

**THE  
HARTMAN  
VALUE  
PROFILE**

## Who Was Robert Hartman?

The creator of the Hartman Value Profile was born in Germany in 1913. His first boyhood memories were of being taken into Berlin to see all of the festivity and celebration of troops marching off to World War I. His own father was all but absent across much of his youth because of the war; his greatly beloved uncle was killed in the war.

Because of these events, even as a child, Hartman came to understand that what presents itself on the *surface* of life may have little to do with what is *beneath the surface*. Would there be a way to better understand this “beneath the surface” which exists in people, in groups, and in organizations?

By the time he was 21, this gift of seeing beneath the surface would be severely tested. Just as Hartman was coming into his own, so was Adolph Hitler, and Hartman saw beneath the surface. As early as 1933 he actively opposed Hitler. His life became almost like a James Bond novel as he avoided the Nazis secret police. He just barely escaped to England before the Nazis caught him.

By a unique coincidence, Hartman came to work for the Walt Disney organization before and during the war. He gained great success, but following the war walked away from a life of economic ease to follow a higher destiny.

Hartman was driven by the idea that Hitler had learned how to *organize* evil. Not just be evil, but *organize* it. Would it be possible to understand how to organize goodness? Not just have good ideas or be of good intent, but actually organize goodness.

Some people might think that “organizing goodness” is far removed

from the concerns of modern business, but not really. When we talk about “excellence” or “quality,” we are talking about *organized* goodness.

As Hartman began to teach, work in organizations, and write, he searched for a faster way to gain a grasp of this “beneath the surface” as it related to human beings. In this context, he did the exacting research that led to the creation of the Profile.

The Profile is one of the most highly mathematical, scientific, and logically based assessment instruments ever created. There is no “box” of wrong or right answers that people must fit into; instead, there is an attempt to get a constructive “baseline” on uniqueness in individuals and groups.

No profile is a crystal ball, nor is the information contained in a profile’s interpretation “absolute truth.” Yet, if a profile can create conversation and dialogue, both internally and within groups, immense value can be attained. The Hartman Value Profile seldom fails to be informative and a catalyst for deep insight. It provokes the right questions; it starts the right conversations.

Before his untimely death in 1973, Robert Hartman was nominated for the Nobel Prize from his work in promoting human self-understanding, the advancement of the most important human values, and the implications of his work for transforming life in the most positive ways.

To work with a Profile created by a man whose work has touched the lives of millions, who faced down Adolph Hitler, and who was nominated for a Nobel Prize is a unique and unusual event in its own regard.

This instrument is as special as the man who created it. Your experience with it should be very enlightening.

## The Profile's Intent

The primary intent and purpose of the Hartman Value Profile is to gain deeper insight into the *judgment capacities* of individuals. Having the capacity to make good judgments is an indispensable aspect of life and work. Without question, people of good judgment will always be a beneficial addition to any work environment and to any community.

Successful performance is a combination of both competency and good judgment. Any candidate for employment or promotion should be considered from the perspective of competency. Competency is understood as skills sets that are gained through education, experience, and training. In addition to competency, good judgment is also essential. The following equation is vital: **Competency + Good Judgment = Excellent and Qualitative Outcomes.** Competency and good judgment will also be the basis for the best behavior, performance, morale, and cooperation.

Our “value system” – which is not something we *have* but rather *who we are* – is manifested in two, primary ways: (1) our personal beliefs, and (2) our judgments, assessments, choices, and decisions. The Hartman Value Profile will provide significant insight into this second element. Most success, perhaps even happiness and meaning, is the result of good judgment. Wisdom, good common sense, and good judgment are rare commodities. The Profile hopes to help “locate” these powerful qualities and “gifts” so that their usefulness and development can be more strategically viable.

In most instances, the Profile will help support and advance the intent of organizational values and vision.

## Three Types of Evaluative Judgment

In a global, broad-brush-stroke way, the Profile first isolates on three value tendencies. No tendency is better than any other. Some people are strong in all three areas; others are stronger in one or two. In an organization, all three types of judgment are important if there is to be comprehensive perspective instead of “tunnel vision.”

In your Profiles the letters “I,” “E,” and “S” figure prominently. “I” stands for **Intrinsic Value Judgment**, the capacity for excellence in relational judgment evidenced simply in good people skills. “E” stands for **Extrinsic Value Judgment**, the capacity for excellence in tasks, projects, processes, and the basic implementation of skill set competencies. “S” stands for **Systemic Value Judgment**, the capacity for excellence in more abstract domains of work and life such as long range planning, strategic visioning, structural integrations, implications, and consequences.

