

profiling**values**

The System, Applications, and
Interpretation of the Report

Uli Vogel



Manual

The profilingvalues Manual

System, Applications, and Interpretation of the Report

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Statement of Confidentiality and Copyright:

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Note on Gender:

We place importance on gender equality. For better readability of the text, only one gender form has been chosen as required. This does not imply unfair treatment of the opposite sex.

Foreword

This manual is the result of years of practice with the Hartman Value Profile which is the "scientific engine" of profilingvalues' business applications. Numerous applications in the fields of staffing and personnel development have been incorporated. Not only my own consulting work, but also the insights gathered from customers of our certified partners, has contributed to this wealth of knowledge. Apart from the results of the close cooperation with the Robert S. Hartman Institute in Knoxville, Tennessee - for which I have been acting on the board and building its European branch since August 2011 - are also the experiences from dozens of seminars with hundreds of participants. Hence, the demonstrated knowledge is due to numerous contributions and ideas of committed customers, partners and profiling participants.

The aim of this endeavor was to combine stimulating reading with the features of a clearly structured reference work. Our certified experts need quick to find, in-depth information. This balancing act was not always easy. Moreover, the success of consulting and feedback sessions relies on a semantically appealing presentation of the results, i.e., from a stimulating formulation with appropriate metaphors. Somewhat broader formulations are, therefore, useful to outline the many facets of this psychometric instrument. In anticipation of numerous remarks, advice, and suggestions for improvement, I already have in mind the next version of this training manual. Thus, holding true to the motto that dedication to customer service leads to greater prosperity.

We have formulated our vision: profilingvalues is the international standard in personnel diagnostics. Our corporate values are individuality, competence, trust, precision, and orientation. We increase the success rate in personnel selection and development. This is a big challenge and also a thriving market. In business there is much "room for improvement" and plenty to do so that the principal maxim of professional life will become reality: The right person at the right time in the right place with the right development perspective. We not only improve the economic performance by effectively allocating resources, we also reach higher satisfaction and productivity with people. Potential will be discovered and lived, capabilities developed, and attention can be directed properly. Our work is extremely meaningful for individuals, but also for all kinds of teams and entire companies - and thus, for society as

a whole. That is why every day is a good day for me when I can give at least one person feedback based on profiling values which is beneficial and provides a guiding light that can help positively influence his further development.

My thanks are extended to all who have contributed to this manual – partners, customers, and profiling participants – especially to my dear wife, Isabelle. Without all of you, this would not have been possible. I shall be pleased when the contents of this handbook will help as many people as possible to be placed in the right position to utilize their talents and unfold their potential. Let's go – let's start now! Improve the success rate for staffing and personnel development. Hit the mark!

Profiling values – Explore your potential!

Santa Cruz de Tenerife, August 23, 2018

Uli Vogel

Introduction

Consultancy topics, target groups, and areas of application

Improving the success rate for hiring and personnel development encompasses many fields of application. At the center is always the person with his capabilities and preferences, skills and desires, function in the company and in private life, with a certain (future) position in mind or for the purpose of self-determination. The interplay of human competencies in teams and entire organizations determine the success of goal-oriented operations and is, therefore, relevant for every company. Each business, every public agency, and finally every organization have to make decisions on personnel selection and development – and are regularly wrong. Thus, profiling values increases the success rate across all sectors and types of organizations, i.e., contributes towards developing potential and fitting roles to the individuals. Lastly, every individual is a potential customer of profiling values.

This manual is addressed to everyone who would like to actively contribute in this context to increasing the effectiveness and efficiency in personnel decisions and staff development. Whether a consultant, coach, trainer, or business leader, decision maker, manager, or someone with individual interests, it is irrelevant in this regard.

Thus, the typical areas of application range from classical recruitment and selection of specialists and managers to internal replacements, or larger restructuring to issues evolving from mergers and acquisitions. Evaluating human capital in terms of due diligence, unfortunately, is still not considered important. After all, employees form the core of a company. When everyone has left, the company will no longer exist. In staff development, the areas of implementation are numerous and varied: coaching, status quo analysis, individual development plans, talent mapping, team building, organizational development, etc. are the keywords here.

Design and Methodology

Along with the training to interpret the profilingvalues report, the dissemination of Robert S. Hartman's ideas is also very important to me. Annotations about his life and most of all, about his central research topic "What is good?" will be prefixed. Thereby, it will be also clear why and how the Hartman Value Profile (HVP) was developed which profilingvalues is based. For the reader who would like to quickly come to its application, the first chapter can be skipped.

The second chapter begins with profilingvalues' place in the market. The certified partner and expert within the company will have asked themselves, "Why use profilingvalues – why not deploy some other instrument from this rich market of personnel diagnostics?" Providing a sufficiently detailed answer and a clear, easily understood line of argument is, therefore, important.

In the third chapter the main content of the book is discussed at length. The written statements, scales, and diagrams of the profilingvalues Report are easy to read for beginners and are integrated with a professional interpretation with relationship to one another. When the interrelationships of the individual scales and values are clarified for the participant, the person will be able to then comprehend what strengths lie within him and how he can leverage his potential. The trained professional provides enormous benefits. He can not only determine the participant's inherent personality traits but also show how the current environmental factors affect this person. Furthermore, any acute imbalances can also be identified. This expert knowledge is very valuable and can be deployed in different situations to benefit the participant and the organization. Once learned, the specialist will always have this at his disposal, which also substantially increases his service portfolio.

The fourth chapter addresses my need to shortly explain the philosophical approach and Robert S. Hartman's exact science of axiology to make it principally understandable. My benchmark was to structure the complexity of his brilliant ideas so that the aspiring user can understand them.

Thematically, the table of contents offers a detailed structure of the topics which is supplemented by a list of references at the end of the manual.

1. Background: The Hartman Value Profile (HVP) and profilingvalues

In the curriculum of European universities, the Hartman Value Profile, HVP cannot be found (yet). In business applications for personnel selection and development, however, it is unimaginable to be without it because it has already won approval and enthusiasm. Numerous discussions with experienced psychologists who have been persuaded by the HVP lead the way. The business application of HVP - the report - was developed at profilingvalues and takes the raw data from the HVP and uses the complex mathematics developed by Robert S. Hartman. The procedure has been accredited by the Hartman Institute; the license to use the complex mathematics was granted.

The approach is fundamentally different than other common psychometric applications. The explanations in this chapter serve to clarify this distinction. For the sake of completeness it should be mentioned that the HVP stands on the same strong scientific foundation as the conventional methods which measure personality traits.¹

¹ See among others the websites of Robert S. Hartman Institute:
www.hartmaninstitute.org www.hartmaninstitute.eu

1.1. Robert S. Hartman

Robert Schirokauer (that's why the S. remained in his middle name) was born in imperial Berlin on January 27, 1910. His father was of Jewish descent, his biological mother was Lutheran. He was raised Catholic by his stepmother. He studied law in Germany, political science in Paris, and economics in London, each time with diligence and success. As a young judge during the 1930's he convicted delinquent Nazis to harsh sentences and published offensive articles against the National Socialists and their activities.

After Hitler's seizure of power in January 1933, he fled to France with a false passport (Hartman) in summer and made a meager living as a photographer with a stock photography agency. Shortly thereafter, he carried on this work in London. Afterwards he worked with Gerhard Zucker, a German rocket scientist, who wanted to make this technology available to the British Postal Service. In London he became acquainted with the representative of Walt Disney in Europe and was contracted to develop business in Scandinavia. The Nazis continued to monitor him. In 1938 he left Europe, at first for Walt Disney, whom he also personally advised, and was assigned to head the business in Mexico.

But the atrocities by the Nazis did not escape him. He constantly asked himself why it was possible that evil is so effectively and efficiently organized. Historically, why are those who are more brutal and scornful of mankind appear to be more powerful and steer destiny? He was inspired by the question how one can organize goodness just as effectively and help it make a breakthrough. And so the following quote from him became famous and illustrates his motivation to promote ethical morals in the world.

"I thought to myself, if evil can be organized so efficiently [by the Nazis] why cannot be 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 power as bad people? I decided I would try to find out why and devote my life to doing something about it."²

² Robert S. Hartman: Freedom to Live (edited by Arthur R. Ellis), Amsterdam - Atlanta, 1994, p. 33.

In order to promote good, it is essential to know what is "good" in a general connotation. This moved him deeply and finally led him to give up his successful career at Walt Disney. To continue his scientific research on the question, "What is good?" Robert S. Hartman immigrated to the USA from Mexico in 1942 and was awarded a Ph.D. in philosophy in 1946 at Northwestern University in Illinois. After numerous lectureships and positions as a visiting professor, amongst which at Massachusetts Institute of Technology and Yale University, he taught and researched until his premature death on September 20, 1973 spending a half year each at the University of Tennessee in Knoxville and at the National University of Mexico.

