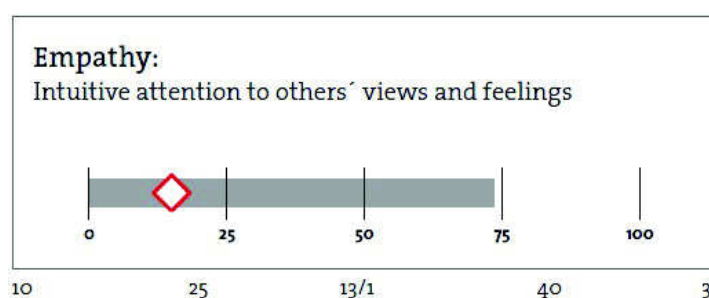
3.3.6. Method of Calculation: The Scores Below the Scales

As previously mentioned, the profiling values results are reached by projecting the respondent's rank order against a logical-mathematical norm that was developed by Robert S. Hartman. Accordingly, each deviation/differentiation from the logical profile is calculated. Hence, conclusions are drawn which lead to the bars and diamonds as well as all other scores in the Hartman Value Profile. The following figure exemplifies the outer world and the fundamental question, "Who is around me?" meaning Empathie. A profiling step has 18 terms or statements and encompasses one of the realms to be valued – in this case the outer world. Each value dimension is mapped by a third of the "items." Therefore, six linguistic proxies featured here from x1 to x6 with a defined rank in the logical profile are a reference for respondent A and his sequence. The system now measures the individual differentiations and finally processes them into the major and minor scales of the Hartman Value Profile.



Method of calculation

In order to understand this example, we will proceed step by step and calculate the differentiations: x1 has been placed by the respondent exactly on the spot where it belongs; thus, the deviation is zero. Next we'll look at x2 and note that it has been ranked 6th, whereas the "target" for the logical profile lies at the 4th position. Therefore, there are 2 deviations that will have a negative effect. For x3 there are 3 deviations, with x4 there are 2, and for x5 and x6 there are 3 each. The calculation for the deviations is: $0+2+3+2+3+3=13$. Respondent A has 13 deviations or differentiations in total for Empathy. It is important for the profiling values expert to know which deviations on which scale lead to which results. As shown in the following graphic, the number of differentiations which were just calculated can be found in the middle before the slash below each competency scale. Following the slash is a second score which is not in direct conjunction with this topic. It shows the number of distortions/dissimilarities within each value dimension.⁸ The corner scores divide the total number of differentiations in undervaluations (left side) and overvaluations (right side). The sum of the corner numbers always equals the middle number. The numbers in between differentiate the position of the diamonds between positive and negative statements in the profiling, as presented further ahead in section 3.3.6.3. In both of the following sections we will look closely at the scores and the inferences about the participants.



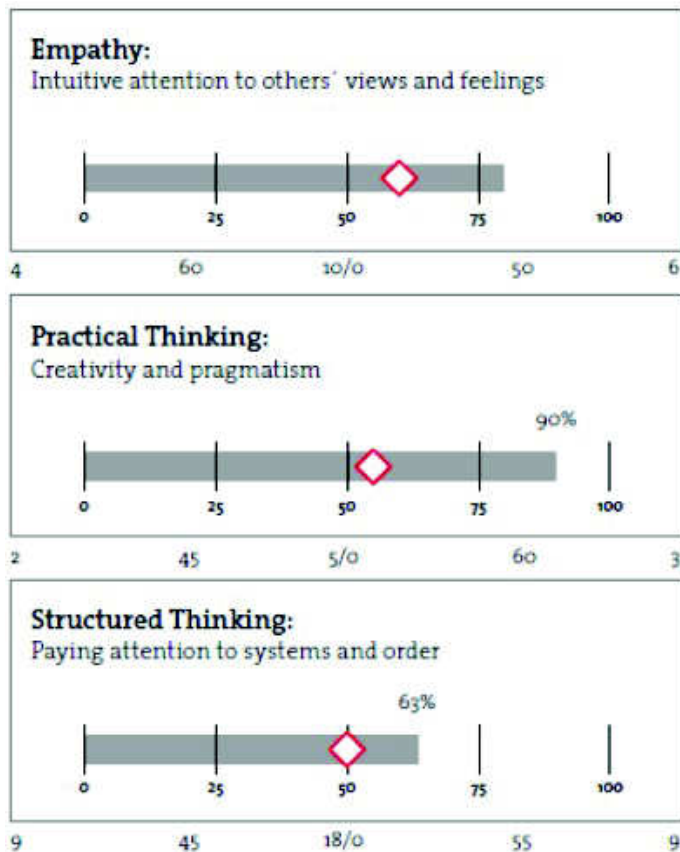
The scores below the scales

⁸ See Expert Legend: section 3.6.2.6. Dis: Distortion

3.3.6.1. Differentiation Score: Calculating the Bar Lengths

Originally, in the clinical application of the Hartman Value Profile, only the number of differentiations (deviations) was used. The lower the value was, the greater the keenness of vision. The higher the number of differentiations, the less keen the perception is in that particular value dimension. This is represented by the bars in the profilingvalues report as a conversion in percentages. The original systematics has been reversed for our purposes because the depictions in percentages are better suited for our participants. The fewer the number of deviations measured; the longer the bars are in profilingvalues and vice versa.

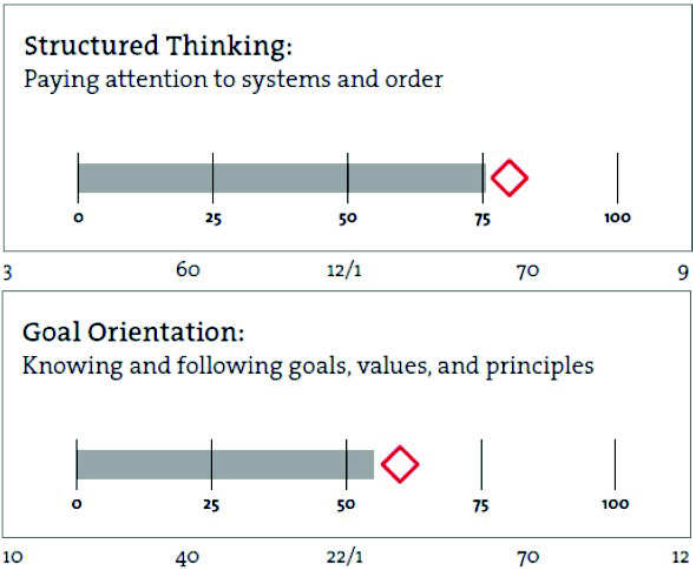
All the same, a return to the original number of differentiations is important because they place the proportions among the scales more meaningfully in relationship, as the following example illustrates.



Proportionality of the differentiations

In this example, the participant sees the interpersonal value dimension (Empathy) only half as sharply as Practical Thinking. The latter has a differentiation score of 5, whereas Empathy has 10, which is twice as much. In relation, the dominance of Practical Thinking becomes clear and shows why Empathy, despite the high bar value, often falls short. The difference in the ratio of Practical Thinking to Structured Thinking is even stronger. The latter is seen 3.5 times weaker than the former: the differentiation score 5 (multiplied by 3.5 would equal 17.5), compared to 18 with Structured Thinking. However, Empathy is almost twice as strong as Structured Thinking: 10 to 18 (9 would be half of 18 and would show

exactly double the “visual acuity”). Using just the percentage of the bar, these conditions could not be mapped with respect to clarity in the various value dimensions. The numbers below the box increase the opportunity to produce cross-references to show, for example, with which ratio a dimension dominates or receives less meaning in a person’s value system. Such relations can also be drawn across the value dimensions between the outer world and the self and enables a better overall view, as the following example illustrates.

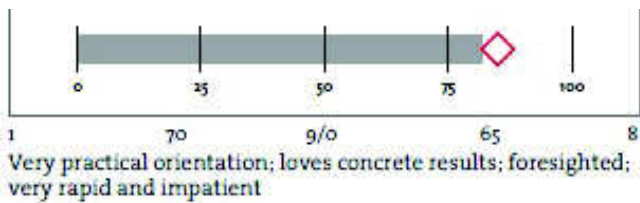


A cross-reference within a value dimension

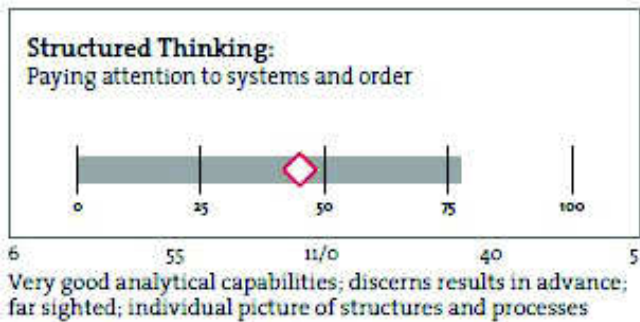
The systemic value dimension in the outer world (Structured Thinking) is nearly twice as clear as the systemic dimension in the self (Goal Orientation). Therefore, plans and strategies are designed very well, whereupon the high diamond signalizes a perfectionistic streak. However, when it comes to self-strategy or planning one’s life, the differentiation score is almost twice as high, and for that reason, the image is blurred.

The number of differentiations is also totaled for each column and row, as shown in the following illustrations. Thereby,

measuring across realms and dimensions is possible and the connections can be established on different levels by way of comparing, e.g., the clarity in the different worlds or among the various dimensions. For better readability, the focus was placed on Structured Thinking as well as on the total amounts lower on the page. Practical Thinking and Empathy are not completely depicted.

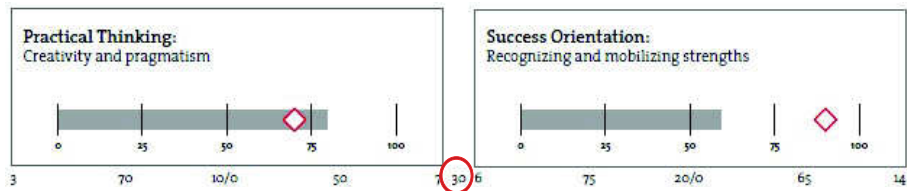


Target		Result	
Ability	x to y	■ ■ ■ ■ ■	
Concentration	x to y	■ ■ ■ ■ ■	



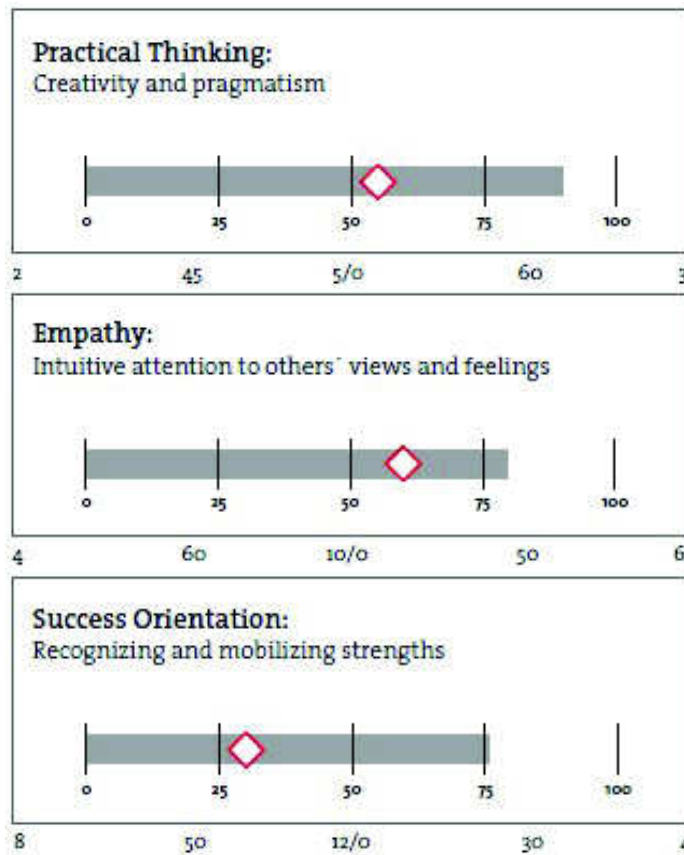
Target		Result	
Ability	x to y	■ ■ ■ ■ ■	
Concentration	x to y	■ ■ ■ ■ ■	
14	50	28	14

Accumulated number of differentiations within a valuation realm



Accumulated differentiation scores within a value dimension

The number of differentiations within a single scale directly determines the length of the bar, calculated according to a formula associated with the Gaussian (normal) distribution curve as discussed earlier. The exact derivation will be handled in a later section. For now it is important to learn how the bars are calculated as a "rule of thumb" on page 5 of the profiling values report. The approximate bar graphs in the report (0, 25, 50, 75, and 100%) are intentional so that the participant does not focus too greatly on the exact bar length but gains an overall impression instead. The expert can, however, determine the exact level of the bar with the help of the lower score in the middle (differentiation score, i.e., before the backslash). For the upper half of the bar continuum (50 to 100%) the following applies: The number of differentiations multiplied by two and then subtracted from 100% gives the length of the bar.

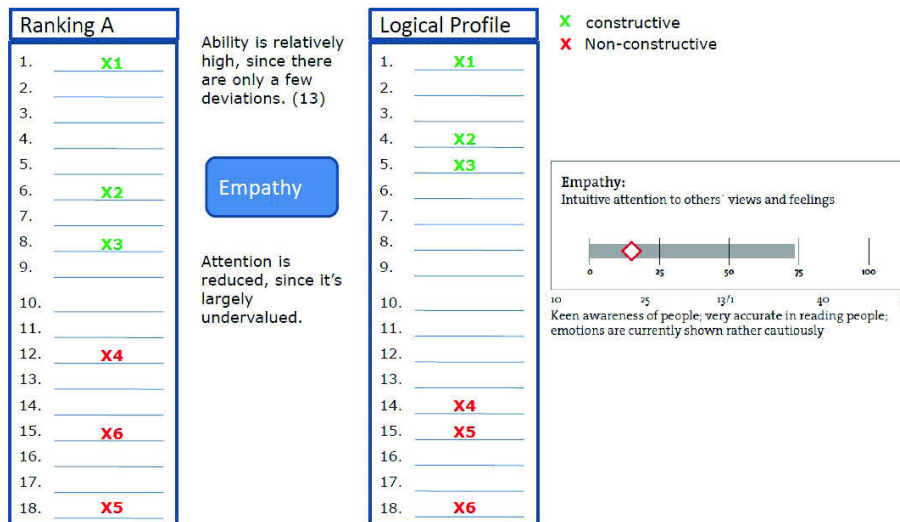


Empirical formula for calculating the bars in the main scales

In the first of the three pictured examples, the bar is exactly at 90% (differentiation of 5); the second one is at 80% (10), and in the third example 76% (12). Thus, the expert is able to promptly calculate the level of each scale.

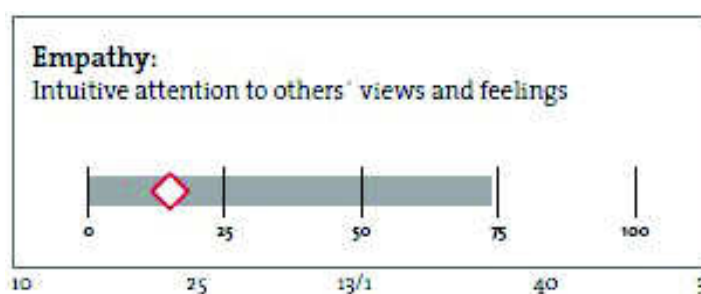
3.3.6.2. Undervaluation and Overvaluation (Corner Scores): Calculating the Diamonds

As discussed, the corner scores differentiate the number of deviations in terms of overvaluations to undervaluations, i.e., whether a respondent has placed the items in the profiling step above or below the ranking position assigned by the logical profile. When overvaluations predominate, it “pulls” the diamond to the right of the center position of 50%, i.e., the attention or focus increases. If the undervaluations are in the majority, then the diamond shifts to the left of the center and the attention drops. This can be explained easily and plausibly in a scientific way: When someone tends to overvalue, he has it stronger in focus, has more attention on it, and therefore, desires it more. However, when a person undervalues something, then it is not as strongly in focus since there is less attention on it and the person no longer wants it proactively. That is precisely the function of the diamond in the profilingvalues system, as explained earlier. The exact calculation will be made with last example.



Method of calculation

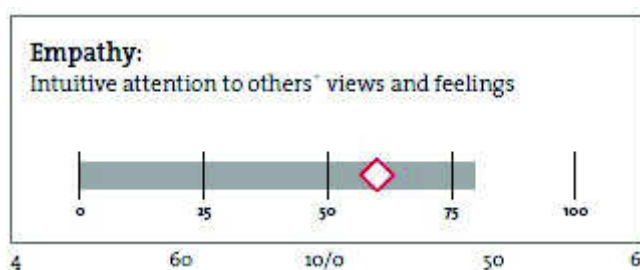
Now the differentiations ascertained earlier will be sorted step by step according to whether they're overvaluations or undervaluations and then added up separately. The top item (x1) has no differentiation at all. Therefore, a differentiation with an overvaluation or an undervaluation cannot occur. However, x2 should be placed on position 4 but the respondent placed it on position 6, e.g., it is undervalued by two ranks and will be noted down with a minus sign (-2). Likewise, x3 constitutes an undervaluation. With x4 one attempts to declare an overvaluation since the respondent ranks it at position 12, whereas the logical profile assigns it to position 14. This is a false conclusion since with x4, in contrast to x1, x2, and x3, we are dealing with a non-constructive item. These are represented in red, whereas constructive items are displayed in green. Every value dimension is measured with three positive and three negative statements because everything has good as well as bad aspects. When a destructive item is set higher than intended in the logical profile, then we are dealing with an undervaluation ($x4 = -2$). With x5 we now have an overvaluation (+3). Conversely, x6 is another undervaluation. If we add together all of the numbers which have a minus sign marking it as an undervaluation (x2, x3, x4, x6), we total: $2 + 3 + 2 + 3 = 10$. In contrast, the only overvaluation is x5, e.g. an addition is not necessary. There are 3 overvaluations in total. The number 10 is placed on the left corner (undervaluations) and the number 3 sits under the right corner (overvaluations) as illustrated again below.



Calculating the position of the diamond

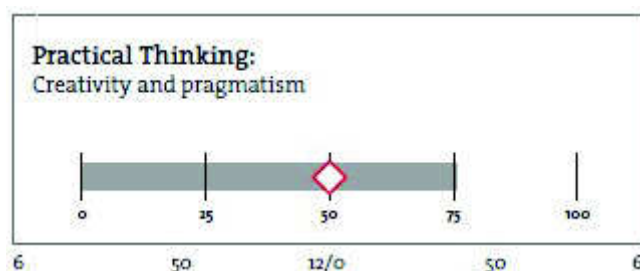
Now there is also a "rule of thumb" for the diamonds in the competency scales on page 5 of the profilingvalues report: the

corner figures are subtracted from one another so that for the example illustrated above, the calculation would be $10 - 3 = 7$. The absolute value (whose amount is independent of the "+/-" sign) determines the number of 5% increments which are counted from the mid-position (50%) in the direction of the higher corner score. In this example, there are seven increments of 5%, i.e. 35 percentage points, starting from 50% going towards the left. Thus, the diamond is at 15%. The diamond always "shifts" in the direction of the higher score. For clarification, a further example is given.



Calculating the diamonds: increased attention

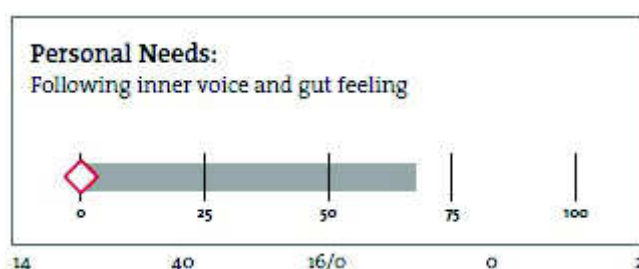
The length of the bar is 80% since the number of differentiations (the lower middle score before the slash sign) is 10. When both corner scores are subtracted from each other ($4 - 6 = -2$), the result (2) shows how many 5% increments should be counted. In this case, it is two times five, i.e. 10 percentage points. Starting from the center (50%) in the direction of the higher corner score (6 on the right), the diamond rests at $50 + 10$, i.e. 60%.



Calculating the diamond: balanced focus

In this example the level of the bar is at 76% since the lower center score (differentiation) is 12. When this number is doubled (24) and subtracted from 100, we arrive at the mentioned value. The undervaluations and overvaluations are deducted from one another or both corner scores are subtracted: $6 - 6 = 0$; i.e., there isn't any increment in either direction. The diamond remains at 50% and signals a balanced attention to this competency in light of the calculated level in "visual acuity or keenness of vision."

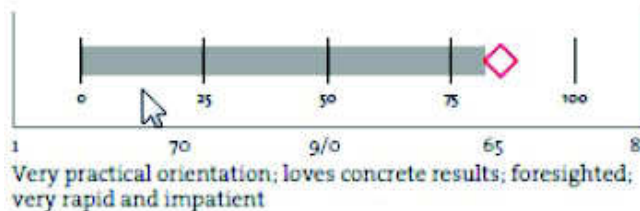
The difference between both corner scores can be larger than 10, which is shown in the following example.



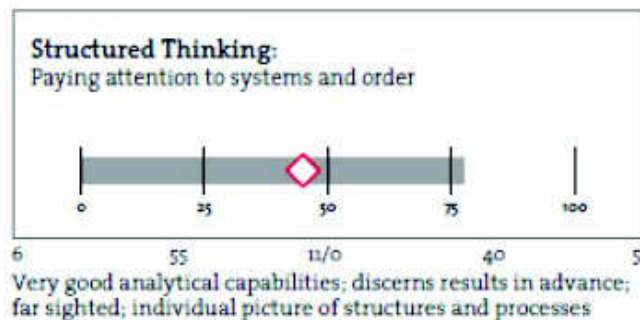
Calculating the diamond: strong dominance of undervaluations

The level of the bar lies at 68% due to the differentiation score of 16, then doubled and subtracted from 100. To determine the position of the diamond, both corner numbers are subtracted from one another: $14 - 2 = 12$. This means that 12 increments of 5% each starting at the middle position (50%) in the direction of the higher number. The result is 50 minus 60 percent points which would bring the diamond theoretically beyond the scale at -10%. The illustrations, however, stop at the lowest and highest ends of the scale but the expert can always determine just how "low" or "high" the attention actually is.

The corner scores are also totaled within the column on page 5 of the report so that for each profiling step, the ratio of under to overvaluations within each value dimension can be ascertained, as shown in the next figure. Parts of the scale for Practical Thinking and Empathy have been cropped due to lack of space.



Target		Result
Ability	x to y	■ ■ ■ ■ ■
Concentration	x to y	■ ■ ■ ■ ■



Target		Result
Ability	x to y	■ ■ ■ ■ ■
Concentration	x to y	■ ■ ■ ■ ■
14	50 28	50 14

The corner scores for each column: the ratio of under to overvaluations

If the number of undervaluations (lefthand corner score) is significantly higher than the number of overvaluations (righthand corner score), the respondent has a tendency to see the world or himself more negatively. This usually indicates a burden, no matter where it originates. As a result, the diamonds tend to be pushed to the left. This appears to be logical since when person is under stress, it's difficult to leverage one's full potential. The attentions are quasi "geared down" which can happen quickly in the outer world as a reaction to substantial, temporary stress. This

should be taken into account by the expert, and the stress mentally “deducted,” so to speak. The feedback provided to the respondent could be: *“Suppose we take out the current pressures, i.e. you could ‘act freely’ as it were, then the three diamonds in the column would move a little further to the right, which would allow the analysis of your main attentions to shine in another light. At the moment, the utilization of your abilities still has development potential. Working out the stress factors and remedying the situation appears to be the first logical step to be able to advance more quickly.”* However, a strain is not always the cause of a preponderance of undervaluations. It can also be an incessant negative attitude towards the world. In that case, such persons are overly critical. Ultimately, this can be only clarified in a conversation.

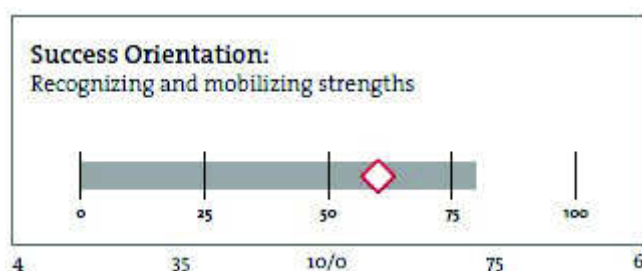
It’s often worthwhile to take a closer look at the corner scores within the column to determine in which scales, for example, the undervaluations strongly predominate. Frequently, one finds there the “crucial point” on which the respondent should work.

3.3.6.3. “Unmasking” the Diamond (Intermediate Scores)

A more detailed examination an individual’s level of attention is the merit of David Mefford. Dave was a student under Robert S. Hartman at the University of Tennessee in Knoxville and is recognized as one of the greatest experts regarding the Hartman Value Profile. Besides his own system to depict the results, he has also contributed a lot of good to the area of aptitude diagnostics and has supported the Robert S. Hartman Institute in cultivating and researching Hartman’s legacy. His thoughts concerning the diamonds (attention) are keen as a razor and cannot be denied: A respondent could have three positive statements in a profiling which are way overvalued and three negative items which are strongly undervalued. The person, for example, could overly focus on the goodness of other people’s individuality (positive side of Empathy) and playdown the evil in humans (negative side of Empathy). The diamond would be centered in the normal system from Robert S. Hartman, i.e., a balanced focus for total Empathy would be shown. This can perhaps be misleading.

Therefore, the left and right intermediate scores under the scales separately show the diamond percentages of the non-

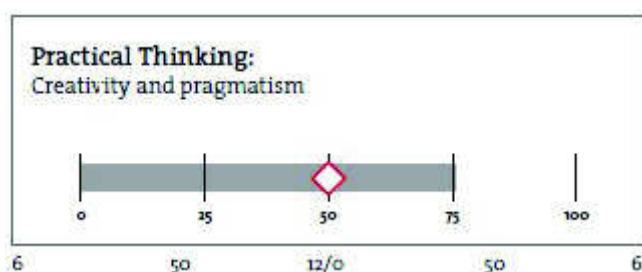
constructive (negative) and constructive (positive) statements. When these are compared to the diamond of that scale, one can see whether the values lie close together or if generating the average value actually distorts the results. Thus, an “unmasking” of the diamond provides additional information. The intermediary scores and the main diamond are calculated, i.e., the difference between under and overvaluations specifies the number of 5% increments which are taken in the respective direction from the center. In this case, only three statements – either the constructive or non-constructive items – are used as the basis for calculation.



Varying levels of attention in a diamond

The left intermediate score lies at 35%. Therefore, the non-constructive statements in the profiling, which apply to the extrinsic value dimension of the self, are undervalued. For example, an item which is steered by the fundamental question, “What am I?” is: “I hate my work.” Another one is: “My working conditions are poor and ruin my work.” An undervaluation in this context means that these statements have received a higher ranking than they should. Therefore, the negative aspects are focused by this person, at least at the present. On the other hand, the positive statements in this value dimension, e.g. “I love my work” or “I like my job – it does me good,” is clearly overvalued, i.e., they have also been placed higher than the logical mathematical basic position intended. The “overall diamond” of this scale now points to 60%, therefore, a reasonably balanced level of attention exists with a “shot” of proactivity. The resulting description would be a good level of job satisfaction and the feeling that one is achieving impact in his/her function. However, the negative aspects in the

function play a greater role than one thinks. The person is very disturbed about the working conditions, as indicated by the lefthand intermediate number. On the other side, he overestimates the positive things regarding his work, i.e., he orders these items very high, as the righthand intermediate score expresses. We are dealing with a person who thoroughly enjoys accomplishing a lot in his function, but at least at the present, his environment does not please (no longer pleases) him. The averaged diamond as the sum of all of the profiling items could not deliver this information.



A fully balanced diamond constellation

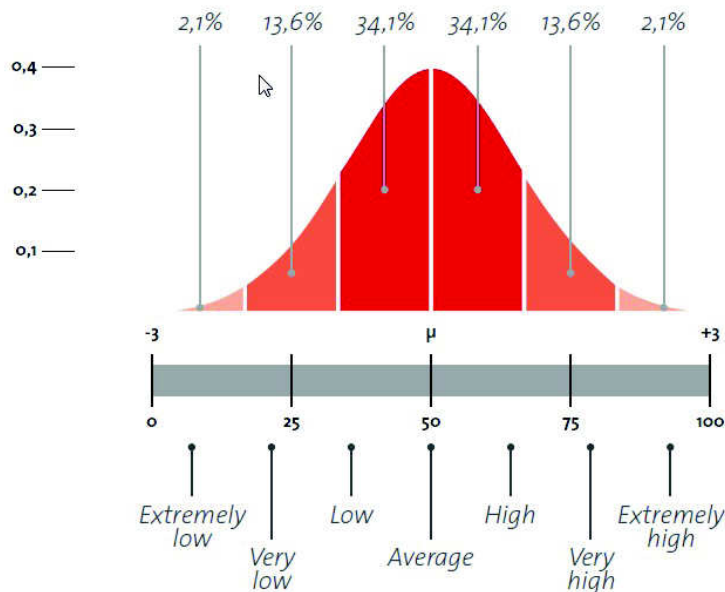
In contrast to the example illustrated above, the left and the right intermediate scores deliver a balanced focus (50%) which is reflected in the main diamond at 50%. The negative and positive items in the extrinsic value dimension of the world view are equal with respect to the ratio of under and overvaluations. The fundamental question, "What is around me?" is evaluated consistently balanced in both the destructive aspects and constructive functions in our world.

In order to delve deeper in the topic "unmasking" the diamond, we refer to the relevant publications of David Mefford. A thorough and equally justifiable overview is delivered in his excellent article in the Journal of the Robert S. Hartman Institute in 2010.⁹

⁹ David Mefford: Origins of Formal Axiology in Phenomenology and Implications for a Revised Axiological System, Journal of Formal Axiology: Theory and Practice, Vol. 3, 2010, pp. 61 - 92. See also: www.hartmaninstitute.org.

3.3.7. Seven Intervals for Each Scale

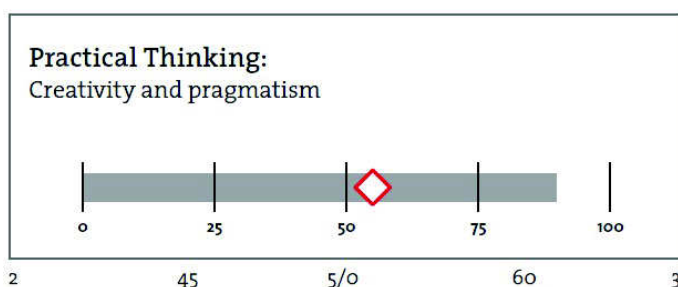
Analog to the Hartman Value Profile, the profilingvalues system contains more than 50 different individual results. To maintain an overview, a "meta scale" or a system of intervals is necessary which aligns all of the results. Otherwise it would be impossible to compare the findings or ascertain a relationship between them. It is necessary to differentiate between each "raw score" which we have already seen with the help of the scores below the boxes in the profiling report (differentiation numbers), and the results which can be arranged in order from "extremely high" to "extremely low." These intervals, which were explained in the context of the Gaussian bell curve, are taken up again and presented more sophisticatedly with the "meta scale."



Intervals and the normal distribution curve

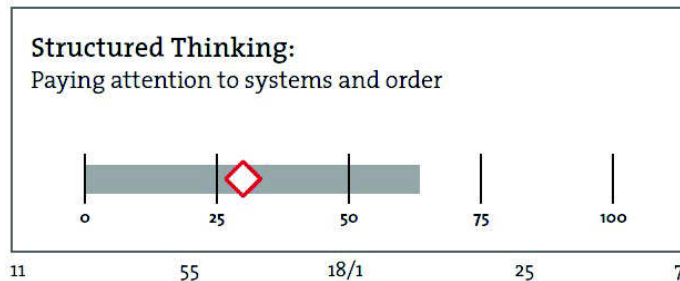
When the results are distributed over seven levels among a scale of 100%, then there are $100 / 7 = 14.29$ percentage points (rounded) for each interval, which equals roughly 14. From 100%

you count down 14 percentage points and arrive at 86%. This margin of percentage points constitutes the excellent range ("extremely high"). Subtracting the next 14 percentage points then results with 72%, i.e., the range between 72 and 85% is designated with the attribute "very high", which is very good in comparison to the average society. Another 14 percentage points less would result at 58%. This range is denoted as "good" ("high"), again based on societal comparisons. Further below "average" and correspondingly, "below average" attributes are positioned. This way the expert can immediately recognize what the bar lengths actually mean.



