

THE HARTMAN VALUE PROFILE LEADERSHIP STYLE

THE BASIC ISSUE

Across the course of our lives, we evolve/develop various “styles.” For example, if we are near middle-age and take the time to look back through an old photograph album that contains pictures from our personal history, we are apt to find a succession of several hairstyles. Some of these are very funny now, but—at the time—we probably took these styles very seriously as they were reflections of who we were, how we thought about ourselves, what kind of impression we wanted to make, and how we wanted others to think about and accept us. Somewhere along the way, we probably settled on some sort of basic style and may now have kept that style for many years. The style we have more or less settled on may have become a substantial part of our “identity” both in the way we see ourselves and the way others see us.

When you consider the amount of energy, time, and money that people devote to their hairstyles, it is clear to see how important this overall issue of “style” actually is. And, we see it not only in hair but in clothing, the kind of automobiles we drive, the type of home and home furnishings we choose, and even the “personality” that we project into one situation or another. “Style” is a direct reflection of personal uniqueness and personal value systems; we develop “styles” around what we feel is *valuable* to us in one way or another. Our “style” is a profound statement of our uniqueness as persons.

Without question, we also evolve/develop a *leadership style*. Most people are/become leaders in some sense or another. One person may have a high position in a business or organization. Someone else may become involved in politics on some level. Another person may coach a little league team or take a place of responsibility as an officer in a civic club. Yet others may teach a church school class, help organize the activities of a garden club, or be on the board of a school, club, or business. In any of these capacities—and some people may take on an array of these kinds of responsibilities—there is some form and some degree of leadership that takes place. This leadership will occur as a unique expression of who we are, how we see ourselves, what we think we *value* in terms of leading others, and how we want to be perceived by those others we are trying to lead. Just to be in the role of a parent involves the development of some sort of unique *leadership style*.

The Hartman Value Profile can be used to help people understand the *leadership style* they currently possess or that has evolved up until this particular time in their lives. The Profile can also be a guide to consciously and strategically developing that “style” as a person moves into the future. The Profile can even serve as a monitor of progress being made in that development.

In the following assessment, three *leadership styles* are explored. In the paradigms derived from Profile scores, relative strengths of the following three “styles” are examined and explained:

- Inspirational Leadership
- Example Leadership
- Integrational Leadership.

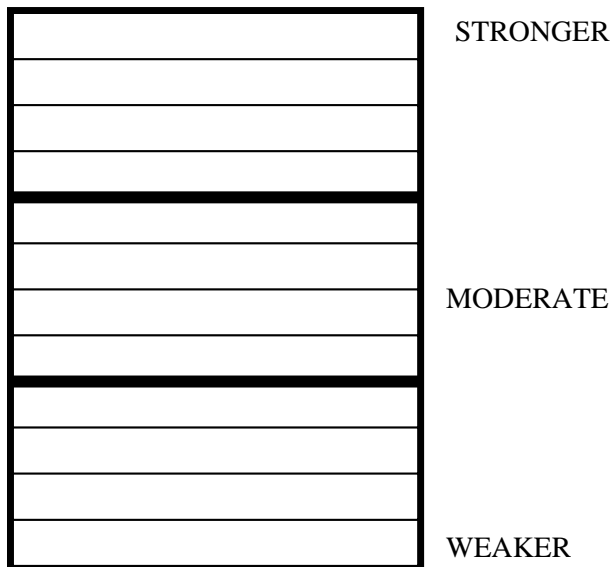
INSPIRATIONAL LEADERSHIP

BASIC DESCRIPTION OF THE STYLE

The Inspirational Leader primarily engages and relates on a highly social and personal level. There is collegiality, intimacy in a non-sexual way, and close proximity. There is typically seen with the Inspirational Leader a great deal of “walking the deck,” touching—in the sense of pats on the back, handshakes, “rubbing shoulders,” etc. There is the feeling, for those who follow that there is some degree of personal relationship with and personal knowledge about this leader. The Inspirational Leader knows people’s names, what is going on in their personal lives, and what “makes a person tick” in terms of personal agendas, ambitions, and dreams. These personal insights are “played to.”

Usually, the Inspirational Leader is highly verbal, capable of delivering messages and mandates in a commanding manner. To respond to the leader’s commands is to respond to the leader on a personal level. You are not working for “The Company,” you are working for the leader. The identity of the leader and the organization come to blend in terms of the motivation of those who follow. While this person leads, it is not “XYZ Company,” it is *his/her* company, and the worker works for a person.

THE GRAPHIC/VISUAL PARADIGM



IMPORTANT QUESTIONS

1. Who are people from history that you would identify as Inspirational Leaders?
2. Who are people from your own personal experience who fit this pattern?
3. To what extent is it desirable for you to be more like this kind of leader?
4. What advantages do you see that you have in accomplishing this goal?
5. What obstacles will you have to overcome? Can you do this?