Robert S. Hartman always remained tied to the business world along with his scientific work through his consulting and publications. He is known as the father of the profit-sharing concept in the USA, and thus, substantially supported employee participation in company profits, with the help of pension payments. In the '60s and '70s he was greatly influenced by the Cold War and danger of annihilation of mankind from nuclear weapons. He was in contact with leaders throughout the world to promote a lasting peace. During his last year of life he was nominated for the Nobel Peace Prize.

The mathematically exact axiology was the core of Hartman's work as a scientist. As mentioned, the atrocities of the Nazis were the main reason that Robert S. Hartman devoted the second half of his life to researching about "good." To him human life was infinitely valuable. He wanted to create a formal concept of good to bring the ethical-moral thinking and behavior to an exact, high level – just as in science, with its technical developments for over more than 500 years with the help of axioms which were defined by Isaac Newton and others. The "good" would be enhanced in order to defy the "bad."

The axiom of value science developed by Robert S. Hartman stated the formal definition of "good" for its object: "Good is what fulfills its concept." (Good is concept fulfillment). This allowed him to develop an exact science of values, independent of moral, ethical or religious values. The mathematically formulated axiom refers to the properties of an object or subject, whether it is a thought, object, or a person. The more properties an object has, the more valuable it is. The axiom formulated mathematically is:

$$V_x = 2^n - 1$$

The value (value = V) of "something" whether a subject, object, or concept (x) corresponds to base 2 to the n th power, which is the number of properties "something" has, minus one.

Hartman derived three different "dimensions of value": the intrinsic (human), the extrinsic (objects), and the systemic (formal) dimension. He also proved the hierarchy of value, e.g., that humans are more valuable than objects and objects in turn, are more valuable than concepts about things or people.

From the combination of these dimensions anything from everyday terms to complicated constructs or situations can be represented in mathematical formulas when they are based on value science. The value dimensions can be illustrated in Cantor's set theory. Thus, it is possible to measure values and valuation accurately or distinguish them from one another. Thus, an evaluation in the context of good or bad is comparatively possible.

1.2. The Method: from HVP to profiling values

The work on the further development of the calculation model of values did not lead to a breakthrough. But Hartman developed a practical-operational application of his research known today as the Hartman Value Profile (HVP), which is the engine of profiling values. This psychometric method – or more specifically value metric - method captures the individual value system of the participant and allows valid conclusions to be drawn about his personality traits, and therefore, his behavior. In the process the participant is asked to rank order two sets of 18 statements each. By this, the judgment of the participant can be measured in a way which excludes any manipulation by the subjects.

Hence, the HVP maps the personal value system of an individual in a short period of time. The variability of sequences in the ranking system is nearly infinite, as are the possible human personalities. From the results of the profilings personality traits, aptitudes, and interests, as well as capabilities and current motives for behavior are conclusively displayed. The results are stable and certain since one does not “change” his personal value system. At the same time the impact of the present environmental factors is also taken into account. This means that the general personality disposition and a “snapshot” of the current situation can be integrated and displayed.

Both the theoretical model from Hartman and the mathematics involved in the evaluation are complex. The development of the application by profiling values also posed an extremely challenging endeavor regarding the psychological subject matter and programming.

From the theoretical model Hartman developed a “formal concept of good.” “Good is what fulfills its concept or definition.” This trivially appearing statement has great significance. This allows one to develop and advance an exact science independent of differing moral values using mathematics. Hartman derived three different value dimensions from this, as described above. From the combination of these dimensions, common terms as well as complex relationships or situations can be represented with a mathematical formula which is based on axiology or value science. From the rankings of the participant, it can be exactly measured how the person values, e.g. whom or what he gives meaning to and to

what degree. The ability to value essentially allows humans to organize their individual cognitive and emotional capacities. By doing so, humans are able to utilize their potential. The more pronounced the ability to value is, the more developed in general the certain traits are, e.g., empathy, practical thinking, self-esteem, or goal orientation. Using the model from Robert S. Hartman, one can measure all of these personality traits in an integrated form and in logical relationships to one another, then describe them using text modules.

Due to the complex mathematics involved, for many years it was very difficult to score the HVP within an acceptable amount of time. While common psychometrical systems with simple templates could be scored within minutes, one had to sometimes invest several hours to calculate the results of the HVP. This factor was not very conducive to extending its use. In addition, Robert S. Hartman's ill health and early demise prevented him from mustering enough strength and drive to spread the use of the HVP. However, several suppliers emerged in the USA and in Latin America the HVP was often used, originally initiated through Hartman's teachings and research activities in Mexico. In comparison to today, many well-known methods such as the OPQ (Occupational Personality Questionnaire) from SHL, the MBTI or DISG-Method has led to HVP's hibernation. With modern technology, a quick computation using customized programmed software is now possible. There was and still is a system provider in the USA which successfully offers the HVP in the business context, but in Europe or Asia it has been only applied now and then in studies or for clinical purposes. In the meantime, the HVP enjoys more popularity in the guise of profiling values and is spreading quickly throughout Europe and around the globe.

1.3. Validity and Reliability

The Hartman Value Profile, which underlies the applications of profiling values, has been scientifically tested. Very good construct validation and also test-retest reliability ($p = 0.82$ for the value for the outside world or 0.84 for the self). The correlation between the logical-mathematical rankings and the median score of the respondents is very high (Spearman's rho-coefficient: $\rho = 0.92$ and respectively 0.86). In addition, a very strong concordance with the participants was proven (Kendall's w-coefficient: $W = 0.84$ and respectively 0.78). Concurrent validation was successfully conducted with Cattell 16 PF and MMPI. For the criterion validation a number of studies are available. Further information can be found on the website of the Robert S. Hartman Institute. An excellent summary of all the relevant validation studies for the Hartman Value Profile is offered by Leon Pomeroy, "The New Science of Axiological Psychology," edited by Rem B. Edwards, Amsterdam - New York 2005. A concise presentation of the important studies in validation and reliability alluded to by Leon Pomeroy can be requested directly from profiling values.

1.4. License and Accreditation

Profilingvalues owns a license from the Robert S. Hartman Institute which grants the right to use the mathematics of the Hartman Value Profile. Moreover, profilingvalues is listed as a service provider for services which result from the mathematics of the HVP, as can be read on the website of the Robert S. Hartman Institute.³ In August 2011, I was voted in as a member of the governing board of the Institute. In October 2011, I was appointed president of the European branch. Profilingvalues has also pledged to the Institute's code of ethics. The business application of profilingvalues, e.g., the assessment report format is known and accredited by the Robert S. Hartman Institute.

The past annual conferences have acquainted profilingvalues with different members of the Hartman Institute, and the company has won high approval. The personal relationships are also far reaching and intensive. The honorary president of the Institute, Dr. Leon Pomeroy, Ph.D., was invited to hold a presentation at the 1st World Congress of profilingvalues on October 7, 2011 in Munich. Last but not least, profilingvalues also supports the Robert S. Hartman Institute through contributions to help advance numerous research projects. Continuous participation has led to a closely woven interaction between the Institute and the research activities of profilingvalues and serves the common goal to advance and promote the research of Robert S. Hartman in formal value science (formal axiology).

³ www.hartmaninstitute.org www.hartmaninstitute.eu

2. Profilingvalues: Positioning

There is probably a seven-digit number of psychometric tools worldwide since every psychology student by the end of the second semester is able to construct a questionnaire with a pattern of answers so that the interested layperson can quickly receive enough information. Using this broad definition, every type of psychometrical test falls under this category, even the pseudo psychological tests in women's magazines which are designed without scientific methodology.

If you raise the bar and search for scientifically valid, e.g., legitimate methods that also measure what they intend to measure, than the number of providers is less but still vast. Reliability, that is the dependability of the method, also belongs mandatorily to quality criteria. Repeated results shouldn't differ significantly, e.g., due to the situation of the survey.

In principle, a distinction should be made between so-called typifications, such as DISG or MBTI, and individual profilings. The former attempts to reduce the complexity of human character traits in order to quickly determine personality types which have certain pronounced capabilities and interests. So it is possible, for instance, to reach a faster and better understanding in teams or sales situations. Psychometric methods, which are aimed at the individual, choose another approach. They do not attempt to stereotype people but try instead to work out the uniqueness of the person. These profilings, such as OPQ from SHL, Cattell 16 PF, or profilingvalues, are increasingly used for staffing and personnel development.

2.1. Areas of Application and Value

In general the added value of psychometric tests cannot be disputed, as proven by the extensive meta-analyses which have been carried out over decades. Accordingly, the trend in using these tools has increased during recent years. The fact that more and more medium-sized companies have also become professionalized in personnel matters and are faced with increasing demands as a result of globalization, has additionally contributed to the spread of personnel diagnostic methods.

Nevertheless, Germany can still be described as a "developing country" when compared internationally. It is claimed that about 15 to 20% of the working population has run through some form of psychometric testing. In the Netherlands the number lies by 90%, in Great Britain by 85%, and in the USA perhaps 100%, since many people have completed more than one type of testing. The mentioned market samples do not have anything to do with the spread of profiling values.

Once the meta-trend as well as the quality of the methods has increased, it can be anticipated that companies and participants in the future will want to know why which method will be applied. Furthermore, they expect a professional, coherent analysis. The demands on the competence of the interpreting experts also increase accordingly.

