profilingvalues

Profiling-Study

Prevailing values
and attitudes
at the workplace

Hit
the
bull's
eye

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Prevailing values and attitudes at the workplace

Profiling study of the individual value system
of professionals and executives
in Germany, Austria and Switzerland

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Preface

"Profilingvalues boosts the hit rate in personnel selection and development," that is the guiding principle of profilingvalues GmbH. The company has defined the philosophy by which it wants to become even more successful and establish itself on the international market. The vision is: Profilingvalues is the international benchmark for personnel diagnostics. The German company stands for individuality, orientation, competence, precision and trust. From this point onwards the company will be appearing in the new brand identity. Put in a nutshell: "profilingvalues, hit the bull's eye."

Overview of the method:
The individual value systems of participants are determined by an innovative survey method – ranking "from good to bad" in four steps comprising 18 statements. The test persons evaluate terms and statements, but are unable to discern which conclusions will subsequently be drawn from their preferences. This scientific method of calculation can be used to portray, for example, interpersonal skills and inclinations, but also to represent satisfaction at work. Conventional studies usually determine these criteria directly and thus transparently.

Profilingvalues fulfills all quality requirements made on a scientific psychological test procedure. The scientific system is based on three pillars: objectivity, reliability and validity. Objectivity means that profiling values always produce the same results, regardless of who undergoes, evaluates and interprets the process. Reliability stands for trustworthiness and accuracy. The results remain the same, even if the test is repeated. Validity relates to the appropriateness, relevance and usefulness of specific conclusions which can be made on the basis of the test results. Valid tests basically measure exactly what they are intended to measure.

Profilingvalues can provide impressive references and is currently available in German, English, Spanish and French. Further languages are being constantly added. Profiling values are thus globally applicable. Many well-known companies already work with this scientific system.

Statements such as: "After a first test phase we were surprised what this exceptional instrument of personnel diagnostics can do," or "Profilingvalues is an impressive way of showing us which of our employees need what kind of support," or "It is evident from the operating results that this investment has paid off," confirm the success of profilingvalues.

1. Introduction

Object of research and target group

Although we have gained considerable understanding of value systems in cultures and societies, we still have little knowledge of an individual's prevailing values and attitudes. Thousands of years of research work based on characterology have revealed much basic information and influenced education, economic life and society accordingly. Particularly in the professional sphere, in the last decades it has been shown that the human element, with his talents and inclinations – especially his intrinsic motivation and dynamism – has made a decisive contribution to success. Experience shows that the maximum productivity of an individual, i.e. to what extent an employee can develop his full potential, cannot normally be achieved under standard conditions. The motivational strands of individuals are too diverse and are either fostered or inhibited by given environments.

Besides the standard maxims of good leadership, which should bring the potential of employees to fruition, the processes "inside the head" of executives and staff have not yet been satisfactorily investigated. Situative and personalized leadership are thus undoubtedly a prerequisite for creating the conditions suitable for delivering performance. However, the actual thought processes of executives and their employees have not been adequately scientifically documented. The development of individual performance thus remains limited. Standard surveys, whose objective is always recognizable for the test persons, reach their limits here. For this reason, in this study the object of research "Values and attitudes at the workplace" was approached by a method that discounts social desirability – or the opposite: the distribution of object lessons. If the way of thinking is determined in an objective manner, scientifically founded conclusions are possible, additional knowledge is created and improvements in productivity can be achieved.

The study in hand is addressed to scientists and interested persons engaged in the field of psychometric procedures, personnel recruitment and development, as well as management consulting. The explanations of the scientific approaches and methods of calculation are correspondingly profound.

Research issues

Values and attitudes at the workplace ultimately bring about or influence everything that happens in the professional environment. For practical reasons the study is limited to three main questions:

1. What significance should be accorded to each of the three value dimensions (human, practical/operational, systemic/formal) in the test persons? What is important here is the prevailing patterns of behavior of the surveyed category of persons.
2. To what extent are existing interpersonal, practical and planning skills and motivation potential exploited at the present workplace?

3. What role do medium- to long-term challenges play for the degree of contentment in professional life and to what extent do employees orientate themselves to these?

A further central theme are derived factors, e.g. will to change, self-organization or concerns about the future due to increasing uncertainties in a globalized world and gender-specific differences. This sparks a broad discussion on the main effects of prevailing values and attitudes at the workplace.

State of research

Works on the topic in literature are generally intransparent. A Google search of the term "values" in conjunction with the keyword "study" produces over 32,000 hits. In most cases they are special areas in which the prevailing values are examined, e.g. migration, youth issues, payment, culture, ethical management, further education, mobbing, etc.

The best-known study in this context, not only in the German speaking region, is the Gallup poll which has been regularly conducted for many years. It found that about two thirds of employees were not committed and only 10% were really motived by their work. 23% even worked actively against the company, as they had already mentally quit their jobs. According to these figures the German economy suffers annual losses running into the hundreds of billions[1].

A comparative analysis of further interesting research on the subject has been prepared by Karsten Schulte-Deußen[2]. Besides the above-named Gallup Study, these include the Eurobarometer, the socio-economic panel (data report of the German Federal Office of Statistics), the study of the Great Place to Work Institute in conjunction with the German Federal Ministry for Employment and Social Affairs, the Towers Watson study and the "Index Gute Arbeit" of the German Federation of Trade Unions. The author knowledgeably demonstrates the priorities set and reaches a constructive and positive overall conclusion. Investments in workplace culture thus pay off by promoting satisfaction at work and commitment.

[1] See Financial Times Germany of 1 April 2010: http://www.ftd.de/karriere-management/karriere/:mitarbeiterbindung-resignation-greift-im-arbeitsleben-um-sich/50095106.html . The study "Gallup Engagement Index" by the Gallup management consultancy in the fall of 2009 based on a telephone survey of about 500 employers in Germany. The questionnaire used by Gallup (Gallup Q 12) can be found under the following link in the Internet. www.artsusa.org/pdf/events/2005/conv/gallup_q12.pdf .

[2] Schulte-Deußen, Karsten: A people working to rule? Analyses of commitment in Germany, in: Wirtschaftspsychologie aktuell, 4/2010, pages 9-11. The further literature mentioned by the author can also be found in the list at the end of this study.

A representative example for other European countries is the Employee Outlook 2010–11[3] which gives the British a good satisfaction-at-work rating and highlights problem areas such as working under pressure and job security.

An analysis of research work on the subject reveals that either direct surveys or the economic and socio-cultural figures serve as data input to draw conclusions on prevailing values and attitudes. Questionnaires that do not permit influencing by alternative answer options have hitherto not been encountered on a broad scale.

Research method

The study in hand is based on the methodology of the Hartman Value Profile. Robert S. Hartman developed this method in the USA in the 1960s and 70s. It is based on a ranking by test persons of originally two times 18 terms/statements from "good" to "bad" using subjective judgment. The underlying complex logical-mathematical model enables an extremely subtle analysis of the individual value system without the participant being able to manipulate[4]. Specific terms and examples for the mathematical approach are listed in the section on scientific fundamentals and methods as well as in the detailed section of this study.

Robert S. Hartman's model was refined in an innovative business application by the author of this study and is used in the optimization of personnel recruitment and development, and in corporate strategic issues. The author prepared this business application and implemented it at profilingvalues GmbH[5].

Procedure

Following an introduction to the diagnostic tool of Robert S. Hartman, the fundamentals and manner of representation of the psychometric model will be explained and the study design presented. A discussion of the results is to be found in the main part, which in three stages focuses on the perception or evaluation of the environment, the personal role of the test persons and finally aspects derived therefrom. A summary brings the results into perspective. The Appendix explains the methodology in detail by way of examples and lists the relevant results and references used.

[3] Chartered Institute of Personnel and Development (ed.): Employee Outlook 2010-11, London 2011

[4] The homepage of the Robert S. Hartman Institute in the USA www.hartmaninstitute.org can be recommended for details and background information.