EXAMPLE LEADERSHIP

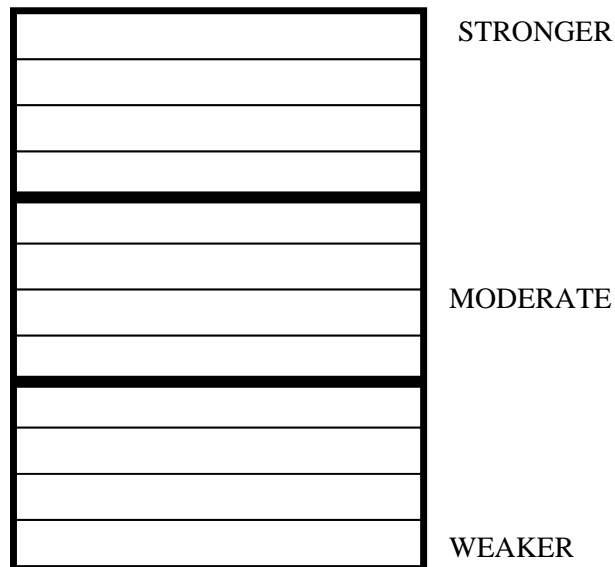
BASIC DESCRIPTION OF THE STYLE

The Example Leader leads by doing. This style of leadership is exemplified by the person who works longer hours, does more hands-on work, and is a model for the kind of efficiency and commitment that others are being asked to follow. With Example Leadership, actions speak louder than words, and the degree and kind of expectation being set for others is exemplified publicly and blatantly by the leader. There is no question how people are expected to follow; they are to produce like the leader.

The Example Leader enjoys getting in the middle of even mundane problems and has to guard against micromanaging. There is detailed expertise about processes and technology because this leader has been in the midst of their creation. The personal side may not be as evident or as exercised, but there is high respect directed at those who do a “good job.” These people will receive the rewards and rise to the leader’s “inner circle.”

Often, the Example Leader will have “come up through the ranks” and gained position because of excellent performance and expertise. This leader is more like the wise, old sergeant who knows all the “tricks of the trade” than the captivating general.

THE GRAPHIC/VISUAL PARADIGM



IMPORTANT QUESTIONS

1. Who are people from history that you would identify as Example Leaders?
2. Who are people from your own personal experience who fit this pattern?
3. To what extent is it desirable for you to be more like this kind of leader?
4. What advantages do you see that you have in accomplishing this goal?
5. What obstacles will you have to overcome? Can you do this?

INTEGRATIONAL LEADERSHIP

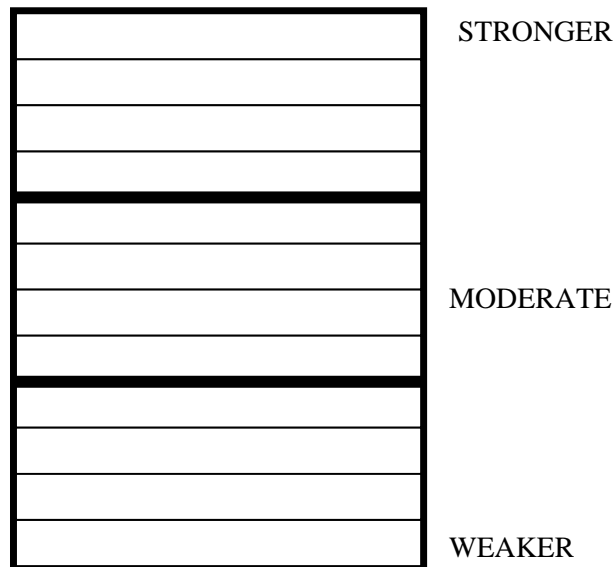
BASIC DESCRIPTION OF THE STYLE

The Integrational Leader is the exception. There are few of this type. Here, the emphasis is not on personal engagement, and this leader may at times even seem socially unengaged. Close friendships in the workplace are not a priority. Nor is hands-on type of process work or micromanagement as important. The major work is the kind of work Aristotle believed was the “highest work”—contemplation, reflection, and meditation.

Some people call the Integrational Leader a “guru” leader. There is the ability to see big pictures, understand implications, and know what the consequences will be *before* they occur. In this style of leadership, there is intimate knowledge of the overall “architecture” of the movement from conception to actualization. When this leader is at the top of his/her game, there are few unexpected mistakes and very little that is done by “trial and error.” This leader can *integrate* wide ranges of information.

Board overviews and vital strategies crystallize in this leader’s processes of consideration. This leader is known for comprehensive judgment. Seldom does anything slip up on this leader’s organization from subtle sources. There are few surprises.