2.1.1. Personnel Selection

Staffing is a critical success factor in the economy as a whole. Personnel selection in upper hierarchical levels has a fundamental impact on the company which cannot be overestimated. Just as the saying goes, "A fish rots from the head down," which refers to a company's positive or negative imprint made possible by a key function or management, including all their repercussions. This ultimately happens from the personality characteristics of the jobholder. As a rule it stems mostly from communication skills - or shortcomings. It's clear that immense opportunities and risks lie close together here. This illustrates an important principle of Paul Watzlawick, an expert in communication science, "You cannot 'not' communicate."

Consequently, the medium and long term consequences as a result of the selection made for managerial positions cannot be really calculated. Notwithstanding, the well-being of the company is simply dependent on it. Therefore, an important basic principle in personnel selection is just as relevant as ever: never decide against your gut – but also never decide based solely on your gut. If you just have the short term benefits of staffing in mind, then only improving the success rate in staffing matters. Fluctuation rates are available in many companies and provide information about the success of staffing decisions. If we assume that each wrong decision costs almost an entire year's salary for that position, then it quickly becomes clear where considerable sums of money are being wasted. Consulting fee and media expenses flow into this calculation, as well as the expenditures for the company's recruiting procedure, further education and training for the new employee, and lastly, the salary. Often the conclusion is reached a few days before the end of the probationary period that "we have call a halt before it's too late," since no one knows where support would have been needed relying on the "emotional based assessment" of the new employee. Under certain circumstances, the whole affair drags on beyond the probationary period and becomes an distressing problem which prevents decisive action with a clear mind. When a manager is unqualified, it ends with a huge financial loss, as described. Thereby, it is not even included in the calculation that you may have lost an entire year of time - from the search, throughout the employment start, to the parting of the employee. What the company also loses in terms of strategy is not reflected in the abovementioned loss of an annual salary.

Profilingvalues has developed a small calculating tool which quickly makes clear what a better hiring quota can also mean economically. This Excel tool can be requested from us. The following example shows us which positive financial leverages are hidden behind a higher success rate using profilingvalues.

Recruitment & Selection: (Mia-) Investment				
Company	Industry	No. of Employees		
xy AG	Telekommunikation	4.000		
Success Rate	1,0%			
New Hires per Year in Total	200			Total
	<i>Specialists</i>	<i>Management</i>	<i>Senior Management</i>	
Hires per Function	80%	15%	5%	100%
Example Calculation	160	30	10	200
Hire Success Rate*	70%	75%	78%	
Hire Non-Success Rate	30%	25%	22%	
Failed Appointments	48	8	2	58
Average Annual Salary	50.000	90.000	150.000	
Annual Salaries Accumulated	8.000.000	2.700.000	1.500.000	12.200.000
Costs of Failed Appointments**	85% 42.500	76.500	127.500	
Total Costs of Failed App.	2.040.000	612.000	255.000	2.907.000
Investment/Mis-Investment Ratio	26%	23%	17%	24%
Ratio Improvement	10%	77%	83%	86%
Failed Appointments	36	5	1	42
Costs of Failed Appointments	1.530.000	382.500	127.500	2.040.000
Cost Reduction	510.000	229.500	127.500	867.000
* after one year still successful in position				
** 85% of annual salary (key: 25% job ads/HR consultants, 25% salary, 25% training, 10% internal costs)				
Recruitment & Selection with profilingvalues				
Average No. of Profilings per Hire*	2	2	2	
Total No. of Profilings	320	60	20	400
Ratio Improvement	10%	10%	10%	
Invest per Profiling**	w/s 240	w/s 240	w/s 240	
Total Investment profilingvalues	76.800	14.400	4.800	96.000
Client's Benefit / Added Value	433.200	215.100	122.700	771.000
Cost Reduction Rate	21%	35%	48%	27%

Success rate in personnel selection (numbers vary depending on scope of services)

2.1.1.1. External Recruitment and Selection

Generally profilingvalues is implemented during the final phase of staffing processes. The advantage of this method is twofold. First, with the combined representation of the participant's capabilities and desires, not only the basic personality characteristics can be concluded, but also the current attitudes and motivations are captured. For example, profilingvalues recognizes whether there is frustration in the present function or a strong leverage is felt in what the person does. This allows conclusions to be drawn about the willingness to change positions and the person's job satisfaction. It's typical to have situations where up to three or four candidates are left in the final selection. Here profilingvalues is best carried out before the final round so that the hypotheses, derived from the profiling, can be verified again during the final interview. The procedure helps make the best use of time allotted for the discussion since the critical areas are directly revealed.

In this field the second important aspect of profiling values is also targeted, namely the requirements profile function or the Position Analysis Tool (PAT). This instrument "sets" the requirements arising from the job profile, the functional description, and management assessment into a realistic target range which is directly projected onto the candidate's profile with his characteristics. In this way the job requirements and current situation are taken into account and the strengths and weaknesses with regard to the position vacancy are also specified. By using a forced-choice survey, decision makers cannot artificially raise the bar on all of the requirements.

Some of our partners and customers hesitate to use the PAT. There is often a fear that a detailed requirement profile increases time and effort. This, however, ignores the valuable benefits which are created by matching a candidate with the actual requirements profile. First, the customer recognizes the fundamental neutrality of the results, and having the specific requirements in mind, perceives how the identified strengths and weaknesses will be. And second, the system is transparent and more credible since the important items are depicted directly. This can also dispel the latent existing skepticism that the expert interprets the profiling to fit with his concept. Not every customer and participant is able to or wants to delve into the system so deeply to understand all of the expert's explanations. The projection onto the requirement profile provides a clear statement which can only be qualified in the content analysis for very good reasons. This builds trust in the instrument significantly and the consultant or certified expert also profits from it.

Aside from the final selection, profiling values is also used in preselection. Particularly with well-known and attractive employers, there are often significantly more applicants "on paper" who fulfill all of the requirements, but there is not enough time or available personnel staff to conduct such a large number of first interviews. If the screened applicants now run through the above-mentioned requirements profile function, one can directly read which candidates clearly fulfill the requirements due to their personality as well. Conducting first interviews with this group makes sense and leads more quickly towards achieving the goal.

2.1.1.2. Internal Staffing

The advantages of profilingvalues apply analogously for internal staffing and promotions. Profilingvalues provides two additional important features. First, a perspective is exercised which objectifies the staffing situation that may be otherwise based on personal relationships or excellent self-marketing skills. Second, the risk of inner resignation can be prevented among those candidates who have tossed their hat in the ring but were not considered. For it can be often shown with a good analysis of the profilingvalues report that the intended career development path, at least at this stage, is not exactly ideal or that other career opportunities appear to be more promising.

Both external and internal staffing should always be made with a profilingvalues certified expert. In some countries candidates in selection processes have the right to receive their evaluation upon request. Out of respect for the individual as well as for the image of both the client company and profilingvalues, the report should always be conveyed. It is up to the consultant and client whether the report should be sent with the match against the requirements or just the pure profiling results. When asked, an explanation of the report should be given. For key positions on the specialist and managerial level it is useful to provide more detailed feedback, e.g., in the context of a longer phone call.

2.1.1.3. Restructuring

Particularly in times of change, profilingvalues is valuable since with the help of this method, important decisions can be made. Restructuring, for example, generally implies that a strategic decision will lead to larger upheavals in structure and the operational organization. Often the procedure includes setting up a new organization chart and management gradually becomes clear which tasks and responsibilities should be attached to which position. Only then it is contemplated which people will fill the resulting "slot". The opportunity to shape the structure and company processes by utilizing the outstanding talents among the top performers is often missed.

Regardless, the question of who in the new organization is particularly well suited for which position should be at the heart of

restructuring. It is also possible to make any number of projections of persons against the requirement profile in your back office. In summary, profiling values often shows that in restructuring, current or rather long-standing employees bring personality traits with them to be able to hold their own in other specialized tasks or management functions. Subsequently, "tacking on" specialized knowledge is often much more advisable than filling the position externally, especially since reducing staff is always associated with a loss of knowledge.

In summary, profiling values is a proven tool for achieving order, prudence, and foresight in the company in difficult phases of the restructuring.

2.1.1.4. Mergers and Acquisitions (M & A)

The application of profiling values in mergers and acquisitions situations is devised similarly. Job functions often become obsolete or redundant as a result of a corporate merger. As a rule, the stronger merger partner asserts itself in personnel matters. Frequently, this happens at the expense of the integration since the character and corporate culture of the "weaker" partner feels underrepresented. The departure of many high performers is the indirect result. However, the enforcement of one straight line also becomes easier. Many mergers do not fill the aspired expectations in any manner.

Therefore, in these situations it's important to deploy objective methods such as profiling values prior to the merger. By profiling key employees, it can be quickly determined how the company "ticks". Requirement profiles for the merged company structure are created before the search for the best suitable talents begins. Aggregated team or group reports disclose the situation in departments or functional levels and provide executives with important information for setting the course in corporate structure and organization.

