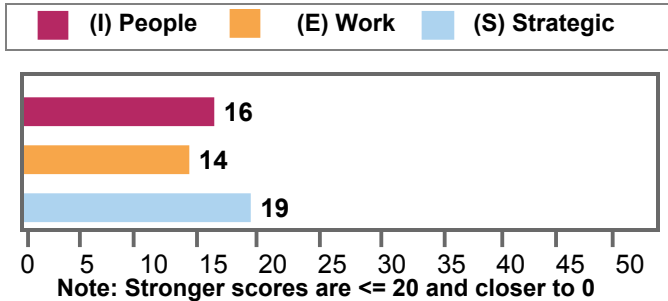


Basic Information/Selection Report

I. Overall Work Value Tendencies



II. Work Stage/Type

a.) Dominant - Counseling (4)

- Helping each employee perform better
- Helping each employee gain a greater sense of personal achievement from work
- Coach/Mentor
- Counsels with regard to performance
- Good at one-on-one and group sessions
- Establishes an "open door" policy
- Encourages people to ask for clarifications
- Feedback is essential and critical
- Highly task efficient
- Good at guiding decisions and giving directions
- High persuasive ability
- Good work ethic and example to fellow employees

b.) Fringe - No Fringe Types

III. Review Of Important Scores

Based on the key indicators noted below, there are no areas of concern. Reviewing the Scores compared to the ranges is still recommended.

Based on the key indicators noted below, there are possible areas of concern indicated by "No" in the 'In Range' column. It is recommended that these areas be further explored during an interview using the related interview questions except for AI%².

Review Areas: SCALE 1	0	5	10	15	20	25	30	35	40	45	50+	IN RANGE
Interpersonal Skills (Overall I ¹)												Yes
Noticing/Intuition (DIF ¹)												Yes
Trainability (DIM E ¹)												Yes
Problem-Solve Ability (INT ¹)												Yes
Problem-Solve Energy (INT% ¹)												No
Focusing (DI ¹)												Yes
Following Direction (DIS ¹)												Yes
Strong, Positive Morale (DIM E ²)												Yes
What is Important (INT ²)												Yes
SCALE	50										80+	
Attitude - Work Side (AI% ¹)												Yes
Attitude - Self Side (AI % ²)												Yes
SCALE	<.625										1.00	
Validity Score - Work (RHO ¹)												Yes
Validity Score - Self (RHO ²)												Yes

STRONG RANGE ACCEPTABLE RANGE

Balance Indicators: SCALE	Strong Capacity	Moderate Capacity	Less Strong Capacity
Balance with People	-2		
Balance with Work	0		
Balance with Decisions	+2		
Self-Esteem	-2		
Self-Concept		+7	
Self-Image	-5		

Purpose of This Report

One of the biggest challenges facing organizations in hiring is the ability to understand and assess, to some depth, the critical areas of a candidate's abilities that lead to more successful hiring outcomes. Since excellence in performance is a result of a certain value orientation and a certain quality of good judgment, the Hartman Value Profile is an effective tool in understanding and assessing the 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 the most significant scores that made these profiles appear to be particularly strong in the arena of excellence in customer service and overall performance.

Review Areas - HVP Scores

1. **Interpersonal Skills (Personal Interpretation Scale "Intrinsic - I¹")** -- 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 (DIF¹)** -- 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. **Trainability (DIM E¹)** -- This scale measures the conceptual potential of a person understanding the components or processes related to work. The most common outcome of this area is the ability to relate quickly and accurately to the necessary training of a job.
4. **Problem-Solving Ability (INT¹)** -- 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.
5. **Problem-Solving Energy (INT%¹)** -- This scale measures the ability to deal with difficult situations, and difficult people by having the necessary energy for using available resources in a creative and innovative manner.
6. **Focusing (DI¹)**-- This scale measures how well a person focuses in an environment with distractions.
7. **Following Directions (DIS¹)** -- This scale measures the ability of a person to follow directions.
8. **Coping Skills and Positive Attitude (AI%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.

9. **Strong, Positive Morale (DIM-E²)** -- 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.
10. **Sense of What Is Important (INT²)** -- 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.
11. **Self-side Stress Coping Skills (AI%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 and good overall performance will have noteworthy personal balance in the six balance areas measured by the Profile. A 'Strong' balance score is desired.

1. **Balanced Treatment of Others** -- This scale measures the degree to which a person will have balance in the way that they treat others.
2. **Balanced Treatment of Tasks** -- This scale measures the degree to which a person will have balance in the way they approach work or tasks.
3. **Balanced Treatment in Decision-Making** -- This scale measures the degree to which a person will have balance in the way they approach decision-making.
4. **Personal Balance, Self-Esteem** -- 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.
5. **Balanced Toward Self-Concept** -- This scale measures the degree of role identity (or lack thereof) that a person possess. The main item to review here is whether a person feels unappreciated or undervalued in their current or previous position.
6. **Balanced Toward Self-Image** -- This scale measures the degree of self-image a person has in visioning their role in the future.