Interval in the "excellent" range

Applying this to the illustrated example, we can say that the length of the bar is at 90% in accordance with the differentiation score 5 (middle lower number) – and this is within the range "excellent" which spans from 86 to 100%. When the differentiation score is 7 or lower, the ability always lies in the highest interval. When the differentiation score is between 8 and 14, the range "very good" is addressed (72 - 85%).

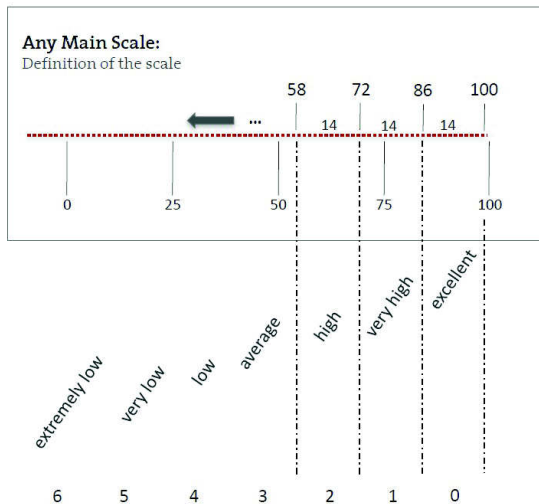


Interval in the "good" range

This example shows a good ability with regard to the described intervals. The differentiation score lies by 18. That leads to a value of 64% for the bar in Structured Thinking (double the score and subtract it from 100%). This result lies in the interval between 58 and 71% which is "good" or is characterized as "high." The other levels can be handled in the same way. However, at the lower intervals differences occur from rounding off the decimal points behind the dividing number 14, as mentioned above.

The illustrated seven step scale is not only used for the bars in the main scales, it also encompasses every value (measurement criteria) in the entire systems of profiling values and the Hartman Value Profile. In the Expert's Legend on page 7 of the profiling values report, the performance levels can be abbreviated: from 0 = excellent, 1 = very high, etc. to 6 = extremely low. The following graphic provides an overview.

Meta-Scale of profilingvalues (HVP)



profilingvalues

- 7 levels in any scale
- $100 : 7 = 14,29$, i.e. each level has around 14 percentage points
- Counting 14 down from 100 to 86: This is compared to Gaussian bell curve excellent with respect to whole society
- Analogously the other levels are to be calculated
- The expert explanations on page 7 of the profilingvalues report also use the scales from 0 to 6

The meta-scale of the Hartman Value Profile

Thus, each bar and diamond as well as every derived result can be presented on one single scale. For experienced experts, thinking in seven intervals is important since one can quickly and accurately categorize, compare and evaluate.

3.3.8. The Main Scales of the profilingvalues Report

The following section is devoted to the 12 main scales, i.e. all the bars and diamonds in the profilingvalues evaluation. Every basic competency on page 5 will be discussed along with the corresponding problem solving skills, illustrated in the same spot on page 6 of the report. The problem solving competencies are measured in the same profiling step as the fundamental skills, only the calculation is different: For page 6 of the report, only those deviations are measured which are greater than two differentiations. One can see whether a person is "roughly" correct or if the items

are ranked far away from the logical profiling position. If most of the statements lie near the logical position, then the person in principle recognizes what's relevant in complexity, i.e., he "sees the forest for the trees." Scientifically speaking, this means that this is a good prerequisite for problem solving and decision making skills.

The lower numbers (the right and lefthand corner scores) on page 6 of the report indicate the under and overvaluations which occur beyond two deviation steps. Here it must be noted that the "rules of thumb" imported for page 5 cannot be transferred to page 6 because other scalings prevail there. The precise explanation would go far beyond the scope at this point and does not provide any additional benefit for the expert.

The main scales are based on the fundamental questions already discussed several times and will be now analyzed according to the following pattern:

- Definition of the main scale
- Text modules in the system
- Example positions
- Corresponding problem solving skills

First of all, it must be made clear that it's not constructive to interpret a single scale by itself since there is always interplay between the main scales on page 5 of the report. Therefore, the sections with the patterns and interactions of the realms (outer and inner worlds) which deal beyond the value dimensions will be preceded. A synopsis of the various scales is more important initially in order to identify a person's fundamental disposition and his current areas of attention. Only then does it make sense to enter deeper into the single scales which will be discussed next.

3.3.8.1. Empathy and People Skills

According to Robert S. Hartman, Empathy is the capacity to recognize the individuality in other people. It is the ability to discern what is human in others, to be able to disengage from your own self and recognize and properly evaluate the uniqueness in others. It also means the ability to be sensitive (sensitivity) and the attention (willingness to be sensitive) to the views, feelings, and moti-

vations of others, as well as open oneself to others. Since it deals with complex processing in the brain where every experience with people is then compared to the person, with whom one is currently engaging, a personal judgment is always made. This usually contains a high measure of intuition. The fundamental question is also answered: "Who is around me?" The aspects outlined above are fully applicable to the main scale Empathy.

Below, the short characterizations are outlined in ascending order from left to right as they depict the bars and diamonds in the report.

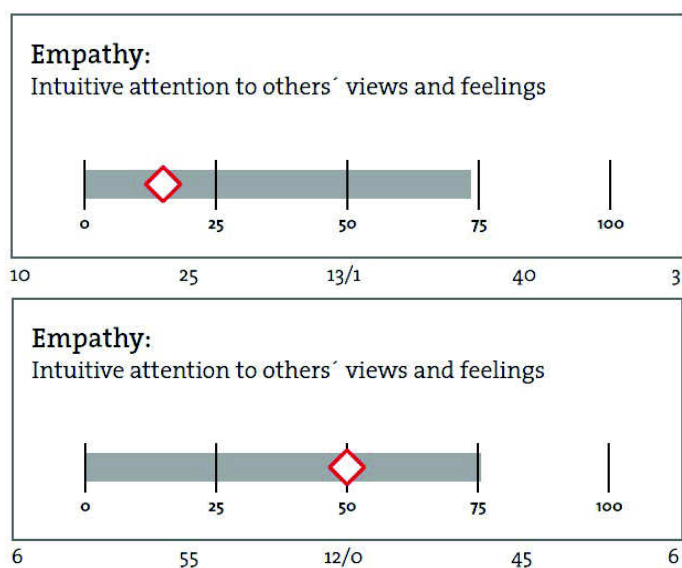
Empathy							
Ability	Distrustful, disregards others' feelings;	Skeptical and mistrustful; disregards others' feelings;	Does not readily confide in others;	Cautious to confide in others;	Accurate in reading people; good empathy;	Keen awareness of people; very accurate in reading people;	Very keen awareness of people; extremely accurate in reading people;
Concentration	emotions are currently shown very cautiously	emotions are currently shown rather cautiously	according to situations, more or less trustful and open with respect to own feelings	according to situations, more or less trustful and open with respect to own feelings	according to situations, more or less trustful and open with respect to own feelings	very trustful; as a general rule, shows own feelings openly	currently trusting others excessively; shows own feelings very openly
People Skills							
Ability	Incapable of solving interpersonal problems;	Very poor people skills;	Mean people skills;	Interpersonal problems are frequently perceived as difficult;	Capable of solving interpersonal problems;	Capable of solving interpersonal problems in a very good way;	Capable of solving interpersonal problems in an outstanding way;
Concentration	at present constrained in dealing with disputes	at present rather constrained in dealing with disputes	approaches disputes balanced and deliberately	approaches disputes balanced and deliberately	approaches disputes dynamically at present	at present strong focus on dispute solving; high social interaction	current overvaluation of controversies; very high social interaction

Text modules for Empathy and People Skills

Simply put, Empathy deals with having sensitivity for people which can be pronounced more strongly or weakly and used proactively or hardly at all. The scale in the Hartman Value Profile is also very interesting since the respondent does not "notice" that empathy is being measured. Conventional psychological measurement tools can only determine how someone thinks about having empathy, since the participants submit their self-description. The extreme cases have been already described (see section 2.2.2 Profilingvalues Cannot be Manipulated). With all the advantages which stem from this, there is also a disadvantage. The expert will neither be confronted with the self-image of the participant, nor the external image which the person may have received from earlier feedbacks. The profilingvalues result is an objective, scientific view

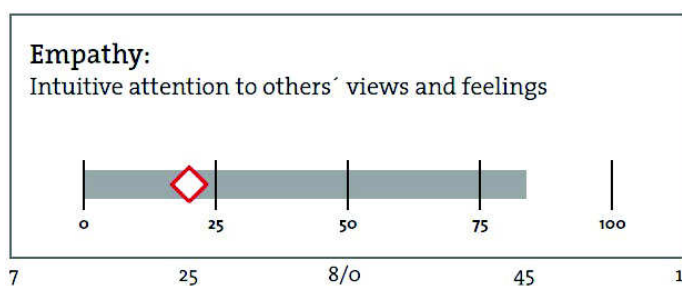
that is quite often significantly different than the self-, public or desired image of the person. Inasmuch, you can prepare yourself for differences of perception about this topic and discussions from the onset. Furthermore, empathy in today's society and especially concerning leadership competencies has attained extremely high importance. In contrast, this means that "poor" Empathy results in this field are equal to a disqualification and will be difficult to accept. A further difficulty arises since empathy is often lived differently in private life than in professional life. At this point it should be made clear that the profiling values report identifies the generally applied empathy - not the professional empathy. Therefore, for questions with a professional context, a possible discrepancy should be always factored in or challenged in an interview.

Misunderstandings and explanatory difficulties frequently occur in interpreting the bar and the diamond in Empathy which will be explained below based on several examples. Hence, the Empathy scale is one of the most difficult among the competency scales.



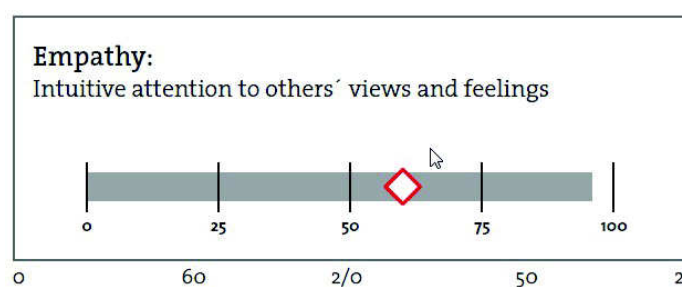
Similar capabilities in Empathy

Both bars are at the bottom of the interval “very good”, which ranges from 72 to 85% (exact scores are 74 and 76%). Accordingly, accuracy in reading people and a keen awareness of people are designated for the related text for ability, i.e. the first part of the text modules below the scale. The attentions, however, are different. While the first example exhibits a lower diamond, the second person can utilize the full bandwidth. The upper performance can reach a critical level with regard to leadership, since the diamond at 15% attests to cautiousness in reference to being accessible and therefore, opening up slowly to people. If the bar was much higher, then the low diamond could be more easily “compensated”, as the following figure shows.



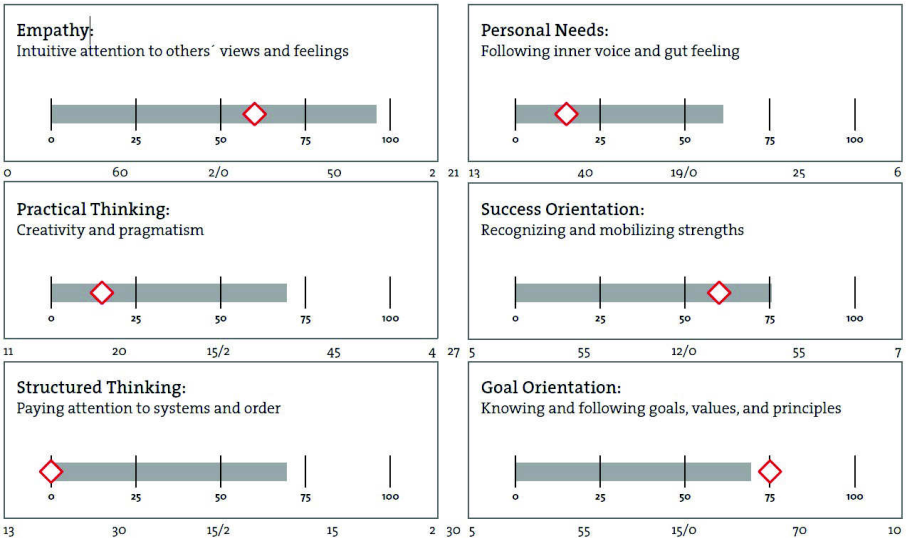
Reserved, but has a good leadership potential

The following figure shows almost total clarity with regard to the interpersonal value dimension.



Excellent Empathy results

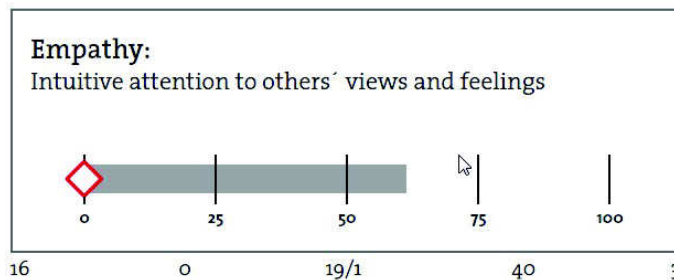
This very rare example shows how excellent sensitivity can be achieved on the interpersonal level. This person not only has tremendous human warmth, but is also slightly charismatic. On top of the outstanding sensitivity (96%) comes the raised diamond of 60%. This shows the increased openness of the person which leads to a certain vulnerability at this level. She hardly has the possibility to turn off her extremely sensitive human antenna and therefore, merges with others. To what extent this is accompanied with a well-developed human dimension in the self, cannot be seen here. When the scale "Personal Needs" is similarly high, then charisma gains volume. On the other hand, if it drops, the person runs the risk of being exploited. Naturally, the other main scales also need to be considered in order to gain an overall picture. This is ultimately the question of whether the outstanding (dominant) Empathy quasi overshines all the other fundamental questions or whether it aligns itself at a similarly high level. Here is once again clear, that an isolated examination of a single scale in the profilingvalues system does not lead anywhere. Generally, the short descriptions under the scales point clearly to the dominating combination of the bar and the diamond. For clarification, the next figure shows the entire page 5 of the report.



The integration of excellent Empathy results

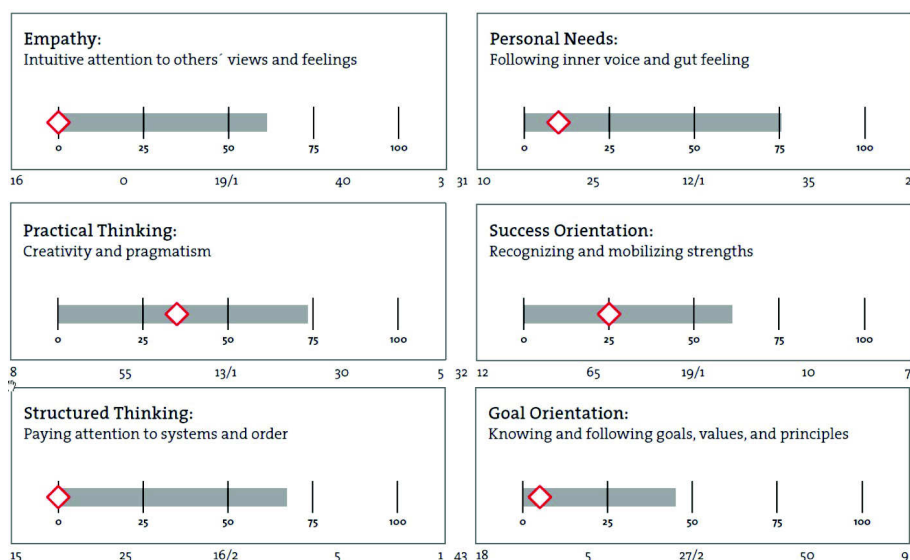
The overall view shows Empathy outshining every other scale. The self is significantly weaker in the human value dimension, Success Orientation and Goal Orientation, however, are distinctly pronounced. Although the person does not value herself enough – at least until now – she is strong, has found her place and has a clear idea of her future. Her love of freedom is evident, which is displayed by the low diamond in Structured Thinking.

The following example shows a person who does not cope well in a corporate team. Business is made with a few customers who tend to inquire and solicit a few bids from a niche market.



Sales despite the low Empathy values

Here human intuition lies at 62% in the range of good and the diamond attests to a certain encapsulation, i.e., the interpersonal "blinds" are completely closed. The lefthand intermediate score (negative statements, a zero) is strongly undervalued, that means that the negative aspects of people are generally downplayed. On the other hand, the positive aspects are almost balanced at 40% (righthand intermediate score). So the person is able to appear communicative and open in a first impression even though the bar and the diamond are low. However, an in-depth valuation of others is difficult for this person. It takes a while before this person opens himself in a discussion beyond a superficial level. The following comprehensive view brings interesting information to light.



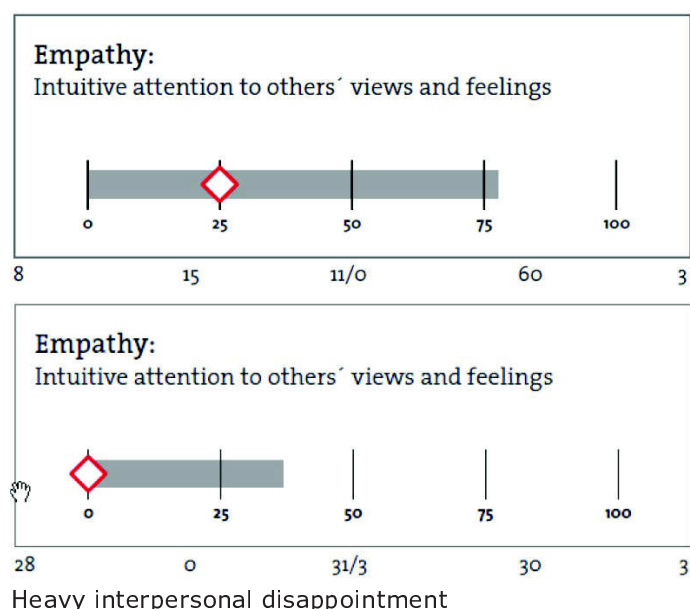
Aimlessness and Self-confidence

The undervaluations in the outer world are so predominant, that the diamonds are shifted to the left. Without this burden which has already led to far reaching negative thinking, the interpersonal dimension as well as Practical und Stuctured Thinking would be depicted with higher attention levels and therefore, more flexibility and proactivity would be given. Altogether, the level of the bars is not adequate compared to the demanding duties in exclusive solution selling. The core problem here lies in the self. With the dominance of Personal Needs, the person overhears himself. At the same time with an unclear answer to the question, "What am I here for," hardly any Goal Orientation exists. The person pursues his job more or less halfheartedly, has an exaggerated self image and no plan which direction his personal development should lead. In this case it is difficult to provide advice since the dominating scale of Personal Needs produces a certain "resistance to advice." A self-perpetuating loop is underway.

Empathy indicates numerous characteristics on the one hand and many interactions with the other scales on the other. The compassionate element is ultimately decisive (high values) in comparison to egotistical tendencies (low values). Thoughtfulness faces dominance, sensitivity confronts callousness. Empathic peo-

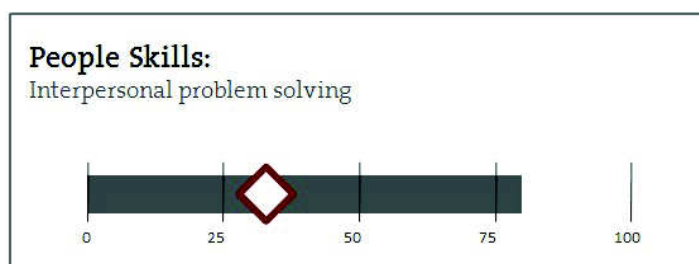
ple can adapt themselves to others, they have sensitivity or sensibility. Collegiality (high values) stands against a "lone wolf" attitude (low values). Solidarity and supportive behavior usually corresponds with long bars. One acts enthusiastically with a higher diamond in Empathy, with a lower one, the person is unable to change the way he is. Someone who is inspirational and team oriented has centered or higher diamonds since caring and human warmth also play a role. A talent for mediating as well as confidence in establishing contacts is evident. With a higher diamond in Empathy, the person is generally open and emotional.

Sometimes Empathy drops in comparison to most other scales, both in terms of the bar as well as the diamond. This is often a sign that the person has experienced one or more interpersonal disappointments in the past that have caused psychological injury and have not (yet) been offset. These negative experiences may stem from the professional or non-professional field. The following example shows the same person at different points in time; in this case, there are five months in between. One day before the second measurement (lower scale) this man was terminated "out of the blue" after about ten years of service.



This extreme change indicates how strongly significant events affect how a person values. It cannot be assumed that these low results will be permanent, but they confirm the sensitivity of the instrument with regard to the prevailing situation.

People Skills represent the corresponding problem solving competence for Empathy. If problems are encountered in interpersonal relationships which a person can solve and readily wants to solve, then the person is socially competent. Essentially, the way to interpret does not change. The fundamental question, "Who is around me?" remains the same. However, here it helps to address the challenges and problems in interpersonal interactions to explain the results in an understandable manner. In this context, a bar-diamond combination occurs which can lead to confusion.



A lower diamond in People Skills is often advantageous

People with a lower diamond in this scale are often perceived as socially competent and therefore, do not often understand the lower diamond. But that is often a decisive point here. A low diamond shows that the person develops less proactivity when interpersonal problems arise and hence, do not tend to become immediately involved everywhere. On the contrary, the person is approachable and listens - because the bar is high - but remains on the factual level and is perceived as objective, fair, and helpful. When problems evolve between people, the emotional temperature normally rises and every possibility to cool things down and calm the situation will be appreciated. However, the person depicted above would have little enjoyment in leading a team of 20 employees in sales and services. That would probably overtax a person with a diamond at 30% in People Skills if we assume that in such a team, the interpersonal difficulties among the members

have already reached a high degree. In this situation or in other constellations, where proactive interpersonal problem solving is sought, a diamond at the 50% mark or higher is somewhat better suited.

3.3.8.2. Practical Thinking and Solution-oriented Attitude

Practical Thinking is anchored in the extrinsic value dimension and has its focus on worldly objects. It includes everything which we can capture with our external senses, classify, and control. The ability to recognize the functionalities in our environment is based here. In other words, it's about knowing which way something needs to be combined in order to reach results.

Thus, Practical Thinking is the ability to see things in terms of their practical purpose and applicability, i.e., to act operatively and pragmatically as well as to drive ideas forward. It's the capacity to recognize what makes life better and easier. It answers the fundamental question: "What's around me?" Or "What has to be done?" The aspects regarding the fundamental questions described previously, certainly apply to the main scale "Practical Thinking" as well.

Next the text modules are presented with the relevant character traits.

Practical Thinking							
Ability	Unable to discern the best practical alternatives;	Dismissive with respect to new alternatives;	Skeptical regarding new opportunities;	Practically oriented;	Good practical insight and common sense;	Very practical orientation;	Keen-witted practical insight and brilliant solutions;
Concentration	at present cautious regarding practicable alternatives	at present constrained regarding practicable alternatives	flexible regarding good alternatives	flexible regarding good alternatives	result oriented; minds action and progress	at present optimistic regarding change; impatient	loves concrete results; foresighted; very rapid and impatient
Solution-oriented Attitude							
Ability	Does not find solutions for practical problems;	Very poor in solving practical problems; persists on present situation and status quo;	Mean capability of solving practical problems;	Is capable of solving practical problems;	Good practical problem solving; resourceful;	Very resourceful and effective in solving practical problems;	Extremely resourceful and effective; outstanding ability to solve practical problems;
Concentration	currently skeptical and constrained towards practical challenges	for the time being hesitant approach to practical challenges	approaches practical challenges balanced and deliberately	approaches practical challenges balanced and deliberately	approaches practical challenges dynamically for the time being	for the time being concentrated and attentive to accomplish practical challenges	for the time being concentrated and attentive to accomplish practical challenges

Text modules for Practical Thinking and Solution-oriented Attitude

Generally, high bars display the affinity to practical operational tasks and facets in life. When this value dimension is dominant within the realm of the outer world, the person appreciates the opportunity to shape things. The individual has creativity and job motivation. A relatively short bar indicates the reduced importance of the practical value dimension and leads to a rather reactive working style right up to passivity. The bar reveals the capacity of a person to act, but it should always be judged in the context with all three value dimensions in the outer world.

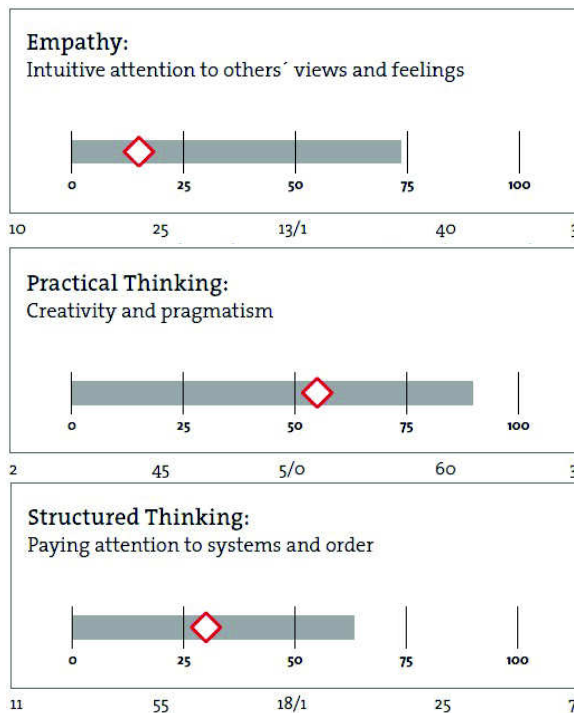
The diamond is one of the more sensitive parts of the profiling values system. It signifies to what extent the person's put their drive to use. From this perspective, the diamond basically represents the current readiness to act, which is often a kind of response to the prevailing conditions in the environment. A low diamond with a high bar often denotes roadblocks that stand in the way of applying one's practical talents. These obstacles can be caused by many factors which can be quickly identified and categorized. Ultimately, only a discussion can bring clarity, but hypotheses are possible when other scales are taken into account. Frequently, the cause of a low diamond is an entrenched environment since the new ideas of a person are received negatively with the proverbial phrase, "That's what we've always done ... so we don't need your ideas here ...". Such attitudes in the work environment quickly lead to frustration, especially with young people. A person should not stay too long in such an atmosphere, because otherwise in the long run, the bar in the Practical Thinking will suffer and the unused talent will become weaker. It will literally "rust" and eventually degenerate. Here it is not unlike our body with regard to the ability to move. Inaction leads to a reduction of the radius of action. As such, the diamond in the practical operational value dimension can be regarded as a type of early warning sign which may also be followed by a decreased bar length when the situation remains unchanged.

A low diamond, however, can be due to the person having put himself on the line recently and has failed. In this case, a more cautious behavior – a diminished willingness to take action – is a logical consequence which allows the pendulum of activity to swing back. A low diamond can also convey a generally cautious attitude

and so a consolidated low willingness to act. This is most often accompanied by a high diamond in Structured Thinking. With these individuals, planning and theoretical aspects or formal ordering (systemic thinking) prevails. They let practical sides take a back seat. So they wait and see, as it were, until everything is perfect, instead of beginning when it's less than optimal.

High diamonds in Practical Thinking indicate increased willingness to act which can lead to an excessively fast pace and impatience. Diamonds which swing to the far right are also a sign of high momentum and drive. They're usually accompanied with a fast processing time for the profiling test. When good abilities and a high focus in this area merge, time becomes a critical dimension. If the scale is dominant within the outer world, then these individuals spend less time with interpersonal relations and also place less meaning on theoretical topics and regulations. Instead, they march ahead as quickly as possible in a practical operational modus.

With an excellent bar in Practical Thinking (>85%) the diamonds do not usually reach an extreme position. This can be understood using the calculation formulas for bars and diamonds provided earlier. An excellent bar has a differentiation score (center lower number before the backslash) of seven or lower. If the difference between the under and overvaluations leans completely to one side, i.e., all deviations head towards one direction (corner score), then a maximum of seven 5% increments for the diamond, starting from the 50% base position, is possible. Therefore, the diamond can reach at the most 85 or 15%. If the bar is at 90% (five differentiations), then the diamond would reach at tops 75 or 25%, etc. The following example shows the entire outer world profile of an individual whose Practical Thinking overly dominates, although the diamond does not swing that far. However, it is by far the highest of all three diamonds in comparison.



Dominance in Practical Thinking

This person tends to be clearly ahead of others with their practical ideas and visions and can somewhat "steamroll" them and not pay enough attention to formal or regulatory aspects. The relative weakness in the systemic value dimension can lead to frustration, especially in a corporate environment. Even the very good bar in Empathy cannot compensate the interpersonal frictions which arise with its low diamond. Satisfaction is also diminished because the person is convinced about having the right ideas and skills to implement them. This person's self-perception will be hindered by the prevailing rules and not understood by other people.

The short definition in the Practical Thinking box states: creativity and pragmatism. Here creativity means the ability to develop ideas in a given situation which facilitates a good solution in practical terms. This should be seen in contrast to creativity based on lateral thinking which depends on the spread of the bar

in the outer world.¹⁰ The latter, so to speak, also challenges the prevailing ground rules and overcomes the boundaries of the value dimensions. In the profiling values system, creativity in the sense of pragmatism is defined as the personal ability to recognize functionalities and act accordingly in the practical operational field (extrinsic value dimension). The example above unites both creativity definitions in a person because Practical Thinking is excellent, and lateral thinking is also high due to the wide spread. This individual is motivated to promote something new as quickly as possible.

It is important that with a highly pronounced talent in Practical Thinking, planning skills can indeed dominate. That means that although the Structured Thinking scale is perhaps weaker, the person is able to handle complex project planning or the like as well and approaches practical challenges in a structured way. This planning skill falls under the extrinsic value dimension, since the Structured Thinking scale relates to the fundamental ordering and regulating in the world. There the world system, including all of its structures and ramifications, is more theoretical and can also be described as "system thinking."

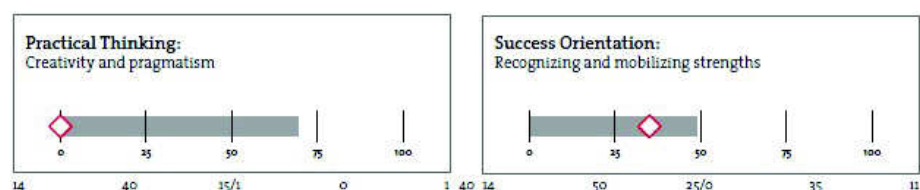
People with a highly pronounced bar and centered or higher diamond in Practical Thinking have many practical ideas. They understand what's feasible and orient themselves on the solutions instead of the problems or hindrances. Their primary aim is to implement and drive things forward. Thereby, the application related coherences which allow functioning or cause complications are quickly recognized. In a manner of speaking, their practical analytical skills are "sharp". These people are perceived as drivers who "roll up their sleeves and get results." Proactivity can be sensed when they take on practical challenges.

Individuals with lower bars and middle to lower diamonds are, on the other hand, often less energetic and somewhat reactive. They occupy themselves with things that cannot be done in their eyes or do not function. Here we find the skeptics or the problem-oriented characters, always before the background of the bar and diamond relations in the entire outer world. If the bar for Practical Thinking is the lowest in comparison, then riding out problems is very widespread and indicates an impeding nature. To a great extent, it is nature that impedes progress. Such people are perhaps more theoretically oriented, who from their point of view,

¹⁰ See section 3.3.4.3. Spread: Balanced View vs. Lateral Thinking.

do not think highly of widespread activities merely for the sake of doing so. Often an excess of skepticism can be also found.