THE GRAPHIC/VISUAL PARADIGM

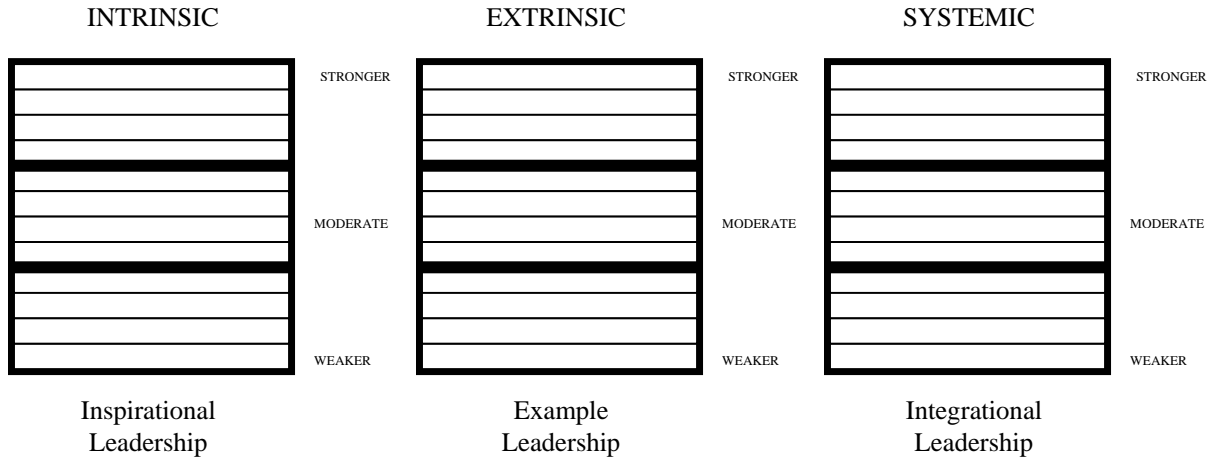


IMPORTANT QUESTIONS

1. Who are people from history that you would identify as Integrational Leaders?
2. Who are people from your own personal experience who fit this pattern?
3. To what extent is it desirable for you to be more like this kind of leader?
4. What advantage do you see that you have in accomplishing this goal?
5. What obstacles will you have to overcome? Can you do this?

SUMMARY ASSESSMENT

THE SUMMARY, GRAPHIC/VISUAL PARADIGM



A FEW CONCLUSIONS

1. Some people have strong scores in all three areas. This is exceptional, although it is also the ideal. Most people will see a relative array of scores that indicate the leadership style where a person is stronger in one area, moderate in a second, and weaker in a third. This information probably tells a person what his/her “strong suit” is and where he/she may be less strong.
2. The Integrational Leadership Style is the weakest for most people. The overall culture, which places much more emphasis and has given greater rewards based on people skills and work ethic, has dictated this. Interestingly enough, the most recent hiring patterns for people to serve at the top of modern organizations has tended toward increasing the value placed on integrational ability in leadership.
3. The styles will likely evolve depending on the precise job that a person is doing over time.
4. Robert Hartman believed that the higher that a person moves toward a top position of leadership—and especially as basic “management” is transcended—the more he/she will need to excel in the Inspirational style. For Hartman, the most important decisions in leadership involve people and moral or ethical decisions.
5. Most styles can be improved, over time, by finding mentors—people with scores in an area notably stronger than your own—and spending detailed, planned time discussing with them the “insides” of how they go about making decisions in their area of expertise. Just a focused, hour and one-half a month doing this, over eighteen months or so, will tend to notably improve scores.

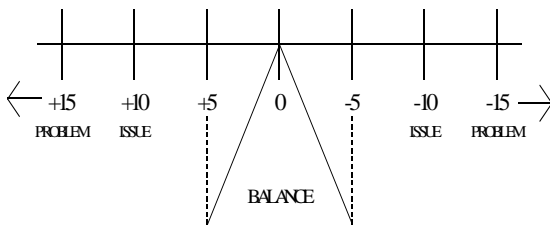
BALANCE INDICATORS

THE BASIC ISSUE

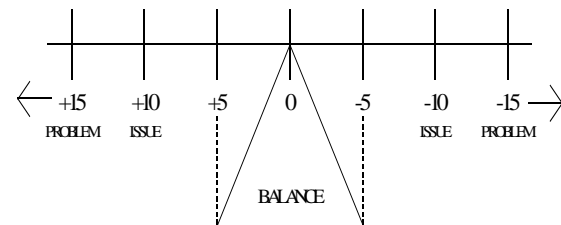
What has been indicated to this point is *strength* of leadership style. It is also very important to understand the degree of *balance* that a person brings to the strength that is present. The ideal would be to have a strong person in terms of leadership style who is also balanced. A strong person who is not balanced would be like the proverbial “bull in a china shop.” In many instances, an organization will be pleased to find a person in a leadership position who is a bit less strong but very firmly balanced. Balance is that important; it will usually signal the degree to which individuals will be able to actualize their strength.

