

Judgment Day: Exploring the Hartman Value Profile (HVP) to Gain Insight into Judgment Capacity

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What if you could tell something about a person's capacity for judgment before you hire them or promote them? What if you could get a glimpse of their value system? Not a spiritual, right-or-wrong value system, but rather who they are. What drives their attitudes, behavior and performance? This is possible through a profile created by Robert S. Hartman. Hartman was born in Berlin in 1910 under German idealism and super-patriotism. As he grew he developed a need to look beneath the surface of human existence and find the true "core" which motivated human life.

Hartman was deeply moved by a personal crisis of conscience that was at the very core of his being. Adolph Hitler had been able to organize evil in the most profound ways imaginable. Would it be possible to give an organization over to goodness in a way that might be as equally profound? Hartman's quest was the attempt to discover a language about goodness that could be as precise and exact as scientific language; thus, he conceived an axiology, a "science of value."

I had to look up the meaning of axiology. I had not been exposed to that terminology. Axiological science presumes that our personalities and behaviors are structured around our values and these values are the keys to our personalities. By measuring values we can gain powerful insights into who we are and what we are likely to do.

Hartman believed if we can understand the way in which people come to value, then we gain knowledge and insight for exploring, evaluation, and even enhancing relationships in our personal and work lives.

The Hartman Value Profile is a unique assessment instrument which assesses a person's capacity to make good judgements. Hartman's goal was to give scientific and mathematical accuracy to this profile of one's value system. Based on one's value system, the HVP can help determine whether or not, and to what degree, a person has good judgment.

Why is good judgement necessary? A person can have a high intelligence quotient (IQ) or a great personality and be quite popular. These characteristics will not make him or her successful, however, having good judgement is an indicator of success. Those with poor

judgment typically make poor employees. They do not prioritize well, are not intuitive, and cannot stay on task. They are the “trouble makers”. They have a hard time seeing the big picture and are easily distracted. If you were interviewing someone for a position within your organization and all things were equal in the applicant’s resume’ and interview, how would you decide on the right candidate? The candidate with the best judgement and decision making ability would be the right hire.

By hiring employees with good judgment capacity, you build a strong team. In “Good to Great”, Jim Collins discusses how leaders transform their organizations by first getting the right people on the bus (and the wrong people off the bus) and then figure out where to drive it. The important point is that “who” comes before “what” or “where”. Making the right hiring decision and right job placement (the right seat on the bus) is critical to taking your organization from good to great.

Our value system evolves throughout a lifetime. Every event and person who touches our life influences it. It determines how we formulate choices, and make decisions. Values signify what matters most to us in life.

So what is this Profile?

The first time I took the HVP I was certain someone had lost their mind if they thought they could tell anything in depth about me by completing the profile. I became intrigued when I saw the results.

The profile is NOT.....

An IQ test. An employee could have a high IQ but not good sense or good judgement.

A psychological profile. Psychological profiles tend to cause discrimination and can lead to litigation and EEOC complaints. The HVP has passed EEOC requirements.

A personality profile. An employee’s judgment capacity is not based on their personality.

A Leadership Style assessment. The HVP does identify an employee’s dominant work style, however, it gives their judgment capacity in multiple areas.

The profile IS.....

The HVP is an axiological (philosophical study of value) inventory that measures a person’s capacity to make value judgments about the world and one’s self. Formal axiology is based on the logic of *value thinking*. Value thinking identifies value and meaning. When we say that life is full of meaning what we mean to say is that it is full of value. If we say life has no meaning, what we are really saying is that life has lost its value.

The HVP consists of two parts. Part one is a list of eighteen items measuring the capacity to

value the world. Part two consists of eighteen phrases measuring the capacity to value one's own self. Each side has fifteen individual indices. Each individual index describes a more specific aspect of judgment.

To complete the HVP, a person is asked to rank the items in Part one from best to worst and the phrases in Part two from most agree to least agree. The results of the HVP are derived from mathematical norms. The HVP has been validated by scientific studies many times.

Unlike other assessment tools that look at personality inventories and psychological factors, the HVP measures *strength and balance* in decision-making, problem solving, self-confidence, attitude, dealing with people, and other traits critical to effective leadership.

The Hartman results identify a dominant Stage/Type. One of the benefits of identifying a Stage/Type is understanding a person's strengths and dominant characteristics. No Stage or Type is better than another, they are just different. In fact, it's best to have a team with a variety of Stage/Types. Knowing an employee's Stage/Type can assist in making sure they are in the right seat on the bus. There are thirteen types based on the possible combinations of the Part I (work) overall scores.

Each one of us leans to a dominate Value Orientation. There are three identified on the HVP.