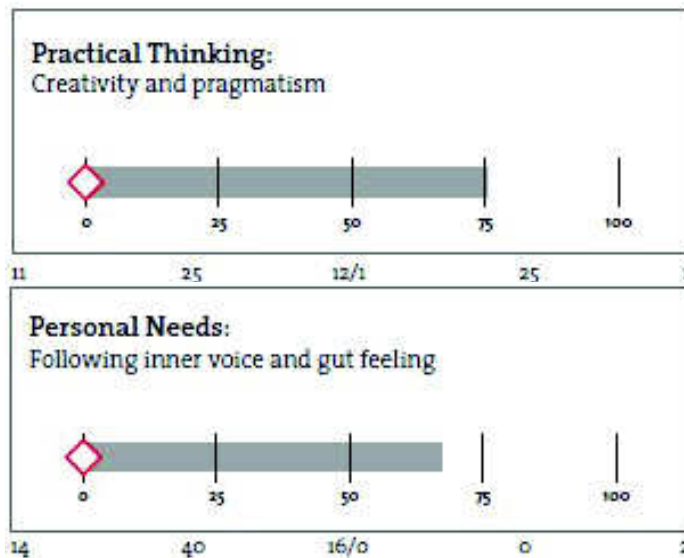
The following example illustrates the interaction of Practical Thinking with Success Orientation.



Operational barriers from job frustration

The practical orientation is generally good, but the willingness is completely reactive at the moment since the diamond lies at zero. This is not surprising because the bar in Success Orientation is very short and the diamond is also diminished. The fit between the professional function and the personality traits is low, at least momentarily, since in this scale the fundamental question, "What am I? What is my function/role and how do I reach success?" is answered. So there is dissatisfaction which is negatively reflected on the willingness to take action.

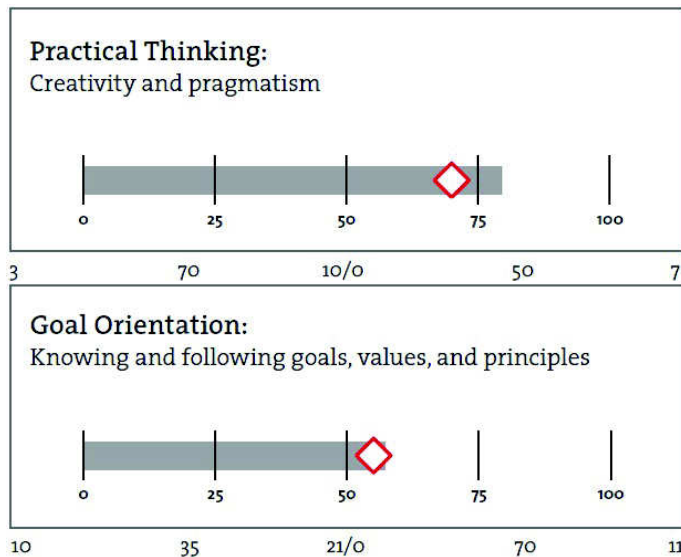
The next example shows an interaction between Practical Thinking and Personal Needs.



Negative loop of self-esteem and willingness to act

In this example, the bar in Personal Needs is the shortest in the entire system. In combination with a diamond at zero, it is understandable that this person is generally overburdened and does not pay enough attention to his regeneration. Although he wants to perform his best in his tasks (Success Orientation) and has ambitious, long term goals (Goal Orientation), the willingness to act is diminished.

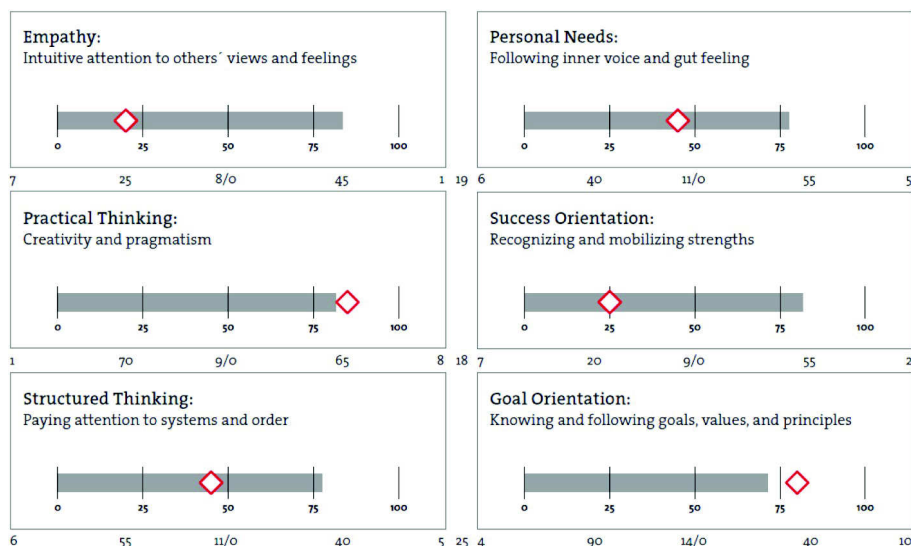
A stronger will to act on a solid competency base can be accompanied with weaknesses in personal strategy, as depicted in the following example. This does not have to affect the effectiveness but it can become a problem under certain circumstances in the long term.



A driver with little leadership charisma

This person will be perceived as an action-oriented leader and the employees will receive clear guidelines. So things will progress and plans will be put in motion. However, with an unclear view of his own long term positioning, this individual will not be able to develop leadership charisma. Others will find him to be somewhat inconsistent – but there has never been a manager “without a flaw.”

Finally, a last example for Practical Thinking will be examined.

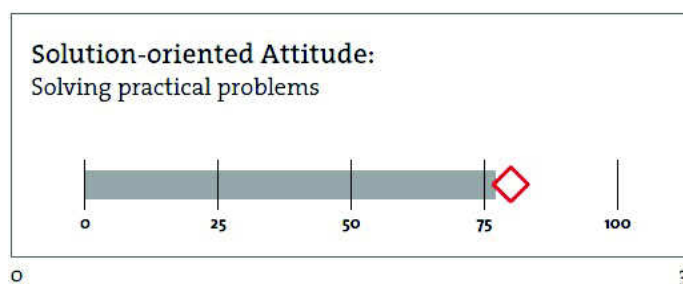


A competent person with dominance – in search for his own place

Overall, the level of competence is very high and mostly balanced. Both the bar and the diamond in Practical Thinking “push” vigorously forward. In conjunction with a strong bar and an above average diamond in Personal Needs, this is generally an indication of dominance. The other diamonds are relatively lower except the diamond in Goal Orientation. Here lies the weakest bar concurrently. In contrast to Practical Thinking, this individual sees half as weak there when we take the center lower scores (9 for Practical Thinking, 14 for Goal Orientation). This person is able to perform well at work, but the interpersonal aspects (diamond in Empathy) and the job satisfaction leave something to be desired. The core challenge for him lies in the question, “What am I here for on the earth?” This person should work out his personal positioning or self-strategy, approach it systematically, and then implement it. As a result, he will be able to see sharper and have more clarity due to this overall high level.

When within the scope of Practical Thinking – in the more or less functioning world around us – problems arise and a person can solve these, then he is solution-oriented in terms of practical applications. The corresponding box for Practical Thinking on page

6 of the profiling values report is called exactly that. Below the corresponding scale for the previous example is shown.



Practical Solution-oriented Attitude as a problem solving competence

The scale only relates to the practical (extrinsic) dimension. It is helpful to address the challenges and problems in the practical world, or in other words, to talk about the objective functional aspects in order to interpret the results in a comprehensible way. This scale does not refer to solution competency in interpersonal or systemic areas.

3.3.8.3. Structured Thinking and Structural Problem Solving

This main scale is challenging to explain and also fascinating. It often opens the eyes of the participants to a world where they have never taken notice before. The question answered here is: "What is all this around me for?" The world system is placed in relation to the personal living environment. Those who are strong in Structured Thinking recognize the relationships of longer termed meanings around us. He or she is capable of giving the right importance to systemic matters, correctly classifying as it were, or even taking a closer look from a theoretical standpoint. Therefore, one does not do well when the formal regulatory aspects in the profiling are ranked as high as possible – on the contrary. An overvaluation of the systemic aspects has precisely the effect that one cannot think integrated and sustainably, but the human and practical sides are underestimated in their relative importance.

Here is a simple example from the profiling: "A technical improvement," which is a statement for the outer world. This is classified in formal axiology as a systemic-systemic-positive value combination. People who continually strive ahead and are innovative and strongly interested in development in a technical career often give this statement a very high importance and set it among the top ranks when ordering the 18 statements. They place this unspecific statement in the context of a technical functionality before other important human values and overlook the "correct" classification of the statement in the overall context. Putting everything under the dictate of progress has seldom led to sustainable success. Finding the correct meaning here and choosing a reasonable hierarchy of values is evidence of foresight in the sense of an integrated worldview. An overemphasis suggests less holistically oriented people. In addition to Empathy, this scale differs most frequently from the self-image of the respondents – correspondingly, the feedback session can be a challenge when addressing this point.

Structured Thinking or "system thinking" refers to the capacity to see long-term consequences and fundamentally meaningful, theoretical, or systematic properties behind the current or operational demands and make allowances for them. For example, as part of a consultation, one can be right about every operational measure with the client and also achieve consistency in the interplay of actions. However, it can happen that the operational viewpoint does not do justice in sum for the present challenge and one ends up racing past the real problem. Recognizing systems behind the ordinary, is meant here; also hierarchies, standards, and guidelines, but tactical and political contexts as well. How often do we meet extremely innovative thinkers and planners, who in the spirit of the matter consider everything and would truly give everything to advance an innovation? How often, however, do these endeavors fail because the framework chosen was too narrow or external conditions were not duly considered? Ultimately, it always depends on the standpoint of the observer how the system will be perceived and this also includes putting one's own "importance" into perspective. It could be helpful to view the development which appears to be a breakthrough innovation, as that what it most likely is: a tiny step in the progress of mankind. The ability to correctly classify things is often more difficult than one would like to admit.

People with high and even dominant Structured Thinking tend to pay attention to the theoretical aspects about things and people and grant less freedom for individual development. They are more often rigid or categorical in their way of thinking. There is right and wrong, over and under, right and left, but there are hardly any nuances. The world tends to appear in stereotypes or categories which are certainly helpful for a quick assessment and a complete overview. However, this approach reduces the richness in terms of an infinite number of practical solutions and the unique allure of the individual with his or her many facets. Below the relevant text modules are shown for Structured Thinking and Structural Problem Solving in the profilingvalues system.

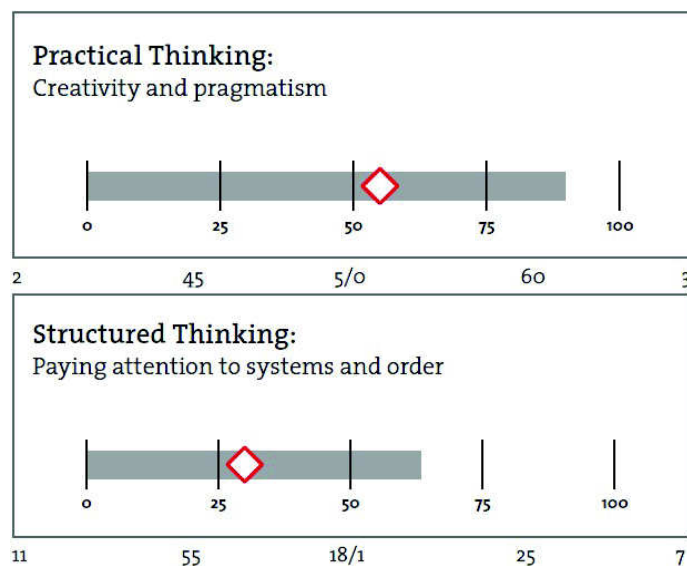
Structured Thinking							
Ability	Rebels against imposed standards or measures;	Very skeptical towards systems and standards;	Critical with respect to organisation and course; judges systems as restraining;	Analyzes on one hand; but has clear, particular perception regarding organisation and action on the other hand;	Good analytical capability and structured thinking power;	Very good analytical capabilities; discerns results in advance; far sighted;	Brilliant analytical and abstract-conceptual talents; excellent structured thinker;
Concentration	imposes own regulations to oneself	imposes own regulations to oneself; inventive	creates own systems and processes; inventive	individual picture of structures and processes	proactive; likes to analyze and conceptualize at the moment	appreciates well-oiled structures and processes at the moment	current overemphasis of hierarchies; sticks to structures intensely
Structural Problem Solving							
Ability	Perceives organisation and processes as limiting factor; barely able to solve problems in this area;	Perceives organisation and processes as limiting factor; barely able to solve problems in this area;	Capable of problem solving regarding organisation and processes;	Capable of problem solving regarding organisation and processes;	Good capabilities to solve structural and process-related problems;	Very good capabilities to solve structural and process-related problems; judgment of theoretical questions is precise;	Outstanding capabilities to solve structural and process-related problems; excellent judgment of theoretical questions;
Concentration	currently constrained regarding structural challenges	hesitant approach to structural challenges presently	approaches structural challenges balanced and deliberately	approaches structural challenges balanced and deliberately	approaches structural challenges dynamically at present	presently concentrated and attentive to accomplish structural challenges	presently concentrated and attentive to accomplish structural challenges

Text modules for Structured Thinking and Structural Problem Solving

A higher bar in Structured Thinking is evidence of strong analytical skills; a higher diamond indicates a motivation to analyze. If the scale compared to Empathy and Practical Thinking is highly developed in the outer world, then the capacity to conceptualize or the inclination to do that and comprehensive planning

skills are usually very well developed. Strategic expertise can be presumed. Depending on the techniques developed for this methodological competence, this skill can be utilized more or less. Process orientation and a systematic working style prevail.

Relatively speaking, low bars and diamonds should not be immediately evaluated as negative. Often, just the opposite is the case. When a relatively low capacity in Structured Thinking corresponds with a very high bar in Practical Thinking, we are dealing with an innovator who drives things forward energetically, as shown in the following example. One should not give this person a complex environment, infiltrated with directives and politics because he will not be able to implement his pragmatic ideas. This person loves the freedom to maneuver without worrying about too many rules.



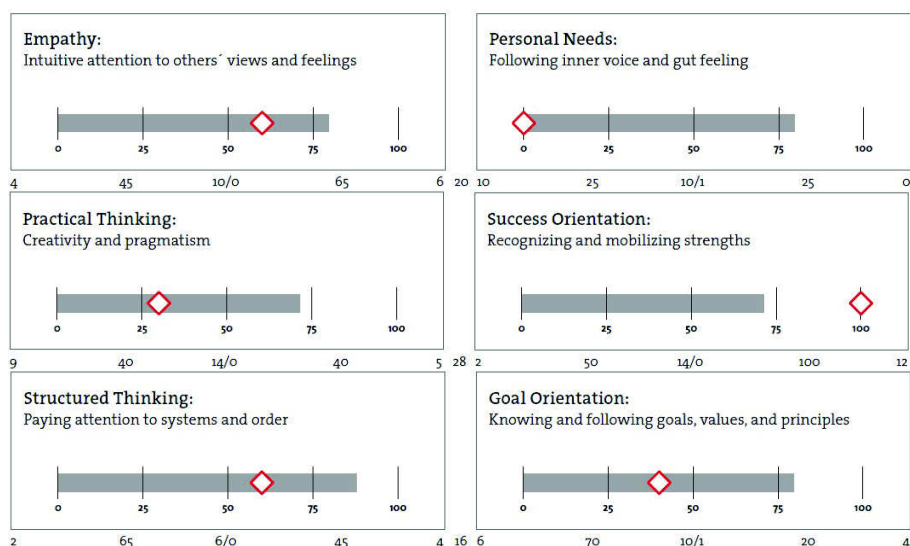
Thirst for action and urge for freedom

Taking a closer look we recognize that this manager has an excellent capacity for Practical Thinking (first number left of the middle score, i.e. differentiation score 5) and in Structured Thinking the ability is in the range of good (18). When both lower scores are compared, it becomes evident that this manager can "see"

three and a half times as “sharp” in practical areas as in the systematic value dimension. A suitable deployment should include plenty of latitude to shape things, since handling regulations, coordinating, dependencies, and tactical approaches are weak compared to his practical skills.

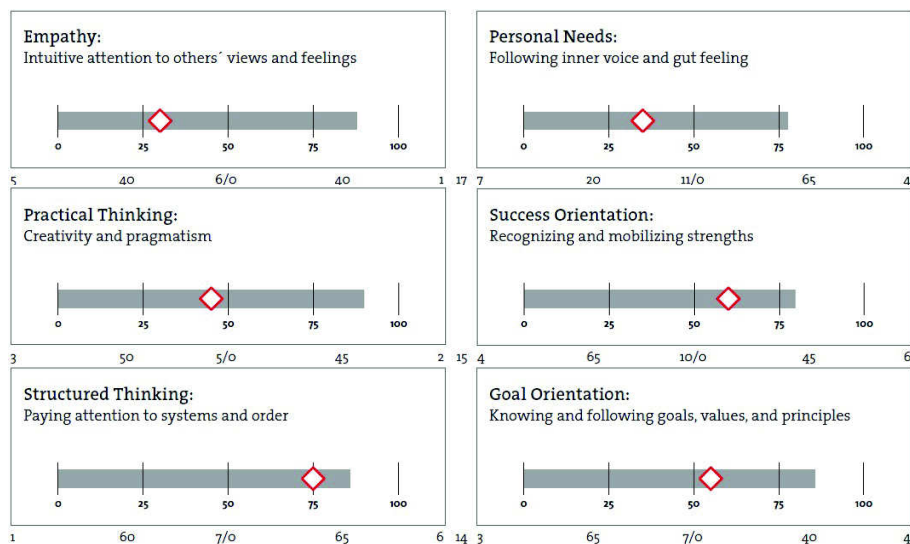
Analogously, we see relatively low positions of the bar and diamond in Structured Thinking often among the self-employed. Their often excellent capabilities in operational tasks do not go well with the rigid, regulated structures in (larger) organizations. Again, it should be pointed out: Lower bars and diamonds in Structured Thinking do not mean that someone cannot correctly draft, plan in a structured manner, or realize quite a demanding project. This ability is found under Practical Thinking. Structured Thinking represents more of an overriding “system thinking,” as mentioned in the previous section. Discerning this interaction is important in order to provide a better understanding of the systematical scales of the outer world to successful decision makers.

The diamond in Structured Thinking is at the center position at 50%, indicating an ability to align and subordinate as well as use latitude independently. The person acts flexibly between loyalty to the system and individualism. The higher the diamond rises, the more detail-oriented and process-compliant the personal values are. On the other hand, the lower the diamond sinks the more dominant the urge for freedom, unconventional thinking, or an interest in experimentation becomes. In addition, ignoring or circumventing rules, difficulty in functioning in tightly held processes, and a certain amount of unpredictability are likely.



Rigid thinking with a "military touch"

In the example above, the experienced manager has an overall excellent ability to correctly evaluate his surroundings. However, he sees the systemic components more than twice as distinctly and clearly (differentiation score 6) as practical ones (14). Although he is very well positioned in interpersonal relationships, he runs the risk of not recognizing the actual practical requirements enough in each particular case. Instead, he focuses on the "major patterns" in the system and is eager to apply them. In relation to his self, we see strong momentum - he wants to leverage his power (diamond in Success Orientation) and does not spare himself (diamond in Personal Needs). A major, long-term challenge is at least not currently visible (diamond in Goal Orientation). Although this manager is a high performer, he seems rigid, burly, so yes -even a little military.



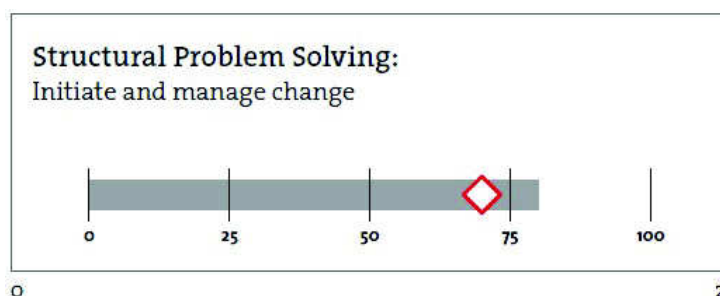
An excellent business leader

With 18 differentiations in the outer world, this case study lies within the upper range of excellent (about one in a 1,000 in society). This person has enormous cognitive capacities. Although Structured Thinking is the weakest bar in relative terms, the spread isn't large and the differentiation score 7 is almost the same as 5 (Practical Thinking) and 6 (Empathy). A raised diamond in Structured Thinking compensates for this too. The diamonds in the other two dimensions are somewhat lower, so to speak. So the left column reaches immense balance which lends this executive a good amount of flexibility on an extremely high level. There is also an excellent degree of order in the self, and therefore, personal maturity is at hand. Only Personal Needs are relatively weak. The differentiation score 11 is only half as clearly developed in comparison to Practical Thinking (5). The systemic value dimension is in the strongest trait overall, since the intermediate score 14 (composed of the differentiation scores from Structured Thinking and Goal Orientation, $7 + 7$) is lower than the intermediate numbers 15 in Practical Thinking and 17 in the intrinsic value dimension. This person is hard to beat on sustainability, personal straightforwardness and high standards. The high diamond in Structured Thinking reflects a certain degree of perfectionism. The discrepan-

cy between outer and inner worlds in the practical dimension indicates a slight dissatisfaction in the current task. Similarly, the clear discrepancy between Empathy and Personal Needs tells us, on the one hand, that this manager does everything but spares himself. A certain degree of projection of his standards onto others, however, can be assumed. In combination with his great sensitivity, this is problematic and leads to giving others too much trust. Although areas of development can be identified in this profiling, the entire results can be classified in the absolute top segment of our society.

The Structural Problem Solving on page 6 of the profilingvalues report again illustrates the problem solving skills corresponding to Structured Thinking, which the name directly implies. Here too, one should note that a highly talented consultant is definitely able to develop solutions to problems for his clients and implement them. This is his real task, from the practical operative standpoint. Generally, this person would not be able to take on this role in his own consultancy firm.

Here is the Structural Problem Solving dimension of the example just described.



Structural Problem Solving: strength and focus

Hereby the scales of the outer world have been discussed in an individual and interrelated manner. In the same way, the self will be elucidated below.

3.3.8.4. Personal Needs and Stability / Resilience

In its own way this scale is especially exciting and challenging at the same time. The aspect of the inner self, detached from our social and intellectual self, is very interesting but also difficult to grasp. The statements above addressing the fundamental question, "Who am I?" should be repeated or read as preparation for the reading of this passage.¹¹

The scale Personal Needs shows us the intensity and formation of the "I am" of a person. In other words, whether "I am I" and one's individuality is seen clearly, distinctly, and sharply. Basically, it is a question of self-confidence or the sense of self-worth (self-esteem), as Robert S. Hartman named this scale. High values generate self-trust, ego strength, self-confidence, and a steady inner anchor but also a reduced critical self-reflection. Low manifestations depict lower self-confidence up to insecurity and an uncomfortable feeling in one's own skin. The relevant text blocks from the profiling values system are specified below.

Personal Needs							
Ability	Blindness towards inner self and worth;	Ignoring own inner self and worth;	Discerns individual and unique self-worth just ambiguously;	Average appreciation of inner self and worth;	Clear perception of self-worth and one's own personality;	Very good capability to discern one's inner self and worth;	Outstanding capability to discern one's inner self and worth;
Concentration	for the time being frequently ignoring personal needs	for the time being frequently degrades personal needs	for the time being sound concentration regarding personal needs and self-worth	for the time being sound concentration regarding personal needs and self-worth	for the time being strong concentration regarding own personality and status	for the time being strong concentration regarding own personality and status	At present very strong concentration regarding personal needs; high desire to be appreciated
Stability/Resilience							
Ability	Does not withstand stress and strains; unstable;	Little resilience or stability;	Able to resist stress and strains;	Able to resist stress and strains;	Masters problematic and stressful situations well;	Very good ability to cope with problematic situations and remain stable at the same time;	Excellent ability to cope with problematic situations and remain stable at the same time;
Concentration	does not mind self-regeneration adequately at the moment	does not mind self-regeneration adequately at the moment	intent to focus on own stability and resilience	intent to focus on own stability and resilience	attentive to own stability and resilience	concentrated and attentive to own stability and resilience at the moment	concentrated and attentive to own stability and resilience at the moment

¹¹ See section 3.3.3. Two Three-dimensional Realms: Six Fundamental Questions.

Text modules for Personal Needs and Stability/Resilience

High bars in Personal Needs suggest a fundamentally strong self-esteem. In contrast, low bars indicate a weaker inner anchor with reference to the self. This can be seen either directly in the way the person presents himself, i.e., the insecurity will be noticeable as soon as the person enters the room. You can see that this person is not relaxed, but instead struggles with himself and cannot hide his imbalanced inner core. On the other hand, the opposite behavior can present itself – a so-called defense reaction to actively hide one's personal insecurity – and not allow anyone to see into the bottom of his soul, but rather build up a facade which will conceal a lack of substance. Under certain circumstances, this person can appear extremely self-confident or demanding "tough." The keen expert, however, quickly picks up the difference because there is no coherence. It's especially difficult when the individual's defense reaction is so strong and rehearsed, that the person believes it. One's own individuality will not be discerned; rather the acquired appearance will be perceived as such, instead.¹²

The diamond in Personal Needs has been mentioned many times in this manual. The diamond is special in the system because the population average lies merely at 20%. This is due to the conventions of our society. As a species, humans are herd animals and not typically the loner-type. We live together in the most diverse communities that have very distinct rules which have been practiced in part over many thousands of years and passed on. They are a part of the human culture itself, when we accept the definition that culture represents a current through our consciousness whose source lies beyond our own existence. In this sense, conventions include commitment to the common good, providing help, showing solidarity and loyalty, following the rules of the community, ownership obliges, first think about the wellbeing of others, then yourself, maintain lifelong social networks, consideration for other people, etc. All of these statements and principles underlie that we should stand in the background to some degree. Thus, we overlook paying attention to ourselves to strengthen the social system from which the individual is also able to profit.

¹² Regarding this aspect see a case study further above in section 3.3.5.4. Adding the Diamonds (Overidentification and possibly a tough appearance).

In international studies with the Hartman Value Profile, it has been duly established that it's a question of a general societal phenomenon in developed industrial nations. First comes the job, then the family role and other social commitments. Much later we are allowed to think of ourselves. This is particularly widespread in the well-educated social strata which carry considerable responsibility – not just with respect to payment in social systems. They represent the backbone of society. In this context, it is important for profiling values experts to know that its special clientele – meaning the more talented part of society – exhibits an even lower diamond in Personal Needs. The published study from profiling values in 2011 with over 1,800 managers in German speaking countries shows that the diamond discussed here lies actually at 18%.¹³ In his extensive validation of the HVP, Leon Pomeroy has again demonstrated that individualistic societies, e.g., the United States, achieve higher values under this criterion than collectively oriented social systems such as Japan.¹⁴

What is interesting in this context is the standard deviation for the attention level in Personal Needs. It lies at 17. Since the average has moved from 50% to 18%, a higher diamond in Personal Needs takes on a different meaning because only a sixth of the respondents have a higher value in this dimension as 35 percent.¹⁵ This coincides with the studies of Robert S. Hartman: People with very high focus on the decisive factor of Personal Needs tend towards egoism or even narcissism.

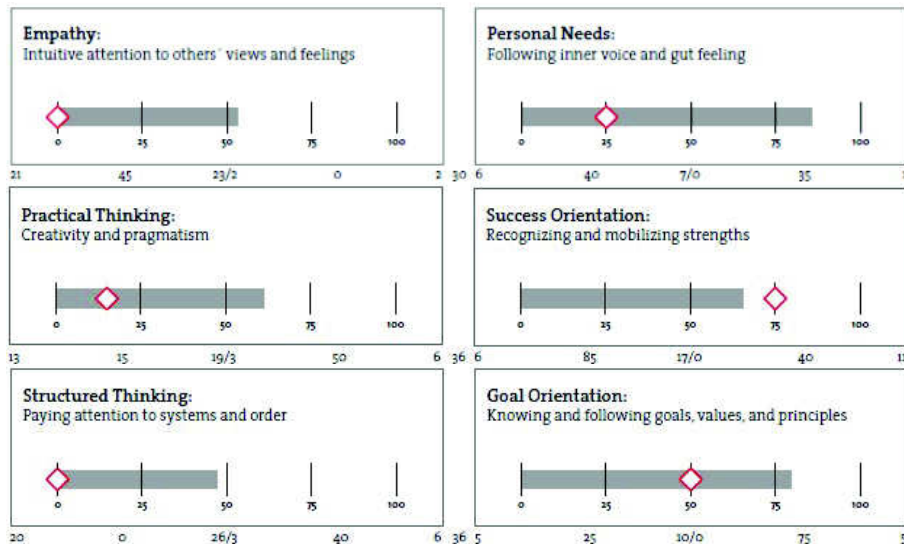
The position of the bar and diamond not only gives us a first impression of a person, it also reveals much about the individual's relationship to other people. Thus, in recognizing and paying attention to their own reality, it becomes apparent how attitude towards fellow human beings develops. Consequently, focusing solely on Empathy is not sufficient. The entire intrinsic value dimension must be considered in context.

The following example shows a strong dominance in Personal Needs.

¹³ Cp. Ulrich Vogel: Profiling Study: Prevailing Values and Attitudes at the Workplace, Königsdorf 2011, pp. 17 – 22.

¹⁴ Cp. Leon Pomeroy, 2005, pp. 245-336, especially p. 255.

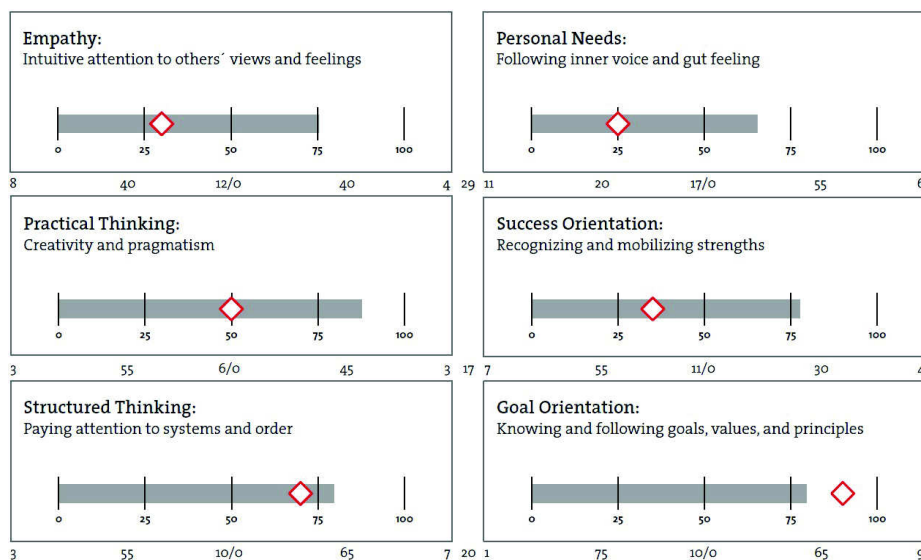
¹⁵ Cp. Ulrich Vogel, 2011, p. 22.



Exaggerated sense of self and resistant to advice

Most noticeable is a below average clear view of the outer world in combination with a very good level in the self. The number of deviations in Personal Needs (7) is by far the lowest, apart from the scale Goal Orientation. This results in three to four times higher clarity compared to the other important value dimensions. The influence of such a skewed view is striking. Personal Needs and Goal Orientation allow this person to appear confident at first sight. With closer inspection it becomes clear that the "foundation" in the other scales is missing and although the dominant areas "function," they do not ultimately support this level of confidence.

The following example shows a rather different case. It involves a successful executive from industry.



Top manager with composed professionalism

The excellent analytics in the outer world can be clearly identified. The rare pattern, "What do I do, why and with whom?" combines excellent practical solution orientation with very good strategic elements. Interpersonal relationships come up short. Personal Needs drops significantly although the self is altogether very well developed. The deviation score (17) tells us that this viewpoint is perceived three times less sharply than operational/functional matters. In professional life this executive has always had the chance to intervene on a higher level and change the destiny of even larger companies. The distance to the intrinsic value dimension was perhaps even helpful. Even though the high diamond in Goal Orientation combined with the high bar depicts a strong ability and motivation to self-align. The intellectual self still dominates and overshadows the inner self, so to speak. The head is active and allows the gut little room for development. It appears difficult to reach a balance only using cognitive measures. As long as this person does not learn to sense what really moves him beyond his profession, plans and goals, the less likely self-assurance and an inner satisfaction will develop.