[5] For more information visit www.profilingvalues.com.

2. Scientific fundamentals and methods

All participants underwent an online profiling lasting approx. 20 minutes. The objective was not individual evaluations as per the usual questionnaire style, e.g. "completely agree with this statement", "absolutely do not agree" or stages in between. Instead, the test persons were shown four times 18 statements/terms on the computer screen and asked to use the mouse to rank these from the best to the poorest value according to their subjective judgment.

The scientific basis for this method comes from Robert S. Hartman, who spent his childhood in Berlin and left Germany in 1933. Dr Hartman developed the Hartman Value Profile (HVP) named after him in the 1960s and 70s in the USA[6]. On the basis of the HVP, profilingvalues GmbH developed an extended innovative business application which is used for the purposes of optimization in recruitment and personnel development.

2.1 Robert S. Hartman's approach

The following section explains the scientific approach and illustrates the elementary differences to traditional psychometric methods. Here it becomes clear, in particular, why manipulation by the test sample can be ruled out. A discussion of the results of the study is, however, also possible without a precise knowledge of the scientific model of Robert S. Hartman. Accordingly, this section may be skipped by the less theoretically interested reader.

Robert S. Hartman's research quest

Existing approaches from logic and philosophy and existing gaps in research prompted Robert S. Hartman to develop a formal value concept. He wanted to effectively answer the question "What is good?" from the formal-logical and mathematical side. With his scientific main work he has succeeded in doing so[7].

Hartman was persecuted by the Nazis and this terror regime has had a lasting impact on him. His striving for a better, value-oriented world is emphatically expressed in the following quotation:

"I thought to myself, if evil can be organized so efficiently [by the Nazis] why cannot this also apply to good? Is there any reason for efficiency to be monopolized by the forces for evil in the world? Why is it so difficult to organize good? Why have good people in history never seemed to have had as much

[6] HVP meanwhile belongs to the extremely well validated psychometric methods and has been applied millions of times.
[7] Robert S. Hartman: The Structure of Value, Southern Illinois University Press, Carbondale 1967.

power as bad people? I decided I would try to find out why and devote my life to doing something about it."[8]

Robert S. Hartman oriented himself to the exact natural sciences and was determined to apply this "scientific method" to the social sciences or ethical principles. He wanted to counter pure "philosophizing" in the moral sphere and rejuvenate this field with quantitative methods. If formal-logical clarity can be achieved as to what is "good" and "bad", we have a benchmark for objectively measuring the value system of each individual. This basic principle can then be used to observe prevailing values and attitudes at the workplace from an objective point of view.

Hartman points to Galileo and Newton for breakthroughs in natural sciences. The synthesis in the form of consistently valid axioms such as F = m * a (force equals mass times acceleration) or v = s/t (speed equals distance covered per unit of time) first creates the basis for transition from the natural philosophy of Aristotle to an exactly calculable science which enables technical development. For about 500 years this has been the case in the natural sciences.

On the other hand the moral sciences, i.e. ethics and other social sciences, have not yet reached this point, and are lagging behind the development of the natural sciences by at least 500 years. They have not hitherto progressed beyond the stage of the non-binding discourse. Hartman himself developed an approach, which successfully projected the natural scientific method on the world of ethics and morals and thus founded an exact value science, formal axiology[9].

Logical-mathematical, deductive model

From the model theory Hartman developed a "formal concept of good": "good is what fulfills its concept"[10]. This trivial sounding statement, however, has far-reaching implications. It enables us to build up an exact science independent of different moral-ethical concepts and proceed along mathematical lines. Good is thus a correlation of the concept of "something", e.g. a chair, and the object in hand, e.g. the actually observed chair (concept-object relation). The functional characteristics (properties) of the "something" are crucial here. If a real chair has a seat, a backrest and a knee-high, self-supporting structure it fulfills the functional chair concept and is thus a good chair. Is the back broken off and/or the seat is split, it cannot be referred to as such. The more characteristics exist in "something", the more valuable it is. His mathematically formulated axiom is:

$$\mathbf{V_x = 2^n - 1}$$

[8] Robert S. Hartman: Freedom to Live (edited by Arthur R. Ellis), Amsterdam – Atlanta, 1994, page 33.
[9] Axiology means the study of values and comes from the Greek word αξια (axia, value).
[10] "… that a thing is good if its properties correspond to the predicates of its concept. Or, a thing is good if it fulfills its concept." See Robert S. Hartman: The Knowledge of Good – Critique of Axiological Reason (edited by Arthur R. Ellis and Rem B. Edwards), Amsterdam – New York, 2002, page 96.

The value (= V) of "something" (x) corresponds to the basis 2 to the power of n, which gives the number of characteristics of the "something", minus one.

Briefly explained, this formula shows how many combinations there are of the relevant characteristics of a "something". In the following overview this is illustrated using the example of the above chair. Each combination is a value, but only one of these values is the value "good", i.e. when all characteristics exist:

Chair characteristics True (T) / False (F)	Good	Adequate				Average						Inadequate				Useless
Seat	T	T	T	T	F	T	T	F	F	T	F	F	F	F	T	F
Backrest	T	T	T	F	T	T	F	T	F	F	T	F	F	T	F	F
Self-supporting structure	T	T	F	T	T	F	T	F	T	F	T	F	T	F	F	F
Knee-height	T	F	T	T	T	F	F	T	T	T	F	T	F	F	F	F

Fig. 1: Combinational chart of characteristics

A chair thus has the value 15 ($2^4 - 1$), i.e. the sum of combinations of characteristics, which are either applicable or not. The possibility that all functional characteristics are not applicable ("useless") is deducted. The value increases exponentially with an increase in functional characteristics. A modern passenger aircraft accordingly has many characteristics and thus a higher value. But the chair can also have many more characteristics. If we take a closer look at the named "properties", these in turn have sub-characteristics, which again have characteristics, and so forth, until we finally reach the atomic or subatomic level. All real things around us can be calculated or generally represented as a quantity, if the number of characteristics (n) approaches infinity. This is a countable, infinite quantity which is represented in set theory by the symbol $\aleph_0$ (Aleph 0[11]). This value stands for the practical-operational, objective value dimension, in specialist jargon extrinsic (E).

However, there are constructs that are not covered by this, e.g. a geometric circle. There is no passable geometric circle or a bad triangle. They exist in perfection or not at all. The circle requires a center point and a regular curve which always maintains the same distance to the center, i.e. three characteristics. If, however, only one of the conditions is not fulfilled, it can no longer be a geometric circle and the system is no longer existent. Mathematically speaking this is a finite quantity. From the above axiomatic formula it has only the value n (for the example with the circle: 3), since there cannot be options of combining applicable and not applicable. Each characteristic is a condition (*conditio sine qua non*). The systemic value dimension (S) is based on this fact. Systems, whether of an organizational, procedural or other nature, have a lesser value than the actual things in life. With Hartman this becomes mathematically

[11] Aleph is the first letter of the Hebrew alphabet. For the concepts of set theory, largely established by German mathematician Georg Cantor see the Wikipedia entry for cardinal number: http://en.wikipedia.org/wiki/Cardinal_number

calculable. The systemic value dimension (S) thus has a lower value than the above-discussed extrinsic dimension (E).

It becomes interesting when the subject of discussion is not systems or objects, but our attention is focused, e.g. on an individual. How many character traits does he have? And how can they be described? Here we are confronted with the problem that not only is it impossible to conclusively define the characteristics of an individual, but that these characteristics are also intertwined. In mathematical terms we speak of a continuum. In terms of the Hartman axiom the human value dimension is intrinsically (I):

$V_{intrinsic} = 2^{\aleph_0} - 1 = \aleph_1$

$\aleph_1$ (aleph 1) is an uncountable, infinite quantity and thus more valuable, i.e. offers more combination possibilities for characteristics, than the two previously discussed value dimensions. Hartman's basic value hierarchy is thus: people are more valuable than objects and these are in turn more valuable than the systemic, i.e. theoretically constructed. This is also expressed mathematically in I > E > S. with $\aleph_1 > \aleph_0 > n$. The derivation of the three value dimensions of Hartman's axiom is shown in the following diagram.