The same applies in connection with company takeovers, known as acquisitions. Usually plenty of time is spent in the course of a due diligence to investigate the company's numbers, inspect its goods and order backlogs, as well as evaluate its intellectual capital in the form of patents or registered designs. Every rock is turned every sheet of paper is scrutinized in the company to create

transparency. Unfortunately, assessing the most important resource, namely the people, is often neglected. Whether the new strategic objectives can be achieved with the current team or strategic new appointments are imminent, the solution can be clearly worked out by using profiling values. In consulting the buyer or accompanying the acting executive for the acquired firm, profiling values provides substantial benefit through the help of reports, job profiles, team assessments and group evaluations. Especially when time is of the essence, a picture can be quickly drawn with multilingual capabilities and global availability, perhaps assisted by phone calls for individual profilings which could not be depicted with conventional methods.

Here the combination of abilities and willingness, i.e., the basic skills of the workforce portfolios, has an effect in a special way. So common fears in change processes can be made concrete and localized so that appropriate actions can be taken.

2.1.1.5. Succession Planning

The number of companies where the owner has to organize a successor is six digits each year, just in Germany. In general, the central problem stems from the owner who has personified the company for several decades. These companies are often patriarchal organizations giving rise to a successor who cannot take up his post properly because he's lacks experience and a proven track record. The existing structures are usually very loyal, and the employees assume limited individual responsibility. Being able to quickly measure which employees have the essential personality traits or the potential to develop these to undertake an active role in the change process is crucial. Which key persons need to be replaced, or which new employees must come on board so that the newly formed company can be successful in the market without the previous owner is supported exceptionally well with profiling values.

In essence, by implementing individual and group assessments together with the PAT, the owner and/or the successor can be made clear that a "simple continuation" of the company does not make sense. A discussion typically ensues about the best structures and processes for the future, adapted to the prospective CEO. High potentials will be identified, placed, or specifically pro-

moted for the new objectives in the organizational structure and processes. It quickly becomes clear which skills need to be recruited from outside to achieve sustainable success. The changes under the succession gain systematization, planning, and dynamics.

2.1.1.6. The Assessment Center and Individual Assessments

The spectrum of opinions regarding assessment centers ranges from glowing supporters to fierce opponents. The condensed tasks, ranging from in-tray exercises, short presentations to group exercises, are definitely suited to gain bundled, important impressions on the candidates. Moreover, it is often desirable to obtain additional information about the candidates, such as their attitudes and personal value system. In any case, profilingvalues is a useful addition and provides an important perspective that the assessment center observer cannot cover. Here it is especially important that the candidates do not have any opportunities to manipulate the test.

Moreover, profilingvalues is able to shorten a long, expensive assessment center. In particular, cognitive skills, behavior under pressure, concentration, problem solving, or one's current self-appraisal are just a few of the parameters which profilingvalues identifies clearly. This allows one to judiciously reduce the number of modules integrated in an assessment center.

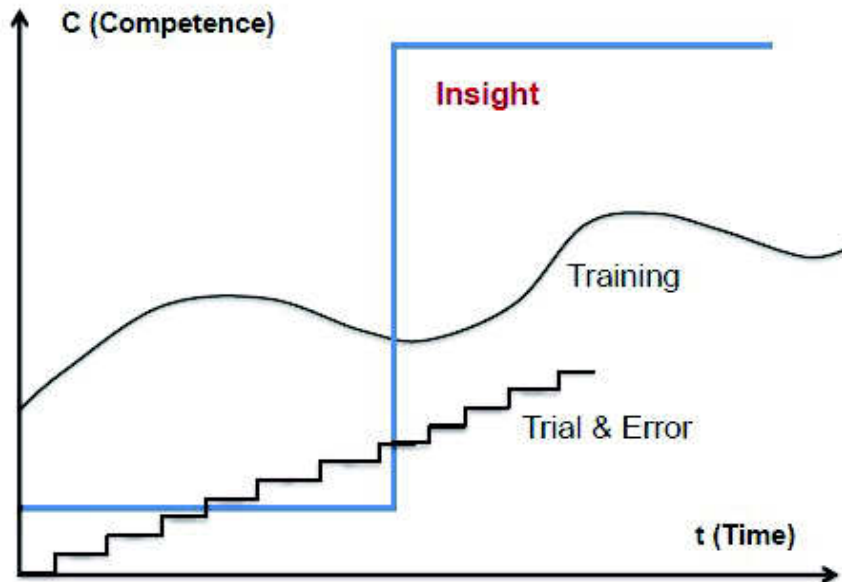
It's difficult to get good candidates to participate in an assessment center above a certain career level. Here individual assessments or potential analyzes are increasingly used ranging from structured interviews to specific tasks in individual situations, where arguments are collected for the overall evaluation of the candidates. Often these procedures take about a day. Profilingvalues makes an important contribution because the analysis of the report leads to the formation of hypotheses which can be intentionally questioned by the consultants or HR professionals involved. The crux of the matter can be reached much faster, and this can be treated in a more structured manner and more deeply than would be possible without the information from profilingvalues. Extensive feedback based on the report then provides the candidates substantial added value and makes the entire selection process appear highly professional and enhances the image.

2.1.2. Personnel Development

In personnel development we are dealing with a diverse and particularly difficult to measure field. For a long time leaders have been dealing with the question how the return on investment (ROI) can be better detected. It's obvious that feedback forms regarding the quality of the conference hotel and the qualifications of the trainer does not really provide insight into what has been achieved in staff development.

Just as one can increase the success rate in staff selection, in personnel development it's about using individual potential in the best way. Neurologists admit that only about 30 to 40 percent utilization of our brain capacity is reached. From that perspective, there is plenty of "room for improvement" in evolution. Organizational and industrial psychologists are more forgiving; they assume up to 70 to 80 percent utilization. Regardless, we can set a measurement by looking at the relative change in the capacity utilization rate. If it is possible to increase the capacity utilization rate with profiling values and the incorporated personnel development measures, then we will hit the mark, meaning the effectiveness of appropriate actions in staff development increases. Changes are measurable with profiling values, especially in utilizing our inner potential. Therefore, profiling values can introduce the first "hard" measurement criteria and actually shed light on the ROI. With this type of measurability, leaders in HR development will be "preaching to the converted."

In this context it should be pointed out that staff development, based only on external measures such as training, is often overestimated. Because workers are not commonly developed - they develop themselves! This will not please consultants or staff developers but it is logical if we consider the value system of the individual. Development, i.e., change in a particular direction, must be done deliberately and skillfully. It's closely linked to our personal attitudes and well known that you cannot "work" directly on the attitude of others. You can only work on your own attitude. This, in turn, determines your own behavior which, in turn, can help influence the attitude of the other party. The following diagram strikingly illustrates the developed competence in relation to the timeline for different types of learning.



Learning by insight

In this respect the consultant or personnel developer is only a promoter of insight processes. For just as the English word "insight" suggests, it's a process coming from within. It is indeed possible to promote insight processes with the right questions and thorough analyses. However, the proverbial penny has to drop for the person. Exactly these insights are those which help us advance.

The many years of experience in discussing profiling values reports from hundreds of experts has clearly shown: comprehensive insight processes are fostered with this tool. The daily positive feedback encourages us again and again in the remarkable meaning of our work. Assessment interviews lead to important "aha" experiences so that the participants see themselves and their path more clearly. This type of benefit is especially pleasing, indeed uplifting, for the individual as well as the entire network of experts. In fact, we help substantially when it comes to increasing the aforementioned capacity utilization rate of our customers.

For the sake of completeness, the transparency created by profiling values during change processes also leads to identifying a

person's "resistant to change." Here their outlook is generally in the past rather than in the future. The person deals with problems instead of solutions. Pessimism tends to be spread instead of realistic optimism. In essential change projects, it is important to know who exercises an unfavorable influence, and therefore, acts as a negative multiplier. It can also be legitimate to not want change, for example, at the end of one's career or for important personal reasons. Knowing how the person currently values or thinks and feels provides an important contribution, in any case, for the implementation of the change processes planned. Thus, an efficient allocation of resources is possible, and appropriate solutions can be found for all parties involved.

Going back to the ROI or the measurability of personnel development measures, profiling values has prepared a similar calculation for increasing the capacity utilization rate in staff development which is based on the calculation for higher success rates in selection. Of course, the data here cannot be captured quite as objectively as in the example above in filling vacancies. Yet it is clear that a certain exploitation of individual potential produces a subsequent output for the company. The more potential is unleashed, the more the company will thrive. A high level of effectiveness also lies therein which can be calculated economically and illustrated in the following table.