We often have a diamond at zero in Personal Needs. This can lead to somewhat of a shock when the respondent believes he

does not bring any kind of personal touch and is "without a profile." This is not the case. But these people do not play in the foreground. They do not have to be in the center and do not measure any great importance to their natural needs. Especially in service or in managing subordinates, this is an important personality trait. Basically, a diamond at 0% is not a problem, at least in the short-term. Most people have little focus on their inner self during certain phases, but direct their attention on their tasks and personal planning in their environment. For a longer term balanced, healthy bar and diamond combination, a diamond at about 20% (societal average) is useful. Paying attention to one's personal physical and mental needs as well as satisfying them creates a personal quality that is consistent. A person then shows respect towards others, but also towards oneself. Sometimes a simple, effective tip helps here when the diamond in Personal Needs takes on the lowest position: You take your cell phone and program the alarm every full hour during the daytime to "wake" you for about three days. At every "wake up" you ask yourself, what your gut has been trying to say to you during the past 60 minutes and what you can do with this information, as far as you have perceived anything. Should you not "hear" anything for a while, then the case is even more complicated. The purpose of this exercise is to interrupt our brains from constantly steering us in order to become more consciously aware of our intuition. In this sense, you can casually refer to the Personal Needs scale as the "broadcaster of our inner voice." The bar tells us how good the frequency is, and thus, whether it is correctly tuned. The diamond represents whether the volume control has reached an appropriate volume or is perhaps now turned down to soundlessness.

The corresponding problem solving competency to Personal Needs is Stability/Resilience. This characteristic is not always easy to see or explain. The term "stability" here is not an all-encompassing idea of balance but rather a kind of strength of the inner self. When Personal Needs rests on strong pillars, the person is generally resilient - even under pressure. If the bar is low, this does not necessarily mean that the person is not resilient at all. Under certain circumstances this person may burden himself too much, but nevertheless, be able to endure the load for a while because the other scales create an overall strength. However, this burden comes at the expense his self-esteem and is therefore, unhealthy in the long run.

3.3.8.5. Success Orientation and Responsibility / Assertiveness

The Success Orientation scale provides information about the importance of the respondent's social self. It addresses how clearly one answers the question, "What am I?" and what focus is placed on it as well as how the personal role or function is over or undervalued. High bars in Success Orientation means that the fit between the tasks and functions along with the personality traits and interests are very good. The individual feels fundamentally good in his or her role. "What am I?" does not have to be contemplated, it is answered on its own. It's clear since the person feels satisfied in this role.

It is quite different with the low bar: The fit is, at least at the moment, not ideal. The bar in Success Orientation should be regarded with particular reference to the current situation since it represents the most sensitive bar in the entire system. This is easily understood when we consider how much time we spend on our jobs. If we subtract the time for sleeping, eating, and doing other necessary chores from the 24 hours in a day, the absolute lion share of remaining time is spent at work, in our function, or vocation. When something in such a fundamental matter is no longer is right, we can well imagine that the bar collapses relatively quickly, e.g., with bullying, a mandatory transfer, job loss, or burn-out.

Generally, before the bar collapses, the diamond sinks lower. It's a sensitive barometer for job satisfaction. One can feel extremely good in his or her function until, for instance, a new superior is appointed, whom the person has trouble coping with. Initially, one tends to bear it with clenched teeth and the bar remains high. But the real dissatisfaction with the situation will become quickly evident – and the diamond will "drop to the cellar." If the constellation continues or grows even worse, the pressure on the bar also increases. The jobholder has only three options: Either he or she resigns internally and seeks satisfaction outside of the workplace, or the person tries to change something, or chooses to change jobs because lasting damage can occur to the psyche.

In brief, the scale Success Orientation means the ability to answer the question, "What am I?" and how to live it out. Further, it involves recognizing your own function or role in the work envi-

ronment or society and striving towards success or the fulfillment of your function. It also includes being cognizant about your strengths, comparing these to others, and wanting to make a difference. It's seeking the leverage of your own talents and sensing a high degree of effectiveness and enjoyment at work. Success Orientation, however, does not signify a person's long-term personal success. In the profilingvalues system it's illustrated in the scale Goal Orientation which will be discussed in the next section. The long-term self-direction is displayed there which should lead to overall satisfaction.

High values in Success Orientation result in the development of clout and performance orientation. The individual seeks recognition and/or approval. He or she is oriented on personal strengths, faces competition, and aims to win. This person has endurance and determination. In addition, a certain status orientation also accompanies this. The high values in this scale also give information about the operational decision making skills and the ability to delegate, as well as optimism. Role awareness is pronounced and appears to be a driving force. A certain amount of dominance can also result.

Very low values (bar and diamond) can be found, for example, by unemployment and bullying. Parental leave or other commitments can negatively affect this scale, when these are of an involuntary nature. In relation to other scales, the below average values are a reason to ask whether passivity, a sense of entitlement, reactive behavior, or lack of assertiveness is the basis here. One must be cautious here since temporary dissatisfaction can distort the results. Under certain circumstances, accepting responsibility is not very appealing and the will to enforce one's point of view is weakened.

Such a reaction can be quite necessary. More so than the other six main scales, Success Orientation needs to be examined in the actual context and questioned as precisely as possible in a discussion. An interpretation without an exchange in this context only allows us to hypothesize.

In the following chart, the relevant text modules are printed from the profilingvalues system.

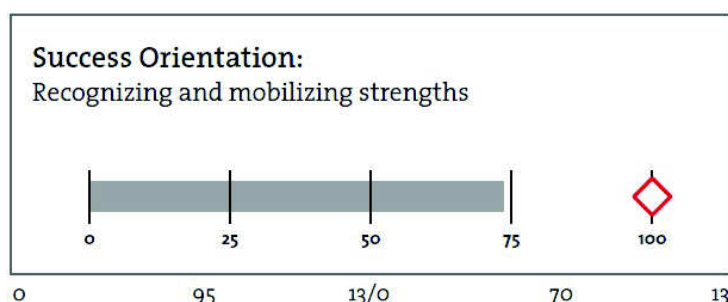
Success Orientation							
Ability	Strong uncertainty regarding own role;	Feeling of uncertainty regarding own tasks; feels queasy;	Moderate awareness of personal strengths; does not like to be compared to others;	Good awareness of personal strengths;	Considerate and intent on functional role;	Very good capability to discern own strengths and success factors;	Outstanding capability to discern own strengths and success factors;
Concentration	frustrations within current tasks	moderate frustrations within current tasks	positive and negative aspects regarding current role are balanced	positive and negative aspects regarding current role are balanced	good success orientation; currently notices that own dedication makes a difference	seeks success and recognition; currently feels effectiveness	seeks success and recognition; currently feels effectiveness
Responsibility/Assertiveness							
Ability	Blind regarding responsibility; no assertiveness;	Not able to take much responsibility; does barely assert oneself;	Capable of taking over responsibility and asserting oneself;	Capable of taking over responsibility and asserting oneself;	Acts responsibly and is in the position to assert oneself;	Very good ability to act responsibly; is in the position to assert oneself;	Excellent competence to act responsibly; appropriate assertiveness depending on role and situations;
Concentration	currently contained regarding take-over of responsibility; less focus on asserting own viewpoints	currently hesitant regarding opportunities to take over responsibility or power	emphasis on carrying out responsibility in a balanced way; tolerant	emphasis on carrying out responsibility in a balanced way; tolerant	currently likes to make a difference based on own competencies	currently very attentive to make a difference based on own competencies	currently very attentive to make a difference based on own competencies

Text modules for Success Orientation and Responsibility/Assertiveness

Low bars in Success Orientation are not unusual, even when there is no bullying, burn-out, or comparably serious circumstances present. Many profilingvalues experts work in career counseling and can name countless examples of clients who come to them completely frustrated and do not understand how they could have lost the ability to be successful. However, just that has occurred. They are currently acting in an environment and perhaps in a way that prevents harmony between their personality traits and individual value system. The cause and the effect do not have to be important at first – the person is standing at a “dead end” and this fact will be clearly demonstrated by profilingvalues. Frequently, an in-depth insight process will be triggered. Previously, going to career counseling was a way to see what is possible regarding a change in duties. After gaining insight, it becomes clear that, in fact, an acute need exists.

The diamond in Success Orientation allows us to see the possible dissatisfaction with the current responsibility (low) or an enormous focus on success (high), although perhaps the ability is not (yet) very clearly pronounced. A very high diamond with a

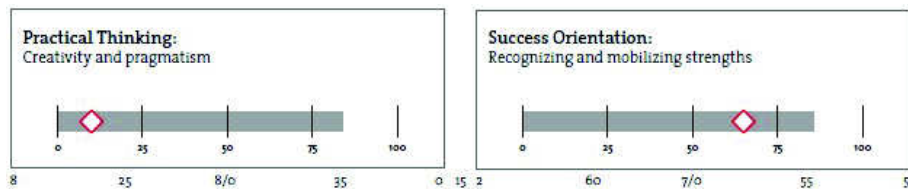
somewhat low bar would render such a constellation. This person wants to increase his responsibilities and reach success using the sledgehammer approach, as depicted in the example below.



The “sledgehammer” approach, for instance, during the early or late phase of a professional position

Such combinations are typical when a person is relatively new to an assignment. Generally, the will to succeed is very high but the clarity with respect to the duties and the expected operative results are still not very clear. It takes time before one grows into the new function, until the role is tailored to him. On the other hand, if someone is too long in his function, but not yet frustrated in the real sense, the constellation of the bar and the diamond looks very similar. The person still has his role and function in total focus, but the tasks do not really fit to the person any longer because he has developed further. Which situation prevails here, cannot be read from the scale Success Orientation alone.

Frequently, the cross reference of Practical Thinking and Success Orientation is important and therefore, should be differentiated, although both are classified in the practical value dimension, as the following figure exemplifies. Here the fit to the role is excellent and proactively performed. The practical abilities are very good, but are steered reactively. This constellation is not unusual for top executives who strongly delegate and are hardly involved in operative functions.



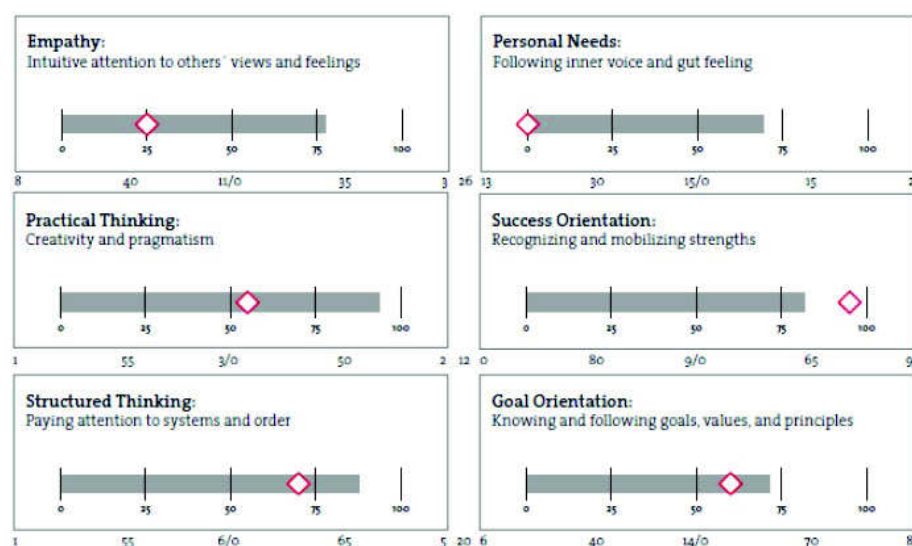
Practical Thinking and Success Orientation

In Practical Thinking job satisfaction is measured with respect to one's practical tasks, initiative, or approach to solving problems, as discussed above. The percentage for willingness often drops sharply when barriers in the work environment exist which hinder the individual flow of practical energy. As a result, dissatisfaction and demotivation will be generated when doing operative tasks. Success Orientation goes deeper and involves one's function or also personal status, meaning the self. Not only is carrying out relevant tasks important, but also leveraging and being efficient in one's position as well. It involves more than just the barriers that stand in the way of the progress of activities. When one's willingness in Success Orientation decreases, the person sees his own function at risk or doubts its significance due to the circumstances. Demotivation then reaches its lowest point, since the individual's livelihood is linked to this.

While the diamond in Success Orientation has an average of 50% in society, one should ensure that managers who really need to make an impact have ones that they lie closer to 75%. If the diamond is in the basic position (50%), the person is in a kind of "comfort zone." The attention to his personal role is balanced, under and overvaluations for these topics keep each other in check. Here we speak less about "flexibility" as was the case in the outer world, but more about balance in the sense of understanding one's role. But this balance does not necessarily constitute a decisive will in his work which brings about a difference or accomplishes really something outstanding. When a change manager is needed, someone who strives ahead in his function with enormous drive and is even able to break up old structures, then these are generally people who do not lie in society's comfort zone. Instead, they have a high intrinsic motivation. Nevertheless, it must be noted that present frustrations, e.g., when applying for jobs, can produce a slanted picture because the system cannot ask about the candi-

date's satisfaction in a hypothetical role. In practice the decision makers are often confronted with this question: Does the situation in the candidate's environment legitimately lead to frustration or does he allow himself to get frustrated and lacks the strong inner conviction to want to succeed even under difficult circumstances? This can be neither determined from the scale Success Orientation alone nor from combinations with other scales. Here the expert has to build his own opinion. Profiling values simply shows the indicators from which the discussion should be built upon.

In the following figure a profiling of a top manager, who is about to make a jump to an executive position, will be discussed.



A top manager who drives change

With an aggregated differentiation score of 20 in the outer world, we are dealing with a brilliant mind. The quality of the practical value dimension sticks out (middle row on page 5 of the report). Based on the intermediate score (12), he sees twice as "sharp" as in the human value dimension (26) and the systemic value dimension is detected two thirds less clearly (20). The diamond in Success Orientation emerges far beyond the "comfort zone." This person's workload is enormous, and he's also highly

efficient. However, for a successful executive role, his Empathy, Personal Needs, and Goal Orientation are relatively weakly pronounced. He not only has to pay more attention to himself and the emotional needs of others, but he also needs to take a stronger look at his self-strategy (Goal Orientation) to align his future better, and thereby, gain more a charismatic, confident aura.

The associated problem-solving skills in Success Orientation are Responsibility/Assertiveness which are derived from the basic scales, just like all the other scales on page 6 of the profiling values report. As explained earlier, the fundamental question is, "What am I?" "What is my function or role and how do I lead it to success?" When there are problems in this area and the person can solve them, he or she is ready to assume responsibility and will also assert him or herself accordingly. Here it becomes clear what real assertiveness means based on conviction, namely the high identification with one's role and the accompanying duties. Then it is important to make one's standpoint clear and assert oneself. This is not the same as dominance, e.g., virtually steamrolling other people's viewpoints with sheer personal force and strong presence. A person can be perfectly adept in assertiveness in his role, yet have a superior who completely stonewalls everything. Here it isn't about the visible behavior or an effect, rather an inner attitude and coherence of the social self devised by Hartman. Analogously, this also applies to responsibility. A manager may want to continually strive for greater responsibility which is often in the form of sales responsibility, mistakenly regarded as proof of one's "size" and "power." However, this does not necessarily mean that the area of responsibility is in harmony with the social self of the individual. From numerous interviews the thesis has been substantiated that business leaders who overly strive in their careers often do not achieve really good bar lengths in Success Orientation and Responsibility/Assertiveness. However, the diamond is usually near the top. They overextend themselves in taking on responsibility but cannot fulfill the obligation. Inner tension is the result.

3.3.8.6. Goal Orientation and Decisiveness

In today's industrial society, one of the prominent fundamental questions is, "What am I here for?" "Are my activities worthwhile?" "What am I living for?" "What is my self-concept and strategy?"

which means to actually live one's personal goals, principles, and values. It includes our self-image and the standards and rules by which we live our lives. Goal Orientation here does not mean focusing on daily, weekly, or monthly objectives. This falls under the operative dimension (Practical Thinking, Success Orientation). The goals meant here are of strategic nature, in the sense of a strategy for oneself, which serves to find and fulfill one's personal concept of life, and with that, the question of meaning about one's own life is answered. This fundamental question should be posed by everyone. Generally, it's anything but easy to answer and Hartman formulated it as follows, "What am I here for in the world?"¹⁶

A human society that relies heavily on economic growth, which begins judging its individuals on its performance beginning at childhood or places such in the foreground, and promotes individual success as the greatest thing worth striving for, can hardly avoid this question. It is also very important; we do not argue that. But when managers have the highest diamond in the entire system in Goal Orientation (67%) while the diamond in Personal Needs turns out the lowest (18%), as mentioned earlier in the profiling values study, it is truly thought provoking.¹⁷ When guided by one's head and the constructive self, this takes over the domination of the inner anchor and one's intuition. It is worthwhile to compare other countries which have experienced less industrialization. The diamond for Goal Orientation lies significantly lower for Mexico, Indonesia or even Russia than for the USA.¹⁸

High values in Goal Orientation indicate decisiveness concerning decisions having consequences which involve the individual and create fixed ideals of the self and high personal standards. Generally, disciplined behavior, concentration, ambition, and drive follow. In addition, reliability, consequence, exactness and persistency are frequent companions. Furthermore, the ability to answer normative questions appropriately goes hand in hand, so that we can also assume a certain moral indicator in the sense of commitment.

¹⁶ "What am I here for in the world?" see Robert S. Hartman, 1994, pp. 123 ff. The entire chapter is highly recommended regarding the search for the meaning of one's life.

¹⁷ Ulrich Vogel, 2011, p. 17

¹⁸ Leon Pomeroy, 2005, pp. 63 f., p. 255

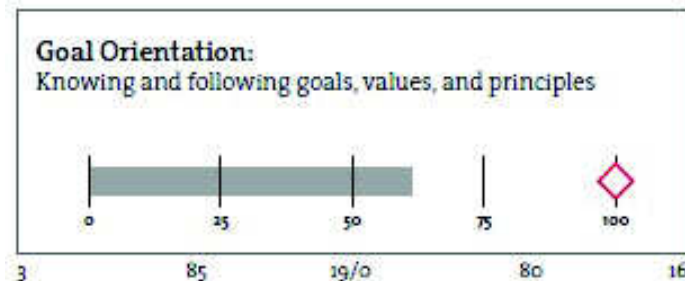
Low values are often found in people who either procrastinate or live from day to day. These so-called people living in the "here and now" are often quite happy and enjoy a very good Success Orientation. But they do not really plan long term for themselves and are vulnerable when their customary environment radically changes or their function is no longer needed. Their purpose in life suddenly vanishes and the void is difficult to fill because there is an insufficient basis in the systemic value dimension or it was never developed. Strikingly low values in the dimension Goal Orientation can be due to the feeling that the person has "achieved everything." One senses that there aren't any personal challenges left, and as a result, there's no consistent self-strategy possible. This scale is also relatively strongly influenced by current events. After Success Orientation, it is the second most flexible scale in the entire system.

The corresponding text modules are presented below.

Goal Orientation Können	Uncertain and frustrated regarding self-direction;	Unclear self-direction; little goal orientation;	Moderate goal orientation and self-direction;	Basic goal orientation and self-direction;	Clear self-direction and realistic goal setting;	Very good self-direction capabilities as well as precise and ambitious goal orientation;	Outstanding self-direction capabilities and excellent goal orientation;
Wollen	presently uncertain and indecisive to set appropriate goals	Feels uncertain presently; one's future seems to be on hold	Feels that one's future is currently in the waiting loop	current balance between ambition and patience	currently good goal tracking	currently strong attentiveness regarding own goals and values; very high personal standards	At present very strong concentration on own goals and values; extremely high personal standards
Decisiveness Ability	Very poor ability to make decisions;	Very poor ability to make important decisions;	Capable of making important decisions;	Capable of making important decisions;	Good ability to make important decisions;	Very good capability of making important decisions and judging normative questions;	Outstanding capability of making important decisions and judging normative questions;
Concentration	at present little focus to act consequently	at present little attention to implement change	at present little attention to implement change	willingness to implement change	at present high focus on implementing change consequently	at present very high focus on implementing change consequently	at present very high focus on implementing change consequently

The text modules for Goal Orientation and Decisiveness

In Goal Orientation we are frequently dealing with a diamond which has "jumped ahead" of the bar. The diamond approaches 100% and a distinct gap appears between the bar and diamond, as shown in the figure below.

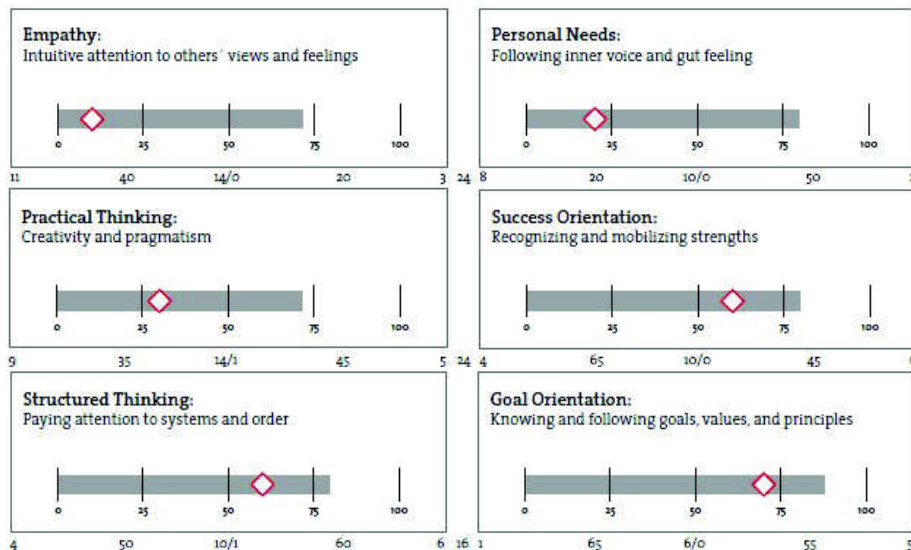


The "gap" between the bar and the diamond in Goal Orientation

This is a manager in industry. For years he has been tossing around the idea about leaving the company and becoming self-employed to better utilize his expertise in a meaningful way. The clarity of his personal positioning has suffered over time. On the other hand, one can well imagine that this step to self-employment is associated with conflicting goals. Many people find themselves in similar situations which they perceive as a stressful predicament. Naturally, there is no panacea for such problems. Nevertheless, profiling values is able to shed light on the situation at an early stage of such developments so that the person is able to actively consider alternatives earlier and reduce their quandary. A very high diamond in Goal Orientation is generally an indication of a current orientation phase which indeed may have been "current" for a long time.

Charisma in leadership has been discussed above with high values in Goal Orientation within the pattern of the self.¹⁹ The explanation is simple. When a person is intellectually clear about what he stands for and what his personal, long term positioning is, than he appears worldly, self-confident, and clear. You automatically see success coming your way that can lead to self-assuredness, which is also deceptive and can be precarious. When the other scales in the system do not sustain this level, i.e., they fall decisively lower in comparison to Goal Orientation, then this self-confidence is built on a shaky foundation. And the expected performance may not be delivered by far, as the discussion of the following example shows.

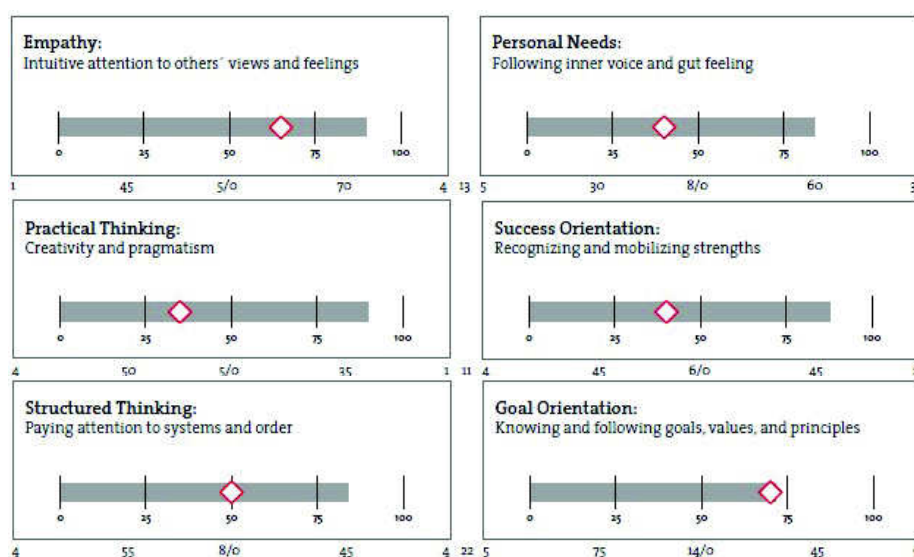
¹⁹ See section 3.3.5. Self-view (Inner World).



Dominance in Goal Orientation: performance expectations are not met

Looking at the outside world, the overall level is delivered by totaling the center subscores (14, 14, 10) on the left-hand side which yields the differentiation sum 38. This lies within the range of very good. It's striking that the systemic value dimension is the best with about a third higher acuity than Empathy and Practical Thinking which are on the same level and lie just on the threshold of good. In the self, we have a much higher clarity in the total level (differentiation score 26 stemming from 10, 10, and 6 which is on an excellent level for clarity in the self). Therefore, this female manager sees inwardly 50% better than in discerning the outside world. Within the self, however, the greatest clarity is in Goal Orientation. It is also the highest in the whole system. The next best developed dimension is two thirds weaker developed as her self-concept. If we look at all of the scales in relation to one another, then one can say that this manager no longer has to raise the question, "What am I here for?" It is already very clear. When the required operational work needs to be initiated, then she evaluates the requirements for "What should be done?" (Practical Thinking) with a talent that is two and a half times weaker. It's the same with interpersonal relationships. This female manager fares poorly since she projects her extremely high clarity of the self onto the

world which she sees considerably less clearly. Thus, things which happen in the world disappoint her because they do not equal her clear self-concept. The example below represents a reverse case. The highly talented female manager has, in a glance, a remarkable profiling.



Blatant relative weakness in Goal Orientation: actionism

The level of judgment over the outer world lies in the extraordinary range with an overall differentiation of 18. The interpersonal openness makes her appealing in first contact situations; she draws up plans effortlessly and finds numerous solutions for every problem. Although the differentiation score (28) in the self still lies in the excellent range, she sees weaker within the self by more than half. This leads to a certain tension between the outside and within herself. When we examine the self-view more closely, the imbalance becomes even more severe. The acuity is twice as weak in Goal Orientation (deviation 14) as the average for Personal Needs and Success Orientation (8 and 6). In comparison to the three scales in the outer world, the result turns out to be even worse, since the clarity in Goal Orientation is one to three times weaker. The person tends to follow many ideas, which are not at-

tributable to any clear direction, but branch out all over and create friction or resistance in the organization. One can readily see that everybody, regardless of how talented he or she may be, can have one or more serious limitations which can destroy everything that has been previously built up. In the constellation discussed, there is a high probability that sustainable personal success will even be utterly impeded.

The Problem Solving competency, which is derived from Goal Orientation, is Decisiveness. Here we do not mean decisive action in daily business by operational decisions. Rather, decisiveness means the ability to solve occurring problems in the area of the strategic self. Therefore, to be determined regarding decisions when they concern one's personal meaning of life and one's important interests. Again, it is also helpful here to return to the basic question, "What am I here for?" when giving a participant an explanation and build from this the capacity to solve problems in this area.

In the example just discussed, the relative disparity between the Goal Orientation is particularly evident when page 6 of the profiling values report is viewed as a whole with a special focus on Decisiveness.



Page 6: weak Decisiveness – an extreme combination

Here the relative weakness is evident, not only in terms of the actual length of the bar. When also comparing the sums of the over and undervaluations (the left and right corner subscores), it becomes quite clear how great the differences are. Decisiveness has reached 7 deviations (3 plus 4). No other scale has more than one deviation. Thus, the problem solving competence dealing with self-strategic questions or longer-term self-direction is at least seven times less developed as all the other problem-solving competencies. There is nothing to add.

However, investing in the development of this senior leader is quite promising since she has so many talents which are excellent. A prerequisite would be a clear understanding that the actionist use of her skills needs to be replaced with a newly developed self-strategy. A strict management of activities which builds on the new strategy ensures the continuation of a clear line until the new manner of working becomes ingrained. When this course is followed consistently, then the high potential qualities will be sustainably deployed in a profitable way.

3.3.9. Potential: Internal and External

The observation of the bars and diamonds has demonstrated that by changing the concentration, abilities can also be utilized in different ways and used more effectively. To that effect, potential can be exploited without having to further develop or train these skills. In principle, Robert S. Hartman's model affirms positive development. We can work on our visual acuity and attempt to recognize the value dimensions more clearly – in their combinations and interrelations as well. In this respect, there is no limit to potential, even when the capacity to value among people is very differently distributed, which includes the ability to develop one's talents with perseverance and tenacity.

There is another way to quickly recognize potential in the profiling values system: in each value dimension, the longer bar represents one's potential. This is not limiting in the sense that no higher development is possible. On the contrary, this just explains that the difference between a lower to a higher bar can be overcome. The longer bar in the row acts as an anchor for the shorter bar, towards which it can develop. In the following figure the potential ranges within each value dimension are marked red.



Leveraging potential within a value dimension

The argument is based on the assertion that there is no valid reason why a person should see differently clear, i.e. value, on a continuing basis in both value worlds – internally and externally. With enough effort and practice, a positive development can be achieved in the weaker value domain.

In the example above, the person could be advised as follows: *"Please take a look at the enormous capacity in Empathy. You're able to recognize the individuality in others extremely well and immediately discern the person opposite you with your remarkable sensitivity. Now direct your fine sensors inwardly. Acquire a more intense feeling and sense of yourself. Lend yourself the esteem that you deserve, which you readily bestow on others. This will help you see your individuality more clearly and appreciate it. In the long run you will develop more self-esteem, and subsequently, self-confidence as well. Your capacity in Personal Needs will then increase."*

The results can be addressed in the practical value dimension as follows: *"You have a very high capacity to recognize your own strengths. You know exactly which function and role you hold. It's completely clear to you how you can expand your position and deploy others. You can also delegate well. This type of functional knowledge should be applied more frequently in purely practical tasks. Roll up your sleeves more often in a figurative sense and think less about your function and role and more about the practicalities. Seek solutions yourself and implement them more actively in operational situations. This will not only help you change your perspective meaningfully and become savvier in Practical Thinking, it will also guide you to be a better role model for your employees."*

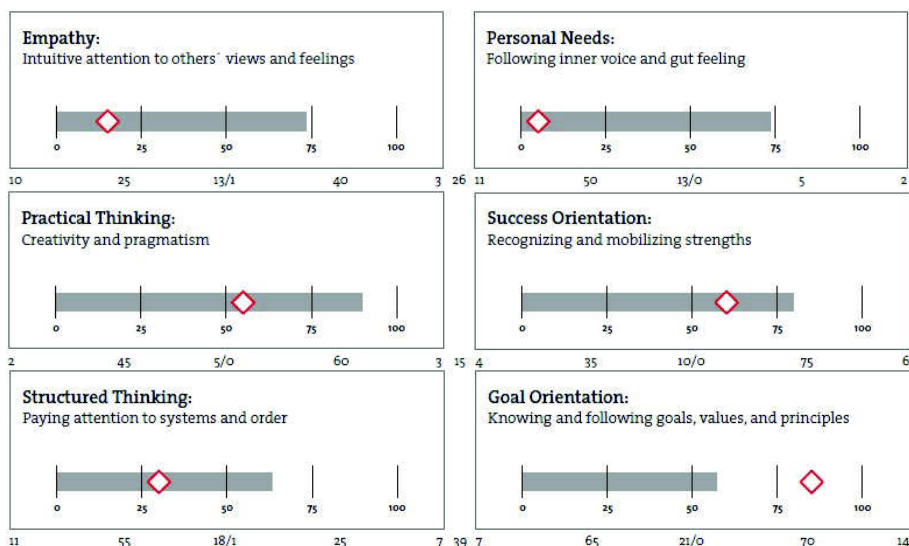
The systemic value dimension allows one to also directly address the situation: *"Now please look at the extraordinarily high skills in Structured Thinking. You're able to see the big picture and have foresight. You've probably developed concepts and strategies numerous times which have advanced your company. Systematic tasks, from the analysis phase to logical sequences and long-term objectives, come naturally to you. Use this talent now for yourself when it comes to long-term goal orientation. Gather facts about yourself: What do you like to do, what can you do, what do you*

want to avoid doing, what is important to you, and how do you want to shape your life aligned with your goals? Proceed the way you would when developing a strategy in the outer world. Simply imagine yourself in the center so to speak, as the object of the analysis and the target. You have the ability to do so. This will ultimately bring you to a differentiated personal positioning which will create more satisfaction. That way you can steer your own development."

Correspondingly, it can be argued for each reverse case. Especially in coaching, the chance to exploit potential is very often taken successfully.