Fig. 2: Value dimensions according to Robert S. Hartman

The mathematical-philosophical excursion now leads back to the actual profiling. On the basis of the three elementary value dimensions (I, E, S) it is possible to form or calculate dual combinations. For example, a systemic value can be observed or evaluated through an extrinsic focus, i.e. to re- or devalue something formally regulative by something physical. This is done mathematically with the aid of the exponential function, since adding and subtracting is not possible in terms of infinity. An example of this is a statement from the profiling: "production standstill". This describes a company's operations as a systemic term (S), which is adversely affected by an observable breakdown – the standstill – (extrinsic, E). The formula is: $S^{-E}=n^{-\aleph_0}$.

Hence, each value dimension (I, E, S) can be linked to all others in a positive (constructive statement) and negative (non-constructive statement) manner. In each case this is based on a mathematical formula which delivers a qualitative statement on value. The following overview shows all possible combinations, explaining why 18 terms or statements per profiling step are used in the Hartman Value Profile.

Value dimensional linkage	**Formula**	**Some examples**
Intrinsic-intrinsic constructive	I^I	Success by individual peak performance
Intrinsic-extrinsic constructive	I^E	…
Intrinsic-systemic constructive	I^S	Creative head of the company
Extrinsic-intrinsic constructive	E^I	…
Extrinsic-extrinsic constructive	E^E	A good meal
Extrinsic-systemic constructive	E^S	Automated business processes

Systemic-intrinsic constructive	S^I	…
Systemic-extrinsic constructive	S^E	…
Systemic-systemic constructive	S^S	…
Intrinsic-intrinsic non-constructive	I^{-I}	Mobbing
Intrinsic-extrinsic non-constructive	I^{-E}	…
Intrinsic-systemic non-constructive	I^{-S}	…
Extrinsic-intrinsic non-constructive	E^{-I}	Immediate dismissal without reason
Extrinsic-extrinsic non-constructive	E^{-E}	A useless product
Extrinsic-systemic non-constructive	E^{-S}	…
Systemic-intrinsic non-constructive	S^{-I}	Mass unemployment
Systemic-extrinsic non-constructive	S^{-E}	Production stoppage
Systemic-systemic non-constructive	S^{-S}	Accidental profits

Fig. 3: Binary value combinations

If the exponential functions are calculated with the previously derived values (I = $\aleph_1$, E = $\aleph_0$, S = n), the result is a unique ranking for all formulae and thus also for the terms and statements of profiling. These terms and statements for the formulae were prepared by Robert S. Hartman and his team and have meanwhile been extensively validated in international studies[12]. Hartman's statements were applied in the profiling method used for the study, in addition to new terms which are focused, developed and validated on the professional world. The following figure shows the calculation of the unique ranking.

Fig. 4: Axiological calculation according to Robert S. Hartman

The logical-mathematical profile position is the calculated reference, in relation to which each ranking selected by the test persons is set. In a final stage the participant's deviations from the logical norm are calculated. This profile position is one of 6.4 quatrillion possible arrangements[13]. The chances of selecting the logical combination are equal to winning the lotto jackpot 49 million times in a lifetime.

This form of evaluation makes it clear that attempts at manipulation are not purposeful. A candidate may even achieve the opposite effect by higher ranking of terms he wishes to highlight in order to create a certain impression. The ability to rank the statement correctly is even diminished. Because it is not possible to know which term belongs in which place, manipulation, i.e. a determined attempt to present oneself in a certain form, is ruled out. The procedure can at most be falsified by not portraying oneself. However, in this case the inner consistency of the system would be negative. Attempts at manipulation usually produce results below the potential of the test person. His or her fundamental patterns of thinking and behavior are nevertheless determined.

[12] Regarded as a standard work of validation studies on the Hartman Value Profile: Leon Pomeroy: The New Science of Axiological Psychology, edited by Rem B. Edwards, Amsterdam – New York 2005.

[13] If 18 statements are to be ranked, mathematically seen there are 18! (factorial) ways (18! = 18 x 17 x 16 x 15 … x 2) of arranging these statements. The sum of possibilities is 6.4 quatrillion – 6,400,000,000,000,000 – a 16-digit figure.

The linguistic wildcards developed by Hartman for the above-explained mathematical formulae have been intensively validated. Initially the elegantly devised, logical-mathematical model derived from theory lacked empirical proof. The Hartman Value Profile, which provides the basis of the profilingvalues applications, has meanwhile been subjected to extensive scientific tests. Very good construct validities and also test/re-test reliabilities are obtained (p = 0.82 for the valuation of the outside world or 0.84 for oneself)[14]. The correlations between der logical-mathematical ranking and the median of test persons is very high (Spearman's rho coefficient: ρ= 0.93 or 0.88). In addition a very strong concordance among the participants was demonstrated (Kendall's W-coefficient: W = 0.85 or 0.79). Competing validations were successfully performed, e.g. with Catell 16 PF and MMPI. There are a number of studies on criterion validities[15].

2.2 Psychometric model: fundamentals and method of presentation

Hartman derived a psychological model from his formal-logical works which subdivides human perception into two areas: the "outside world" and the "self". The three value dimensions (intrinsic, extrinsic and systemic) act on both spheres – outside and inside. This results in the following matrix with six areas of analysis and the corresponding personal characteristics.

Matrix of values and attitudes		
Value dimension	**Outside world**	**Self**
Intrinsic: human	Empathy	Own needs
Extrinsic: practical	Practical thinking	Success orientation
Systemic: formal-regulatory	Structured thinking	Goal orientation

Fig. 5: Matrix of the model

In the system of profilingvalues each of the 4 times 18 statements to be ranked by the participants is backed by the corresponding mathematical formula, as explained above. In fact, all deviations of the participants to the derived basic mathematical constellation are measured. This enables conclusions to be drawn on how "clearly" a value dimension is seen – i.e. how well. Furthermore, by differentiating between up- and down-valuation we can determine the level of attention the participant is currently directing to the relevant value dimension[16].

[14] See Leon Pomeroy, a.a.O., page 78.
[15] More information can be found on the website of the Robert S. Hartman Institute (www.hartmaninstitute.org). An excellent compilation of all relevant validation studies on the Hartman Value Profile is offered by (cited above): Leon Pomeroy, 2005. A brief summary of key research on validity and reliability can be requested directly from profilingvalues: info@profilingvalues.com
[16] For basic approach to calculation see Appendix to this study.

"Ability" and "will" (attentiveness to this ability) are thus measured quasi in one process. These two parameters are shown in each value dimension by bars and diamonds, as in the following figure[17].

Fig. 6: Bars and diamonds: ability and willingness

Besides basic skills or potential, this method also permits present attentiveness to be measured for the first time. A deeper insight into the current or ongoing motivational situation and attitude of a test person is obtained. In combination this produces a practically endless range of possibilities in profiling, corresponding to real-world human personality traits and interests.

A diamond at around 50% shows balanced, situation-dependent use of the character trait. This means flexibility or the potential for using the "complete repertoire" of the respective characteristic according to ability. A diamond above this "neutral position" signalizes focus and passion. If it approaches 100%, we rather speak of "must" than "will", for there is a strong urge to apply this characteristic. Conversely, the characteristic is pushed into the background if the diamond is between 50% and zero. The diamond shape can be compared to a pendulum which is in a perpendicular position at 50%. Its movements to either side reflect the present level of attentiveness, i.e. more pro-activity or reactivity.

