

Name:

Date:

## **The Hartman Value Profile Manager Information Report with Emphasis on Customer Service**

**Purpose of This Report** -- All truly critical work in modern organizations will either be enhanced or diminished by the quality of *customer service* exercised in that organization. Even the most excellent products and services offered by an organization will be enhanced or diminished by excellence in customer service. To the degree that an organization touches the lives of a larger number of people, customer service may be the most critical element in the organization's overall success.

For years, trying to find individuals who will provide high levels of customer service has been a pressing desire for many organizations. On the other hand, being able to predict if a new worker will advance positive customer service has not been easy. In like manner, being able to assess the customer service capacity of present workers has presented its own challenges. Since excellent customer service is clearly the result of a certain *value orientation* and a certain quality of *good judgment*, the Hartman Value Profile is an effective tool in understanding and improving both the customer service potential of new and existing workers on every level of the organization.

**Design of This Report** -- Managers in a major healthcare system in the United States were asked by key human resources consultants to name their very best employees from the perspective of excellence in customer service. These persons were profiled using the Hartman Value Profile, and the results of the profiles were compiled and studied carefully in order to gain a "pattern" or "template" of most significant scores that made these profiles appear to be particularly strong in the arena of excellence in customer service.

### **Critical HVP Scores**

1. **Tolerance and Caring (Personal Interpretation Scale "Intrinsic"/"I")** -- This scale measures both a generally tolerant attitude to a divergent range of persons -- the absence of prejudice, stereotyping, and bias -- and the actual likelihood of decisions and actions that reflect care and compassion. Persons with strong scores on this scale are likely to take the initiative to reach out and meet the needs of others in a kind and benevolent manner.
2. **Intuitive, Perceptive, Sensitive (Differentiation, Part 1)** -- This scale measures a person's capacity to "notice" in a more intuitive manner. Individuals with strong scores on this scale tend to have more accurate perceptions and instincts about people and situations.
3. **Problem-solving Ability (Integration, Part 1)** -- This scale measures strength in finding solutions, solving problems, and being quick to make good decisions. A great deal of excellence in customer service involves finding workable solutions in a timely manner.

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4. **Resourcefulness with Difficult People/Situations (Integration%, Part 1)** -- This scale measures the ability to deal with difficult situations and difficult people by using available resources in a creative and innovative manner.
5. **Coping Skills and Positive Attitude (Attitude Index (AI%), Part 1)** -- This scale measures a person's coping skills in the presence of stress in the workplace, and the degree to which a person is likely to use a positive attitude as a stress reducer.
6. **Strong, Positive Morale (DIM-E, Part 2)** -- This scale measures the degree to which a person has positive morale about work. Positive morale is, clearly, an important aspect of excellence in customer service.
7. **Sense of What Is Important (INT, Part 2)** -- This scale measures the degree to which a person is able to sense what is really important in a situation, what really needs to be done the most, and what will make the most positive difference in making a situation better.
8. **Self-side Stress Coping Skills (Attitude Index (AI%), Part 2)** -- This scale measures a person's coping skills in the presence of stress in his/her personal life. Better scores indicate a strong, personal "foundation" for a person's life. Weaker scores may indicate self-side stressors that can impact overall performance and personal interactions in a negative way.

### **Balance Factors**

In addition to the above-noted factors of "value-strength" and "good-judgment strength," a person with strong customer service ability will have noteworthy personal **balance** in two key areas measured by the Profile.

1. **Balanced Treatment of Others (Pos I/Neg I, Part 1)** -- This scale measures the degree to which a person will have balance in the way that he/she treats others.
2. **Personal Balance, Self-esteem (Pos I/Neg I, Part 2)** -- This scale measures the degree to which a person has balance in his/her own self-esteem. Solid, positive self-esteem gives a person a better personal "base" and "foundation" from which to work in dealing with others.