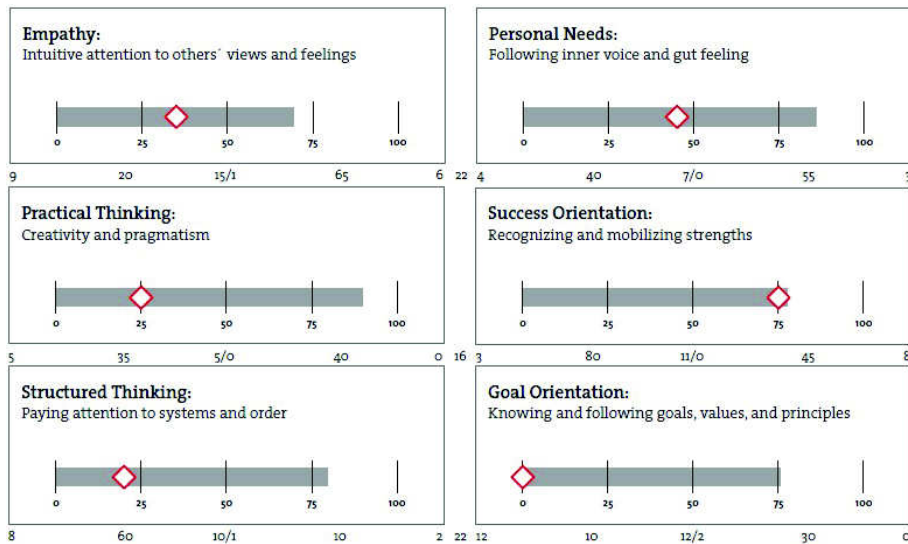
3.3.10. The Trained Eye: Analyzing What's Significant

In this section, the interpretation skills learned will be applied to their interrelationships. With some practice, which should have been basically achieved by reading the previous examples, one can achieve another approach to expand the expert's repertoire: the quick impression. This can be attained taking a "snapshot" glance. Give your intuition room to unfold. Take page 5 of the profiling values report and hold it as far away as possible with your arm outstretched for about three seconds. Then close your eyes and examine your first impression. You should orient yourself on two criteria: First, which scales stand out in a positive way "above and beyond the others?" Second, which boxes "are conspicuous" in a negative sense? The bars are meant here primarily, but one can also take the diamonds into account with this method. For this purpose, we look at the first example. Please proceed with the following illustration as described above.



Gaining an impression and training your intuition in a flash, example 1

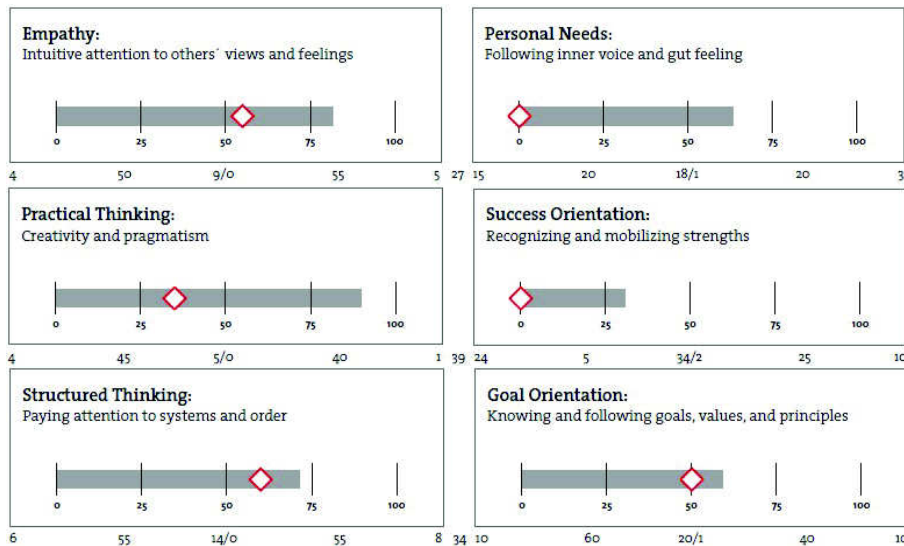
What did you notice? The middle row stands out positively. Both scales in the practical value dimension are by far the longest for this person. And what is most noticeable in a negative sense? The scales of Structured Thinking and Goal Orientation are clearly the weakest in the entire system. This individual is incredibly strong and also probably fast in terms of pressing ahead practical operational matters. At the same time he has difficulty seeing the big picture behind the scenes and recognizing his own positioning as well as has trouble planning, accordingly. When he has a wide "playing field" where he can act freely, he is able to create innovative ideas, solutions, and more value. If he is involved in a complex organization, then such weaknesses under certain circumstances will be a significant hindrance to success. Perhaps you have also noticed from the "corner of your eye" that in the intrinsic dimension, both diamonds stand very low. In this respect, he will tend to overpower others and not go easy on himself. The proverbial "snag" lies in the comparison of the strengths and weaknesses or the interaction between practical and systemic value dimension. The next illustration should be handled the same way.



Gaining an impression and training your intuition in a flash, example 2

What did you spot right away? Practical Thinking and Personal Needs stand out positively. On the downside, Empathy and Goal Orientation are conspicuous. The person, however, remains self-confident and knows what to do – at least she is convinced of this. Dominant behavior is often the result. At the same time, Empathy is the weakest scale, followed by Goal Orientation with the diamond at zero. Interactions with people may not always be harmonious, and there is no clear long-term perspective which can be seen at this time.

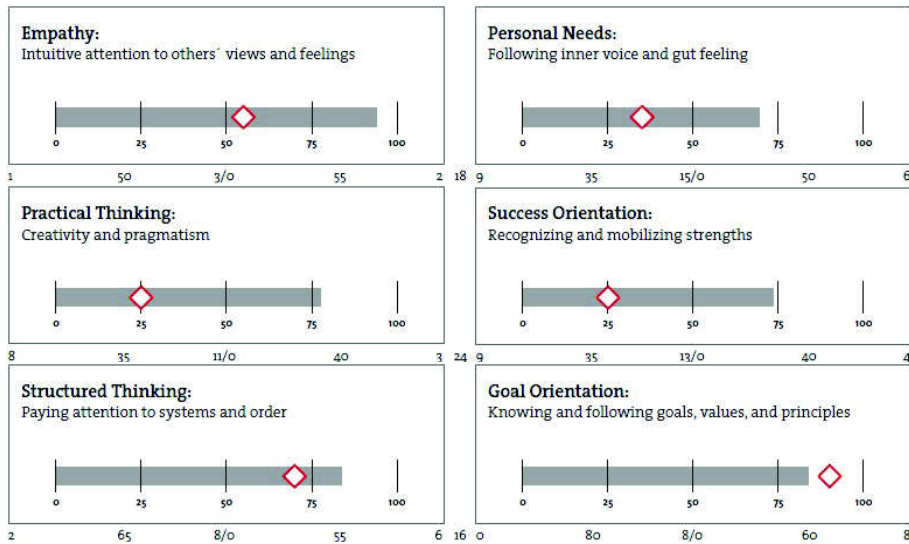
The following case should be diagnosed with an "X-ray view."



Gaining an impression and training your intuition in a flash, example 3

What catches your eye or appears to be significant? The outer world is exceptionally clear to this person. On the other hand, the self is very weak. The question, "What am I?" is the central problem (Success Orientation). Here we are dealing with a bright person who generally has brilliant ideas which he can also implement. However, on the inside there is so much disorder or confusion, that he's not really able to evaluate the outer and inner worlds in an integrated fashion - at least at the moment. This creates tension. In addition, there is tremendous dissatisfaction regarding his current function. An urgent need for action is evident.

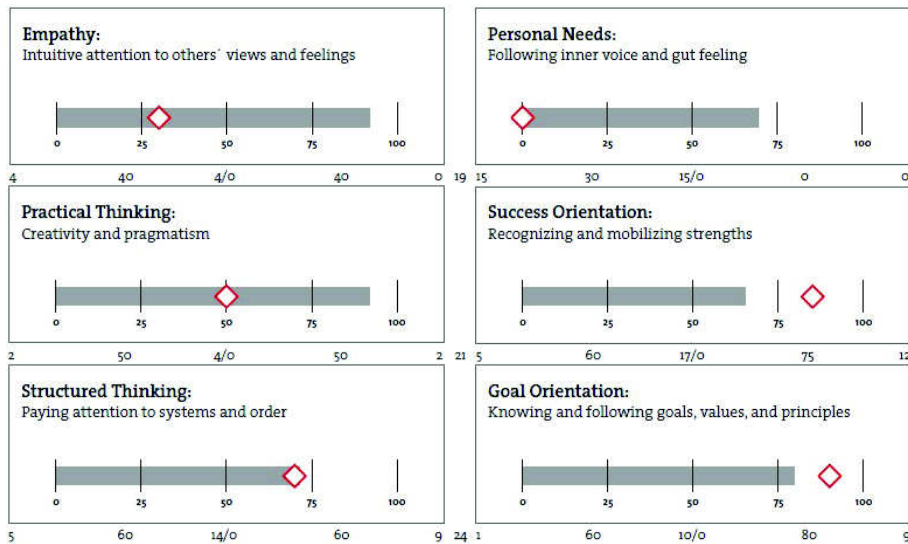
The next example shows another participant for the snapshot analysis.



Gaining an impression and training your intuition in a flash, example 4

What is dominant here? Empathy is excellent, closely followed by the last row (systemic value dimension). The practical value dimension is quite weak, in comparison. A personable, humanly warm manner is the result – the person has charisma. However, she needs to be closely led or guided since autonomous operational tasks are ranked rather low in her value system.

And finally, we'll look at example 5, an executive.

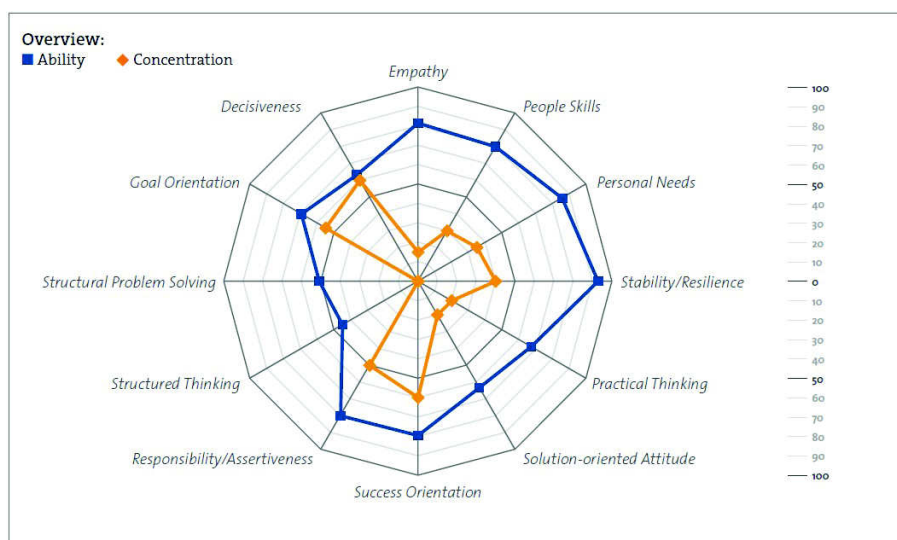


Gaining an impression and training your intuition, example 5

What catches the eye? Empathy and Practical Thinking are outstanding, closely followed by Goal Orientation which also exhibits a very high diamond. Success Orientation, Structured Thinking and Personal Needs are considerably weaker. It's as if a division of the scales is taking place. This highly intelligent person is very active and can handle people and practical challenges well. At the moment, she is searching for her personal long-term path in life. Her present function does not suit her very well and she pays too little attention to herself. In addition, her strategic-conceptual skills cannot keep pace with her excellent interpersonal and practical capabilities. The high diamond in Structured Thinking compensates this to some extent, but not completely.

3.4. The Spider Diagram (Report p. 7)

The Spider Diagram is a very popular feature of the profilingvalues report. In fact, many of our experts would rather work with it than page 5. They appreciate the condensed findings and use the dynamic movement which can be conveyed by the orange and blue lines. As long as our experts have thoroughly immersed themselves in the basic structure of the profiling mechanics, there's no objection to this. Every profilingvalues expert should find his or her own style and select the parts of the report which are especially useful for the interpretation.

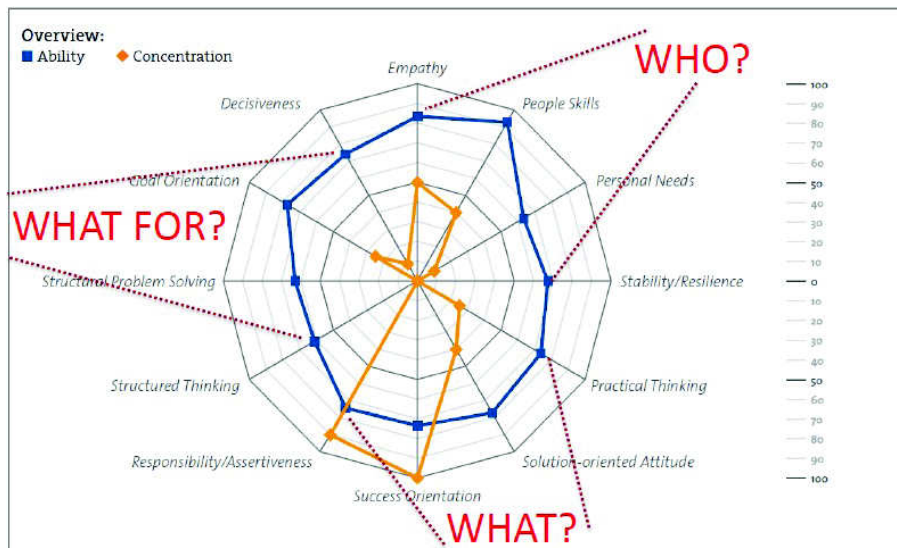


Spider diagram: rough edges are clearly visible

The blue curve in the example represents the bars in the scales on page 5 and 6 of the report, and therefore, they depict the "talent map" at the moment. The orange curve shows the corresponding diamonds and gives a signal, where the individual focusses his attention, or if need be, curls into a ball. In the example above, the talent map is generally large but it enfolds very differently. There is little symmetry. Here we see a person who has several "rough edges." The intrinsic dimensions (at 2 and 3 o'clock)

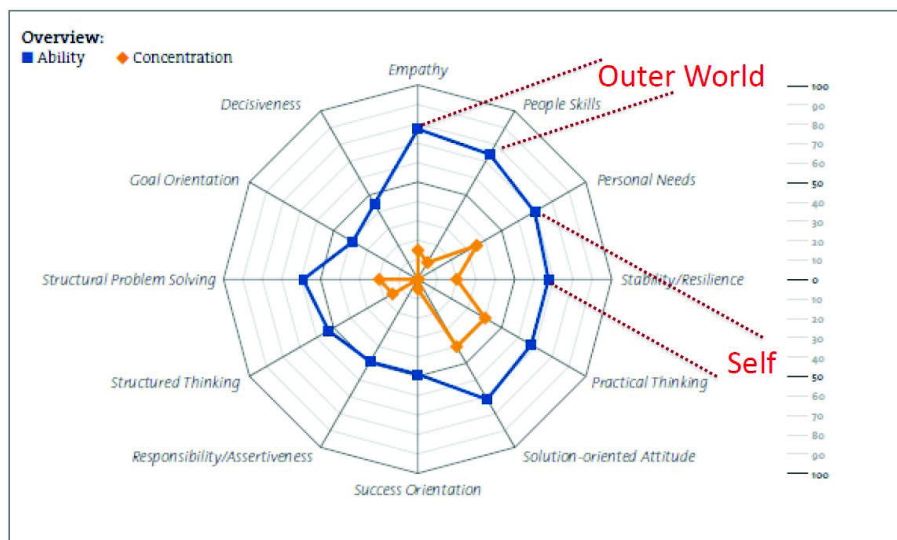
are seen extremely clearly, whereas integration in systems and hierarchies (8 and 9 o'clock) is difficult for this person to do. There are numerous diamonds at the 50% bold line which fall around their resting states similar to a pendulum, as mentioned earlier. This means flexibility in the outer world, but in the self, it rather indicates a state of equilibrium, meaning one's comfort zone. Exceptions here are Practical Thinking which can arise from a present dissatisfaction, and Structured Thinking. The need for freedom is very clear. This person isn't easy to lead. In contrast, the diamonds (orange curve) in the self at 2 and 3 o'clock lie clearly above the societal average of about 20%. Therefore, we can figure on dealing with a very self-confident person. On the other hand, a very symmetrical blue curve on a high level would suggest a person with hardly any open flanks, who always reacts properly. These people are also perceived as "being without a profile."

When explaining the spider diagram it's highly recommended to use the hours of the clock. The number 12 is not only a deeply rooted numeral in time, but also in 12 months, and the signs of the zodiac. The order of the clock times arises by partitioning the dial in three parts. The first four clock times belong to the human dimension (12 to 3 o'clock), the four hours in the second third relate to the practical value dimension (4 to 7 o'clock) and the last third to the systemic value dimension (8 to 11 o'clock), as the following figure clearly shows.



Spider diagram: logical arrangement, explanation 1

The following logic applies within the value dimensions: The first two hours relate to the outer world (Empathy, People Skills; Practical Thinking, Solution-Oriented Attitude; Structured Thinking, Structural Problem Solving). The last two hours of each dimension are directed towards the self (Personal Needs, Stability/Resilience; Success Orientation, Responsibility/Assertiveness; Goal Orientation, Decisiveness). There is also an order for the worlds: First comes the basic competency, and then follows the corresponding problem solving skill.

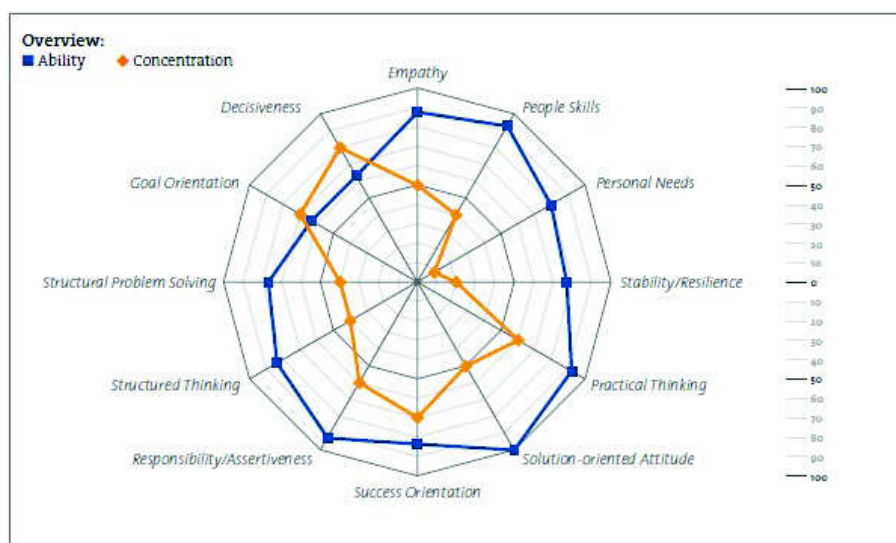


Spider diagram: logical arrangement, explanation 2

The spider diagram illustrated above represents a problematic case. The competence curve begins well at 12 o'clock but successively caves in starting from 6 o'clock and hits its lowest point at 10 o'clock. This person is well positioned in interpersonal skills, his self-confidence is high, and also the practical resources are on a good level. But when it comes to his position or profession and integrating himself into hierarchies, the weaknesses are clearly evident. Finally, when it's about his personal plan in life, his positioning and strategy, he shows very little capacity. Correspondingly, the orange curve lies completely inside the bold line at 50%. The attention, in part, is very strongly reduced. Only the diamond in Personal Needs (2 o'clock) sticks out – it lies at 35% which is about 15 percentage points above the societal mean of 20%. His personal comfort zone is also very prominent. The question of, "Who am I?" is clearly answered. That indicates difficulty when personal and possibly far-reaching changes are pending. Development can be best achieved with Practical Thinking and Solution-oriented Attitude (4 and 5 o'clock). He has his anchor where his abilities can be clearly revealed and are needed for him to deploy in a suitable way. The long-term planning, which is built upon this,

can then follow. It's necessary to take away the negative effects of his strong self-confidence by critical self-reflection.

The next example presents a completely different picture.



Spider diagram: an extraordinary talent map

The extremely large talent map reveals an excellent set of capabilities. Here too, are many points on the orange curve which lie around 50%. This person is very flexible. However, two problem areas can be quickly discovered by the expert: first the person tends to behave like a workaholic. The focus at 2 o'clock (Personal Needs) is only at 10%, and thus, the lowest diamond by far in the entire system. Although the population mean lies only at 20%, this is significant and should be corrected before likely health problems crop up. Second, a clear leveling off of the abilities (blue curve) at 10 and 11 o'clock can be seen, although the attention is particularly high. The person was in a permanent position, and shortly before the profiling, became self-employed. Therefore, the personal positioning is not (yet) fully clear (bar) – however, a yearning (diamond) can naturally exist.

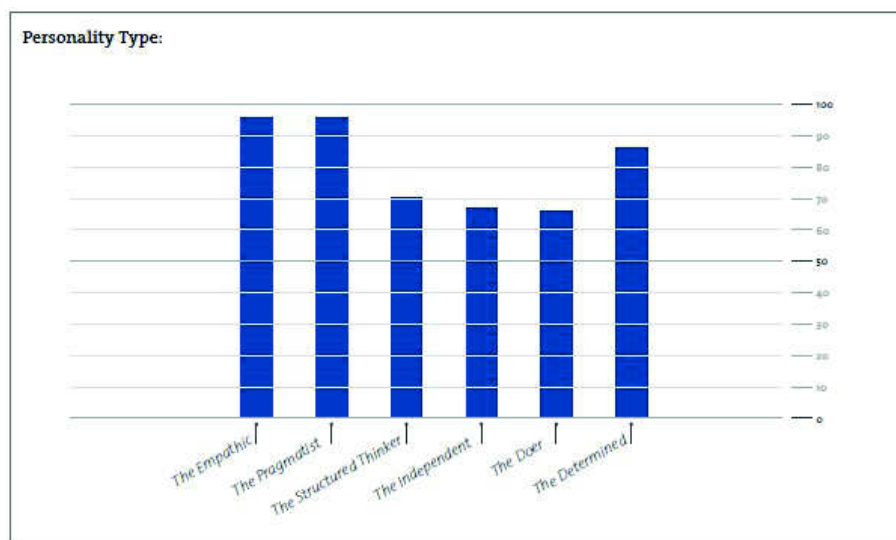
Now and then a problem in understanding the spider diagram occurs regarding the function of the diamonds. The aim isn't

to match the orange curve with the blue one. This goes beyond the intention of the mechanics of both curves. The blue line represents the capacities at the time of the measurement; the orange curve illustrates the actual areas of attention in terms of a pendulum with the oscillation diameter ranging from 0 to 100% and the initial (perpendicular) position at 50%.

3.5. The Personality Type Diagram (Report p. 7)

Profilingvalues is an individual psychometric method that does not aim to gauge people or categorize them in clusters or personality types. Other instruments follow this purpose (so-called typification methods⁵ to simplify the high complexity of individuals and make it comprehensible. That makes sense in sales trainings or also in the assessment of roles and functions in a team. Profilingvalues has the opposite approach which is to capture the enormous complexity of a person and represent it in a system that allows explanation and interpretation of the individual. It does not attempt to reduce but rather represents personality characteristics in a model that allows a deep sensitivity towards the individual. For this reason, typology methods and profilingvalues are often used side by side in companies.

The Personality Type Diagram on page 7 is only a supplement, an "add-on" for the respondents. Many clients value it because a catchy statement can be formulated from it which generally applies, even if it is strongly simplified. The following provides an example.

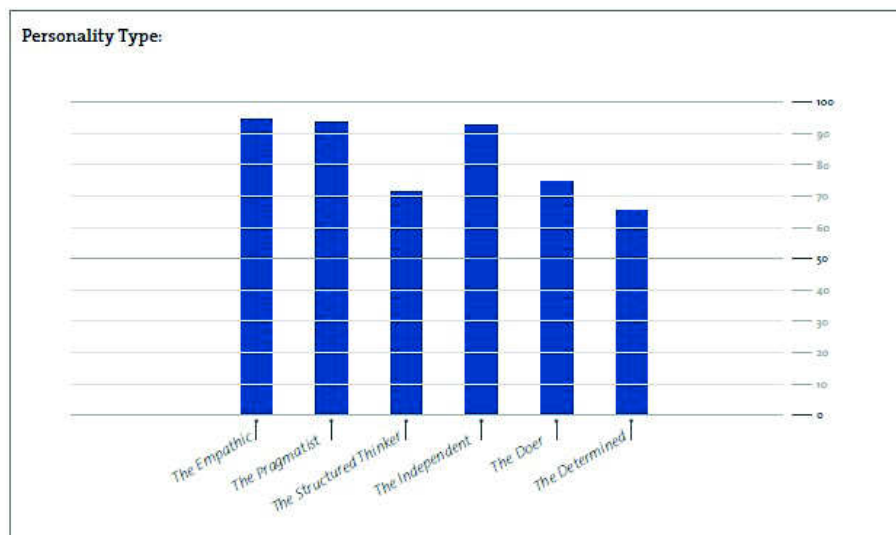


Personality Type Diagram, example 1

You take the highest two or three columns and formulate a sentence from them. For example: The single-minded, people-oriented pragmatist. This fully applies to the manager discussed above; however, it reduces the infinite complexity of her personality. Nonetheless, a benefit can be drawn from this knowledge.

For the calculation, the spider diagram is used, although none of the diamonds are taken into consideration since temporary focuses would only stand in the way of a general typology. The person's current situation is indirectly taken into account since some of the bars react particularly sensitively concerning the prevalent conditions in the environment. The columns are calculated from the corresponding basic competencies and the problem-solving skills within each value dimension. Thus, the Empathetic person is calculated from Empathy and People Skills (12 and 1 o'clock), the Pragmatist from Practical Thinking and Solution-oriented Attitude (4 and 5 o'clock) and the Structured Thinker from Structured Thinking and Structural Problem-solving (8 and 9 o'clock). Analogously, we proceed with the self: The Independent person relates to the bars in Personal Needs and Stability/Resilience (2 and 3 o'clock), the Doer is based on Success Orientation and Responsibility/Assertiveness (6 and 7 o'clock) and the Determined person from Goal Orientation and Decisiveness (10 and 11 o'clock).

On the other hand, the Personality Type Diagram can be also used to identify the weaknesses or the areas of development.



Personality Type Diagram, example 2

This person acts in a less sustainable manner and is not oriented long-term. Therefore, he does not like planning and is not ideally placed in his current function. On the other hand, he is extremely self-confident who knows what needs to be done and is outstanding in dealing with people.

An important difference to common typecasting is that profilingvalues does not calculate the results from any particular personality type. The questionnaires for common typological tests usually generate a scoring system from the valuations which "credits" one type and automatically subtracts from another type. Therefore, there can never be any results where all types score extremely high. This wouldn't make sense following the logic of these methods. However, since profilingvalues calculates each deviation from the logical-mathematical profile position and all of the bars and diamonds are determined to this effect. Thus, it is theoretically possible that every column in the Personality Type Diagram stands at 100%. In this extreme case, the logical position for every item would have been reached which is highly unlikely, as previously mentioned. Then every bar would reach 100% and every diamond would be positioned at 50%.

3.6. The Expert's Legend (Report bottom p. 7)

For interpretation of the report the Expert's Legend is voluntary and not an obligation, apart from a few exceptions. Therefore, prospective experts should not become discouraged when it is not adeptly applied at first, despite one's great effort. During the debriefing the proper handling of the Expert's Legend with the candidate is also important. The following suggestion also works for newly certified partners: *"On page 7 of the profiling values report you will find a lot of incomprehensible abbreviations and numbers for the laymen. I will not try to explain each of these to you in detail. I will simply focus on a few aspects which appear to be worth mentioning in connection to your overall profiling."* In 90% of the cases, the candidate is satisfied with this answer and if not alleviated, since he has a lot of new information to handle with two value worlds, three dimensions, bars, and diamonds. The curiosity of the most persistent 10% can be countered by saying that you can lead a discussion about the method but will not have any time left for content. Here metaphors should be used that are impressive, eye-catching, or even startling. These will help the participants gain insight. For example, that concentrating on the individual results is as useful as explaining to a technical layman during a test drive of a sports car how the new electronic ignition has been programmed.

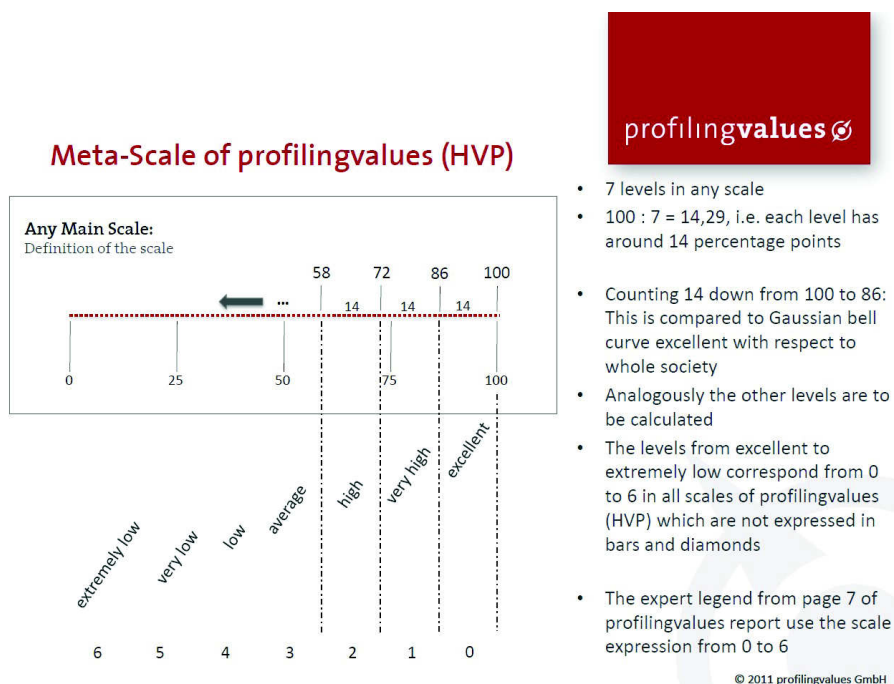
One could cynically ask, why the Expert's Legend is even printed on the report when it is too confusing and unwanted questions can arise. On the one hand, one report version with all of the information simplifies handling and provides transparency. On the other hand, it has been shown that the small numbers have an impact on marketing since the scientific background of the system is emphasized.

In the following sections, the Expert's Legend will be discussed in detail with all of its scales, abbreviations, meanings, raw data, and scaling. The meta-scale of the system, which was addressed above, will be taken up again.

3.6.1. The Seven Intervals in the Expert's Legend

As mentioned, a comprehensive scale for the entire Hartman Value Profile system is needed in order to place all of the scales in rela-

tion to each other.²⁰ This can be easily calculated on the main scales, as the following illustration once again shows.



Meta-scaling in the Hartman Value Profile

For the Expert Legend, the scores signify analogously from 0 = extremely high to 6 = extremely low. It takes some time to internalize this, but then the interpretation becomes automatic. It is important not to attribute 6 as "bad" and 0 as "excellent". It always depends on the particular scale and the duties of the person when identifying the strengths or weaknesses. The following illustration shows the complete Expert's Legend at the bottom of page 7 of the profiling report.

²⁰ See the explanations in section 3.3.7. Seven Intervals for Each Scale.

Dif	1	36	44	2	VQ	2	71	35	4	Difi/2	1	82	C	163
Dim	4	18	19	4	SQ	2	83	39	5	RHO	2	0.849 0.810 2	D	148
DimP	4	50	43	4	BQr	0	1.17	1.12	0	Y	1964			873
Int	2	15	20	2	BQa	2	77	37	5	Key	10P74XQijVso4			
IntP	4	42	45	4	CQ	1	90	41	2	A	331		AC	0.894
Dis	2	2	0	0	RQ	1	110	61	0	B	231		BD	0.785
DI	3	12	10	2	AI	3	64	50	0					

Expert's Legend

The left side of each block depicts the seven scales of the HVP which allow a more comprehensive interpretation. The right hand of each section provides additional information and clarifies the correlations. The next illustration shows the logic of how the left block of numbers is composed.