In the figure above we see an individual with an excellent empathy (bar at about 85%), although he uses this characteristic very sparingly (diamond less than 10%). Here the readiness for empathy is clearly lower than the capacity for empathy. This person will not adopt the feelings of others and hardly "resonate" with them, although he can easily recognize interests and emotions, and is in a position to judge others objectively or functionally. However, this person will have far more difficulty in intuitively inspiring the people around him. If the diamond was located at around 75% on the same bar, this kind of inspiration would have been second nature to him. This person would, on the other hand, be unsuitable as a restructuring manager, because he would be easily swayed by the feelings of others. A neutral position of the diamond with the above bar would enable, e.g. an executive, to fully utilize the total bandwidth of empathy, i.e. master the above-mentioned "repertoire" of interpersonal behavior.

The interplay of bars (= ability) and diamonds (= attentiveness or will) plays a key role in all analyzed characteristics.

The bars, i.e. percentage of skills, in this procedure (Hartman Value Profile, HVP) are standardized with the Gaußian normal distribution curve over society as a

[17] More information on the report format of profilingvalues can be obtained at www.profilingvalues.com. A sample report can also be downloaded.

whole. The results of the category of persons in this study must accordingly be seen in relation to society as a whole, as the following graph illustrates.

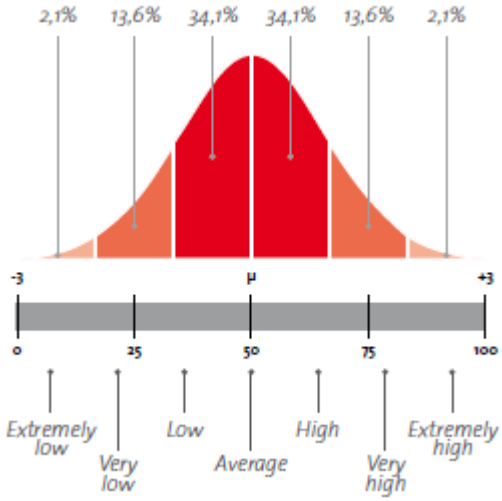

Fig. 7: Normal distribution

2.3 Study design

The online rankings of 1,803 participants (734 women and 1,069 men) were analyzed in the period from June 2009 to March 2011. The participants are specialists and executives from over 250 companies in different industries from Germany, Austria and Switzerland as well as numerous self-employed persons. Generally we can say that demanding, i.e. more senior functions were examined and not a collective average in relation to all human resources.

The seven intervals of the Gaußian bell curve range from “extremely low” to “extremely high”. They represent the seven “performance levels” postulated by Robert S. Hartman as used in all scales of the Hartman Value Profile (HVP) (Meta scaling). The 100 percentage points are thereby divided by seven. This produces a result of 14.29. The performance levels can be interpreted as follows: Excellent: 100 to 86%, Very good: 85 to 72%, Good: 71 to 58%, etc.

3. Results and discussion

3.1 Central model factors

The aggregated and averaged values for the central result matrix are as follows and will be discussed below:

Matrix of values and attitudes	**Results**					
Value dimension	**Outer world**			**Self**		
	Ability		**Willingness**	**Ability**		**Willingness**
Intrinsic: human	77%	Empathy	29%	74%	Personal needs	18%
Extrinsic: practical	79%	Practical thinking	43%	70%	Success orientation	54%
Systemic: formal-regulative	67%	Structured thinking	38%	67%	Goal orientation	67%

Fig. 8: Matrix of the model with study results

3.2 Evaluation of the environment – analysis of the "outside world"

The study results of the valuation of the environment show that practical thinking is slightly ahead of empathy, with structured thinking at a somewhat greater interval behind it. In the three value dimensions the reference group thus demonstrates the following priorities: first of all, participants focus on the practical-operational aspect ("what?"), followed by the interpersonal area ("with whom?") and finally they consider the planning aspects ("what for?").

Hence, the greatest potential lies in the ideas for practical implementation of the given tasks. One can normally rely on specialists and executives to know how best to tackle a task. Creative scope during implementation thus enables this potential to be utilized, while rigid rules or processes act against it. The study shows that more freedom during implementation boosts productivity. The reservoir to be tapped is substantial. This is normally counteracted by the principle of standardized organization of structures and processes, which enables simplification and thus scale effects. At this point, without being able to weigh the results scientifically against each other, it is evident that greater room in framework processes leads to better results than rigid organizational leadership. With this in mind, improved results can be anticipated, at least for senior functional levels in the business world. Otherwise there is a risk of motivational or performance obstacles.

Ability in the stated practical-operational (79%) and planning sectors (structured thinking ability 67%) is at a high level, attentiveness consistently somewhat in the reactive zone (43 and 38% respectively). This is conclusive in so far as the upward and downward spikes, e.g. from a high level of contentment or frustration, average out to a large part when practical and structured thinking are considered, and thus results in the region of 50% appear plausible. Although

practical solutions and planning aspects are thus balanced in the aggregation of the category of persons, they could be significantly higher. Consequently there is also considerable potential to be exploited here.

3.2.1 Empathy and social competence

The test group tends to use its potential in social interaction in a more reserved manner (willingness to empathy at 29%). The frequently observed understated or businesslike interaction with one another should not, however, be interpreted as a lack of interpersonal understanding. On the contrary, the test group attaches great importance to social commitment to one another and thus social competence (ability 77%), but this is obviously not so strongly displayed.

For companies it is important to know that extremely high potential exists in the interpersonal area. If such knowledge were better disseminated, much more could be achieved in dealing with one another. It is one thing to objectively convince someone, but the real challenge is to touch someone emotionally at the right point, so that he willingly performs the task or aspires to the set goal. This can be more easily achieved with greater willingness to empathy.

Conversely, it must be understood that many people do not appreciate extrovert based communication built on conviction e.g. with as much talking and conversation as possible. The latter runs into a void, because they quickly recognize the interests and feelings of the others, but do not want to be dealt with in emotional terms (low level of will), because their emotional sphere is unpleasantly affected by it.

The conclusion therefrom is clear: leadership must be practised in a situation-dependent and personalized manner. The individualization of interpersonal interaction – i.e. correct communication with the respective person – is demonstrated by the results of the study and its importance can hardly be overestimated.

The study in hand analyses the German-speaking region, where a reserved approach to one another is more pronounced than in other countries, for example the USA. Leon Pomeroy, who is regarded as an outstanding expert in the field of HVP – in particular with a view to international applications – has submitted comprehensive studies on the subject, as explained above in the theoretical section[18].

[18] Cf. Leon Pomeroy, 2005, page 255. The German-Austrian-Swiss value (empathy willingness) is comparable to Indonesia; in Japan even lower figures were determined, likewise in Russia.

3.2.2 Practical thinking and solution orientation

The highest value in the overall profiling is determined in ability of the category practical thinking, as already described under Section 3.2. The available practical potential is thus very substantial. But to what extent are these skills utilized? If the diamond (willingness) were also high, the result would indicate a high level of attentiveness to this ability, i.e. a proactivity to deploy the solution orientation to the fullest possible advantage. The employee can get his practical "horsepower on the road". This provides for a feeling of success and satisfaction at work, for that is where the critical point lies, as many investigations have shown. A high level of job satisfaction creates a high level of motivation and thus corporate success in the long term.

Strong dissatisfaction in practical themes, i.e. a veritable reluctance to implement, manifests itself in a low level of will in the area of practical thinking, as also demonstrated in numerous interviews with respective participants. The measured value is 43%. In this scale a standard deviation of 21 was determined. In practical thinking (will) over two thirds of the respondents thus lie between 22 and 64%. Almost one sixth is even more content or correspondingly passionate about what they do.