In general, the world we live in has placed more emphasis on social skill and hard work; therefore, the “I” and “E” scores are usually stronger. The need for the “big picture” perspective of strong “S” scores is always highly desirable. The best decision-making groups will carefully be sure to include all three valuing types.

Now, look at the last page of your **Expanded Narrative**. You will find a “**Personal Interpretation Scale**” which gives your I, E, and S scores. In general, the *lower* the number (closer to “0”) on most of the Hartman scales, the better. Think of the scales – in most instances – like golf scores in which the *lower* number will be a stronger score and reflect greater judgment capacity.

## More On Your I, E, S, Scores

There is a fairly wide range of scores possible for *each* of your I, E, and S numbers. The overall range for the scores is 0 – 160. Frankly, you do not see many scores on the 160 end of the scoring spectrum.

In our experience with the Profile across more than 30 years, there is some adequacy of judgment when the scores are under 60. A person with scores under 30 is revealing significantly stronger areas of judgment. To find scores under 20 usually indicates higher excellence and decisiveness of judgment capacity in an individual area. Single digit scores are not easy to attain and usually are indicative of the very strongest judgment capacities. No scores make a person a “better person” than anyone else. The scoring process is not a “contest.” Stronger scores simply show the likelihood of stronger judgment in a given area.

## Stage/Type Scores

You will also find listed with your “**Personal Interpretation Scale**” a Type Score. This will be a number from 1 to 13. These numbers are based on calculations from your Part I, Work Side scores. They provide, not a hard and fast typology, but a general indication of the strengths that a person will bring to work and life.

No Stage or Type is better than any other; they have total parity with each other. In general, a divergence of Types will provide more perspective in a work unit.

You will notice bullet points that describe the general strengths of your Type. A “Fringe Type” simply adds to a person’s field of strengths.

## Reading Your Specific Scores

The **Expanded Narrative** is meant to be *studied* in a contemplative and focused manner. A five-minute scan will be of little or no benefit to you. You should anticipate finding a quiet space and taking some quality time to concentrate on your results.

The Profile is divided into two, distinct parts for emphasis. **Part I**, which you will study first in your Expanded Narrative, is called “**The Work Side**” and focuses on value judgment as it relates primarily to the world of work or the world that is “external” to you as a person. **Part II** is called “**The Self Side**” and focuses on judgments that you make concerning yourself on a more personal, “internal” side. Of course, the two “sides” overlap and have distinct impact on each other.

Each side features approximately 15 individual indices. Each individual index describes some, more specific aspect of judgment. You should plan to study each index. Some of the results will give you important affirmation of strengths; others will indicate important areas for development and growth.

Each index has three features to guide your study: (1) the name of the index, highlighted in bold letters, with a brief, basic description of what that index is describing; (2) a range of scores on a scale that allows you to see how your own score – which is prominently displayed – compares to the larger field of people who have taken the Profile; and, (3) a set of bullet points which give greater detail on the specific index’s meaning.

Since not every index can be given attention in this brochure, it is important to study one index at a time until you understand it clearly.

## Most Important Part I Scores

**Differentiation** -- This scale measures a person's ability to *notice*, to differentiate between obvious, surface details and deeper, beneath-the-surface matters. A score in the 35 range indicates intuitive strengths. Scores in the 20 range or in the teens are difficult to achieve and show distinct strengths of sensitivity and deep awareness; individuals with strong scores on this scale tend to "pick up" on more than others. (In combination with the Part I, **Dimension Integration** scale, which measures focusing ability, the capacity of a person to "pay attention" can be examined.)

As with most scales, a strength can sometimes be "too strong." On this scale, sometimes a really strong score may create a tendency to over worry: "Of course, I worry," the highly sensitive person may say, "I *notice* more to worry about." (Try to keep in mind that really strong scores on most scales are highly desirable, but that such strong scores can sometimes offer challenges of their own.)

**Sub-Dimension I** -- Remember that the "I" scores relate to people skills. This particular scale is a measure of tolerance. People with strong scores tend to be less hard in their judgment of others. They do not rely on caricatures and stereotypes as much. In a multi-cultural and multi-ethnic world, this scale has all kinds of important implications. In combination with the **Sub-Integration I** scale which measures empathy, caring, and compassion, it is possible to gain a strong insight into how someone will relate to and treat others, what kind of personal interactions will be advanced by a person.