PRINCIPLE

FIRST BLOCK LEFT:

Abbreviation of data	Level World		Level Self	
Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2
	Raw data World		Raw data Self	

Expert's Legend – the Left block

The columns on the far left and far right have only scores between 0 and 6 by definition which represents the degree of development or the performance level. The raw data provided in the middle are the results from the formulas which will be derived below. For the interpretation, it is not necessary to understand the

method of calculation. On the contrary, too much calculation and logic can obscure our view of what's essential and also limit our intuition. The abundance of questions over the past years and the keen interest of the (prospective) experts was the impetus for making the calculations of the system transparent and illustrate them in an understandable form.

3.6.2. The Left Block of Scores

The individual scales will be analyzed by row according to the Block of Scores depicted above since they basically have the same explanation for the outer world as for the inner world. However, the meaning differs in some places. For an effective and efficient profiling analysis, we recommend proceeding along the columns, i.e., examining the left column of numbers (outer world) from top to bottom and then proceeding the same for the self (the right column of numbers).

3.6.2.1. Dif: Differentiation – Deviation – “Visual Acuity”

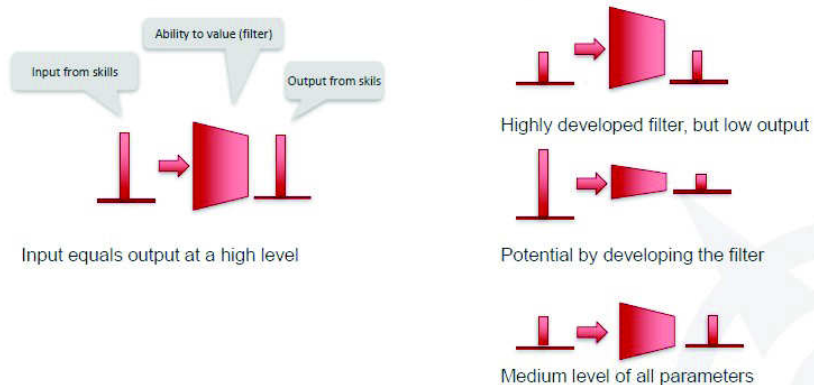
This value indicates the degree of clarity with which the surroundings or the self is seen. It precisely shows the level of capacity to value which was discussed extensively above.²¹ To quickly activate the information again, the corresponding diagram will be shown once more.

²¹ See section 3.3.4.1. “Visual Acuity (Level) – Clarity of the Valuation.”

Bar Level within World View – Some Implications

profilingsvalues

Our talent to value organizes our intellectual and emotional capacities:
The better we are able to value, the more of our abilities come into effect.
Valuing is filtering/funneling information or senses into meaning.



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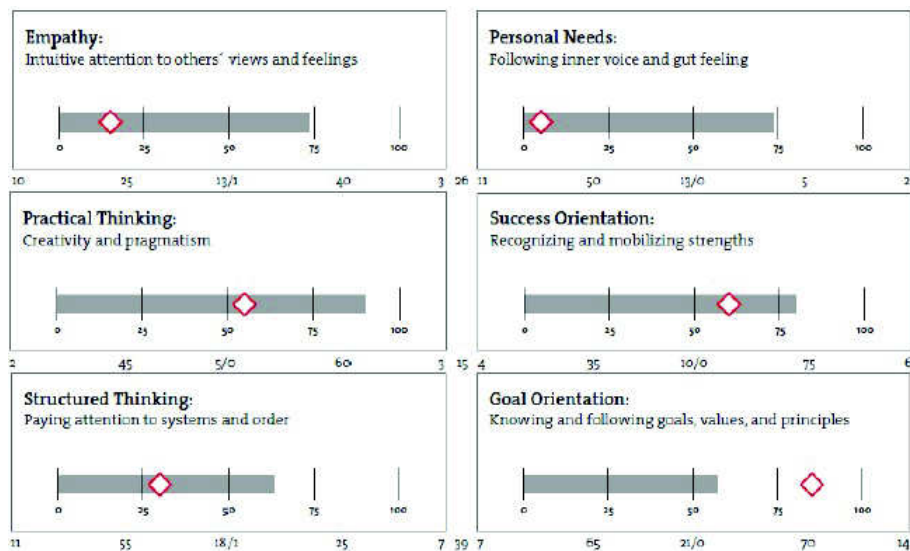
The capacity to value as a filter for clear-sightedness

The Dif-Score gives the exact sum of the differentiations in Empathy, Practical Thinking, and Structured Thinking in the outer world and scales them. Similarly, the Dif-Score in the self is the sum of the deviations from Personal Needs, Success Orientation, and Goal Orientation.

Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2

Dif: The sum of the number of differentiations in each world

The corresponding page 5 of the report appears as follows.



Calculating the Dif-Score from the individual deviation scores

Outer world: 13 + 5 + 18 yields the raw score for Dif1 which is 36 for the outer world. 13 + 10 + 21 gives us the raw score for Dif2 which is 44 for the self. To help distinguish the abbreviations for discussions among experts, they are always extended with "1" for the outer world (left side) and "2" for the self

(right side): analogously Dim1 stands for outer world and Dim2 for inner world, DimP1 (outer) and DimP2 (inner), Int1 and Int2 etc.

The Dif-Score simplifies things since it immediately identifies the overall results for each value realm with the help of the performance intervals. In the figure, the respondent evaluates the outer world on a "very high" level or very good. The self is evaluated by him with "high", i.e., "good." The estimate of the average bar level discussed above is stated concisely here.

The most important aspects of the Dif-Scores are shown in the following figure.

Dif – Differences: Clarity World and Self View

Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2



- Formula: Sum of all differences from logical profile position within one profiling step, i.e. 18 items
- Effective usage of rational and emotional capacity (indirect cue to intelligence and maturity of self)
- World clarity indicates degree of analytical capabilities
- Self clarity indicates degree of order/disorder within self
- Within profilingvalues clientele mostly 0 up to 3 levels
- Low levels could be misleading in case of very fast run through profiling step

Dif-Score: The most important aspects

The meaning of the Dif-Score can hardly be underestimated since it provides the basis for most of the additional calculations. Therefore, it is a main parameter on which the expert needs to continually orient himself when other scores are discussed or interpreted. If, for example, the Dif-Score is very poor, then every other score needs to be interpreted overall in a different light. Here we are dealing again with interdependencies in a system,

similar to page 5 of the report. The Expert's Legend is somewhat simpler since not everything is dependent on one another to the same extent, but there are main parameters which give a certain direction. In this context, the Dif-Score plays a leading role.

The next figure shows the relationships between the raw data and the level of expressivity. For the experienced expert it's important to know whether the respondent leans more towards a better or poorer rating.

Dif:		
Raw data (Errors)	Scale	
0-30	extremely high	0
31-40	very high	1
41-50	high	2
51-60	average	3
61-70	low	4
71-80	very low	5
81+	extremely low	6

Dif-Score: Raw data and scale

According to Leon Pomeroy, the Dif1-Scores show the general capacity to discern what is good and evil in the world. The Dif2-Score represents the fundamental ability to distinguish between good and bad in ourselves. Based on his research the grand master of HVP also wrote: poor Dif1-Scores are accompanied by hysterical defense reactions and hypochondria. In addition, depression resulting from lack of energy and fatigue are also associated with this. Very good Dif1-Scores are common among independent thinkers who are less oriented on traditions and tend to question them. However, weaker Dif2-Scores indicate a silent, cautious, introverted, and meticulously correct oriented personality. Routine work is tolerated more easily, whereas changes are perceived as threatening. Very low scores are a sign of serious emotional problems²² which occur frequently today with burn-out, bullying, and chronic disorientation. A strongly developed Dif2 in-

²² Cp. Leon Pomeroy, 2005, pp. 225, 177, 179.

icates inner strength, maturity, and resilience. The self is in order and radiates a captivating energy, even to the outside.

3.6.2.2. Dim: Dimension – “Spread”

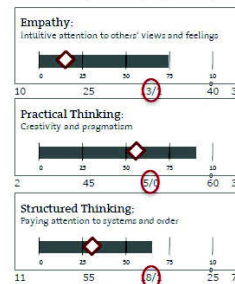
The Dim-Score measures a person’s sense of proportion in perceiving the various value dimensions. It’s not about the optical view which we can describe in an extreme sense as a bird’s eye or a frog’s perspective. However, this metaphor helps us since a distinct perspective is described which also has importance - analogous to a value world. When someone sees the intrinsic extremely clearly and also cares about it, the person will shape his life exactly in this sense. If in addition to this, the practical perspective is lacking and the understanding of systems and greater order is barely evident, then a very specific viewpoint will be taken. The Dim-Score indicates to what extent the three value dimensions (intrinsic, practical, systemic) are seen equally sharply (Dim = 0) or extremely differently (Dim = 6). The result is more or less a “distorted” judgmental view, which at this point, can neither be referred to as good nor bad. The pure Dim-Score does not have a direct meaning in the profiling values analysis, as the following figure illustrates. However, it is important to develop an understanding for the next scores.

Dim – Spread of Value Dimensions: Sense of Proportion

profilingvalues

Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2

Formula: $(18 - 13) + (18 - 5) = 5 + 13 = 18$



- Formula: Sum of highest dimension difference score minus second highest plus the same procedure with the lowest dimension score
- Shows how value dimensions are related
- Is NOT correlated with the Dif level
- Generally of minor importance within interpretation

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Dim-Score: Summary

3.6.2.3. DimP: Dimension Percentage Score – “Spread Impact”

In DimP the Dim-Score derived above will be put in relation to the overall level or Dif-Score. With $\text{DimP1} = 0$ we have a person who sees all three value dimensions equally sharply as a function of visual acuity, and therefore, takes a realistic standpoint. The objectivity of this judgment depends on the level of one's clear-sightedness. Tasks involving optimization without major changes are more suited to this person. When $\text{DimP1} = 6$, then the impact of the dimensional spread is maximal and we are dealing with a reasoning which goes beyond the value dimensions or “out of the box.” The person can have ideas which have never been tried before, and when required, can implement them in unorthodox ways.

Therefore, this person is not generally easy to lead. However, it's always important to take the level of clarity into account. The Dif-Score – which this first example shows – is virtually ubiquitous. The most important aspects of DimP are shown in the following figure.

DimP – Spread Impact: Unconventional Thinker vs. Optimizer

profilingvalues

Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2

Formula:

18 = 36 * 0,5
 18 = **50%** from 36
 Respectively
 19 = 44 * 0,43
 19 = **43%** from 44

BARS	A	B
Empathy	60	90
Practical Thinking	50	80
Structured Thinking	40	70
Spread	20	20

- Formula: Dim (spread) score calculated as percentage from Dif (differences) score
- Shows how value dimensions are related in accordance to the level of clarity
- Level around 3 signals flexibility with respect to out of box thinking and optimizing
- Level 6 of DimP in world view can be beneficial in situations of major changes
- Level 6 of DimP in self view shows currently very poor self-assessment
- Level 0 or 1 in self view is desired for all leadership positions
- The higher Dif (differences), the higher is the impact of Dim (spread) which is shown by DimP

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DimP-Score: Summary

The example in the graphic on the lower left explains it plausibly. Person A and B have the same nominal spread (20). Person A has an average ability to evaluate his surroundings (50%), the average for B lies at 80%. This high clarity means that the spread has a greater impact on person B than on A, who already sees considerably "vaguer" when looking on the outside.

Since level 6 in DimP1 can be even effective for certain tasks – conditional on the rest of the results – it is important to know the scaling related to the raw data.

DimP:		
Raw data (errors)	Scale	
0-10	extremely high	0
11-20	very high	1
21-30	high	2
31-40	average	3
41-50	low	4
51-60	very low	5
61+	extremely low	6

DimP-Score: Raw data and scale

DimP2 should always be interpreted with care. One can conclude too quickly that the person has a poor self-perception, although basically, this might not be the case. Here it should be noted that the clarity in the self fluctuates more strongly than in the outer world. Depending on our stage of life, we have a cloudier or clearer view of ourselves. Therefore, it can easily happen that a bar (most often Success Orientation) turns out weaker due to prevailing circumstances and collapses as it were. The spread immediately increases and so does its impact. When we are dissatisfied or unbalanced, we have a poorer self-concept since we are currently missing recognition and acknowledgement for our efforts in our function. However, this is frequently just a temporary phenomenon, and therefore, should be carefully interpreted.

Generally, significantly higher raw data and thus weaker performance levels indicate that the person has become estranged – in DimP1 from the world and in DimP2 from oneself. The result is a decreased sense of reality. Slightly weaker performance levels for DimP1 align with creative personalities who think out of the box up to an artistic extravagance (raw scores from 40 to about 55). However, extremely weak manifestations can suggest a devaluation or distortion of the HVP. With raw data greater than 60, a close look at the other scales is necessary to see what possibly lies behind the person's "powerful presence." Here attempts to manipulate the outcome can be the cause. An idiosyncratic orientation may be practiced as a protective response to hide insecurity.

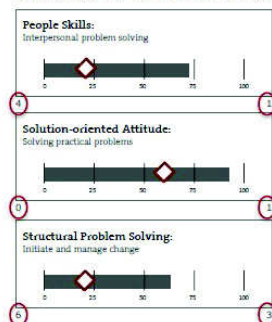
3.6.2.4. Int: Integration – Problem Solving – “Visual Range”

This scale totals the various capacities to solve problems in each value realm. Int indicates how well we can recognize what’s relevant in complex situations – or what is significant despite the increasing flood of information. The score totals the intrinsic, practical, and systemic value dimensions and expresses the level on page 6 of the report. The following figure features all of the important points.

Int – Integration Scores: Thinking in Problems vs. Solutions

Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2

Formula: $4 + 1 + 0 + 1 + 6 + 3 = 15$



Int-Score: Summary

When individuals speak mostly about problems and largely perceive difficulties and threats, their Int-Score is rather poor. Positive, constructive dispositions generally have a strong Int-Score. Below the scale for the Int-Score is illustrated.

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- Formula: sum of all dimensional Int scores shown left and right below the boxes of page 6 of the report
- Int shows problem solving competency across value dimensions, like Dif shows clarity across value dimensions
- While Dif is acuity (clarity) – Int is visual range (seeing the relevant in the complex)
- Level 0 of Int in world view: a person thinks only in solutions
- Level 6 of IntP in world view: a person thinks only in problems
- Int self view: analogous to inner conflicts

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Int:		
Raw data (errors)	Scale	
0-7	extremely high	0
8-14	very high	1
15-21	high	2
22-28	average	3
29-35	low	4
36-42	very low	5
43+	extremely low	6

Int-Score: Raw data and scale

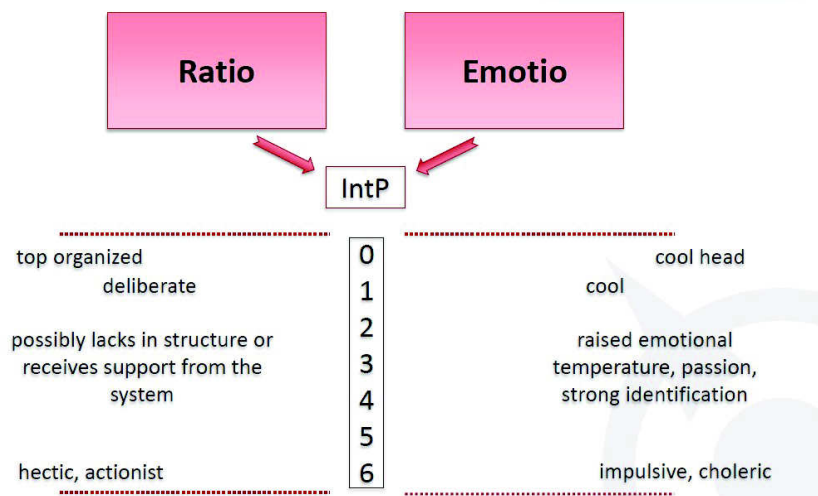
Weak ratings in Int1 have a significant correlation to conservative thinking and very low levels relate to neurotic and hypochondriatic depression. Such levels are also frequently associated with powerlessness and exhaustion.²³

3.6.2.5. IntP: Integration Percent – Reaction Upon Confrontation With Problems

This score is particularly interesting because it causes different effects in us, as shown in the next figure.

²³ Cp. Leon Pomeroy, 2005, p. 178.

IntP: Valuation When Confronted With Problems – Reaction Under Pressure



IntP-Score: Ratio and emotio

As humans we are rational beings. Our ratio is also a characteristic feature. However, we also have feelings and instincts. In this respect, the IntP-Score works differently since it illustrates our reaction when confronted with problems by which we tend to conduct ourselves. Therefore, it's the result of pressure being exerted on us or what a person subjectively senses. In a world of reason, the reaction may be expressed very differently than in the realm of emotions. Accordingly, the IntP-Score has to be differentiated. It includes very different aspects, impacts, and behaviors. But the principle is the same: we humans are constantly confronted with problems which require our understanding. Similarly, we are faced with daily situations which challenge our emotional state and cause us to seek an emotional balance. Often, it's not an easy job to reconcile them – particularly for people with a weak score in IntP1. For the emotional side, the following sentence applies: *"Although it is not necessarily perceptible on the outside, the emotional tem-*

perature beneath your skin is indeed higher. This causes you to have outbursts when something disagrees with your ideas and feelings." This is one of the HVP scores which can cause a great deal of amazement. Respondents cannot imagine how such conclusions can be drawn based on the rankings. When implemented properly – i.e., not too obviously – this score can provide a good opportunity to thoroughly convince others about profiling values.

A similar conclusion concerning the ratio (rationale) should not be drawn directly. The emotions within us are generally handled without restraint. Reason often proceeds more logically and controlled. When an IntP1-Score of 3 or 4 is present, you need to enquire about the analytical judgment. For instance, you can casually ask, "What does your desk look like?" Then you might receive the answer that it's a sore point, but this person can find everything nevertheless. Or the person counters the question and takes exception to it. He argues that he has a reliable task reminder, filing system, and other helpful systems. Here the person is conscious of this weakness when working under pressure and has created a system or adapted himself to be able to navigate in uncertain times. The following figure shows the most important aspects of IntP.

IntP – Confrontation with Problems: Reaction under Pressure

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Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2

Formula IntP1:
 $15 = 36 * 0,42$
 $15 = 42\%$ from 36

Respectively IntP2:
 $20 = 44 * 0,45$
 $20 = 45\%$ from 44

- Formula: Int (visual range) score calculated as percentage from Dif (differences) score
- IntP has two components: our rational and our emotional capacities – it impacts both
- Ratio: Good levels stand for self-organization and a clear view under pressure, weak levels indicate disorganized and hectic people
- Emotio: Good levels stand for coolness and cold-blood, average levels for passion and emotionality, weak levels for impulsiveness
- IntP self view: analogous to inner conflicts

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IntP-Score: Summary

IntP is converted from the raw data into the following scale.

IntP:		
Raw data (errors)	Scale	
0-10	extremely high	0
11-20	very high	1
21-30	high	2
31-40	average	3
41-50	low	4
51-60	very low	5
61+	extremely low	6

IntP-Score: Raw data and scale

Very good performance levels in IntP2 (inner world) indicate a constructive, positive handling of inner conflicts. This leads to self-confidence and ego strength. A weaker IntP2-Score can imply that the person has concerns about the future. Here one's current rationality and/or emotional state is not controlled enough to solve the prevailing inner conflicts appropriately. Sharply increased IntP2-Scores may indicate impatience, lack of endurance, or fatigue.²⁴


3.6.2.6. Dis: Distortion – Dissimilarity

This scale is quickly understood when we take a look at the math behind it. A distortion or reversal is simply generated when a constructive statement is valued negatively (ranks 10 – 18) or a destructive statement is viewed positively (ranks 1 – 9) as shown in the following figure.

²⁴ Cp. Leon Pomeroy, 2005, p. 187.

Dis – Distortions: Mixing-up Good and Bad

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Step C					
	Dif	1	36	44	2
	Dim	4	18	19	4
1. _____	DimP	4	50	43	4
2. _____	Int	2	15	20	2
3. _____	IntP	4	42	45	4
4. _____	Dis	2	2	0	0
5. _____	DI	3	12	10	2
6. _____	X constructive „Compositions“				
7. _____					
8. _____					
9. _____	X not constructive „Transpositions“				
10. _____					
11. _____					
12. _____					
13. _____					
14. _____					
15. _____					
16. _____					
17. _____					
18. _____					

- Imagine “nonsense”:
 - Systemic systemically negative, thus a transposition: Rank [XY]
 - It’s very often ranked in the compositional area
- An item which is ranked in the ‘wrong’ area is a distortion
- Few distortions indicate spontaneity, esprit, and unconventional thinking
- Many distortions indicate a rebellious nature; their view is not conform with society

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Dis-Score: Summary

When a distortion occurs, a second one logically follows. That is why there are no uneven numbers in the raw data in this scale. There is also no performance level 1 for Dis. When the lowest level of distortions is 2, then the level is just “good”. Only when no distortions are made is “0” assigned, as shown in the following calibration. Robert S. Hartman did not assign “6” either. Thus, the weakest score is “5.”

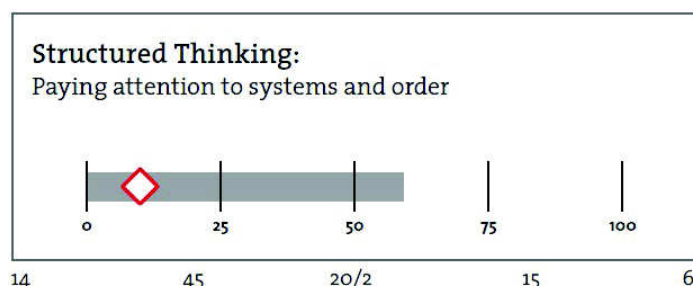
Dis:		
Raw data (errors)		Scale
0	extremely high	0
	very high	1
2	high	2
4	average	3
6	low	4
8+	very low	5
	extremely low	6

Dis-Score: Raw data and scale

The most obvious way to explain the mechanics of this scale is by using the example “nonsense” which is one of the items in profiling step C (outer world, holistic) in the system. In axiology this item signifies a system failure, so to speak, which is due to systemic reasons. Therefore, it is negative although it represents the least negative combination in the range of nonconstructive items and statements. In fact, nonsense is often funny as well, since it goes against systematic procedures and habits. For those who don’t take rules and systems too seriously, “nonsense” attracts their attention and is positive. The result is a valuation which is too high for the item. When a profiling reveals a few reversals, which usually ensue as described, we can assume that we’re dealing with a spontaneous person who thinks somewhat unconventionally, has a sense of humor, and is easygoing. A person with Distortion “0” is clearer in terms of analytical decisions, but when in doubt, is somewhat more conventional or straight-faced. Similar to DimP, a weaker performance rating here does not necessarily mean something negative. However, when distortions occur frequently, we have a person who rejects the prevailing view of society and has trouble integrating in social systems or teams. Nevertheless, this only refers to Dis1 which comprises the outer world. Here the worldview appears upside down. Still, there is no evidence to indicate this in the inner world (Dis2) since perceived dreadful working conditions, deep frustration, or a negative outlook would cause the valuations to reverse so much that many distortions transpire.

Returning to page 5 of the report we can now determine in which value dimension the distortion took place. In the Expert’s Legend Dis is only shown as a sum of all the dimensions. The number of distortions is stated in the center subscore after the

slash. In the following example two distortions in the systemic dimension of the outer world can be identified.



Distortions in the value dimension in question: the center subscore following the slash

Distortions can be found most frequently in the systemic value dimension since they are less valuable in comparison to the extrinsic and intrinsic dimensions. Therefore, they are closer to the median of the 18 profiling statements – between rank 9 and 10 – according to the positioning of the logical profile. In contrast, distortions are more infrequent in the human value dimension (intrinsic) since the statements tend to be further from the median between good and bad. The expert discloses the type of distortion: Are right and wrong discerned better in the intrinsic, practical or systemic dimension? Or is the degree of distortion the same everywhere? The middle subscore following the slash allows us to differentiate among the types of distortion and draw conclusions about the corresponding personality traits. When Dis1 score is poor or very weak (4 or 5), then one should be very critical. Numerous conflicts can be lurking underneath the surface and one should be very cautious about hiring this person in a company. However, it can also be an indication that the person lacks seriousness or there is a lack of inner consistency within the profiling section. In such cases, logical mistakes can be the cause or the rankings were not entirely completed.

According to studies of Leon Pomeroy, poor Dis1-Scores can indicate moody people who are cynical, overly critical, and distrustful. They are not team players and are often envious and greedy. Slightly weaker Dis1-Scores are associated with anxiety

and (current) problems in lifestyle. When Dis2 approaches a very weak level, then the general ability to distinguish between good and bad has become so low that in the long run behavioral problems do not remain unnoticed. Values have consequences, and in this case, they can lead to disorientation, failure, depression, and suicidal thoughts.²⁵

3.6.2.7. DI: Dimensional Integration – Concentration When Confronted With Problems

DI measures the extent to which a person is able to use all three value dimensions for finding an adequate solution to a challenge while remaining focused. Consequently, this score is the counterpart to Dim (proportions) in comparison to Dif (overall level). DI is about the proportionality in relation to the overall ability to solve problems.

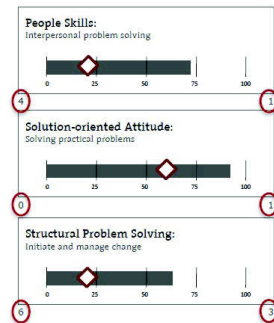
Good performance ratings in DI1 stand for focus, perseverance, drive, and consistency. Weaker performance ratings signal distractibility, the risk of getting bogged down in details, spreading oneself too thin, or insufficient perseverance, but also inquisitiveness and an effervescent urge to act. DI2 relates to internal problems. Here very good performance levels indicate that the person has difficulties winding down and “takes problems with him to bed.” Weak performance levels signal that the personal problems are suppressed. The following figure summarizes the main points of DI.

²⁵ Cp. Leon Pomeroy, p. 178, 189 f.

DI – Dimensional Integration: Concentration while Problem Solving

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Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2



View	world	self
Intrinsic:	5	6
Extrinsic:	1	4
Systemic:	9	10

Formula:
 $(9 - 5) + (9 - 1) = 12$
 $(10 - 6) + (10 - 4) = 10$

- Formula: Sum of highest deviations minus second highest plus the same procedure with the lowest dimension score – from page 6
- DI metaphor: concentration while driving very fast or very slow
- Excellent level in world view can lead to tensions
- When world levels are at 1 or 2, interest in the world and scope of attention is rising leading up to sidetracking of energies (3); weak levels (4,5,6) can lead to erratic behavior
- Excellent self levels may lead to ongoing thinking about problems, weak levels indicate pushing problems aside

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DI-Score: Summary

The metaphor of driving described in the figure above will be explained in more detail. Imagine being on the highway in an extremely fast sports car. When you want to have a safe drive going 250 km/h – as far as one can talk about a safe drive at this speed – the highest level of concentration and a virtual tunnel vision is necessary in order to recognize any dangers and be able to react appropriately in time. This intense concentration brings out top performance in us, and under certain circumstances, can even produce an ecstatic (in this case hazardous) feeling. On the other hand, this high concentration causes tension for which the body pays a price or energy and regeneration are required. With the performance level "0" (excellent) this is just the case. The person does not see anything else but just concentrates exclusively on the problem of focus. When he releases the gas pedal somewhat and reduces the speed to eventually 170 km/h, the driving appears to

be almost slow. However, the person is still going very fast. We are moving quasi in the performance level "1" and are able to take a look to the left or right despite the very high level of concentration. The driver does not allow himself to be fully engulfed by the main problem and develops a certain curiosity about what's to see out there. At performance level "2" the speed is even slower and the road receives less of our attention. The concentration on driving safely is ensured, but in addition to the visual stimulations surrounding us, our thoughts can also begin to stray and focus on other problems so that we work on various challenges in a multi-tasking modus. The person is inquisitive, wants to expand, and strives for something new, but still finishes his tasks. With weaker performance levels it is similar to driving more slowly. At first you lose concentration now and then (performance level 3) and drive perhaps 60 km/h even though 100 is allowed and the moderate traffic makes a faster speed feasible. The driver is dwelling on all kinds of thoughts and loses focus. The person is in danger of wasting time. The weaker the level, the more the driver and his car become an obstruction to traffic and can even represent a hazard. He thinks and reacts only superficially, becomes distracted by all kinds of things, and is prone to erratic behavior.

DI2 in the self is analogous and describes how inner conflicts are handled. When someone is very strongly focused on the things which engage his mind, then it becomes difficult to switch it off and develop a more relaxed attitude to the current problem. This occurs less frequently when the person is working since he's already focused on the outer world, but it happens more internally when the workday ends. During these times unrest takes hold more easily, thoughts are mulled over, confrontational situations are played out, and one's concentration in the form of tension takes its toll. In most cases, an extremely strong DI2 produces such an effect. However, there are also exceptions where the inner tension is not sensed in this form. Generally, the "healthy" scores lie between 1 and 3. When it runs into the weaker ranges (4, 5, 6), the concentration on conflicts decreases and repression begins. The raw data is converted to the states of expressivity according to the following chart.

DI:		
Raw data (errors)	Scale	
0-3	extremely high	0
4-7	very high	1
8-11	high	2
12-15	average	3
16-19	low	4
20-23	very low	5
24 +	extremely low	6

DI-Score: Raw data and scale

3.6.3. The Middle Block of Scores

At first this block looks more difficult than it is and understanding it goes quickly with a little practice. The meaning of the columns of numbers for the levels of expressivity is different than for the left block described above.

Expert Explanations, Page 7

profilingvalues

Second block from left:

Abbreviation	Level Quantity		Level Quality	
VQ	2	71	35	4
SQ	2	83	39	5
BQr	0	1.17	1.12	0
BQa	2	77	37	5
CQ	1	90	41	2
RQ	1	110	61	0
AI	3	64	50	0

Raw data Quantity

As first block left

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Middle number block of the Expert's Legend (p. 7 report)

For all but the last row you have to interpret them differently since the outer world (left) and the self (right) are not the bases for the order here. The left column shows the frequency with which a person values and its correctness is indicated on the right. You can link the left side with quantity and right with quality. As a result, you can have four possibilities:

- A person values a situation with high frequency, i.e., the surroundings and persons are „scanned“ continually. In an extreme case all of the valuations are false.

- Or a person values quantitatively little, i.e., the frequency of valuations is low – but perhaps in this case all of the valuations are right since the quality is excellent.
- Conversely, one can value very often and everything is right.
- Finally, there is also the possibility that someone values very little, but nevertheless, the judgments are always false.

Clinically speaking, the quantity is important but in a business context it is generally good enough to concentrate on the correctness or quality of the valuation. That means that it is sufficient to focus on the right column of the number block. This makes it much easier to understand this part of the Expert's Legend.

3.6.3.1. VQ / SQ: Value Quotient / Self Quotient – Objective Dimensional Valuation of the Outer World / the Self

The Value Quotient relates only to the external world. It shows a person's capacity to build an objective worldview along the three value dimensions. Thus, Dim (proportions) flows into the calculation as well as Int (problem solving) and Dis (right and wrong). The objectivity meant here is the absence of any kind of distortion or bias effects. It emphasizes a clear view of things which may not be desirable – at least not for every disposition. It would be unnatural to expect a top VQ from an artist. Precisely with his varying degrees of clarity among the value dimensions (Dim), his problem-oriented perspective (Int), and his unconventional views (Dis), he reaches a creative combination which forms his emotions and finally his artistic being. This is the engine and passion by which he creates things that are beyond the norm and have never existed before. Hence, they attract attention and hopefully admiration, too. Creative members of our society promote general awareness and bring us benefits – although their VQ may be weak.

Conversely, we do not want to imagine a constitutional judge who examines the material superficially and passes a leading decision based on a completely new judicial idea which causes hair raising reactions from experts. Here a cool, rational head is needed as well as the type of objectivity which is meant by VQ.

Here we expect a thorough understanding and mature power of judgment. Just the same, a chief inspector has to probe all of the facts and mobilize everything that brings progress to the search for the offender. The decision not to search a suspicious area of the forest for a missing child would be fatal, just because it doesn't "pay" to do so with vacation time nearing for the police and the union pressuring against it. The commissioner would assure that the area is searched. In this example people are needed who have an excellent VQ because they penetrate all value dimensions and can compile them in a solid form. Contrarily, such an attitude in a general manager of a start-up company could become an obstacle which threatens his existence. Uncertainties have to be taken explicitly into account in launching a business and the intuition takes the overhand. In the role of an entrepreneur currently building up his firm, out-of-the-box thinking (raised level of Dim) and unconventional thinking (higher Dis) can be just right. A weaker VQ would be the result.