Almost half the test persons are thus satisfied with the conditions in their working environment if they have a prospect of using their practical talents. If we also permit values below 43% (will), there are even more. Against this background it makes little sense to hinge dissatisfaction on a fixed point at which the attitude "topples". At most, about 15% could be classified as very dissatisfied with the conditions according to the distribution curve.

With a view to the mood of senior executives this is also an extremely positive result compared to the above-named studies. Professionals and executives tend to feel that they can develop their full practical potential. Few of them focus on the barriers that hinder the performance of their duties. Unfortunately, the high level of contentment in executives cannot necessarily be applied to all employees, because a study of this kind would have to be based on a representative sample of the total working population. Nevertheless, the question must be posed whether the statements to date on this topic, e.g. by Gallup, are truly accurate. It is possible that a low level of contentment is a phenomenon in the lower sections of the hierarchy. It is also possible that we have a higher degree of contentment overall and the Gallup findings reflect a reprimand effect. The main focus for a high degree of satisfaction at work and to seek motivation in the transmission belts of values and attitudes from higher to lower functional levels is, however, by no means wrong, but promises success.

3.2.3 Structured thinking and structural problem solution

Formal-regulative thinking assumes last place with the reference group in relation to the value dimensions of the environment. It is thus only taken into consideration after the human and practical dimension. In the applied procedure structured thinking gauges the ability to recognize and observe systems, i.e.

systemic thinking. This scale contains planning aspects and also aspects of strategic thinking and structural problem solution.

With aggregated 67% skills for the professionals and executives target group we are on a par with most other nations. Although Germans are seen internationally as extremely good organizers and systematicians, such a reputation cannot be hindged on this scale alone. It is rather the combination of good planning skills and a high level of practical talent. In the above-discussed practical thinking and respective solution orientation the German-Austrian-Swiss test group achieves a top ranking in the international field[19].

At 38% willingness in the area of the structured thinking lies below the neutral position of 50%. The historical upheavals of the past century, caused by dictatorships, may have produced a certain reluctance to comply with the system. The previous long-standing small-state mentality and nowadays intensely experienced federalism may also be one of the reasons. The willingness to conform to systems, organizations, processes, hierarchies or rules thus tends, according to the results of the study, to be less pronounced. The test persons value freedom and independence more. On an international scale the German-speaking region is located in the lower range; only Russia has an even lower value[20].

The related standard deviation of the reference group is 26, i.e. two thirds of the test persons achieved a willingness score of between 12 and 64% in structured thinking. This causes the results in the diagram of diamonds on the bars to shift towards the left and portray the image of a working society which prefers freedom, but is flexible where the necessary categorization is concerned. Thus, if the line fundamentally specified by the management level is correct or deemed to be so and remains constant, it is flexibly implemented according to the circumstances.

It is not without reason that French companies often observe in their German dependancies a questioning and criticizing which is seen as rebelliousness by our western neighbor. According to the study the Germans, Austrians and Swiss can easily comply and subordinate themselves, although they appreciate ample room to manouvre and must not spend too much time on planning and documentation.

Values of 25% and lower are often measured for self-employed people on the scale of structured thinking willingness. They have difficulty in complying and subordinating themselves in larger corporate structures. They require freedom and independence. Conversely, in willingness to structured thinking the perfectionists are situated at the upper end of the percentage scale.

[19] Cf. Leon Pomeroy, 2005, page 255 ff.
[20] Cf. Leon Pomeroy, 2005, page 255 ff.

3.3 Evaluation of one's own role – analysis of the self

If the view from the outside world is turned on oneself, a different picture appears. One's personal needs can be perceived most clearly (74%), followed by success orientation (70%) and finally goal-orientation (67%).

The test persons thus have the clearest concept of their own, unique personal value. In second place they see their functions and role, and finally they recognize their self-concept or self-strategy. This speaks for self-confident, anchored personalities who are well aware of their daily radius of action. What possibilities of a long-term nature they have is less developed.

To put it in a nutshell: the persons in the reference group tackle the operational challenges in their functions in an enlightened and self-confident manner. They have a less clear concept, however, of their long-term positioning in life and profession. Good and bad news is contained in this statement.

3.3.1 Personnel needs and stability or resilience

Whereas the above discussed empathy is best queried by "Who is around me?", personnel needs can be researched with the question "Who am I?". This refers to the immediate question without a professional self-definition or self-concept, and only related to one's own person, the individual. Here we see the above mentioned greatest potential in oneself (74%), but the overall least exploitation of all scales with only 18% attentiveness (willingness). Thus seen, we apparently know only too well who we are, but the low level of attentiveness does not allow us to look after ourselves. Our stability and resilience suffer, because we tend to over-exert our inner source of energy and neglect our own regeneration. A major part of our working society is thus defined in the professional sphere and is controlled by logic, rather than acknowledging professional constraints and listening to the inner voice of basic intuition.

In international studies with the HVP it was adequately demonstrated that it is a general social phenomenon of developed industrial countries. In first place is the profession, the role as family member or other social obligations. Only much later do we think of ourselves. This is particularly common in the well educated social levels which bear great responsibility and not only represent the backbone of society with a view to paying into social systems. In his extensive validation of the HVP Leon Pomeroy proved that according to this criterion individualistic societies, e.g. USA, achieve higher values than collectively oriented social systems, e.g. Japan[21].

Interesting in this context is the standard deviation of attentiveness to one's personal needs. The latter is only 17. Thus only one in six respondents achieve higher values than 35%. This corroborates with the research of Robert S.

[21] Cf. Leon Pomeroy, 2005, pages 245-336.

Hartman that persons with a high degree of attentiveness to personnel needs tend to egoism or even narcism.

3.3.2 Success orientation and responsibility or assertion

Whilst the above discussed practical thinking is clarified by the questions "Who is around me?" or "What must be done?" success orientation poses the question "What am I?" By this is meant the function or role which one performs and how one makes a success of it.

Robert S. Hartman originally used the term "role awareness" for this scale. According to his/her role the test person asks him/herself the question: "Am I a nurse?" or "Am I a salesman?" or "Am I an executive?" The better one can answer this question, which as already mentioned is not directly posed, for oneself, the clearer one sees the value dimension success orientation. The more a person identifies with this role and practises it, the more pronounced the ability and will in this area.

Typically, persons who regard themselves as highly motivated, fully occupied and satisfied in their function achieve values of 75% or higher in ability and willingness. This has been demonstrated by numerous accompanying interviews for the study. Conversely, low bars (skills) and diamonds (attentiveness) indicate a poor match between personality traits and present role or position. The assumption of responsibility is then less attractive and the will to assert one's own standpoint is impaired.

Practical thinking and success orientation require differentiated consideration, although both are ranked in the practical value dimension. In practical thinking – as already discussed – satisfaction at work is measured in respect of one's own practical activities, initiatives or solutions. The percentage for willingness sinks dramatically when barriers hindering the individual flow of practical energy exist in the work environment. This creates dissatisfaction and demotivation in operational routines. Falling productivity is the direct result.

Success orientation goes deeper and includes one's own function and the status of the individual, i.e. by definition oneself. Not only actions are relevant here, but also the leverage and effectiveness from one's own position. It is thus more than barriers which stand in the way. If success orientation in willingness drops - due to the circumstances one sees one's own function at risk or doubts its purpose - then demotivation reaches other depths, because professional existence depends on it.

In this situation it is not surprising that in some cases of mobbing a massive decline in ability to success orientation (bars) was observed. The environmental situation impacts the skills so strongly or persistently that blockades arise, whose immediate elimination – for example by a job change – is not possible. The result is the psychological consequences of extremely negative workplace situations, which may be irreversible in extreme cases.

With 70%, the aggregated ability to recognize one's own factors of success, achieves a good score. The majority of the reference group is basically entrusted with functions that are perceived as meaningful and fitting. Strengths and requirements are usually in unison.