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**Composite:**

**Stage/Type:**

**Review of Critical Scores**

\_\_\_\_\_ **Based on the key success indicators noted below, there are no areas of concern.**

\_\_\_\_\_ **Based on the key success indicators noted below, there are possible areas of concern when scores are not “In Range” as noted by “No” in that/those particular column(s). If candidate is interviewed, it is recommended that you ask relevant questions in the areas noted. Do not ask questions about Attitude Index, Part 2.**

<b>Critical Score</b>	<b>Desired Range</b>	<b>Acceptable Range</b>	<b>Score</b>	<b>In Range?</b>
1. Overall “T”, Part 1 (Tolerance and Caring)	0 - 12	13 - 19	_____	_____
2. Differentiation, Part 1 (Intuitive, Perceptive, Sensitive)	0 - 30	31 - 40	_____	_____
3. Integration, Part 1 (Problem-solving Ability)	0 - 10	11 - 18	_____	_____
4. Integration%, Part 1 (Resourcefulness with Difficult People/Situations)	0 - 25	26 - 35	_____	_____
5. Attitude Index, Part 1 (Coping Skills and Positive Attitude)	50 - 55	56 - 60	_____	_____
6. DIM-E, Part 2 (Strong, Positive Morale)	0 - 15	16 - 22	_____	_____
7. INT, Part 2 (Sense of What is Most Important)	0 - 15	16 - 24	_____	_____
8. Attitude Index, Part 2 (Self-side Stress)	50 - 55	56 - 60	_____	_____

**Review of Critical Balance Indicators**

1. Balance in treatment of others	_____	_____	_____
	Strong	Moderate	Weak
2. Balance in personal, self-esteem	_____	_____	_____
	Strong	Moderate	Weak

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**Interpretation** -- Clearly, the ideal candidate/worker will possess strong skill sets in his/her field of occupational expertise. Poor skill sets and inadequate competence will increase the likelihood of poor customer service. In addition, the ideal candidate/worker will possess a strong value judgment orientation. The Hartman Value Profile will not assess skill sets, so expertise and competence must be assessed by other means. The Profile will distinctively assess the presence or absence of good judgment.

**Competency + Good Judgment = Outcomes of Excellence and Quality.**

The most ideal candidate/worker will be “In Range” (have a recorded “Yes” score) on all eight of the critical scores. In addition, the ideal candidate/worker will also be “Strong” in both of the critical balance indicators.

There may be times when a person will be hired or have to function in a certain workplace without **all** of these scores being “In Range” or in the “Strong” column. If this is the case, the person’s supervisor can immediately monitor and mentor the person’s behaviors and attitudes in the designated area with the goal of improvement and enhancement.

When the Profile is being used to better understand the dynamics of an existing work unit, individual or average group scores that do not meet the above parameters will clearly indicate the area in which a unit needs to work to become stronger in customer service. One of the most effective ways to use this particular report is as a catalyst for building stronger customer service in existing work units. To the extent that there is departure from the norms of this report, there is an indication of the degree and specific type of improving work that can be done to improve customer service.

**Please Note:** The scales developed for this report are not intended in any way to be overly arbitrary or excessively limiting. However, *the ranges are fairly conservative* to ensure that candidates/workers assessed positively with this template will be very strong performers in areas where excellence in customer service is desired. Without question, a person who scores in all of the “In Range” and “Strong” categories can be a positive influence and good mentor for others in the general workplace, a person who will actively promote, as a strong role model, prime examples of excellent customer service.

**Lists of behavioral questions** for each of the eight critical indices listed above, except Attitude Index, Part 2 (Personal Side), are available from your Human Resources Office. It is recommended that you use these questions in the interview process for further assessment of any area where a person’s score is outside the desired or acceptable range. These questions have been closely examined by corporate legal counsel and constitute questions that can be asked without breaching privacy issues. **Results of any assessment tool, including the Hartman Value Profile, should never be the sole reason for hiring or not hiring an applicant.** HVP results should be considered, along with other information gathered from the applicant’s resume, application, interview, references, etc. in deciding who is best qualified and the best fit for a particular job.