HR Development - Unleashing Associates' Potentials (for orientation only)				
Company	Industry	No. of Employees		
xy AG	Medien	500		
Associate Turnover Rate	Associate Growth Rate			
5,0%	2,0%			
No. of Associates Receiving Any Type of HR Development	20%			100
Split	<i>Specialists</i>	<i>Management</i>	<i>Senior Management</i>	Total
Example Calculation	40%	50%	10%	100%
Currently Used Potential	40	50	10	100
Potential to be Unleashed	80%	85%	90%	
Average Annual Salary	20%	15%	10%	
Annual Salaries Accumulated	50.000	90.000	150.000	
Multiplier Expected Contribution*	2.000.000	4.500.000	1.500.000	8.000.000
Expected Contribution*	1,5	3	10	
Total Expected Contribution	75.000	270.000	1.500.000	31.500.000
Potential Contribution	3.000.000	13.500.000	15.000.000	27.375.000
Diff. Tot. Expec. to Pot. Contribution	2.400.000	11.475.000	13.500.000	27.375.000
Ratio Improvement	600.000	2.025.000	1.500.000	4.125.000
New Contribution / Potential	5%	84%	89%	95%
Additional Unleashed Potential	2.520.000	12.048.750	14.175.000	28.743.750
	120.000	573.750	675.000	1.368.750
* benefit (here turnover) for the entire company in monetary terms				
HR Development - with profilingvalues				
Total Number of Profilings	40	50	10	100
Ratio Improvement	5%	5%	5%	
Costs per Profiling*	f/r 420	f/r 420	f/r 420	
Investment in <i>profilingvalues</i>	16.800	21.000	4.200	42.000
Client's Benefit / Added Value	103.200	552.750	670.800	1.326.750
* w/s = written summary, short review by phone; f/r = face-to-face review				

Calculation of the Success of Personnel Development (prices selected depending on scope of services)

This spreadsheet is also available on request as an Excel file for working with the customer.

2.1.2.1. Coaching

One of the most popular uses for profilingvalues is coaching. About two-thirds of all the certified professionals and partners of profilingvalues work as coaches. Essentially, there are four main reasons for the source of this success.

First, you go through the process very quickly to the truly important points. The initial analysis quickly makes apparent where the basic problems and also the current concerns lie. It saves a lot of time, and you can begin to address the areas of development after the first meeting. Without this analysis you might even need a few sessions to get to "the gist" in order to advance. One may argue that the time saved is at the expense of the coach because he can "sell" less time. Only the very short-term minded

consultant will retreat to this position since the time gained can be used productively for other purposes. So in the end more is reached and the client and coach are more satisfied.

Second, it is possible to measure development specifically with profiling values. The initial analysis in conjunction with the coaching objectives can relate to certain areas of competency which are reflected in the bars and diamonds. Another measurement in the middle of the coaching process indicates whether developmental progress has been made. If necessary, it can be readjusted or perhaps the manner in which the coaching topics are handled need to be reconsidered. Finally, the method is also suitable for appraising the development at the end of the coaching process. Since profiling values cannot be manipulated the effects of habituation cannot occur so that the coach and coachee always receive an objective picture of the personality traits, and current work and living environment. The client, if he is not the coachee, can be sold a more explicit mandate, prepared and documented with results. The "risk" may lie in the findings that nothing has changed. Then you have to live with this result and draw appropriate conclusions, e.g., that it does not make sense to continue coaching.

Third, coaches appreciate the depiction of capabilities and motivations, represented by ability and attention through bars and diamonds. By changing attention levels, much can be reached. At first, the basic ability does not have to be worked on in the sense of training, rather it is sufficient to focus this ability better in specific situations or deliberately apply it more proactively. Progress can be made more quickly since only insight processes are necessary, not the "technical" improvement of skills.

Fourth, coaches value the high objectivity of the statements in the report. Because the method lacks face validity, the coachee cannot tell which shifts in rankings have what effect. He receives an unbiased view of himself and his abilities. The depiction with the bars and diamonds also leads people, especially those who already have lots of experience with psychometric methods, to enhanced knowledge and insight processes. You literally unlock these people by conveying the situation clearly and comprehensibly.

Finally, it's worth noting that numerous coaches working with profiling values use the method on themselves. They check themselves on a regular basis and then work on their defined is-

sues. In the sense of Robert S. Hartman, who advises to work a lifetime on a differential and sharp ability to assess, this is exactly the right attitude to continuously develop judgment and find one's equilibrium. This will ultimately improve life satisfaction on a continuous basis.

2.1.2.2. Status Quo Analysis and Individual Development Plans

Medium-sized businesses have been making particularly great progress in organizational development. The ever increasing globalization and the establishment of medium-sized foreign companies have opened these businesses to development opportunities. In the sense of healthy competition, both are desirable. Within these developments the divisions are becoming increasingly professional which carry the quality of structures and processes beyond the pure product as their goal. In general, these companies are extremely effective in their core competence, but they have a lot of catching up to do with (internal) services, e.g., finance and controlling, human resources, quality management, or throughout the supply chain.

Many global market leaders have only now discovered human resources development, not least because the search for talent is becoming increasingly difficult. They also want to prevent an exodus of their high performers. Thus, countless performance reviews, balanced scorecards, ERP systems, assessment centers, and psychometric procedures have been introduced in recent years to professionalize human resource development. Here great opportunities are being presented to profiling values.

Interestingly however, the personnel department isn't always the most promising decision maker or addressee at the start, but rather the business leaders or division management which can convert the corporate benefits into real customer relationships. When the cooperation is well underway HR then proves to be a stable partner who appreciates the lasting added value - even if the executives or division management have changed.

In this overall context, many companies are beginning to design the first personnel development programs and offer profiling values the chance to prepare a convincing concept from the start. Nothing devalues personal development more for employees

than overwhelming them with an ostensive cornucopia in the form of countless seminars listed in a catalog. This approach is outdated and unappealing.

Instead, it's preferable to help people help themselves. Thus, selected targeted actions only reach those who need them. The former creates incentives for a personal development without dependencies. The latter runs in the direction of individualized staff development which is comparable to other movements in the meta-trend which incorporates the premise of increased importance of the individual.

You can approve this trend in personalization or not. The fact is that an individual's potential can be best used when individually encouraged and challenged in a targeted way. Along with other appropriate measures, management culture and the direct supervisor's leadership skills play a central role.

Profilingvalues offers a unique opportunity to illustrate both the basic personality characteristics and the current situation in a way that the person has no opportunity to manipulate the portrayal. It's obvious that this method is ideally suited to determine the status quo and then create an individual development plan. The client is provided with an objective diagnosis which together with the expertise of the consultant, the HR specialist, or executive, triggers a purposeful development that best utilizes the monetary investment. Once established as a measurement tool that can be used repeatedly without habituation, the company learns to appreciate this value very quickly.

Many customers deploy profilingvalues as a recurring instrument for annual performance appraisals. This dated instrument, with its typical overly structured, formalized objectives, receives a fresh coat of paint and new impulses since personal development goals can be now developed on a solid foundation and remeasured regularly. Here the customers are generally receptive and open to new methods.

2.1.2.3. Talent Mapping

It is advisable find out the "structure" of knowledge of the individual top performers. Initially, the decision-maker may perceive these measures as painstaking, detailed work which initially appears to be very focused on the employee. If this "individualized"

knowledge is put together intelligently, it can be a real eye-opener, and the overall corporate benefit becomes obvious. Development measures of general nature can be selectively combined and used for those truly in need. In addition, management learns where the company stands in respect to its overall skills, interests, and potential. Team and group reports in conjunction with the aggregated development plans lend management control mechanisms which could be only dreamed of previously because you had to rely on the competence of the manager who trusted his own intuition alone. Not that the latter is to be criticized, but in view of further development, to a large extent the long-standing principle applies: you can only manage what you can measure.

Large corporations lead the way: the ability to not only know the skills of the employees but also be able to portray them is a competitive advantage in the race for the best talents. Medium-sized businesses are also improving. Conversely, there are still plenty of companies that have little focus on this because it has been running well so far with all of its best performers. But when one of them breaks off and other good people leave the company in the process, you quickly have a problem even in companies which record a three-digit million turnover. Here a "risk policy" should have been installed which would have been handled long ago under a very consequent management plan for other crucial key figures: liquidity, quality, or delivery capacity. Human resources can learn from it and also shake up management with the use of risk scenarios. Knowing exactly the talent map of the company – where its shallows lie but especially where its highs and great vantage points are – is far more important than having the latest economic indicators on hand. Of course, without liquidity everything is a major problem but is ultimately solvable, in principle, through the introduction of financial strength. Human capital is, however, much more valuable. If the employees are no longer there, the company no longer exists. Patents, processes, machines, and maybe some customers can be taken over by others, but this is no longer the previous company. It is only a shadow of the former one. Without people, the company is ultimately nothing! On this order of magnitude, the challenge is to see and manage appropriately. Profiling values makes a valuable and incorruptible contribution.

2.1.2.4. Stress Profiling

It has been described several times that profiling values involves the actual general environment of a person, and thus, looks much deeper into current attitudes and motivations compared to conventional methods. This benefit becomes especially valuable when an employee can no longer cope with his duties, whether bullying or excessive demands strike a blow, or whether a life crisis outside of work, or a conflict-ridden change of leadership creates difficulties. It's always a matter of whether the person "caught in the fire" is able to perform his functions or not. Frequently, the reality is that he cannot fulfill them because they do not correspond to his personality traits. All too often this realization comes too late and burn-out strikes. This prevalent term signifying a personal melt-down in professional life has become a rampant ailment which has caused specialized clinics to spring out of the ground. Irrespective of the stress level that has been increasing for decades, continuous telecommunicative availability in conjunction with global networking in our increasingly fast moving markets has certainly generated the situation where more people have reached their limits.