**Sub-Dimension E** -- This index is an excellent indicator of a person's ability to "understand work." Many people, especially young people today, do not have this capacity because they have had all but no real work experience. Strong scores in this area indicate a person's ability to learn, to be trainable. It is sometimes amazing how much money is spent in business environments on training without ever asking if a person is trainable. The stronger the scores on this scale, the better "learning curve" a person will have. Along with the **Sub-Integration E** scale, it is possible to gain a real insight into a person's work ethic.

**Dissimilarity** -- To demonstrate how practical the application of these scores can be, this scale measures a person's ability to follow directions well. In many instances, what could be more important than appropriate attention to directions both in terms of following directions and giving directions?

Scores toward the "0" end of the scale indicate a strong attention to the most precise details.

In a work environment, for example, strong scores will reflect a high expectation on following directions in a precise manner.

**Integration** -- For many users of the Hartman Value Profile, this scale is the most important of the Part I indicators. In most instances, the very best workers are strong Integrators regardless of their specific competency; you would want a pilot to be a strong Integrator. In a like manner you would want a surgeon to be a strong Integrator. You might not want the surgeon to fly the plane or the pilot to do an operation; their competencies would not be appropriate. You would

want both to have high, integrational capacities.

Integration involves three, critical movements: (1) the ability to observe, to take in information from hard, cold data to body language; (2) the ability to synthesize or put pieces together into a larger whole; and, (3) the ability to use what has been observed and synthesized to make good decisions, solve problems, and find solutions. The strongest Integrators will be the people of highest decision-making ability.

One disclaimer: a single-digit integration score will likely create more than a little possibility of frustration since the larger world is simply not made up of single-digit Integrators, people who will “put things together” as rapidly as the single-digit Integrator will.

**Integration Percentage** -- This scale is of great importance for determining issues such as customer service. It is particularly sensitive to measuring a person’s ability to deal well with difficult situations and difficult people.

People have resources, but beyond simply having resources there is a need to recognize, organize, and mobilize these resources so that difficult circumstances can be dealt with in a positive and productive manner

Many people experience a “sag” on this particular score. In other words, their scores are not as strong as other Part I scores would indicate they should be. When personal “energy” is drained because of work-side stress, having “too much on our plates,” and not getting an adequate amount of rest, the “energy” that could be used to deal with difficult situations is diminished and used up.

Organizations must better come to understand that increasing stress can damage vital problem-solving “energy.”

**Attitude Index** -- The importance of attitude in the workplace and in life in general is beyond question. However, the way that attitude is discussed is often more counter productive than helpful. The Hartman Value Profile allows the issue of attitude to be intelligently discussed.

At first glance, this index is about **work-side stress**; the more stress that a person is experiencing in the work environment, the more the number of the scale will move toward 100.

However, there are other variables that impact the score. If a person has strong **coping skills**, the scores will move back up toward 50. This indicates that a person’s coping skills are helping them overcome and deal with stress.

Then, if a person *chooses* to try to advance a **positive attitude**, the scores can improve toward 50 even more. What is being demonstrated here is that the attitude we *choose* can be a vital defense mechanism against stress, one of our most valuable coping skills.

We need to understand that the attitude we “put on” is as much of a *choice* as the clothing we wear or any of the other daily *choices* we make in our lives. As the old saying goes: “Attitude is not something that happens *to you*; it is something that happens *because of you!*” We must be able to talk about the accountability individuals have for their own attitudes.

### **RHO Score/Correlation Index**

The closer to 1.000 this score comes, the greater the accuracy of the Part I scores. A score on this scale that is under .600 is an indication that the Profile should be retaken with greater attention to the scoring directions.

## Most Important Part II Scores

**Differentiation** -- This highly important score is a measure of the adequacy of a person's **self-regard**. Most people will tell you that self-regard is important, and that they have self-regard. However, the ultimate test of self-regard is not what we think or what we say; rather, it is the degree to which we *take care of ourselves*.

By comparing your Part I score on Differentiation and this Part II score, you can see what the Profile says about your capacity for adequate self-regard.