Even more interesting, however, is the fact that at 54% attentiveness (diamond) on the success orientation receives the second-highest value on all discussed scales. With a standard deviation of 27, willingness is widely dispersed, and two thirds of the test persons lie between 27 and 81%. However, this is not surprising, as conditions at the workplace are extremely varied. The results show that only one sixth or 17% are very dissatisfied or demotivated when it comes to the function they perform.

Viewed as a whole, a large majority of the test persons experience a feeling of success and gratification in their positions. Although these are positions with a higher level of responsibility and not an average for society as a whole, this is a surprisingly positive result. Satisfaction at work and motivation appear to be substantially better than their reputation or the answers received in response to direct questions.

3.3.3 Goal orientation and decisiveness

The self-direction capability is measured on this scale, as well as the focus that one directs at one's self-concept or self-strategy. The questions "Why am I (here on this earth)?" and "Where should all my activities lead me?" are the focus of the analysis.

At 67% goal orientation is relatively the weakest dimension of the self (sharing the overall weakest scale in ability with structured thinking), albeit at a high level in the comparison of society as a whole. This means that although the test persons have a good fundamental ability of self-orientation and understanding of their appropriate long-term positioning, compared to their other skills they see these two scales less distinctly.

In interviews it was determined that professionally highly committed people, who are goal-oriented and ambitiously strive for personal development, exhibit a high level of willingness. These persons have a high degree of determination when it comes to decisions concerning their self-strategy. As a manager one can function as a role model because one's personal benchmarks are highly set and leadership charisma takes effect. The term "self-direction" used by Hartman illustrates the term "self-orientation". At 67% this willingness is at the highest level compared to the other dimensions of the willingness. The test persons are searching for a meaning in their (professional) life (attentiveness), although the still have scope upwards as far as recognizing the opportunities offered (ability) in the long term is concerned.

In simplified terms, people act at a very high level in operational functions, but they are caught in the proverbial treadmill. They thus lack the perspective and often the time to think about their own longer-term path in life and set the course as necessary.

3.4 Derived model factors

3.4.1 Test level and tension between the outside world and self

The level of every profiling can be calculated by exact measurement of individual deviations from a logical-mathematical profile position. This indicates how clearly one sees the environment or oneself ("visual acuity"). Ultimately it measures the extent to which one's own ability to evaluate enables one to organize one's cognitive and emotional capacities[22]. Indirectly this is also an indication of intelligence.

At 74% the aggregated level of test persons with a view to the evaluation of the outside world is well above the societal average of 50% according to the Gaussian normal distribution and achieves the performance level "very good". This is not surprising, as the jobs of the test persons are at high end. The result shows also that on average more complex tasks requiring a higher analytical level can be mastered by the test group.

It is interesting to compare this level with the scores for the self, which is only 66%. Accordingly, extremely good "visual acuity" to the outside does not imply an equally high order within the person, i.e. in one's self. According to study, inner clarity, i.e. recognition of oneself, is less dependent on the professional function, but it is not totally independent thereof, otherwise this value would have presumably been around 50%. Order or maturity in oneself is not necessarily consistent with senior positions and the talents required to correctly judge the environment. The test persons, however, essentially have a slightly greater inner clarity than the average of society.

The results of the study show that inner maturity is more independent of responsible professional tasks than maturity in the evaluation of the outside world. The latter is important for recognizing in complex environments what steps must be taken to achieve the desired effects. For successful leadership the clarity in one's self is, however, very important. A person who knows precisely who he is in the sense of a more objective self-image and where he is going can be a better role model to others and will radiate this knowledge and the appropriate confidence.

Conversely, it must be conjectured that in many lower estimated or paid positions people can be found whose inner maturity would make them suitable

[22] In the Appendix the following values are relevant: Dif1 (visual acuity to the outside), Dif2 (visual acuity to the inside) and Dif ½ (ratio of visual acuity inside to outside).

for a good executive. The results of the study support the thesis that leadership qualities are independent of position and thus also education or origin.

Imbalances between visual acuity to the outside and inside cause a kind of "friction" which manifests itself in felt tension, i.e. one is not completely integrated in terms of one's personal value system. If the view to the outside is much sharper, i.e. better, than to the inside, this is an indication that one has personal problems. An inner vacuum is sensed, or a "feeling of unfulfilment" which may extend to "drifting". Conversely, a significantly improved visual acuity in oneself in conjunction with a significantly weaker view to the outside also results in "friction", but here one tends to have problems with the outside world. One's own inner order and perceived quality are projected to the outside world. Figuratively speaking, the world serves one a slap in the face, as it is not so good. These people are often disappointed by the outside world, or literally too good for the world.

The friction value between inside and outside is 70 %[23] in the test group. Visual acuity is - as mentioned above - higher on the outside than on the inside. There therefore tends to be a vacuum or "feeling of unfulfilment". A standard deviation of 21% in this value results in over two thirds of the respondents being located in a corridor between 49 and 91%, i.e. feeling severe to slight tension. The majority of test persons is thus not in harmony with the world and themselves. The corresponding tensions and imbalance are widespread. Those who are often described as too good for the world are less often found in senior positions.

The declared tensions should, however, not be seen only negatively in the sense of preventing a balance. This type of "friction" is also a source of energy and tends to drive people to embark on further activities.

3.4.2 Creativity and willingness to change versus realism and optimization

If the ability of all three value dimensions (human, practical, formal-regulative) in the outside world are equally developed, depending on his overall level ("visual acuity"), that person sees the world in realistic dimensions with the correct sense of proportions. A high score for valuation to the outside in conjunction with uniformly defined skills in the individual dimensions results in a high level of realistic perception and a striving for optimization in the sense of increased efficiency. The three dimensions of our physical space can be used as an analogy (height, width, depth). If one has equally clear vision in each of the three spatial directions, the optics are coherent, although the overall level may vary.

Assuming there are marked differences in visual acuity in three spatial dimensions, i.e. height is for example excellently estimated, width very well,

[23] 100% would be ideal here, i.e. exactly the same visual acuity to the inside as to the outside. This speaks for a fundamentally harmonious personality.

depth however only average, then this person experiences difficulties to see depth of field. Now and again he will screw up his eyes and change his location slightly to find other perspectives. Occasionally he will simply activate his imagination, to perhaps guess which object is at the back of his field of vision. Astigmatism is a comparable optical error.

Transferred to the three value dimensions of the profiling of the outside world, this situation shows creativity and willingness to change. If someone, for example, grasps the human dimension excellently, the practical dimension very well, but the formal-regulative is at rather average level, he will endeavour to find other perspectives. He will think out of the box and stir his fantasy in order to arrive at viable solutions. This "spread" of skills in dimensions of the outside world shows the extent to which a person thinks out of the box and copes better with changes, or judges them more realistically, and shows strengths in optimization. Initially, they are both to be seen as neutral. A strength or weakness only becomes apparent when skills meet professional requirements. In a pioneer entrepreneur these are certainly different from those of an implementation manager who has to navigate a major company through a mature market.

This is impressively demonstrated in a statement attributed to George Bernhard Shaw: "The reasonable person adapts himself to the world. The unreasonable person insists on adapting the world to himself. Therefore, all progress depends on the unreasonable person."[24]

The results of the study show a mean value of 51% for the "spread" of skills[25], i.e. spectrum between dry realism and bubbling creativity. Creativity or realism are accordingly distributed in senior positions in the same way as in society as a whole. Lateral or adapted thinking are obviously independent of the professional position in a society. The standard deviation is 24% and exhibited as a symmetrical distribution curve.

Once again, the reasonable conclusion is look out for talents in business process improvement and innovations on all career levels and in all functions.