Profiling values creates a very clear picture and also illustrates early indicators, such as attitude indexes towards the outside world and the self, or balance values, and emotional instability. But even in an acute case under extreme stress, one can be helped, because stressors from different directions will be shown to the person and a certified expert can present ways out of the downward spiral. Even when no continuing guidance in terms of coaching is given, experiences show that just by profiling the person in conjunction with a discussion with an expert, very much can be reached or at least facilitated. Obviously, it's also important to schedule such measures as early as possible. Unfortunately, the signs are often recognized, but no action is taken.

2.1.2.5. Career Consulting

This service is becoming increasingly common. When more individuality is expressed in society beyond the usual career path, the field of personal development is affected. Overall the trend towards individualization seems to be also inexorable in the professional world, and ever more people are going their own way in-

stead of following a typical career path. Career coaches are enjoying a boom because they offer personalized advice for persons seeking their own, custom-fitted path for themselves.

Frequently, career consultants have gone through typical large corporate mills themselves and already passed through an area of tension between adaptation and security, on the one side, and individuality and autonomy, on the other side. A number of the certified profilingvalues coaches have abandoned the supposed security of large companies and set up career counseling services that are impressive. This service, usually offered at lower prices than for corporate customers, is very high in quality and reputable.

In terms of content, the career consultant proceeds similarly to coaching. Only here suitable options in the labor market are specifically explored and supported with counseling. Finding the suitable professional function or carrying out the exploratory process is the main focus. The advantages profilingvalues can be also found in the quick initial analysis – you get right to the point. In addition, it is possible to match the client with numerous requirement profiles to gather ideas for the appropriate development direction. In this respect, profilingvalues provides many opportunities that promote the optimization of one's career for the best possible fit between personal potential and professional challenges.

2.1.2.6. Out & New Placement

Career consulting and out & new placement counseling are related but have a different origin. At the start, difficult experiences during severance and disturbing conflicts often have to be clarified before out & new placement programs can focus on any reorientation. This is reflected in the trend regarding new placements. In this respect, new placement approximates constructive career consulting and focuses on the future in individual counseling. This poses great opportunities for profilingvalues.

2.1.2.7. Training

Trainers are a professional group in HR consulting which have come under pressure regarding the ruthless equation: time is money. Arising from the surplus and the ultimately counterproduc-

tive price policy of (large) client companies, daily rates come increasingly under pressure. Acquisitions have become difficult; landing contracts is time consuming. Therefore, it is almost logical that the quality begins to suffer. At the same time, the expectation on the training program is high, regardless of the price, and it regularly leads to disgruntlement in the company when this is not fulfilled. Those involved become annoyed after having wasted their precious time on the poor training. The HR managers responsible for higher management levels are dissatisfied if high quality and expensive training is not valued by the participants and recognized as beneficial. So the investment in personnel development is ineffective.

It needs to be clearly stated: not every trainer can benefit from profiling values. Strictly technical trainings do not offer any room for additional products and services with respect to the price battle for daily rates mentioned above. However, trainers dealing with decision-makers who are also competent beyond standard training offerings or at least have an open ear can distinguish themselves with profiling values very well.

For example: The high-quality leadership training of company XYZ is divided into five modules which are conducted over one and a half years in blocks of two days each. In addition to specific project tasks, individual development measures based on concrete objectives is also a part of training. In this situation it would be useful to implement profiling values prior to the first training session. The feedback from the trainer by phone can "wake up" the participants in a manner that they embrace the training right from the start. The personal engagement with each participant demonstrates appreciation for the customer and simultaneously gives the trainer a chance to use his time productively to market his services during evening phone calls. At the same time, he can charge the profiling product. On the one hand, he breaks up the "time is money" equation, but on the other hand, he creates value through individual consultation. In addition, he gains an understanding of each seminar participant which would have never occurred otherwise. He's also able to provide seminar materials which are much more targeted from the beginning, individualized for each man and woman. Higher performance, quality, and increased customer satisfaction are the result. Finally – as mentioned earlier – a measurement at the end of the training cycle is

useful to pinpoint the progress and explore further opportunities for improvement.

2.1.2.8. Incentive

Communication is ultimately everything – the same also applies to human resources. You can say, “You have to be tested!” Or one can turn the tables and say, “We are investing in you, just to develop your potential! You’ve been selected to benefit from the added value of profiling values.” In the latter case, which is actually communicated with a number of clients, the customer (meaning the contracting company) often receives no reports or feedback of the results. So it literally happens that a competition develops to see who receives the incentive “profiling values with expert advice.”

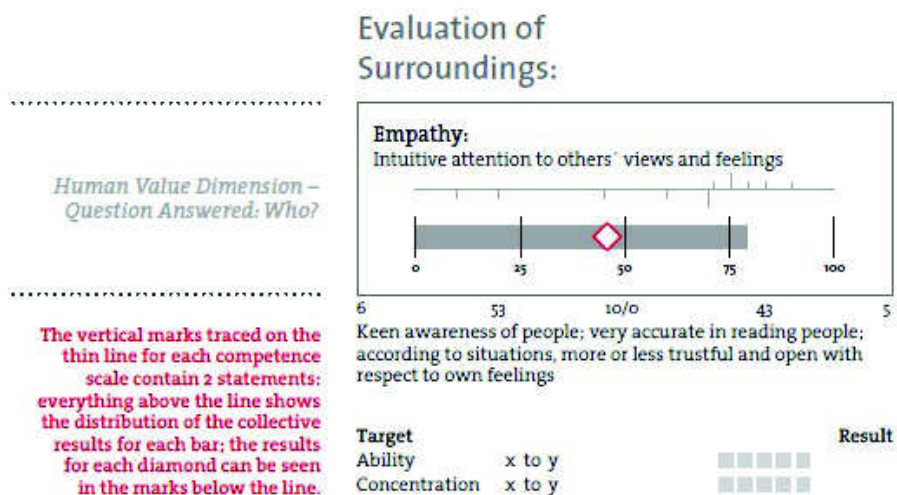
It should be added that the best impact is achieved when the superior of the respective profiling values participant is actually involved because both supervisors and their subordinates are needed for successful development. However, further development can be also achieved despite the respective superior and not because of his skills as a leader. It should be added encouragingly: even from negative examples, there’s always plenty to learn.

So in order to achieve the best results with profiling values supported personnel development program the “positioning” of each project is a very important point. To emphasize here that the high amount of investment in the employee constitutes a marked recognition and an explicit intent to promote, leads in the right direction. When everything is perceived as a tedious exercise, no appreciation will be created, and the effect of the procedure is diminished.

2.1.2.9. Team Building

The consolidation of several reports creates a large impact on the client and the participants. Suddenly the parties concerned become active participants. The statement about the average result, i.e., the level of the respective bars and diamonds is one thing. More important, however, is the distribution of scores within the teams. Are the members on a similar level and thus homogeneous or is the distribution widely scattered, i.e., are there different lev-

els of skills or focus of attention? Depending on the purpose and objective of the team, this can be beneficial or counterproductive. The following example gives an impression.



Team Report: levels and distributions

Here we see empathy at a very high level. Five of the six team members reached at least 75% of the bar; three are in part significantly elevated. So we can expect a generally high level of interpersonal perception. The mean value of the diamond – the willingness to empathize – shows a balanced level. But if we look at the distribution we see that the diamonds are scattered from 15 to 70%. The manner of interpersonal interactions varies significantly, and therefore, also differs in the manner of preferred communication. The emotional, extroverted team members (high diamonds) communicate in a way that is probably displeasing to the rather subdued persons (low diamonds). This “friction” might serve a purpose for the team which plans far-reaching changes and needs a culture requiring active discussions. However, for a management team functioning under high pressure, energies are wasted unnecessarily here and the performance is thus suboptimal.

The Team Report now provides the possibility to avoid targeting individuals. Therefore, it does not identify “culprits” but ob-

jectifies the discussion, instead, because the team report describes an anonymous, neutral situation. Who's who is not apparent in the team report. In general, the participants know their own reports and can thus position themselves. The consultant or moderator knows all of the evaluations. This way constructive discussions and forward thinking are encouraged. The Team Report actually provides a great deal of useful graphics suitable for copying by using the snapshot function in PDF and inserting these in PowerPoint presentations. Enough "material" is available to supply extensive team building workshops. Thus, the Team Report is able to support your consulting business in terms of organizational development, not only directly, but also in initiating and tackling even the most difficult team situations constructively.

2.1.2.10. Development Center

Many of today's development centers are merely renamed from assessment centers since the focus is less about the individual development of one's potential than the detection of certain criteria – mostly in leadership and communication skills. These events are often scheduled in larger companies before promotion decisions are made. The results are then incorporated into the actual management round. Thus, among the participants less pleasure is usually felt in the foreground about investing in their development. Instead, they tend to think of it as an (annoying) matter of duty to get ahead in their careers. The same applies to profiling values as with this form of development workshop, as stated above regarding assessment centers.