If the two scores are equal, or if the Part II Differentiation score is stronger (a lower number) than the Part I score, your challenge is to understand what you are doing *right* in terms of self-regard and *keep doing it!* Most people have a Part II score that is weaker (a larger number). This indicates that their challenge is to determine what they are *not* doing as well in terms of self-care and *change it!*

Enter the two scores below so that the similarity or difference will be crystal clear to you:

          
DIF 1

          
DIF 2

**Dimension Percentage** -- This rather complex scale measures, among other realities, a person's ability to relate to the phenomenon of **change**. Scores toward "0" indicate that change is not a major issue. In fact, low, single-digit scores may indicate that a person needs variety and change to adequately add a sense of challenge and newness to their lives. As scores move away from "0," it may be that change is more challenging, less desirable, and even intimidating and fearful. The stronger sense that a person has of his/her own uniqueness, the less

that changes in roles and relationships will have on life in general. For example, this scale may give indications of the impact that circumstances such as moves, reorganizations, downsizings, or retirement might have on a person.

**Sub-Dimension E** -- Since work is such a dominant issue in life in general, this scale measures the value that people place on work. Strong scores (0-27) will indicate that a person feels that he/she "gets" to work; that is, work is seen as a positive opportunity to contribute to life, an important means to an end that helps a person accomplish larger objectives in life. People with scores that move close toward "0" may feel that life is a "mission" or the result of "calling" or "destiny."

Weaker scores (27-40+), and in particular toward the larger end of this range, can indicate that a person feels that he/she "has" to work. In other words, if the world was fair, God just, and they could go ahead and win the lottery, work would be the most distant reality in life. Such feelings about work can become the catalyst for poor morale and inferior performance.

Combined with the **Sub-Dimension I** score, which measures the degree of meaningfulness of work that a person is experiencing, it is possible to get a fairly strong indication of whether work is a positive or negative force in a person's life.

**Integration** -- Please pay attention to the general direction of scores on this scale. Scores toward the middle indicate that a person is a "survivor"; like a cat thrown into the air, a person with mid-range scores will "come down on their feet." Larger, more negative scores can be troublesome; they indicate that a

person is experiencing a powerful sense of unrelenting urgency with too many “chains” pulling at the same time. This can be dangerous to health and our sense of well-being.

Really strong scores (nearer to “0”) indicate that a person has a strong sense of what is **important**, what ought and should be done. These people often experience “burnout” because their lives do not give them adequate time to do what they feel really matters. If you score in this strong range, make sure you are engaged in some activities on a regular basis that you *really like*. This will help prevent “burnout” and depression.

**Integration Percentage** -- Most people make their *worst* score on the entire Profile on this scale. It measures our tendency toward self-criticism; that is, *being too hard on ourselves!* We are often raised and live in “cultures of criticism” rather than “cultures of compliment.” Positive affirmation is a critical ingredient in life. We are too quick to see the glass half empty as opposed to half full.

If we are raised in more negative environments of criticism, if we work in these settings, or if the people who now surround our lives are more prone to be critical, this score will likely suffer. In addition, if we are highly self-critical, the chances are greater that we will be overly critical of others around us. A vicious cycle is created that can be even generational in its impact.

**Sub-Integration I** -- Really strong scores (0-12) on this scales, and single digit scores in particular, indicate that a person has a strong ability to solve his/her own problems, has good internal dialogue and can be his/her own best

“counselor.” These tendencies are, of course, positive.

However, when this tendency is taken to its extreme, a person may find it very difficult to ask for help. There is, rather, the attitude: “I can handle it, I will take care of it, It’s my problem.” We need to be careful when we go to this extreme. To seek and accept help is *not* a sign of weakness. How can we ever have “teams” or mutually helpful relationships if we do not ask for help?

**Attitude Index** -- The Part II Attitude Index is very much like the Part I index except that it relates to stress, coping skills, and the active presence of positive attitudes as they impact the *self* side of our lives.

People with a score near 50 tend to have very important “anchors” in their lives that undergird and sustain them. These “anchors” may be strong, personal relationships, family, faith, a positive sense of self-esteem, or some combination of all of these elements.

As scores stretch toward 70 and above, there is evidence of self-side stress that can be particularly damaging and dangerous.

**RHO Score/Correlation Index** – The closer to 1.000 this scores comes, the greater the accuracy of the Part II scores. A score that is under .600 is an indication that this section of the Profile should be retaken with greater attention to the scoring directions.

In general, if Part I scores are an indication of the *potential* of a person’s capacities and abilities for strong value judgment, the Part II scores will indicate the degree to which that potential is likely to be actualized. The ideal would be a strong Part I *supported* by a strong Part II.