However, caution should be exercised with the reverse argument. A poor VQ does not mean that a creative entrepreneur is a hand. A number of other factors are relevant, especially the overall level parameter Dif. The most important aspects of VQ and SQ (analogous to the self) are summarized in the following figure.

VQ: Value Quotient / SQ: Self Quotient: Objective Judgment of World and Self

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VQ	2	71	35	4
SQ	2	83	39	5
BQr	0	1.17	1.12	0
BQa	2	77	37	5
CQ	1	90	41	2
RQ	1	110	61	0
AI	3	64	50	0

Formula level quantity VQ:
36 + 18 + 15 + 2 = **71**

Formula level quality VQ:
18 + 15 + 2 = **35**

Dif	1	36	44	2
Dim	4	18	19	4
DimP	4	50	43	4
Int	2	15	20	2
IntP	4	42	45	4
Dis	2	2	0	0
DI	3	12	10	2

- Formula VQ, level quantity: sum of world Dif, Dim, Int, and Dis. Level quality: sum of world Dim, Int, and Dis; SQ accordingly with values of self
- Emphasis is on 'judgement'. Managers don't always have full picture but still can make good decisions; this is not possible for judges or commissioners
- The better score (VQ or SQ) is the 'anchor' on which the weaker score can hold on and grow
- For good change managers and innovators weak VQ/SQ don't need to be a barrier. Of course, other relevant scores count
- At least in business, quality is more important than quantity

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VQ / SQ-Score: Summary

The self in its objectivity (SQ) has a somewhat divergent meaning as the VQ. It includes a strong Dif2 with maturity in the self and also an inner sense of reality, plus constructive conflict management. The individual represents a strong boat, whether traveling on a stormy sea or on calm waters. The self is self-sufficient and very mature. The raw data are calculated into following the performance levels:

VQ2 / SQ2		
Raw data (errors)	Scale	
0-7	extremely high	0
8-14	very high	1
15-21	high	2
22-28	average	3
29-35	low	4
36-42	very low	5
43+	extremely low	6

VQ / SQ-Wert: Raw data and scale

3.6.3.2. BQr: Balanced Quotient Relative – Inner and Outer Balance

This score sets the scales (VQ and SQ) just described in relationship to one another by dividing SQ by VQ, which determines the quotient. Thus, the "tension" between both scales will be revealed. When the scores for the objective worldview and the objective self are the same, the result for the quotient is 1, i.e., there is no tension since VQ and SQ are on the same level. The individual views both worlds integrated in the same way. The following example illustrates marked tension.

Dif	0	28	72	5	VQ	0	48	20	2
Dim	3	14	30	6	SQ	6	148	76	6
DimP	4	50	42	4	BQr	3	3.09	3.80	5
Int	0	6	42	5	BQa	3	98	48	6
IntP	2	21	58	5	CQ	3	302	182	6
Dis	0	0	4	3	RQ	3	216	131	1
DI	1	6	27	6	AI	0	50	68	4

Weaker BQr2 through low inner objectivity

The calculation functions as follows: The raw score for SQ2 (76) is divided by VQ2 (20), that is, $76 : 20 = 3.8$. When scaled it results in the expressivity level 5, which is very weak. The objectivity in the outer world is remarkable – here the expressivity level 2 or better is rather seldom. However, the objectivity in the self is very weak, as just calculated. This creates such great tension that the person has problems with himself. He is missing a strong ob-

jective anchor which is so well developed in the outer world. He is a leaky boat on a calm sea. Thus, this individual lives from the outside to the inside. He tries to nourish his insecure self with his competent worldview. In this example we can now "trace back" how the weak SQ came about, which is also the cause for the low BQr2. The level in the self is basically very low (Dif2 is 5) and the proportions are not harmonious (Dim2 is 6). The lack of clarity in the self is also combined with a weak self-appraisal. Inner conflicts are regarded fraught with problems and no solution is applied (Int2 is 5). Finally, four distortions in the self occur (Dis2 is 3), so that no clean distinction between good and bad can take place. From these scores, it is clearly evident that an inner objectivity cannot be expected.

Generally, the absence of tension in the BQr-Score does not provide any clue for the level of valuation since a truly weak VQ in relation to an equally poor SQ results in a clear harmony in the person, but without any objectivity. The BQr2-Scores are converted with the following scale in the expressivity levels.

BQr2:		
Raw data (errors)	Scale	
0,7-1,5	extremely high	0
1,6-2	very high	1
2,1-2,5	high	2
2,6-3	average	3
3,1-3,5	low	4
3,6-4	very low	5
4,1+	extremely low	6

BQr2-Score: Raw data and scale

The BQr is the only score which has a double scale, as the following example shows, since it is also possible for the inner view to be clearer than the objectivity towards the outside. However, this cannot be mapped in the same scale.

Dif	4	68	34	1	VQ	5	127	59	6
Dim	2	10	17	4	SQ	1	65	31	4
DimP	1	15	50	4	BQr	x	0.52	0.53	x
Int	5	41	14	1	BQa	3	96	45	6
IntP	5	60	41	4	CQ	0	49	24	1
Dis	5	8	0	0	RQ	1	90	52	0
DI	1	7	7	1	AI	6	79	50	0

A weak BQr resulting from a clearer inner objectivity

In such cases an "X" will be displayed for BQr. This signalizes that the scale has essentially twisted and has now reached the domain where the inner objectivity has significantly surpassed the outer objectivity. In this case the raw data have to be examined to get a picture. If the raw score for BQr is 0.69 or smaller, then an "X" appears. Now the raw data range from 0.69 to a theoretical 0.01 indicates that the relationship from inner to outer objectivity is increasingly strained. But now it's in the sense that one lives from the inside towards the outside, and as a result, tends to have problems with the world.

The individual believes in the good within him and projects these thoughts onto the environment. Then, under certain circumstances, he receives "a slap in the face" and is disappointed because the world does not follow his personal high principles. In the example, the inner objectivity is not especially developed. With a 4 in SQ2 this value is even below average. However, in this case, the VQ is so much weaker than SQ that significant tension arises from the objectiveness. With a DIf1 of 4 (raw score 68), combined with Dim1 equal to 2 (10), Int1 a 5 (41) and Dis1 a 5 (8), the result for BQr2 is 6 (59). As a consequence, this person cannot judge himself very well, but it's even worse in the outer world. He lacks of sense of reality and it's in the nature of things that it's not generally recognized by the individual.

The following is an approximate projection of the levels of expressivity. However, this is non-binding. Robert S. Hartman did not have any graduations here. Everything should be evaluated in its entire context. Thus, the table below is only meant to serve as an orientation.

BQr2: "X"-Scale		
Raw data	Level of expressivity	
	extremely high	0
0,69-0,61	very high	1
0,6-0,51	high	2
0,5-0,41	average	3
0,4-0,31	low	4
0,3-0,21	very low	5
0,2-0,01	extremely low	6

BQr-Score: "X"-Scale: Raw data and orientation

Weak BQr-Scores (where the inner objectivity is substantially lower than the outer one) are often an indication of persons who tend to be moody, have a cynical attitude and are mistrustful. They are not known for being team players and appear self-confident.²⁶

The important aspects of BQr are summarized in the following figure.

²⁶ Cp. Leon Pomery, 2005, p. 191.

BQr: Balanced Quotient Relative: Relation between Self and World Objectivity

profilingvalues

VQ	2	71	35	4	Raw Score	Level
SQ	2	83	39	5	> 4.1	6
BQr	0	1.17	1.12	0	> 3.6	5
BQa	2	77	37	5	> 3.1	4
CQ	1	90	41	2	> 2.6	3
RQ	1	110	61	0	> 2.1	2
AI	3	64	50	0	> 1.6	1

Formula BQr quantity:
83 / 71 = 1.17

Formula BQr quality :
39 / 35 = 1.12

VQ	2	85	39	5
SQ	1	56	24	3
BQr	x	0.66	0.62	x
BQa	1	71	32	4
CQ	0	46	19	1
RQ	1	88	50	0
AI	4	67	50	0

- Formula: SQ scores divided to VQ scores
- Good scores show that VQ and SQ are alike; no tension on neither level
- Weak scores show tension: if world objectivity is higher than self objectivity, the person gets a problem with him/herself
- BQr is a twofold scale and can include an area resulting in an 'x' in the report
- The deeper the score is in 'x-area' the higher the self objectivity is in comparison to world objectivity; the person runs into problems with the world

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BQr-Score: Summary

3.6.3.3. BQa: Balanced Quotient Absolute – Objective Dimensional Balance

BQa also places VQ and SQ in context to one another but in another form. It builds the average and shows how high the overall objectivity is within the value dimensions when they are no longer divided among the value realms. Outer and inner worlds are "thrown together in a pot". Thereby, the raw scores are added and the sum is halved. While we were able to detect the tension previously between VQ and SQ with the BQr-Score without knowing the level, with BQa we can exactly see the latter in a holistic sense, but neither the tension nor the harmony can be identified. In this respect BQr and BQa complement one another.

Dif	1	32	46	2	VQ	1	62	30	4
Dim	3	13	11	2	SQ	2	77	31	4
DimP	3	41	24	2	BQr	0	1.25	1.04	0
Int	1	13	20	2	BQa	1	70	31	4
IntP	3	41	43	4	CQ	0	86	32	2
Dis	3	4	0	0	RQ	1	108	56	0
DI	2	8	10	2	AI	6	75	50	0

Below average BQa - harmonious

The illustrated example shows the ratios. Both VQ and SQ are slightly under average. When we look at the level of the worldview and the self (Dif1 is 1 and Dif2 is 2), then we see a high level. The proportions are weaker (Dim1 is 3, Dim2 holds the level), problem solving is incorporated into it (Int1 is 1 and Int2 is 2 but with a high raw score), Dis1 penetrates VQ. As mentioned, SQ is pulled down by Int2. For the present time at least, the problems are not addressed optimally, the self imagines that it is ridden with conflicts. The BQa is calculated by VQ2 a 4 (raw score 30) plus SQ2 (31) divided by 2, or in this case $(30 + 31) : 2 = 31$ (rounded). This results in an expressivity level of 4. In contrast, the BQr denotes an excellent performance level (0). There is no tension; instead the objectivities harmonize with one another. The BQa is scaled as follows.

BQa2:		
Raw data	Level of expressivity	
0-7	extremely high	0
8-14	very high	1
15-21	high	2
22-28	average	3
29-35	low	4
36-42	very low	5
43+	extremely low	6

BQa-Score: Raw data and expressivity levels

The quotient in this overall context provides very good information about the individual's current situation. Since the scales

here deal with “chain calculations” from other scales, the interpreter needs to be cautious when giving basic information. Temporary aspects found in the scales on page 5 of the report influence the calculations and accumulate even more.

Dif	0	28	40	1	VQ	0	39	11	1
Dim	1	5	14	3	SQ	1	70	30	4
DimP	1	18	35	3	BQr	1	1.80	2.73	3
Int	0	6	16	2	BQa	0	55	21	2
IntP	2	21	40	3	CQ	1	98	56	3
Dis	0	0	0	0	RQ	1	114	68	0
DI	0	3	8	2	AI	0	50	50	0

An above average BQa with conflict

At first glance the example above shows a person with good overall objectivity (BQa2). A closer look at the underlying situation indicates that this results from different perspectives in the outer and inner value worlds. The latter is weaker (SQ2) and the outer world is extremely clear (VQ2). Accordingly, conflict between outer and inner worlds is present, as indicated in the BQr-Score. This individual is highly focused on the external world and acts within, but doesn't have the self under control nearly as good although the performance level for BQa2 is 2. When we trace back, we see a level in the self that just reaches very good (Dif2 is 1 with a raw score of 40) but notice a clearly weaker self-appraisal (DimP2 is 3) and the same attitude with inner conflict (Int2 is 2 and IntP2 is 3). The self is at least temporarily somewhat “out of control” and we can assume that this is compensated for. This individual fully concentrates on all aspects of the outer world and quasi lives there – since everything external is exceptionally clear.

The relationship between SQ and VQ can be easily explained with the metaphor of a boat (self) on the sea (outer world). Accordingly, we can conclude the following about BQr and BQa):

- SQ weak and VQ strong: leaky boat on a calm sea
- SQ strong and VQ strong: good boat on a calm sea
- SQ weak and VQ weak: leaky boat on a stormy sea
- SQ strong and VQ weak: good boat on a stormy sea

The following figure summarizes the BQa-Score.

BQa: Balanced Quotient Absolute:
Average between
Self and World Objectivity

profilingvalues

VQ	2	71	35	4
SQ	2	83	39	5
BQr	0	1.17	1.12	0
BQa	2	77	37	5
CQ	1	90	41	2
RQ	1	110	61	0
AI	3	64	50	0

Formula BQa quantity:
 $(83 + 71) / 2 = 77$

Formula BQa quality :
 $(39 + 35) / 2 = 37$

- Formula: sum of SQ and VQ scores divided by two
- Good scores meaning strong world and self objectivity lead to strong overall objectivity
- Weak scores show overall poor objectivity: a leaky boat in a stormy sea
- Good SQ and weak VQ resulting in average BQa: a good boat in a stormy sea
- Good VQ and weak SQ resulting in average BQa: a leaky boat on a calm sea

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BQa-Score: Summary

3.6.3.4. CQ: Combined Quotient – Overall Ability to Value and RQ: Retest Quotient

The CQ-Score was developed for clinical applications and is calculated by multiplying BQr and BQa. This score shows a sort of overall evaluation of the profiling which should be handled with caution for business purposes. Since different requirements exist for countless positions and companies, we cannot speak about good or poor in general. While there are certain levels with regard to the one or other criteria, we cannot view these in a general sense as "good" or "poor". For where is it written that it is good to have extremely high cognitive capacities – this can be even a hindrance. Or why should it always be desirable to be able to see yourself

exceptionally clearly – this may lead to disappointment when you find yourself in “a minority of one”. The following diagram shows the most important aspects.

CQ: Combined Quotient: Overall Capability to Value

VQ	2	71	35	4
SQ	2	83	39	5
BQr	0	1.17	1.12	0
BQa	2	77	37	5
CQ	1	90	41	2
RQ	1	110	61	0
AI	3	64	50	0

Formula CQ quantity:
 $1.17 * 77 = 90$

Formula CQ quality :
 $1.12 * 37 = 41$

profilingvalues

- Formula: BQr multiplied by the BQa
- Shows overall 'level'
- RQ is still a dummy; it will become more important in clinical applications

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CQ-Score and RQ: Summary

The RQ-Score is a retest quotient which is not (yet) activated in the profilingvalues system. Presently, the numbers are randomly entered so that the RQ is just a “dummy” or a fake score at this time. The score was originally developed by Robert S. Hartman to quantify improvements. However, this was mainly important for the clinical field when a mentally ill person recognizes certain anchors and begins to develop positively. The RQ is much like the CQ of the prior profilings with respect to the current situation in terms of an improvement or regression. Since business applications have so many different requirements, as mentioned earlier, it makes little sense to link changes to a relatively abstract

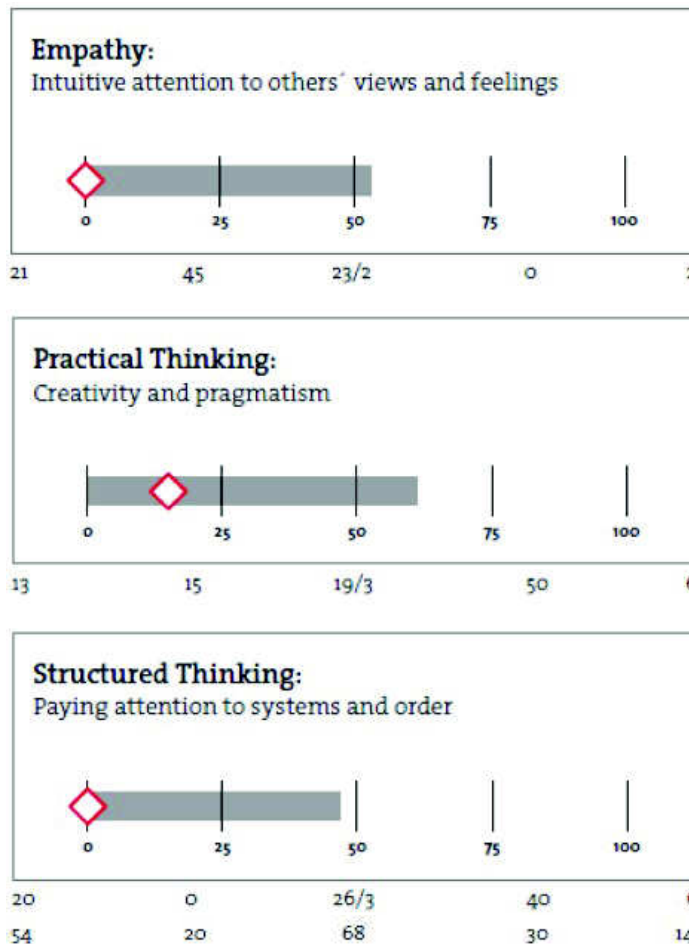
total quotient. It is much more important to work on single aspects so that one advances in his or her personal role. Therefore, a comparison of one's profilings at different stages is very useful. But more is gained when the results are placed next to each other and the development in the individual dimensions can be reviewed. The CQ-Score is projected onto the following performance levels.

CQ2:		
Raw data	Level of expressivity	
0-11	extremely high	0
12-30	very high	1
31-54	high	2
55-86	average	3
87-127	low	4
128-168	very low	5
169-220	extremely low	6

CQ-Score: Raw data and expressivity levels

3.6.3.5. AI: Attitude Index – Attitude Toward the World and Oneself

The Attitude Index is an important result that provides new insight in many ways or challenges some of the statements in the basic scales. First, it is calculated by differentiating the over and under-valuations in the outer world and in the self. To illustrate, the following example for the outer realm will be used.



AI-Score: Calculation on page 5 of the profilingvalues report

The Dif1-Score is below average and not far from the expressivity level "very poor" (raw data 68, here above 71 the performance level 5 applies). The differentiation between under and overvaluations in Empathy is 21 to 2 (left to right corner scores, the sum of the deviations is indicated in the first score in the center). In Practical Thinking the score is 13 to 6 and in Structured Thinking 20 to 6. At the bottom of the page the differentiations are added up in columns so that here the total ratio reaches 54 to 14.

That means that the person has almost four times the number of undervaluations compared to overvaluations ($4 * 14 = 56$; this example has 54 undervaluations). The calculation of the AI-Score shows a performance level of 6 as illustrated in the Expert's Legend below.

Dif	4	68	34	1	VQ	5	127	59	6
Dim	2	10	17	4	SQ	1	65	31	4
DimP	1	15	50	4	BQr	x	0.52	0.53	x
Int	5	41	14	1	BQa	3	96	45	6
IntP	5	60	41	4	CQ	0	49	24	1
Dis	5	8	0	0	RQ	1	90	52	0
DI	1	7	7	1	AI	6	79	50	0

An example of a very weak AI-Score

What does a relatively high proportion of undervaluations tell us? First, it describes the following situation in one's surroundings: The outer world approaches the person and he responds negatively – for any reason whatsoever. Undervaluations in positive statements mean that the statement is deemed less valuable than in the logical profile. Therefore, good is seen worse. Undervaluations also occur when negative statements are placed too high in the ranking order. So bad is considered more valuable than it should be. Overall, this means a more negative view of the world compared to the objective criteria. The reasons may be different but they can be categorized quickly. It concerns a person who sees the outer world very negatively and communicates accordingly. We experience very weak AI-Scores in individuals who are overly critical. Most often it is a person who is (temporarily) burdened. In extreme cases, a reactive depression may be present. The world weighs down a person so much, that they cannot see anything positive around them and in the worst case, sink into depression. Especially in our highly competitive workplace, where top performance is always expected of us, this is a widespread phenomenon in the meantime and also an indication for a looming burnout. If the tension of the participant is noticeable, then pointing to the current position of the diamonds in Empathy, Practical and Structured Thinking can be helpful using the following explanation: The weak

AI-Score tends to pull down the diamonds since the undervaluations predominate (diamond formula). The ability to exploit one's potential, drops due to stress. Without this one can imagine all three diamonds sliding to the right. Then the situation looks much better for the participant. The stress would be "eliminated" as it were. An AI1-Score of 6 is not necessarily a major problem, when it remains under this current situation. However, in the long term a risk for reactive depression should be taken seriously.

A very weak AI2-Score is much more alarming. Here the self faces their own person quasi and can no longer accept themselves positively. Although important present-day aspects flow into AI2, especially in reference to the work situation, the expressivity level 6 is a warning bell. An existential depression threatens and is much more difficult to treat than a reactive one. If AI1 and AI2 are both on expressivity level 6, there is a great probability that professional therapy should be sought.

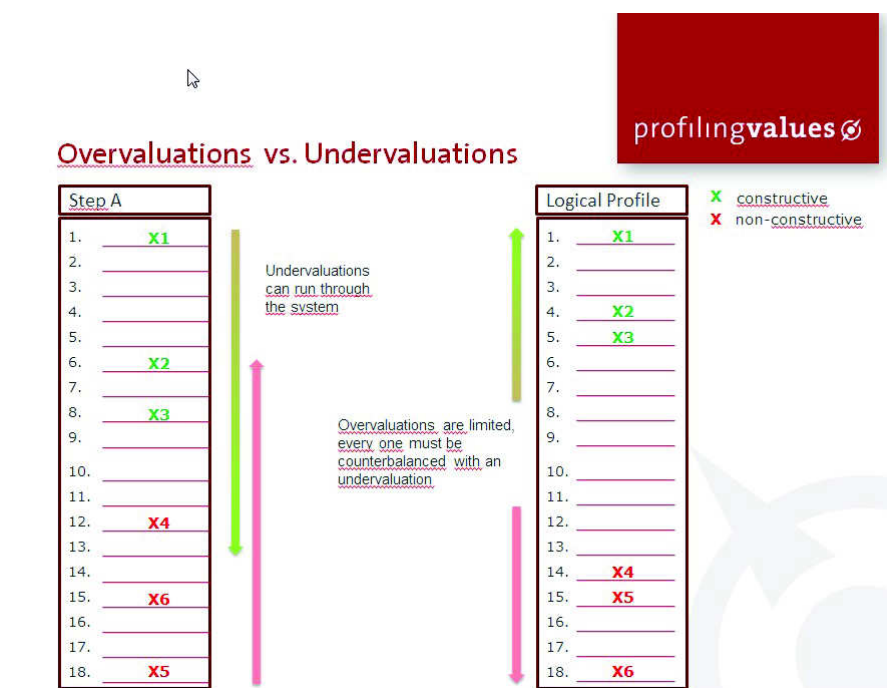
The raw score of AI is calculated as follows. The number of undervaluations is multiplied by 100, in the example above $54 * 100 = 5,400$. This number is divided by the Dif, in this case DIf1 (raw score 68), so $5,400 : 68 = 79$ (rounded) and represents the percentage which constitutes all the undervaluations in comparison to the total number of deviations (Dif). The raw data for AI are converted to the following scores.

AI:		
Raw data (errors)	Level of Expressivity	
50-53	extremely high	0
54-57	very high	1
58-61	high	2
62-65	average	3
66-69	low	4
70-73	very low	5
74+	extremely low	6

AI-Score: Raw data and expressivity levels

Now the aspiring expert may ask why 50% is evidently the best result which expresses the best positive attitude towards the world and the self. Why is holding the balance between overvaluations and undervaluations the best constellation? Wouldn't it be

much more positive if the overvaluations clearly outweigh the undervaluations so that all that is negative receives much less importance? Essentially, that is the right thought but this cannot function in profiling values due to mathematical reasons. To clarify this, the ranking order is schematically illustrated below.



Overvaluations reach their mathematical limits

While undervaluations have a greater range of possibilities in that they can be placed very high or low in the rank order, this doesn't function with the overvaluations. Constructive statements are overvalued by positioning them at higher rank than the logical profile, destructive statements by a lower ranking. The mathematical "space" is missing here so that the overvaluations cannot over-extend the boundaries. They reach their limit at ranking sequence position 1 and 18. Every overvaluation needs an undervaluation

due to the mathematical definition in order to "exist." The most important aspects of AI are summarized in the figure below.

AI – Attitude Index: Relation Under- to Overvaluations World and Self

VQ	2	71	35	4
SQ	2	83	39	5
BQr	0	1.17	1.12	0
BQa	2	77	37	5
CQ	1	90	41	2
RQ	1	110	61	0
AI	3	64	50	0

profilingvalues

- Formula: undervaluations multiplied by 100 divided by Dif-Score
- Good scores world: positive thinker, resilient, irrepressible
- Weak scores world: stress, negative thinking, criticism up to reactive depression
- Good scores self: self in positive order, resilient
- Weak scores self: self in negative order, person no longer accepts him or herself; to the point of existential depression

AI-Score: Summary

3.6.4. The Right Block of Scores

The right hand block contains the following scales and additional information:

Expert Explanations, Page 7

Block on the right:

Dif1/2	1	82	C	163
RHO	2	0.849 0.810 2	D	148
V		1964		873
Key		10P74XQijVso4		
A		331	AC	0.894
B		231	BD	0.785

Callouts and additional information:

- Relation Self to World:** Points to the 'Dif1/2' label.
- Year of birth:** Points to the value '1964'.
- Correlation coefficient:** Points to the 'RHO' label.
- Processing time in seconds:** Points to the value '331'.
- Consistency of profiling steps:** Points to the 'AC' and 'BD' labels.
- Total processing time:** Points to the values '163', '148', and '873'.

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The Block on the right in the Expert's Legend (pg. 7 Report)

3.6.4.1. Dif1/2: Harmony Between Inner and Outer Worlds

This scale portrays a similar relationship between outer and inner worlds as found in the complex objectivities VQ, SQ, BQr, and BQa. Dif1/2 measures the "friction" between the visual acuity in the outer and inner worlds which means the clarity among all three dimensions in each realm. It does not take into account proportions, problem solving, or distortions. It concentrates on the ratio of the levels in the outer world and the self. Thus, the raw data of Dif1 (outer world) is simply divided by the Dif2 (the self).

Dif	1	36	52	3	VQ	0	55	19	2	Difi/2	3	69
Dim	1	6	11	2	SQ	3	86	34	4	RHO	1	0.880 0.768 3
DimP	1	17	21	2	BQr	0	1.57	1.79	1	Y	1968	
Int	1	11	23	3	BQa	1	71	27	3	Key	10PqSHGfzYao4	
IntP	2	31	44	4	CQ	1	110	47	2	A	272	
Dis	2	2	0	0	RQ	1	120	64	0	B	800	
DI	1	4	10	2	AI	1	56	50	0			

"Friction" between outer and inner worlds

Using the raw data, the calculation results as follows: $(36 * 100) : 52 = 69$ (rounded). This corresponds to a score of 3 and is therefore significantly raised. There is friction so to speak between outer and inner worlds. Although the objectiveness does not lie widely from each other (VQ and SQ), and therefore, the BQr2 is at a very good level, there is definite tension when the acuity between the outer and inner worlds is directly compared. The personality is not fully integrated since the clarity in the outer world is significantly higher than in the self. Generally, these constellations with higher clarity on the outside than on the inside indicate a somewhat "unfulfilled" existence. An "inner void" is sensed which can be so strong that one feels "driven." Performance levels from 0 and 1 are very harmonious between the outer and inner worlds. Starting at 2, some tension can be perceived which increases according to the proficiency level right up to the direct opposite of clarity and strong conflict which is registered by the person.

Dif1/2:		
Raw data (errors)	Level of Expressivity	
100-90	extremely high	0
89-80	very high	1
79-70	high	2
69-60	average	3
59-50	low	4
49-40	very low	5
39-0	extremely low	6

Dif1/2-Score: Raw data and expressivity levels

Here the keen observer will notice that the situation discussed relates to only one side of the coin. There is also the inverse relation – an individual sees the self considerably sharper than the world, and therefore, experiences disappointments. However, the result in the report is not expressed as a double scale as in BQr. For the expert it suffices to look at the Dif-Scores to determine where the higher visual acuity lies. By checking which value realm is more sharply seen, Dif1/2 can be interpreted accordingly.

3.6.4.2. Rho: Correlation Coefficient – Level

In practice the Rho-Score yields little information for the interpretation. It is rather a mathematical control value. Basically, it measures the similarity of the respondent's order to the logical-mathematical profile which is essentially the same as the Dif-Score. While the latter simply counts the deviations, the Rho-Score draws upon a widespread mathematical method to illustrate the similarities.²⁷ If ever a Rho-Score of 1.000 is found, then the respondent has reached the logical profile. As mentioned, the probability lies in a similar magnitude to a person winning the lottery jackpot 49 million times – therefore, relatively low. If we have a Rho-Score which closely approaches 1.000, i.e. 0.955, then the level of the profiling is excellent. The farther down the score drops from 1.000, the weaker the visual acuity. The following table displays the projection of data onto the levels of performance.

²⁷ Here the sum of the square of deviations is integrated in a more complex formula which is beyond the scope of this manual, but can be found in any handbook of formulas under mathematical series.

Rho:		
Raw data	Level of Expressivity	
1.000-0.925	extremely high	0
0.924-0.850	very high	1
0.849-0.775	high	2
0.774-0.700	average	3
0.699-0.625	low	4
0.624-0.550	very low	5
0.549-	extremely low	6

Rho-Score: Raw data and expressivity levels

In theory, the Rho-Score can assume a decimal number from +1 to -1. Thus, -1.000 would be the complete inverse of the logical profile, meaning the ranking order is upside down. The range between +1 and -1 is infinitely large and every profiling rank allows the exact "distance" to the logical profile to be represented. Essentially, every Rho-Score would be possible if we choose random sequences. Imagine a person holding 18 small sticks in his hand which are numbered from 1 to 18. With one toss all sticks fly in the same direction. Now the distance from the point of release to each stick can be measured and a rank order established. This would be a perfect test to simulate randomness. With rankings conducted by persons it is different. Each individual has specific moral values and generally orders these in a logical way so that a certain realistic pattern can be recognized. Therefore, a large fraction of possible arrangements is unlikely. For example, when we look at the performance levels 0 to 3, the raw data for rho lies between 0.7 and 1. Conversely, the entire range between 0.669 and -1 is below average or even completely unlikely. Viewed in this light only 15% of all possible arrangements are average or better in societal terms. However, since we have 6.4 quadrillion configuration possibilities, there is still plenty of room for any differentiation.

If the Rho-Scores are relatively weak, then it usually has impact on the correlation values for AC and BD. This will be described in more detail later on in the manual.

With the Rho-Score the last scale has been covered which Robert S. Hartman introduced in the HVP. This last value combined with the first (Dif-Score) has great importance since both indicate the level of clarity in which the outer world and the self are seen.

Thus, the scores in the Expert's Legend should not be interpreted "slavishly" as described in the sections above. Instead, the scores should always be seen in the light of the overall context with particular emphasis on the Dif-Score.²⁸ In this context Leon Pomeroy is quoted on the significance of the interaction of the scales and learning which is necessary. He warns against taking any isolated look at the individual scales. "Space does not allow offering a detailed cookbook or manual for applying the HVP practically in clinical, counseling, or consulting situations. Acquiring these practical skills requires participation in seminars and workshops devoted to more detailed practical applications of value metrics. Careful attention must be paid to the co-play and counter-play of all HVP scales. This is where the interpretive, descriptive, and diagnostic powers of the HVP reside."²⁹

3.6.4.3. Y: Year – Year of Birth

The year of birth, as all other personal data, is voluntary. For this reason, it can happen that no date appears. In principle, it is important to take into account the respondent's current stage in life when interpreting the report. Of course, it does not have a direct impact on the results. Otherwise, under certain circumstances, discrimination could be deduced. It has been demonstrated in the HVP that there are no differences which can be detected among gender, nationalities, religions, etc. On the contrary, some young participants have results as if they were totally inflexible and are no longer open to new things. The actual "age" in the sense of accurate recognition and maturity does not depend on the number of years the individual has lived, but how well this person values his or her environment and self.

However, in practice there are certain clusters which can be divided, roughly speaking, into three special life stages. First, youth to young adulthood is a special phase when people strongly develop. This can extend to approximately 30 years of age, when the personality finally "matures." Typical for many profilings in this phase — but certainly not all — is less development in Goal Orientation. The question "Why am I here for?" does not attain much

²⁸ Cp. Section 3.6.2.1. about the Dif-Score.