But there are now a number of very good development centers where customized business simulations are used as well as the interdepartmental cooperation of young professionals. Top management is also often involved, on the one hand, to get a personal picture of the young talents, and on the other hand, convey motivation and share knowledge with these high-potential employees. These companies have recognized the signs of the times, as they successfully promote their top performers, and thus, retain them. The regularity of events leads to a stable, companywide integrated communication network of managers. This not only contributes to the development of the individual and the cohesion of

the management system, but also exercises a positive influence on the development of the corporate culture.

In this regard, profilingvalues can be a module that delivers additional insights to key areas of competence. In recurring development centers, there is also the possibility to utilize profilingvalues for permanent monitoring with personal development goals. Thus, the value is increased for each top performer, and at the same time, the benefits of this application tool are anchored with the (future) decision makers. The repetitive effect deepens acceptance and demonstrates sustainability.

2.2. Four Excellent Product Properties and Other Additional Benefits

The elaborations on the product properties of diverse psychometric methods fill thousands of shelves. Professionals never tire from allotting or praising the individual advantages and disadvantages of each method. But ultimately, that's simply futile. Every (legitimate) method is based on a scientific model which has a psychological abstraction of reality as a basic assumption, constructed on measurement criteria, developed, and implemented. To compare the models here or contrast the statements directly basically ignores the function of a model: it's always an "artificial" description of what actually takes place, and therefore, can never be the whole truth. Because this, in turn, would be reality – and wouldn't a model! This not only applies to economic model forecasts but also to profiling values. Robert S. Hartman's model is not the only access to the truth but merely another approach in this field – admittedly, a particularly sophisticated, elegant one.

Therefore at this point, we refrain from doing a detailed comparison with other methods and will not elaborate on all of the product features of profiling values. Only the four most important arguments are described to illustrate the innovative strength and accuracy of the method and facilitate a precise description for decision-makers or participants.

The following figure contains a condensed comparison of measurement techniques in staffing and in personnel development.

Our Psychometric Method Delivers 4 Unique Benefits



OBJECTIVES IN RECRUITING AND CAREER DEVELOPMENT

- Reduce mistakes
- Utilize potential

Conventional tools and methods

1. Measure behavior & attitudes
 2. Socially desirable answers must be counterbalanced by cross-checks
 3. Takes 1 – 3 hours
- RESULTS:**
4. Individual abilities (strengths and weaknesses)

profilingvalues

1. Measures values & attitudes
 2. No manipulation possible
 3. No cross-checks needed – takes only about 20 minutes online
- RESULTS:**
4. Individual potential (“abilities”) AND focus on individual potential (“willingness to use one’s abilities”)

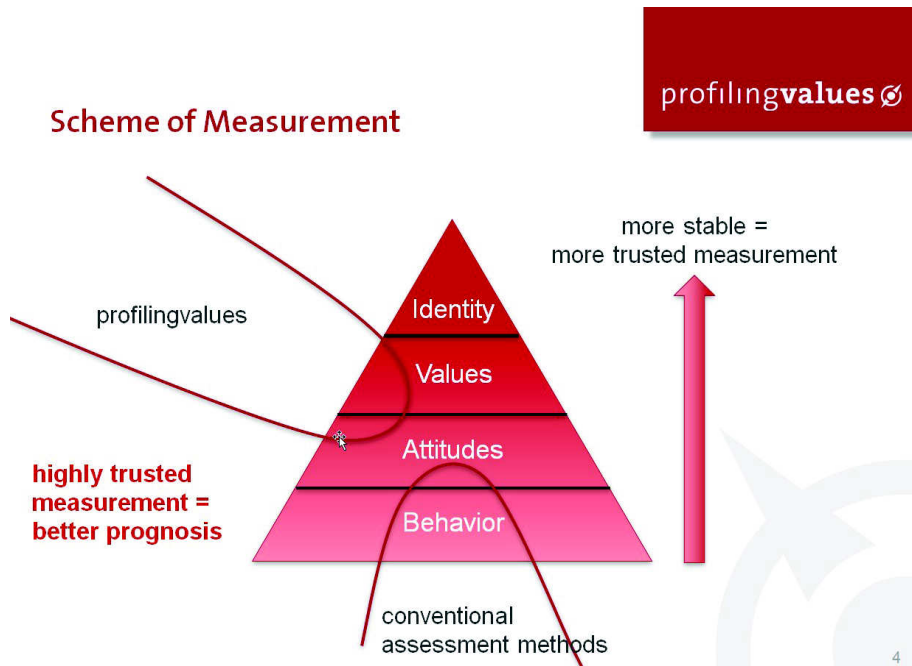
Outstanding product features

2.2.1. We Value and Form Our Value System

Conventional methods generally aim at the behavior and attitudes of the participant with their questions. So a very direct example could be: “Whenever my boss comes in the door, I clench my fist under the desk.” And the rating options are: “Does this statement apply fully, usually, rarely, or never?” Not only is the target clear, namely to measure impulsivity, but a framework for business conduct is also outlined.

Profilingvalues is not aimed at the behavior and attitudes but at the personal value system of the individual. For clarity we introduce a psychological pyramid. This is shown in a triangular shape and is eye-catching. It has reached a high remembrance rate, such as the world-known Maslow’s hierarchy of needs. The figure used here is based on Robert Dilts’ work. The individual lev-

els of the pyramid and its importance for psychometric methods are presented below.



What profilingvalues measures

Behavioral Level:

Our behavior has an enormous range of possibilities, and therefore, always remains unpredictable to some extent. As human beings, if we were not filled with our numerous, in part contradicting talents and created at the same time with less emotional or intuitive sense of purpose – our behavior would probably be predictable which would perhaps lead to simpler planning under present structures and processes. Fortunately, this is not so! Nature has bestowed our species with lavish sensory tools that gain strength through a unique integration instrument – our brain – that has made us, as a relatively delicate genus, the most influential and dangerous force on this planet. It's essential to use this power responsibly.

In a strict psychological sense, this indicates that every one of us sometime or other has acted contrary to his principles; meaning has not exhibited behavior in accordance with one's fundamental ideas. At the same time, we have a very strong influence on our behavior because we can use it to achieve a certain goal, although the path is not consistent with our general beliefs. Conversely, for psychological tests this means: when behavior is measured, the uncertainty is large, whether the observation is something consistent, or if it stands out from the basic pattern of the person. For assessment center observers this is a problem. They are additionally confronted with the drawback that the participants' behavior also produces subjective perceptual effects on them. Think of the power of the first or last impression, the dominance of a single prominent positive or negative attribute, and the impact when a candidate has a similar personal background as you. An idealist is someone who thinks he sees objectivity in the sum of the observers. When it comes to long-range staffing or demanding staff development, inconsistency in measuring behavior raises some problems at the very least.

Attitude Level:

Compared to behavior, our attitudes are more stable. We develop them in many ways throughout our lives and change them only little by little. The subject of these attitudes – our opinions of certain social groups, political beliefs, economic views, or environmental standpoint – is irrelevant. What is generally important here is that we mentally take a "stand" and hold lines of argument ready. We come to a definite conclusion and carry this conviction within us. Sometimes this is displayed in a very clear and direct manner, similar to what political discussions bring out while simultaneously repulsing a large part of the population. Obviously, the attitudes on politics differ greatly when you consider the "political caste," on the one hand, and the governed people, on the other.

Nevertheless, attitudes are often subject to change during the course of a lifetime. Timing or the phase in the life cycle tends to affect a particular belief on a number of topics. This is well illustrated by an old political joke: "Anyone under 30 who was never a socialist/communist, has no heart. Anyone over 30 who's still a socialist/communist, has no brains."

Value Level:

It becomes clearer and more explicit when we go higher on the psychological pyramid, i.e., enter the value level. The personal value system does not change, it is shaped long beforehand, and thus, is stable in most cases. At this point, measurements promise reliable results, and the behavioral prognoses also tend to be better than if we would measure purely on the behavioral level.

Identity Level:

Finally, the most stable level is our identity – apart from all schizophrenic and multiphrenic personalities. It places the genetic disposition and all the moments we experience in relationship on the timeline and bundles, so to speak, the uniqueness, human experience, and infinite value of the individual. But any model-based measurement ends here because we would then be in a reality so individualized which would no longer allow generalizations. This fact should be pointed out admonishingly when people believe they have perfectly captured the individual with a psychometric tool. This is neither possible nor intended. The measurement of a personal value system, supplemented by the current prevailing attitudes, is the basis for building meaningful discussions and being able to probe the grounds for the individual facts. However, psychometric methods are not “crystal balls” which disclose all possible interpretations and allow hasty conclusions.

Therefore, profiling values’ method of questioning does not aim at the behavioral level but on values and current attitudes. This raises the question of what values are. There are so many of them, and each person has his own perspective on where and how he integrates these into his personal set of values. Below are a few scattered values. Creating an order, even when more values are added, appears difficult.