3.4.3 Self-organization and a cool head versus hectic and emotional temperature

The profiling method measures the way a person reacts when confronted with problems. As humans we are all rational living creatures and our actions are controlled by our instincts, emotions as well as our cognitive talents in the sense of rational thinking. When confronted with problems, the reaction thus has an effect in both areas. If reaction is at a high level, a person is acting effectively and is well organized in terms of reason, keeps a cool head and has his emotions

[24] Quoted from: Werner Katzengruber, The New Salesmen – Sales, Weinheim 2006, p. 68.
[25] In the Appendix the following value is relevant: DimP1 (lateral thinking).

under control. Conversely, a rather weak reaction leads to hectic actionism and emotional surges, possibly resulting in an outburst of fury[26].

In this area one would perhaps assume that higher senior executives react correspondingly well. This is, however, by no means the case. The test results produce a value of 52%, which is more or less the average of society as a whole. A standard deviation of 14% means that positive and negative extremes seldomly occur.

In phases and situations of high pressure it must be assumed that professionals and executives do not always act correctly in terms of devising an appropriate plan of action, and that uncontrolled emotional actions occur. Blunders by management executives are thus explained quite easily from the perspective of the present study.

3.4.4 Concerns about the future

Pressure, however, not only ensues from outside constraints. It is also a part of the self. The profiling method measures reactions when confronted with inner conflicts and also the balance between an objective world and personal view. If both values are high, the person is giving considerable thought to the future, interspersed with worry and lack of orientation, or even physical unease[27].

Reaction to inner conflicts is at 43% and the above-mentioned balance is only 40%. Senior executives lie below the societal average and the question arises whether pressure or feelings of uncertainty bring oneself in disorder. An ever faster business world, particularly in the course of globalization, can result in the quick loss of jobs which were hitherto regarded as safe. We cannot keep pace in terms of personal orientation and inner values. The somewhat cynical comment "The only certainty is that nothing is certain" is spreading fast.

3.4.5 Positive and negative or critical attitudes – resilience

A confidence inspiring aspect of the study should be highlighted at this point. The profiling method differentiates between over- and underevaluation of participants in relation to the basic logical-mathematical norm. The ratio of this up- or downvaluation shows to what extent someone is, e.g. positive thinking and thus usually able to work under pressure. Pressure is essentially a subjective perception and must thus be assessed with caution. However, the profiling also measures whether someone has a critical mind, is currently influenced by negative thinking or feels pressure from the outside. These attitudes towards the outside world and oneself are mapped by attitude indices. Attitude Index 1 (AI1) applies to the outside world and Attitude Index 2 (AI2) to the self and also shows the extent to which one can accept oneself in a positive way.

[26] The following value is relevant in the Appendix: IntP1 (reaction under pressure).
[27] The following values are relevant in the Appendix: IntP2 (reaction to inner conflicts), BQa2 (mean value between inner and outer objectivity).

The attitude index for the outside world is 60% and thus only slightly more pronounced than in society as a whole. This means that positive thinking, confidence and constructive dynamism are not significantly better developed in senior functions. The sample group is subjected to pressure similar to others in the working class. The results of the study show that the frequently discussed overstressing of managers is relative.

The attitude index for the self, at 90%, is interesting. The ability to accept oneself and existential, positive thinking are well developed in the test group. Self-confidence in the sense of aplomb and constructive view of oneself is thus a personality trait that is extremely common in higher positions. Whether this view is justified or not is a different matter altogether. It is objectively implied by the above-discussed value for the clear view on the self. At 66% one can conclude that self-confidence and a positive view of one's person are significantly more pronounced that the actual order and maturity of the self. Overestimation of one's own skills is a logical consequence.

3.5 Gender-specific characteristics

Overview of results

On the question of empathy, women actually manifest slightly lower values (76.1 to 77.8%). The so-called "female management style" thus cannot be scientifically verified. The results suggest that women in senior positions experience a high degree of peer pressure and try to be "the better men". This is also confirmed by qualitative results from numerous conversations with female professionals and executives, carried out parallel to the study in assessment situations.

The fact that many companies have hitherto made only limited use of women's skills is also evident in other areas. Women desire greater room in the professional environment. In other words: their will to subordinate to existing structures is less pronounced than in men (willingness to structured thinking: women 35%, men 41%). In conversations, women confirm that male power and career rituals are foreign to them. As an act of defiance women thus increasingly choose professional independence as an alternative. Against a background of demographic change this is a development which gives food for thought.

In practical skills the values for men and women are the same (79%). The much-vaunted ability of women to be more pragmatic is not actually correct. However, women have slightly higher values in terms of creativity (52 to 50%), while men fare somewhat better (73 to 75%) in analytical visual acuity.

Frequently-assumed differences regarding short-term success orientation and longer-term target orientation could not be distinguished. Male professionals and executives fare only slightly better (69.8 to 70.0%) in short-term success orientation. Women achieve only minimally higher scores in long-term goal orientation (67.4 to 66.8%). The common claim that men are quicker to seize a

power vacuum for themselves and chart a course – whereas women do not see this opportunity – cannot be confirmed on the named scales. It is more likely that women at the senior professional and executive level adapt the established thinking mechanisms of the man's world.

Successful management is thus not a gender-specific subject: it depends *a priori* on the personal characteristics of the individual executive. Long-term consistency is important; sustainability and straightforwardness in thinking and acting play a crucial role. This makes executives more predictable for their employees, with a positive effect on the internal climate.

The only significant differences between the genders are in the main scale of personal needs. Here women achieve somewhat lower values for skills (73.5 to 74.5%) and willingness (16.7 to 18.9%). This scale reflects self-confidence, self-esteem, together with poise and faith in their own skills. The named differences in behavior between men and women could be a reason why women have difficulty in actively positioning themselves for promotions. Theoretically, although women know they have to "blow their own trumpet" at the crucial moment, they do not seize opportunities as resolutely as their male colleagues.

A further element of this picture is that women confront themselves and the world overall more critically and less dynamically than men. In the study this is measured via the so-called Attitude Index (women 56%, men 63%). This scale reveals by far the biggest difference between the sexes. It confirms the presumption that women are sometimes their own biggest obstacles in the professional environment.

Conclusion

Men and women are in principal equally well suited to holding higher positions in their professional life in all dimensions. Of all 56 scales measured within the scope of the study, only five showed differences greater than 3%.

Claims by which women act more empathically and pragmatically were not confirmed.

There are certainly diverse reasons why women still penetrate the centers of power far too rarely. However, there is some evidence that greater peer pressure and structural conditions, combined with female hesitancy and an overly critical view of themselves and the world, are important factors of influence. The introduction of a women's quota – possibly for a specified time – which is currently the subject of intensive discussion, should be judged positively in view of the results of the study. Peer pressure would presumably decrease once women in senior positions have reached a critical mass and can participate in specifying the structural rules of play.

4. Overview of the study

With reference to the three central research themes:

1. What significance is attributed by test persons to each of the three measured value dimensions (human, practical operational, systemic-formal)? The important aspect here is the prevailing trends in the patterns of behavior of the analysed category of persons.
2. To what extent are existing interpersonal, practical and planning skills, together with motivation potential, exploited at the current workplace?
3. What role is played by longer-term challenges in contentment in professional life and how do employees orientate themselves to these?

In addition, the objectively obtained results can be summarized as follows, as a manipulating of the survey can be ruled out:

1. Tendencies in prevailing patterns of behavior

a. On average, with reference to their environment test persons focus on practical issues first, then on human aspects and finally on planning aspects.

b. With a focus on the self it can be said that self-confidence and operational strength sometimes prevent long-term opportunities from being carefully considered and the necessary course set; people tend to fall short of their potential.

2. Exploitation of potential and motivation

a. Empathic skills and related social competence are well defined; relatively cautious use is made of this potential; leadership and communication must thus be individualized in order to implement existing skills more effectively.

b. Practical talents and the related solution orientation constitute the greatest potential: professionals and executives tend to know precisely how something is to be implemented in which form; frustration arises due to overly rigid processes and too little room to manouvre; the productivity improvement potential is enormous.

c. Planning skills are very good and there is a high degree of flexibility in this field; if the basic course set by the top management is clear and remains reliable, the implementing units at the relevant levels can guarantee flexible implementation.

d. The motivational situation is significantly better than its reputation.