1. People/Intrinsic – Inspirational leaders. Leads with Presence
2. Task/Extrinsic – Results leaders. Leads by Example

The Hartman Value Profile is especially useful for

1. IT COMPLEMENTS INTEREST AND APTITUDE TESTS FOR HIGH SCHOOL AND COLLEGE-AGE STUDENTS TO HELP DISCOVER THEIR STRENGTHS AND WEAKNESSES AND TO HELP WITH THEIR CHOICE OF CAREER PATHS.
2. EMPLOYERS, EXECUTIVES AND MANAGERS WILL FIND IT USEFUL:
 - A. FOR DISCOVERING THE STRENGTHS AND WEAKNESSES OF THEIR ASSOCIATES AND POTENTIAL EMPLOYEES AS WELL AS INDIVIDUAL GROWTH AND DEVELOPMENT
 - B. FOR IDENTIFYING AREAS WHERE ADDITIONAL TRAINING MAY BE NEEDED
 - C. FOR BUILDING WORK TEAMS AND GROUPS
 - D. FOR MEASURING GROUP MORALE AND UNDERSTANDING EMPLOYEE CHALLENGES
 - E. FOR IDENTIFYING STRONG CANDIDATES FOR LEADERSHIP POSITIONS
 - F. FOR RETAINING EXISTING EMPLOYEES AND HIRING PEOPLE WHO ARE LIKELY TO STAY IN THEIR JOBS, THUS CUTTING DOWN SIGNIFICANTLY ON REPLACEMENT AND TRAINING COSTS
 - G. LEADERSHIP/MANAGEMENT COMPETENCIES
 - H. RISK MANAGEMENT ANALYSIS AND ACCIDENT PREVENTION
 - I. SUCCESSION PLANNING

3. Strategic/Systemic – Visionary leaders. Leads by long range vision.

A few of the important indices on the work side are listed below. There are 15 indices on the work side and 15 on the self-side. Since all can't be discussed in this article, I've highlighted a few.

Interpersonal Skills

This index measures a person's capacity to understand and relate well to other people.

Someone that scores low (lower is better) tend to be Inspirational leaders and have the ability to make competent relational decisions.

The lower the score the more absence of prejudice, stereotyping, and bias and the more involved with actions of care in which they will go out of their way to help others in times of need.

A poor/high score may not make a good team member, creates divisions or conflicts in a group.

Trainability

This index measures a person's capacity to be more easily trained, and the ability to get work done in an effective, efficient manner. A person's capacity to understand practical and pragmatic processes. The ability to relate quickly and accurately to the necessary training of a job.

Strong/low scores are among the most dependable in the workplace. An employee scoring good on this index is highly trainable and learns quickly. This person has a strong ability to see practical and process- oriented solutions to problems and accepts delegation well.

Additionally, a person with strong scores in this area will become dissatisfied in a group with weaker scores or mediocre workers.

Following Directions

This index measures the ability of a person to follow directions. To take directions seriously and seeing directions as having value.

Employees with weaker scores will have a tendency to decide if the direction is not correct in some way and take matters into their own hands without consultation. They lack respect for policy and procedures.

Strong, Positive Morale

Morale measures a person's commitment to and passion about a job. How "engaged" a person is in what they are doing, or how much value they see in what they do. The ability to contribute, make a difference, and feel that what you are doing matters in a positive way.

Strong scores will feel they “get” to work rather than “have” to work and will display a more upbeat, positive and optimistic disposition.

An organization, on average needs five to nine individuals in a work environment to compensate for one individual with weak scores.

Sense of What Is Important

Measures a person's capacity to discern the important and to prioritize. Employees with strong scores will give priority to that which deserves priority and will not make mountains out of molehills. Listen to a strong scorer when they have suggestions for improvement.

Weaker scorers will become more easily sidetracked and will tend not to accomplish what really needs to be done because they get caught up in something less important. Weak scorers are the people who tend to make avoidable mistakes.

Typically, a very good worker will experience "burnout" if there is not enough opportunity to do work that is judged by the person as being important or what the person really "likes" to do.

Balance Indicators

In addition to the 30 indicators of "value-strength" and "good-judgment strength," a person with strong customer service ability and good overall performance will have noteworthy personal balance in the six balance areas measured by the Profile. Strength without balance is like a bull in a china shop.

Areas measured in this section are:

1. **Balanced Treatment of Others**
2. **Balanced Treatment of Tasks / Work**
3. **Your Score Balanced Treatment in Decision-Making**
4. **Personal Balance, Self-Esteem**
5. **Balanced Toward Self-Concept**
6. **Balanced Toward Self-Image**

The HVP is an enlightening tool to help give personal insight and insight into an organization's workforce. That insight can help ensure that good judgment is coupled with competency producing excellence and exceptional quality. For more information on the Hartman Value Profile, contact OHEN Consulting, LLC, info@ohenconsulting.com or 629.999.0608

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