GRAPHIC/VISUAL PARADIGMS

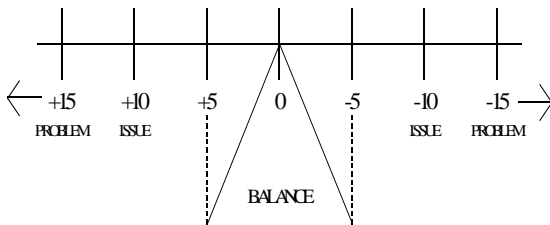
1. Balance in the treatment of people



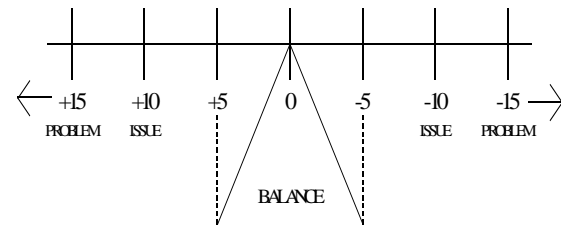
4. Balance in self-esteem



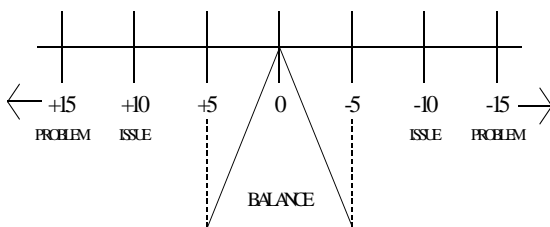
2. Balance in the treatment of tasks



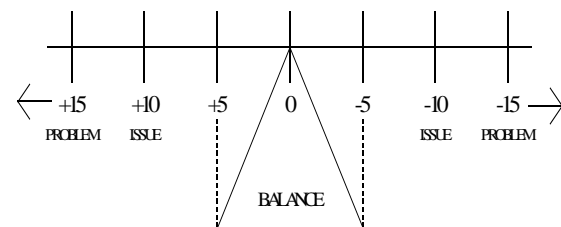
5. Balance in self-concept



3. Balance in “big picture” issues



6. Balance in self-image



A FEW COMMENTS ON BALANCE

1. BALANCE IN THE TREATMENT OF PEOPLE

Lack of balance on the extremes of the positive side can lead to a lack of objectivity in dealing with others, a “rose-colored glasses” view of others that is often open to disappointment. Lack of balance on the negative side can lead to abusive demands and expectations that others will find it impossible to achieve. Atmospheres created by leaders can suffer when they are too positive, and when they are too negative.

2. BALANCE IN THE TREATMENT OF TASKS

Lack of balance on the extremes of the positive side is likely to lead to “workaholicism,” the inability to balance life and work, and obsessive micromanagement. This person needs to “learn to say no.” Lack of balance on the negative side may mean that a person is inconsistent in performance, does not see tasks through to their completion, and gains a reputation as a “slacker.”

3. BALANCE IN “BIG PICTURE” ISSUES

Lack of balance on the extremes of the positive side usually means that a person will “think a problem to death” and avoid actual actions being taken in regard to problems. The “paralysis of analysis” easily follows and arriving at a concrete decision becomes very difficult. Lack of balance on the negative side usually means that a person does a great deal of “leaping” before they look and has to undo many decisions.

4. BALANCE IN SELF-ESTEEM

Lack of balance on the extremes of the positive side usually means that a person tends toward arrogance, an inflated ego, and posturing with others that is bound to generate negative responses. Lack of balance on the negative side indicates a lack of self-esteem, a tendency to listen to *and believe* negative voices, and a diminishing of self-confidence. In this instance, there is a need to listen to more positive voices of affirmation.

5. BALANCE IN SELF-CONCEPT

Lack of balance on the extremes of the positive side means that a person is investing too much in the roles they play; too much identity is caught up in roles. This makes a person vulnerable if the role is lost; personal identity can be lost as well. Lack of balance on the negative side means that the roles a person is playing are not “big enough” for them right now, and it is probably time for a bigger challenge.

6. BALANCE IN SELF-IMAGE

Lack of balance on the extremes of the positive side usually indicates a tendency to “bite off more than you can chew,” to over-extend, and to set yourself up for self-defeating and even self-destructive behaviors—to always be disappointed in yourself and to always feel inadequate. Negative extremes indicate absence of positive self-image and lack of adequate internal motivation.