3. Long-term challenges and contentment

a. Self-confidence and mastering operational challenges distinguish the test persons in their functions. However, they have little focus on their long-term positioning in life and profession.

b. Satisfaction at work is at a higher level than generally assumed.

c. An increasingly fast-pace business world in the course of globalization means that jobs, which were hitherto considered secure, can be quickly lost. The orientation of people and their inner values can no longer keep pace. Inner tension and imbalances are common.

4. Women and men in comparison

a. Men and women achieve almost identical results: of all 56 scales measured in the course of the study only five show differences greater than 3%.

b. Statements according to which women act more empathically and pragmatically could not be confirmed.

c. Besides intense peer pressure and structural conditions, the reasons why women still too seldom ascend to the centers of power are female hesitation and an overly critical look at oneself and the world. Peer pressure will presumably be reduced when women in senior positions reach a critical mass and participate in policy making.

5. Further aspects

a. Order or maturity in the self does not necessarily equate with senior positions and the talents required to judge the environment correctly.

b. Creativity or realism is equally distributed among senior positions and in society as a whole; lateral thinking or adjusted thinking behavior are independent of the professional position in society.

c. In phases and situations of high stress there is a risk that professionals and executives do not react correctly and take suitable steps. A lack of controlled actions takes place at the emotional level.

d. The frequently discussed manager overload must be relativated in the light of the results of the study.

e. Self-awareness in the sense of confidence and constructive self-view is thus a personality trait that is frequently found in professional and management positions. Overestimation of one’s skills is a logical consequence.

5. Appendix

5.1 Profiling used: example of a task

In the following the instruction for the first profiling step is shown together with the list of terms and statements to be ranked by the test person.

Dear Candidate,

On the right-hand side you will find 18 words and phrases. Each of these statements represents something which can be assessed in various ways. Individuals may place different values (good or bad) on them, depending on their perception and attitude.

Please read all the statements carefully.

Rank the statements from good to bad. Drag the **statement which represents the highest value** for you to **position 1**, the statement with the second best value to position 2, etc. Continue until the least valuable statement is finally allocated to position 18. This should be the one that represents the least value to you.

Do **not** sort the statements **according to their importance**, only according to whether they are in your opinion **good or bad.**

Please make spontaneous decisions!

There is no time limit for the test. Normally you will need approx. 5–10 minutes for each of the four steps (profiles A, B, C & D).

PROFILE A	
1.	A fascinating product
2.	An innovation
3.	Gains by chance
4.	Criticism through a supervisor
5.	A useless product
6.	The creative head of a company
7.	Instant dismissal of a family father without reason
8.	Mass unemployment
9.	Business disruption
10.	Recognition of individual performance
11.	Success based on excellent personal performance
12.	Workplace bullying or harassment
13.	Finding personal fulfillment at work
14.	A colleague who does not like to adhere to rules
15.	Automated business processes
16.	Exploitation of labor by going below minimum wage
17.	An ingenious strategy
18.	The power of the brand

5.2 Basic method of calculation: example

The following figure shows an example of how personality traits are calculated from a profiling step with 18 items in terms of ability (clarity) and willingness (attentiveness)[28]. The individual deviation stages are added. The less deviations there are, the greater the ability. In addition, the deviation stages are differentiated by over- or undervaluation. A constructive statement is overvalued if the test person ranks it higher than the logical profile position. A non-constructive statement is evaluated conversely, i.e. deemed overvalued if the participant ranks it lower than in the mathematical base profile. Conversely, the mechanism functions for underevaluation.

Basic calculation approach for an exemplary character trait
x= constructive statements in profiling
y= non-constructive statements in profiling

Subject		Logical profile		Deviations		Over- and underevaluation		
1.		1.	x1	1			1	Under
2.	x1	2.						
3.	x3	3.	x2	4			4	Under
4.		4.						
5.		5.						
6.		6.	x3	3		3		Over
7.	x2	7.						
8.		8.						
9.		9.						
10.		10.						
11.	y1	11.						
12.		12.						
13.		13.	y1	2			2	Under
14.		14.						
15.		15.						
16.		16.	y2	1		1		Over
17.	y2	17.						
18.	y3	18.	y3	0				
Result: **78% ability,** **35% willingness**			**Sums**	**11**		**4**	**7**	

The ability is calculated in percentage scale by doubling the sum of the deviation stages and subtracting this value from 100%. In the example: 11 * 2 = 22; 100 – 22 = 78%. Willingness is calculated by balancing over- and undervaluation. A negative balance pushes willingness downwards from the basic position (50%), a positive balance pulls it up. Per differential number there is a deviation of 5% in the respective direction.

[28] The basic logical-mathematical position stated here does not correspond to the actual positions for the following example.

5.3 Relevant data

HVP stands for Hartman Value Profile, i.e. the "motor" in the profilingvalues method.

HVP	n=1803	Mean value in %
Ability to empathy		77.1
Ability to practical thinking		79.0
Ability to structured thinking		67.4
Ability to personal needs		74.1
Ability to success orientation		70.0
Ability to goal orientation		67.0

HVP	n=1803	Mean value in %
Willingness to empathy		28.7
Willingness to practical thinking		43.0
Willingness to structured thinking		38.3
Willingness to personal needs		18.0
Willingness to success orientation		53.7
Willingness to goal orientation		67.0

HVP	n=1803	Standard deviation
Ability to empathy		9.73
Ability to practical thinking		8.36
Ability to structured thinking		9.41
Ability to personal needs		9.69
Ability to success orientation		10.90
Ability to goal orientation		10.95

HVP	n=1803	Standard deviation
Willingness to empathy		19.75
Willingness to practical thinking		21.49
Willingness to structured thinking		25.75
Willingness to personal needs		17.08
Willingness to success orientation		27.33
Willingness to goal orientation		27.06

HVP	n=1803	Mean value in %
Dif1		74.2
Dif2		66.3
Dim1		51.6
Dim2		55.1
DimP1		50.9
DimP2		60.8
Int1		73.0
Int2		62.9

IntP1		52.2
IntP2		42.5
Dis1		77.0
Dis2		92.3
D.I.1		66.3
D.I.2		66.6
VQ1		73.2
VQ2		43.3
SQ1		66.7
SQ2		39.5
BQr1		78.2
BQr2		64.8
Atychal1		1.7
Atychal2		5.6
BQa1		79.8
BQa2		40.3
CQ1		85.0
CQ2		68.7
A.I.1		59.8
A.I.2		89.8
Dif1/2		69.7
RHO1		72.9
RHO2		64.7

Spearman's rho for the outside world is 0.93 and shows that the mean value of all participants is very close to the logical profile. Self is at 0.88. Concordance, i.e. the extent to which the participant follows a trend, was measured by Kendall's W-coefficient and exhibits high values. The outside world achieves 0.85 and self 0.79.

5.4 **Literature**

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5.5 Personal profile

Ulrich Vogel completed his studies in Political Science, Economics and Public Law at Ludwig-Maximilians University in Munich with a Master's Degree in 1994. Following five years of scientific research at Institute of International Relations of the University of the Federal Armed Forces in Munich he received his PhD in Political Sciences in 1999. He then joined international management consulting firm Mercuri Urval and worked in HR consulting for over six years. After gaining training experience he was appointed head of the Southern German operations of a leading internationally executive search company. In 2008 he started his entrepreneurial career in HR consulting, focusing on the optimization of recruitment and personnel development. His services are based on the Hartman Value Profile (HVP). His company operates internationally with headquarters in Munich. Ulrich Vogel is a member of the board of the Robert S. Hartman Institute as well as president of the institute's European branch. For further information please visit the following website: www.profilingvalues.com

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