²⁹ Leon Pomeroy, 2005, pg. 185.

importance (diamond) and is not clearly recognized (bar). Life takes place more on an operational and human level so that one "only lives in the present." In the later phase of this age span, the diamond in Goal Orientation often climbs sharply. But again: There are plenty of young people who achieve excellent results. When, for instance, the results are not as good as the rest of the scales, than this should not be weighted too strongly. Other "aberrations" in this context include the scales Structured Thinking, Personal Needs, and Success Orientation. Often young people have some difficulties fitting into systems and have not developed the ability to see the big picture or grasp sustainability. Their inner anchor is often not yet strong enough, that their self-confidence and self-esteem are not fully developed. Finally, in evaluating their current role and function (Success Orientation), they tend to strongly focus on the present so that the long term course is not yet clear.

The so-called midlife crisis is a phenomenon that is quite obviously reflected in the profiling. Normally, all of the scales in the self are affected. A somewhat lower overall level (Dif2) results because the self is uncertain, has less order during the midlife crisis and is, therefore, partly out of balance. Frequently, one sees a very high diamond in Goal Orientation in connection with a lower bar. The focus lies clearly in the question, "Where is my life heading?" (diamond) but at the same time, one does not find any consistent answers (bar). This is usually accompanied by very low diamond in Success Orientation (dissatisfaction) right up to a lower bar in this scale. This is often complemented with a lower diamond in Personal Needs, whereupon the length of this bar can also drop. One tries to overly "intellectualize" when understanding the crisis and finding a solution. Thus, one's intuition is often pushed aside and a holistic understanding of the problem situation is hindered.

If individuals are nearing or several years before their retirement, other distinctions can also emerge. If one's professional life has been very practice-oriented in the sense that one has always met the requirements of the role and identified strongly with it, then the foreseeable end of one's career can bring a degree of uncertainty with it. This is usually shown in a weaker bar in Goal Orientation since the long-term perspective in the function no longer exists. Naturally, this doesn't have to be the case since some prospective retirees have long prepared for the time after their work ends, and therefore, know about their upcoming self-

direction. But most people do not have these thoughts and run the risk of falling into a "hole." Here we can see an early indicator which can help to optimize the preparations for retirement. The diamond in Goal Orientation indicates, if someone has (already) contemplated over these questions (high diamond) or not (low diamond). The scale Personal Needs reacts in a lesser way (average diamond lies only by 20%). If one's perspective is missing, this can also set off a negative spiral. The AI-Scores will be poorer right up to diminished Dif-Scores. The world and the self are seen more negatively in light of the loss of one's familiar function to the point that the overall visual sharpness in both value worlds suffers.

3.6.4.4. Key: Access Code

The profiling is performed using an access code. In the case of data loss, the corresponding profilingvalues Report can be exclusively identified in the system with this key.

3.6.4.5. A, B, C, D: Elapsed Time for the Individual Profiling Steps

The elapsed time is reported in seconds and summed up for all steps in the line below. The system just measures the time until the button "End this profiling step" is pushed and the entire profiling is completed. How the shifting of ranking items is carried out is not recorded. The elapsed time does not have a direct impact on the results. Certain tendencies or irregularities can be detected with the amount of time needed to complete the profiling. People with a strong practical orientation tend to go through the procedure very quickly. Those more into planning or systemic-oriented individuals take more time. Skeptics and people who don't like to "show their hand" need considerably longer. Frequently, more time is needed for step A. That's because one has to master how to shift the statements, and in some cases, the respondents print out a screenshot and begin a longer deliberation to try to figure out the system, and thus, manipulate it. There have been cases where the printout has been cut into 18 strips of paper and an extensive internet research conducted. Naturally this ends in a disappointing result for the participant since the systematic is not obvious. Fre-

quently, one of the profiling steps is very long and the other ones within the normal range. This can indicate a longer interruption, although the person remained online in the system. If the procedure is discontinued, the clock is stopped until the person reenters. It's advisable to speak to the respondent concerning such abnormalities and inquire about any possible reasons. The time measurement is just an additional piece of information but it can have influence on the profiling, i.e., when someone goes through the procedure too quickly and therefore remains below his capabilities although their basic pattern is illustrated as described earlier. In order to spare you some mental arithmetic, below are several times in minutes converted to seconds.

Elapsed Time	
Seconds	Minutes
300	5
600	10
900	15
1,200	20
1,800	30
2,400	40
3,000	50

Elapsed time in seconds and minutes

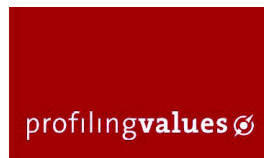
The profilingvalues report is produced from steps C and D (Hartman's original items). If the elapsed time for both of these steps lie below 100 seconds and the results are conspicuous, then please contact the profilingvalues service team. Then the person needed less than one and a half minutes to rank all 18 statements. We want to be certain so that we'll look into the system and give feedback if the profiling can be evaluated, eventually with specific remarks or whether it should be repeated. In the latter case, we will reset the profiling test for the person to redo.

3.6.4.6. AC, BD: Correlation Scores – Consistency Check

The following figure illustrates the meaning of the content and relationship of the profiling steps.

World and Self Views - Correlations

Step A	Step B	Step C	Step D
1. _____	1. _____	1. _____	1. _____
2. _____	2. _____	2. _____	2. _____
3. _____	3. _____	3. _____	3. _____
4. _____	4. _____	4. _____	4. _____
5. _____	5. _____	5. _____	5. _____
6. _____	6. _____	6. _____	6. _____
7. _____	7. _____	7. _____	7. _____
8. _____	8. _____	8. _____	8. _____
9. _____	9. _____	9. _____	9. _____
10. _____	10. _____	10. _____	10. _____
11. _____	11. _____	11. _____	11. _____
12. _____	12. _____	12. _____	12. _____
13. _____	13. _____	13. _____	13. _____
14. _____	14. _____	14. _____	14. _____
15. _____	15. _____	15. _____	15. _____
16. _____	16. _____	16. _____	16. _____
17. _____	17. _____	17. _____	17. _____
18. _____	18. _____	18. _____	18. _____



- Step C and D: items from Robert S. Hartman; generate profilingvalues report
 - C: holistic world view
 - D: holistic self view
- Step A and B: items from profilingvalues
 - A: professional life world view
 - B: professional life self view
- Correlations AC and BD show consistency; visible in profilingvalues report

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The meaning of the profiling steps A to D

Mathematically the correlation scores AC and BD are calculated analogous to the Rho-Score. The basis is not the logical profile but rather the similarity between A and C or B and D. Values between 0.8 and 1.0 indicate a very high consistency, and therefore, are very reliable to measure. Data between 0.5 and 0.8 are as a rule sufficiently consistent. With scores under 0.5 the service team should be contacted. Then a closer look at the system including an analysis of the ranking order will show whether the report can be evaluated. The correlation coefficients tend to be worse when the corresponding Rho-Scores are poor. If a person lies far

away from the logical profile, e.g. in step D, then the possible or probable numeric space around the person's ranking order is very large. Thus, the corresponding score (Step B) can hardly reach a high similarity.

Weaker correlation scores are more often reached in the self than in the outer world. The self is especially out of balance during periods of upheaval and reacts with a diminished clarity, thus poorer Dif- and Rho-Scores.

Poor correlation scores also result when a respondent has not taken the procedure seriously. Attempts to manipulate the rankings are also reflected here, especially in the outer world. In addition, fast times to complete the profiling steps are often accompanied with low correlation scores.

3.7. Summary and Suggestions for Personal Development (Report p. 8)

Page 8 of the profilingvalues Report has two functions. The upper half gives a compact impression of the respondent's personality traits. It includes a short description of the results for each bar and diamond beginning with a) the bar for Empathy and then b) the diamond. The next item c) deals again with the bar for Practical Thinking and d) the corresponding diamond. The items e) and f) are analog with respect to Structured Thinking. Furthermore, People Skills are described starting from g), followed by Solution Orientation and Structural Problem Solving up to item l). The left hand column only refers to the outer world and deals with the general competencies followed by the problem-solving competencies. Similarly, the right hand column relates to the self, also beginning with the general competencies with regard to the development level of the bar and diamond (Personal Needs a) and b) to Goal Orientation q) and r)). The description is completed with the problem solving competencies in the self through item s) to x) (Stability/Resilience, Responsibility/Assertiveness, and Decisiveness. Thus, with the help of verbal attributes, the person can be described within a few seconds by their principles of valuing, and their unique personality characteristics.

The Suggestions for Personal Development on the bottom of the page also correspond to the system just described. The remarks shouldn't be understood as an explicit "coaching manual" but simply provide initial recommendations for the development of the respondent and underscore the development dynamics of the system.

3.8. Projection onto the Demand Profile (Report p. 9)

3.8.1. Standard Profile

Respondents really value page 9 of the profiling values report. At a glance it shows the aptitude for different professions and functions. However, caution is advised since in company A, a service employee can have other duties than in company B. Sales is also a large field — from power plants to gummi bears — the spectrum is immense. That is why the legend mentions it.

Essentially, two misunderstandings are possible, whereby the first of which is seldom. Now and then the respondent or the client believes that the specialized expertise for the specified standard profile is assessed, e.g., whether a person possesses the special skills in marketing, etc. Of course, this isn't the case. Only typical personality traits are stored in the standard profiles which can be found in the personalities of many people holding that kind position. That doesn't mean that there aren't any untypical sales people or quality managers. In every professional role there are successful representatives who differ from the rest.

The second misunderstanding correlates with the scales Finance and Administration and Quality Management. If a Financial Manager or the Head of Quality Assurance is assessed, for instance, a protest could ensue because the desired "competency scale" turns out poorly. However, this would be the wrong judgment of the person as a leader. In Finance and Administration a personality profile is stored that is exclusively designed for the daily repetitive tasks in the field of bookings, travel expense accounting, administrative procedures, or control applications. Similarly, in Quality Management the operational review of products and processes is in the foreground, therefore, it is also a clearly structured and operative activity. Managers in such functions, however, need additional qualifications which are not programmed in the specialist profile. The often discussed example of a sales manager is comparable, where one has to master the numbers, therefore Finance and Administration is hinted at. This would be downright obstructive if a sales manager would do well in this area.

Out of the ten standard profiles, only one concentrates on non-specialist tasks, namely Leadership/Entrepreneurial. Only here the personality characteristics considered crucial for leadership and

entrepreneurship are found. The other nine standard profiles are purely specialist profiles.

The scales range from far left (65) to far right (90) and are divided into 5 equal sections. The legend indicates the suitability from "not recommended" to "outstanding qualifications." Figuratively speaking, it measures to what extent an individual covers the requirements. Theoretically, that can range from 0 to 100%. In reality, it has shown that the span from 65 to 90% is decisive since the client needs a recommendation, especially in the difficult middle range of ratings. For this, the profiling values report gives indications but no irrevocable results. The pure mechanics of comparing the demand profile with the person's profile is never sufficient enough to reach a decision. First, we refer again to the international codex for psychometrical methods (they should never contribute more than 30% towards the decision). Second, there are many aspects of the profilings which we can only understand how they work once we have spoken with the respondent and the relevant points are questioned.

If nothing appears in the scale, then the overlap between the requirements and the personality lies under 65%. If the scale is completely filled out, then the respondent has reached 90% or more. The lowest fifth is marked red, since here it should be advised against. The second fifth is depicted in a pale green color and reveals that a great deal of doubt can remain with such a result. The upper three fifths are marked deep green and cover the suitability in different qualities. The scale "good qualifications" is formulated positively and should not be seen uncritically.

Finally, it should be pointed out that the standard profile has not been set up with benchmark studies or extensive field trials. First, this would have been very expensive and second, has little value since the tasks can be very different as mentioned earlier. Therefore, the prevailing basic characteristics are portrayed in the standard profilings against which the respondent is mirrored. In Sales, for instance, interpersonal aspects are important, but also self-confidence and will to succeed. In Finance and Administration it's more about compliant behavior, a high degree of structuring, and consistency. The standard profiles are not directly derived from scientific studies but they reflect decades of experience in analyzing job requirements in conjunction with set personality traits.

3.8.2. Match with the Specific Requirement Profile

In the two boxes on the bottom of page 9 of the profilingvalues Report, the Position Analysis Tool is pictured, providing it has been selected to be compared with the respondent's profiling. Otherwise the two boxes are shown empty. The right lower box renders a total projection of the personality characteristics of the respondents onto a specific requirements profile. As with the standard profiles, the 12 bars and diamonds are shown as well as the 24 main parameters of the profilingvalues system. The calculator measures the coverage of the required personality traits as a percentage by measuring the "distance" of the real positions of the bars and diamonds from each desired value, then adding up all the differences and generating the percentage.



Target profile matched with the profiling

The lower left box on page 9 differentiates the results using a traffic light system: green is within the target range, yellow lies above, and red below. Thereby the number for each color is displayed which should always add up to 24. The percentages are shown on the right. The selected PAT is noted below the box which is saved with this configuration in the back office.

The lower right box represents the overall match to the requirement profile and should influence experts. When the coverage is low, skepticism is called for but the current situation needs to be taken into account. The respondent can be so out of balance due to his current situation that a generalization of the results would lead to a false decision. Conversely, a very good or excellent match is by far not a "carte blanche" in terms of aptitude, since there is no qualitative assessment of the strengths and weaknesses. It presents a quantitative summation as a comparison and is

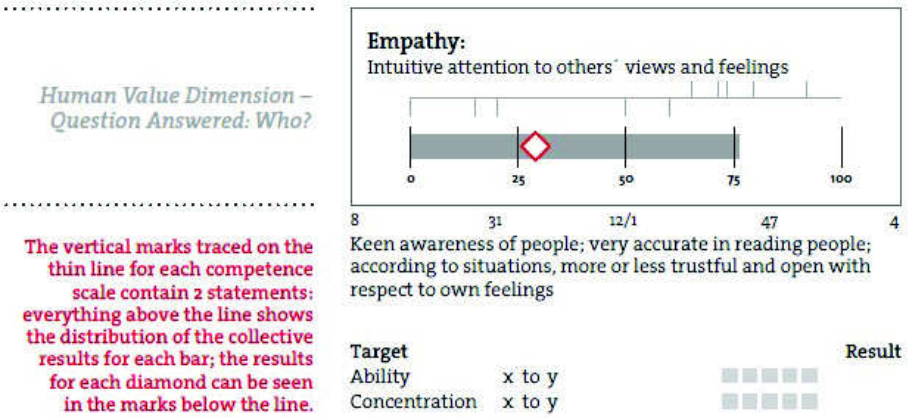
not weighted in any manner. The exact analysis of the scales on page 5 and 6 remains absolutely necessary. Reference is made once again that a profiling at the end of a selection process is suboptimal since questions arising from the report can no longer be challenged.

3.9. Team and Group Reports

In the back office several profilings can be marked using the "Team" button on the left of the rows and with the function "Team Report" the results will be presented in an aggregated form. This allows a synopsis of the personality traits of a team, be it for projects or to run an organization, etc. In addition, the group report makes it possible to depict many more individual results, for instance, when one would like to represent an entire department, a certain management level, or even the entire company. There is no limit to the number of participants in this functionality as the following figure shows.

Therefore, the Team or Group Report can be used for the analysis of a two person relationship up to an accumulation of several hundred people. It serves to enhance team performance right up to strategic issues or even corporate acquisitions and mergers. In the field, it is also frequently used in partner and family counseling.

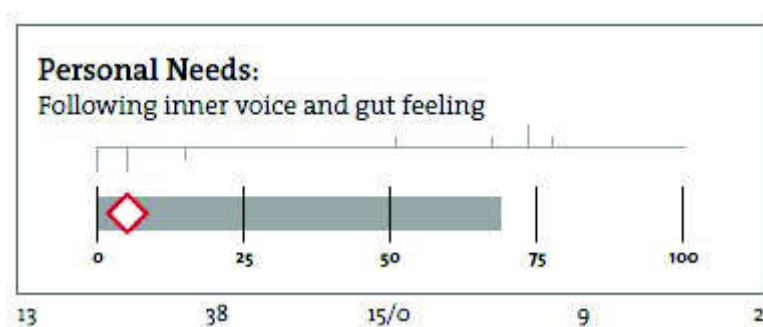
The presentation of the Team and Group Reports is identical in comparison to the normal report but has an additional functionality as shown below.



Team Report: An image of the distribution

The bar and diamond values in the boxes represent the averaged results of the respondents, therefore the mean. The distri-

bution can be recognized when the small lines lying above (bars) and lying underneath (diamonds) are observed. In the example there are 5 participants whose individual results in capacity in Empathy (bars) are displayed in the vertical lines. Apparently, none of the 10 represented individual results are like the others. They all have different values for the bars and the diamonds. This is not the case in the following scale.



Team Report: Proportion of the distribution

It deals with the same example. With the capacity to recognize one's Personal Needs only 4 vertical lines can be seen running above, although it concerns 5 people. Here two respondents have reached the same results, namely 74%. That is why the line is drawn to the maximum length. The rest of the lines are only half as long since they symbolize only one person. Thus, the highest amount of respondents with unified results will be calculated as a reference (maximum length of the lines) and all of the others will be presented relative to it. This way it is possible to link hundreds of profilings. The lines will be pictured on some spots as pixels and the distribution will be illustrated similarly to a hairpin curve. In the example above, the attention (diamond in Personal Needs) has only three lower lines, although the number of persons measured is 5. Two respondents each land on 0 and 5% respectively and have the longest length since there is no position by which three or more results coincide. The remaining person reaches 15%. They are represented by only half of the stroke length which is illustrated in proportion to the others.

Due to rounding, the rule of thumb for calculating the bars and diamonds cannot always be exactly applied to the Team and Group Reports.

3.9.1. Analysis and Interpretation

The expert treats the team or group scales exactly like the individual reports. It concerns the level of each column (outer world and the self), the pattern, the spread, and the diamonds. When analyzing the individual boxes reference is made to the distribution. Basically there are two tendencies: The majority near the average value (homogeneity) or the broad distribution of the single scores (heterogeneity). The first one shows that the respondents judge similarly and thus exhibit comparable talents and focus of attention. The latter indicates differences and a degree of "friction" in the team since the members have different abilities or attentiveness. Whether these are good or bad depend entirely on the purpose and the objectives of the team. Friction can be inhibitory or beneficial. For example, for a team that is supposed to advance pioneering work, it would be a meaningful group characteristic when the attention on Structured Thinking does not accumulate in the upper segment. Otherwise you would tendentially have a group of perfectionists who hesitate too long. If all the diamonds in Structured Thinking in this team are very low, then with all the sheer desire for freedom and individuality perhaps the right strategic path might be overlooked. Here a wider distribution of attentions appears to be the better option. Also, for a dedicated service team it would be unusual or less conducive when the diamonds in Personal Needs would lie around 60% since customer orientation would not be regarded enough. Conversely, a broad distribution of the diamonds in Empathy can lead to communication in the team which does not function correctly. The members with low diamonds show their feelings less and generally do not want to be confronted with emotional declarations of intent. Emotional people with high diamonds will communicate less businesslike and by their nature, get on the nerves of the former. On the other hand, these individuals appear to the emotional ones to be cold and without the necessary passion. So scale for scale can be examined whether the situation is more advantageous or obstructive.

Normally, it suffices to closely analyze page 5 of the profilingvalues Team Report. In this context page 6 presents no new findings with the associated problem solving skills. The spider diagram should be regarded very carefully since there are no distributions entered, just averages. The same is true of the Expert's Legend. On page 9 of the report it should be noted that the greater the number of participants drawn together, the better the specialist profiles are reported. Here the saying is true, "Many hands make light work." However, one should keep in mind that the opposite adage cannot be excluded: "Too many cooks spoil the broth." Just because a standard profile is fulfilled doesn't mean that individual group members understand one another well. Therefore, the informative value of the standard profile in the Team Report with many members should be judged with utmost caution. Any type of requirement profile can be mirrored against teams or groups.

3.9.2. Preparation

The Team or Group Reports are enriched with a wealth of interesting individual results. Therefore, it is worthwhile to copy individual scales with the snapshot function in the PDF document, enlarge them on a PowerPoint slide and discuss these accordingly in a workshop or seminar. As a source of input, the individual parts of the report are even more useful for team building than in the overall overview. The strength of the argument lies in the fact that it presents a genuine outline of the current situation. Since profilingvalues is impossible to manipulate and the individual results are anonymized, those affected become engaged and are able to approach the situation objectively. Although the individual results are not shown, most respondents recognize their own report and are able to rank themselves. This alone often leads to great insight. The same is true mainly for strategic discussions in management when certain functional groups in the organization are depicted aggregated and the consequences for the company are disclosed. The profilingvalues Team and Group Report function is a great added value which can have a sustainable effect on clients and addressees.

4. Formal Value Science (Axiology)

The prevailing methods in logic and philosophy as well as the gaps in research prompted Robert S. Hartman to develop a formal concept of value. He wanted to successfully answer the question, "What is good?" from formal-logical and mathematical positions. With his main scientific work, "The Structure of Value," he succeeded in doing so.³⁰ Hartman was persecuted by the Nazis and this terror regime had a lasting impact on him. His pursuit of a better, value-oriented world was viable and is well documented.

Robert S. Hartman oriented himself on the precise natural sciences and was determined to apply this exactness to the social sciences or ethical principles. He wanted to counter pure "philosophizing" in the moral domain and rejuvenate this field with quantitative methods. If formal-logical clarity can be achieved as to what is "good" and "bad", we have a benchmark for objectively measuring the value system of each individual. This basic principle can then be used to observe prevailing values and attitudes at the workplace from an objective point of view.

Hartman points to the performance of Galileo and Newton for the breakthroughs in natural sciences. The synthesis in the form of consistently valid axioms such as $F = m \cdot a$ (force equals mass times acceleration) or $v = s/t$ (velocity equals the distance covered per unit of time) first creates the basis for the transition from Aristotle's natural philosophy to an exact, calculable science which has enabled technical development. This has been the case in the natural sciences for about 500 years.

On the other hand, the moral sciences, i.e., ethics and other social sciences have not yet reached this stage. They are lagging behind the development of the natural sciences by at least 500 years. They have not progressed beyond the point of a non-binding discourse. For this reason Hartman developed an approach which successfully projects the natural scientific method to the world of ethics and morals, and thus, founded an exact value science, formal axiology.³¹

³⁰ Robert S. Hartman: *The Structure of Value*, Southern Illinois University Press, Carbondale 1967.

³¹ Axiology means the study of values and comes from the Greek word αξία (axia, value).

From the model theory Hartman developed a "formal concept of good." "Good is what fulfills its concept."³² This rather trivial sounding statement, however, has far-reaching implications. It enables us to develop an exact science independent of various moral-ethical concepts and proceed according to mathematical principles. Thus, good is a correlation of the concept of "something," e.g., a chair, and the object in hand, e.g., the actually observed chair (concept-object relation). The functional characteristics (properties) of this "something" are crucial here. If a real chair has a seat, a backrest and is knee high with a self-supporting structure, it fulfills concept of a functional chair and is thus a good chair. If the back is broken off and/or the seat is split, it cannot be referred to as such. The more characteristics which exist in "something," the more valuable it is. Hartman's mathematically formulated axiom is:

$$V_x = 2^n - 1$$

The value (V) of a "thing" (x) corresponds to the base 2 to the power of n, which assigns the number of properties of a "thing", minus one. Briefly explained, this formula shows how many possible combinations there are for the relevant properties of a "thing." In the following overview this is illustrated using the example of the chair above. Each combination is a value, but only one of these values is the value "good", i.e., when all the properties exist:

³² "... that a thing is good if its properties correspond to the predicates of its concept. Or, a thing is good if it fulfills its concept." See Robert S. Hartman: *The Knowledge of Good – Critique of Axiological Reason* (edited by Arthur R. Ellis and Rem B. Edwards), Amsterdam – New York, 2002, page 96.

Chair properties True (T) / False (F)	Good	Adequate				Average						Inadequate				Use- less
Seat	T	T	T	T	F	T	T	F	F	T	F	F	F	F	T	F
Backrest	T	T	T	F	T	T	F	T	F	F	T	F	F	T	F	F
Self-supporting structure	T	T	F	T	T	F	T	F	T	F	T	F	T	F	F	F
Knee height	T	F	T	T	T	F	F	T	T	T	F	T	F	F	F	F

Combinatorial representation of properties

Thus, a chair has a value of 15 ($2^4 - 1$), i.e., the sum of the possible combinations of its properties that are either true or not true. The possibility that all functional properties are false ("useless") is deducted. The value increases exponentially with the increase of functional properties. A modern passenger airplane has many properties and thus a higher value. But a chair can also have many more properties. If we take a closer look at the "properties" named, these have sub-properties which again have their own sub-properties and so forth, until we finally reach the atomic or subatomic level. Property after property is abstracted and "counted." So all real things around us can be calculated or are generally depicted as a quantity, when the number of properties (n) approaches infinity. This is a countable, infinite quantity which is represented in set theory as \aleph_0 (aleph 0)³³. This value stands for the practical-operational, objective value dimension, or in technical jargon extrinsic (E).

However, there are constructs that are not covered by this, e.g., a geometric circle. There is no such thing as a fair geometric circle or a bad triangle. A circle requires a center point and a closed plane curve which always maintains the same distance to the center, i.e., three properties. However, if only one of the conditions is not fulfilled, it can no longer be a geometric circle and the system is no longer existent. Mathematically speaking, this is a finite quantity. Using the above axiomatic formula, it has only the value n (for the example with the circle: 3), since there cannot be options of combining applicable and not applicable. Each charac-

³³ Aleph is the first letter in the Hebrew alphabet. For more on the concepts of set theory, largely established by German mathematician Georg Cantor, see the Wikipedia entry for cardinal number: https://en.wikipedia.org/wiki/Cardinal_number

teristic is a condition (*conditio sine qua non*). The systemic value dimension (S) is based on this fact. Systems, whether of an organizational, procedural, or other nature, have a lesser value than the actual things in life. With Hartman this becomes mathematically quantifiable. The systemic value dimension (S) has a lower value than the extrinsic dimension (E) discussed above.

It becomes interesting when the subject of discussion is not systems or objects, but our attention is focused on an individual. How many character traits does he or she have? And how can they be described? Here we are confronted with the problem that not only is it impossible to conclusively define all of the characteristics of an individual, or abstract them one by one, but that these characteristics are also intertwined. In mathematical terms we speak of a continuum. In terms of the Hartman axiom the human value dimension is intrinsically (I):

$$V_{\text{intrinsic}} = 2^{\aleph_0} - 1 = \aleph_1$$

\aleph_1 (aleph 1) represents an uncountable, infinite quantity and is thus more valuable, i.e., is richer in possible combinations of properties than the two previously discussed value dimensions.

Hartman's basic value hierarchy is thus: People are more valuable than objects and these, in turn, are more valuable than the systemic, i.e., merely thoughts about people and objects. This means: $I > E > S$. With $\aleph_1 > \aleph_0 > n$, this is also argued mathematically. The derivation of the three value dimensions from Harman's axiom is presented on the following page.

Deducting the Three Value Dimensions

profilingvalues

$$V_x = 2^n - 1$$

	Example/ Description	Mathematical Definition*	Calculation	Mathematical value of the dimension
Intrinsic	A human being; love; everything that has its meaning in itself, can be experienced	Number cannot be counted; infinite number (singular concept, continuum)	2^{\aleph_0}	$I = \aleph_1$
Extrinsic	A chair; all objects; everything we can perceive with our external senses	Number can be counted; infinite number (analytical concept, abstraction)	$2^{\aleph_0} - 1$	$E = \aleph_0$
Systemic	A geometric circle; an electron; all our thoughts; cannot be observed	Number can be counted; finite number (synthetic; schematic concept)	n	$S = n$

$$I > E > S$$

\aleph = Aleph, first letter in the Hebrew alphabet, infinite number

* The definitions refer the set theory developed by Georg Cantor (1845 – 1918)

The value dimensions according to Robert S. Hartman

On the basis of three elementary value dimensions (I, E, S) it is possible to form and evaluate binary combinations. For example, a systemic value can be observed or valued through an extrinsic focus, i.e., to enhance or devalue something formal, regulative by something physical. This is done mathematically with the aid of the exponential function since adding and subtracting are not possible in the context of infinity. An example of this is an item from the profiling: "business disruption." This describes a company's operations as a systemic term (S) which is adversely affected by an observable breakdown – the disruption – (extrinsic, E). The equation is: $S^{-E} = n^{-\aleph_0}$.

Hence, each value dimension (I, E, S) can be linked to all others in a positive (constructive statement) or in a negative (non-constructive statement) manner. In each case this is based on a mathematical formula which delivers a qualitative statement of value. The following overview shows all possible combinations,

explaining why 18 terms or statements per profiling step are used in the Hartman Value Profile.

Value dimensional linkage	Formula	Some examples
Intrinsic-intrinsic constructive	I^I	Success through individual performance
Intrinsic-extrinsic constructive	I^E	...
Intrinsic-systemic constructive	I^S	A Designer
Extrinsic-intrinsic constructive	E^I	...
Extrinsic-extrinsic constructive	E^E	An executed task
Extrinsic-systemic constructive	E^S	A business process
Systemic-intrinsic constructive	S^I	...
Systemic-extrinsic constructive	S^E	...
Systemic-systemic constructive	S^S	...
Intrinsic-intrinsic non-constructive	I^{-I}	Social exclusion
Intrinsic-extrinsic non-constructive	I^{-E}	...
Intrinsic-systemic non-constructive	I^{-S}	...
Extrinsic-intrinsic non-constructive	E^{-I}	Written warning without reason
Extrinsic-extrinsic non-constructive	E^{-E}	A bad product
Extrinsic-systemic non-constructive	E^{-S}	...
Systemic-intrinsic non-constructive	S^{-I}	Poverty
Systemic-extrinsic non-constructive	S^{-E}	An economic crisis
Systemic-systemic non-constructive	S^{-S}	Misrouted mail

Binary value combinations

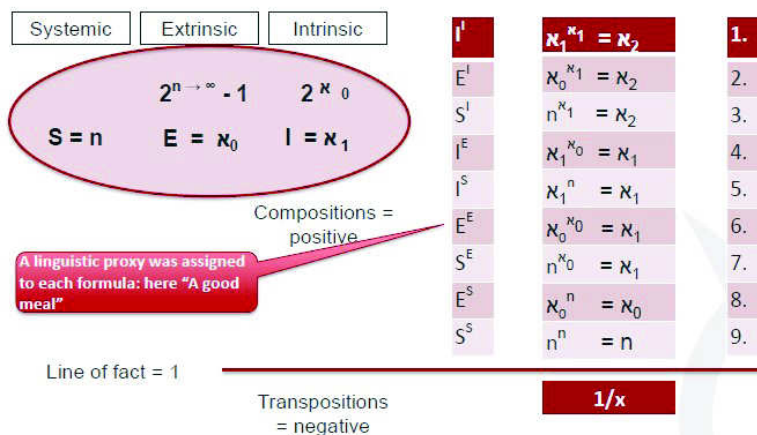
If the exponential functions are calculated with the previously derived values ($I = N_1$, $E = N_0$, $S = n$), the result is a unique ranking order for all the formulae, and thus, also for the items and profiling statements. The ranking items for the formulae were developed by Robert S. Hartman and his team and have been extensively validated meanwhile in international studies.³⁴ Hartman's statements were applied to the profilingvalues system and additional terms focusing on the world of work were also developed by profilingvalues. The following figure shows the calculation of the one-to-one ranking order.

³⁴ Leon Pomeroy, 2005.

Deduction of the Hartman Value Profile Ranking Order

profilingvalues

$$V_x = 2^n - 1$$



The axiological calculation according to Robert S. Hartman

The ranking order of the logical-mathematical profile is the reference to which every respondent's profiling is matched. Just the participant's deviations from the formal (logical) order are calculated. This profiling order is exactly one out of 6.4 quadrillion possible arrangements.

By this method of measurement it is clear that any attempt to manipulate the results will not be expedient. Placing certain items on a higher rank to highlight them in order to make a good impression can actually cause the opposite to happen. The ability to correctly rank the statements will show up being even more diminished. Since it is impossible to know which item belongs on which rank, manipulation, e.g., deliberately attempting to display oneself in a particular way, can be ruled out. It may be possible to falsify the system when the respondent does not depict himself. In these cases the inner consistency of the system will react negatively. Therefore, attempts to manipulate the profiling will normally

result in scores that are below the respondent's potential. However, his general pattern of thinking and acting will be captured nevertheless.

The linguistic proxies for the mathematical formulae developed by Hartman have been validated extensively. The Hartman Value Profile, which underlies the profilingvalues application, has also been scientifically and comprehensively tested.

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