

LEADERSHIP – MANAGEMENT CHARACTERISTICS

Detailed Review of Good Management Capabilities

Purpose

The purpose of this comparison is to see what indices of the Hartman Value Profile can give most insight into the Skills/Behaviors regarding good management.

Primary Core (1st Tier)

1. **Passion to Lead** (a combination of the following HVP areas)
 - A. All global I, E, S scores 0 – 30, measuring basic judgment
 - B. INT, Part I scores 0 – 15 measuring decision-making and problem-solving ability
 - C. DI, Part I scores 0 – 10 measuring strength of focus
 - D. DI, Part II scores 0 – 10 measuring assertiveness, ability to confront problems

2. **Ability to Inspire** (a combination of the following HVP areas)
 - A. Top two echelon scores in *all four* I areas of Parts I and II
 - B. DIM%, Part II scores of “balanced and better,” measuring strong sense of self and ability to project this
 - C. DI, Part II scores 0 – 10 measuring assertiveness, ability to speak strong for convictions

3. **Ability to Select** (a combination of the following HVP areas)
 - A. DIM-E, Part I -- sensitive to a person’s ability to understand work and work-related issues
 - B. INT-E, Part I -- sensitive to a person’s ability to hold a strong work ethic and be dependable
 - NOTE: A person basically skilled in using the HVP can take these indicators and make accurate selections in these areas
 - C. DIF, Part I -- most importantly – scores 0 – 35 will indicate those of most viable intuitive sensitivity and insight, a trait indispensable to the process of selecting people for employment

4. **Resilience** (a primary Profile indicator)
 - INT%, Part I – measures precisely the ability to deal with difficult situations and difficult people, particularly demonstrating the capacity to recognize, organize, and mobility resources to meet demands
5. **Courage** (a combination of the following HVP areas)
 - A. DIM%, Part II – scores of “balanced or better” measuring a person’s strong sense of self and his/her own convictions
 - B. DI, Part II – scores 0 – 10, measuring assertiveness and ability to speak up with honesty and directness
6. **Ability to Recognize Instruction** (a primary Profile indicator)
 - DIS, Part I – scores of 0 – 4, indicating the ability to deal well with directions and instructions
7. **Solid Self-Esteem** (a primary Profile indicator)
 - A comparison of the Pos-I/Neg-I scale on Part II with separations ranging within the 0 – 10 range, 0 – 5 preferable

Primary Core (2nd Tier)

1. **Manage “Stakeholder” Relationship** (combination of the following HVP areas)
 - A. Two top echelon scores on Part I DIF, DIM-I, INT-I) which measures sensitivities as they relate to dealing with other people
 - B. INT%, Part I – Two top echelon scores which measure the ability to deal with difficult people
2. **Competence/Smart** (a primary Profile indicator)
 - INT, Part I scores 0 – 15, 0 – 10 preferred; indicating a person’s ability to make good decisions, solve problems, find solutions; a primary indicator on entire Profile on overall “wise” competence
 - A strong, global “S” score will also enhance this capacity.
3. **Written/Oral Communication** (not a primary Profile indicator)
 - Note: We would look to see if a candidate had scores similar to a “TYPE 10” on the Stage/Type assessment; persons of this

type do tend to work very well with words and have strong verbal and written expression.

4. Decisiveness

- Note: The Profile would see and assess this in the same way as “competent/smart” noted above.

5. Self-Starter (a combination of the following HVP areas)

- A. DIM%, Part II – scores of “balanced and above” indicating a strong sense of self and confidence in one’s approach to problems
- B. DI, Part II -- scores of 0 – 10, indicating adequacy of assertiveness

6. Ability to Plan/Execute (primary Profile indicators)

- **PLAN:** strong, global “S” scores 0 – 15
- **EXECUTE:** strong, global “E” scores 0 -- 12