Loyalty Justice
 Security Individuality
 Laws Orientation
 Competence Solidarity Self-fulfilment
Liberty Love Trust

Values are abundant and infinitely enumerable

There are also many definitions of what a value is, so it makes little sense to discuss it here intensively. An abstract description stands out positively because it comes to the point so clearly: "values are social constructs."

This leads to the realization that there is a kind of common understanding in society of certain concepts and an implication in terms of its effect, whether positive or negative. For example, the term "loyalty" has, on the one hand, a very positive connotation in the sense of allegiance and the use of the original value. On the other hand, the term also stands for little dynamism, flexibility, and possibly even hindrance of change. So concepts can be created for a variety of conditions in society and also for the appropriate testing method which are then elaborately measured and can infer the personality of the test person. This is permitted, if it's scientifically substantiated and meaningful.

Incidentally, it's not about what is better or inferior at this point regarding profiling values and other value-based methods, but about elaborating on the special features of this approach. Instead, the aim is to clarify: profiling values, and hence the Hartman Value Profile, do not refer to values in terms of social constructs but the verb "to value," e.g., the activity. In the formal concept of values by Robert S. Hartman (formal axiology) he states, "to value = to give meaning." From the outset this is a highly individualized approach that has little to do with social constructs.

For this purpose, we provide a simple, clear illustration: We take a seemingly daily occurrence - the birth of a child. Indeed, this is a cosmic event of the first order because this newborn holds an infinite potential. It could be a new Leonardo da Vinci or a new Marie Curie. Completely dependent and vulnerable, this infant begins its way on our planet already bestowed with its unique set of talents. At the same time, it grows up in a particular environment and is shaped by it. During the 1970s, it was intensely disputed scientifically whether the so-called theory of genetic predisposition or environmental theory is correct: whether the abilities of people are determined by the parents' and ancestors' genes or by familial and societal influence during childhood and youth. This argument is pointless because the view now prevails that a mixture of both types of impact is present.

Staying by our example and looking at the newborn's talent portfolio, we will assume that he has very high abilities in interpersonal relationships. And we also assume that this child grows up in an environment where he can also apply this talent – right from the beginning. Figuratively speaking, this child already evaluates very accurately from early childhood on because he places different meanings on the things and people which are around him. When he comes into a room, for example, then it's normal for him to first go to the other children or adults and not straight to the building blocks to play with them. Generally, people attain greater importance to this child than objects because he evaluates hundreds, even thousands of times a day, and therefore, builds his own system of values by repeatedly undertaking the process of valuing. Ultimately this valuing, performed over many million times, builds the unique value system of this person. Therefore, even identical twins who grow up in the same family are not completely the same because their individual valuations are with near certainty not all the same.

This process of valuing as an activity is directly exemplified by profiling values. The ordering of 18 concepts not only arranges a concept at a particular rank but also rates it in comparison to all the other 17 statements. This dimension is not often understood. The participant comes to the conclusion that probably any other person would have ranked quite similarly, and therefore, nothing of substance can be derived from this. He is even more surprised if after the analysis his fundamental personality as well as the effect of the current environment on him can be presented very accurately with nuances. This becomes evident when the participants are made aware of the math behind it. The number of possible arrangements of a profiling step is "18 factorial" (in mathematical terms: $18!$), that is, $18 \times 17 \times 16 \times 15 \times \dots \times 2$. This is multiplied to reach an enormous number, namely 6.4 trillion, a 16-digit astronomical number! Every person on this planet would still have as many options available again as there are people on this planet. Yet it's even more inconceivable when we examine the four profiling steps (A, B, C and D) in total. Thus, the number of possible arrangements would be "72 factorial" which is a sum greater than the all of the atoms existing in the universe.

Now critics might want to say that this is all an exaggerated effort. However, if we aim to offer a highly individual profiling - in contrast to typologies that have a quick "classification" of a person

as their aim - then we should also have a system at hand which actually provides infinite possibilities of combinations and can represent any subtlety. Hence, it's evident that personal ranking emits a highly individual "fingerprint" of the personality which even factors in the present situation.

In summary, we can state: profilingvalues captures the personal value system of the individual and measures this on a very stable level. Therefore, predictions on behavior are more reliable. The special approach is based on the definition of "to value = to give meaning" and on the activity of valuing, the basis for the profiling system. Moving the statements and items with the mouse simulates the complex process of personal valuing and provides the possibility to draw clear, understandable conclusions mathematically.

2.2.2. Profilingvalues Can't be Manipulated

An ultimately unsolved problem of all conventional psychological measurement methods is influenced by the respondent, either consciously or unconsciously. In valuing statements or sentences, the respondent always has the opportunity to describe himself in the way he considers to be appropriate - in doubt, how he would like to appear. Here the self-image is usually incorporated and this self-description can lead to a different overall presentation, namely the ideal image.

This shows how difficult it is to escape this internal problem of psychometric instruments. You should describe yourself, so to speak, without describing yourself. This sounds paradoxical. The example of empathy can be well illustrated. Conventional methods cannot directly measure whether someone has empathy. You can only detect whether and in which way a person thinks that he has empathy. He describes himself by marking items with a cross.

From this example we can locate four extreme cases:

- First, he believes he has empathy, and that is true.
- Second, he assumes he has empathy, but this is not the case.

- Third, he thinks that he has little ability to empathize with others, and that is not true because he actually has empathy.
- Or fourth, he doesn't believe that he has empathy, and this is fully correct.

Ultimately, the true result can be only determined with an interview.

The advantage of profiling values is that it has no so-called face validity for the respondent. The subject cannot possibly know what a shift in the order of the statements causes concretely. He describes himself without actually knowing how he has described himself. The paradox is solved. He is confronted with statements which he cannot connect in any way to the purpose and aim of the method, and its meaning does not reveal itself to him while doing a profiling. Conversely, this "ignorance" regarding how it functions also produces skepticism and even substantial reactance. However, the percentage of those surveyed who comment very negatively about the procedure and also resist, is not higher than with other methods. There's always about a percentage of two per hundred who absolutely do not want anyone "looking at their cards." However, the overwhelming majority is very positive because they finally have questionnaire in front of them that's not boring with hundreds of "x's," but one which is mentally challenging by ordering statements, and the online tool is quickly completed.

A number of respondents, however, think that it's possible to manipulate the process. They will not succeed! The key lies in the mathematical model mentioned above of the de facto infinite possibilities of ranking combinations. One of Robert S. Hartman's greatest accomplishments is that he developed a system around this abundance of possibilities that allows accurate measurements. Thus, there's only one arrangement under 6.4 quadrillion options corresponding to Hartman's formal concept of values, which thus, creates a logical-mathematical basic position. This isn't a norm in the moral sense, but the rational logic of value combinations of human, practical, and formal nature. Hartman was able to derive from his axiom, "What is 'good'? 'Good' is what fulfills its concept," three different value dimensions and distinguish them from each other qualitatively and mathematically. The combination of value dimensions can be calculated and finally creates a precise sequence in profiling. This will be derived thoroughly in the following

chapter of this manual. Thus, only the variances of the selected ranking order will be measured in this method, projected against the logical-mathematical reference.

When a proband tries to appear particularly socially competent, and for that reason, ranks all socially desirable sounding statements at the top and all very antisocial seeming concepts very low, the attempt "backfires" because it sets certain statements too high or too low. This, in turn, results in a "deduction of points" in the deviation measurement. In fact, all experiences show that those who want to manipulate usually cause a disadvantage to themselves because the results depict them below their potential.

A totally waterproof way to convince someone how impossible it is to manipulate the results works as follows: Suppose the candidate has already carried out the profiling and still believes he can make a calculated influence. You search for two or three of the weakest scales with respect to the length of the bar in the candidate's report and allow him to repeat the procedure with the stipulation that he should achieve more than 90% for each of the weakest scales. The experiment cannot succeed because the candidate doesn't know how people would rank the statements in order to obtain such results.

Often the safeguard against manipulation is used as an argument for recruitment or development, to really "probe or sound out" people. This is certainly an important argument, especially when one only knows the person from a few job interviews and wants to receive a more comprehensive picture. But there is also an important aspect in this context which shouldn't be neglected. It's not just about eliminating manipulation attempts, but first and foremost, gaining the normal view of the self. No self-descriptions are incorporated that might correspond to a perceived self-image. Conversely, the outcome isn't comparable with the results of the increasingly popular 360-degree feedback because it represents the public image which is often incorrect, by the way, and also very subjective. With profiling values, no desired image can sneak in since one cannot steer the process. Thus, profiling values provides an objective, scientifically based view of people, and is automatically a useful addition to any other method used. It becomes clear that although one's personal manner of valuing is displayed, but at the same time its impact will not be known. This results in remarkable insights – especially for higher level managers – be-

cause one gains understanding that couldn't have been recognized previously in this light.

2.2.3. Time is our Most Valuable Resource - profilingvalues is Fast

Every other resource can be made available medium to long term – your own time can be used only once. It is irrevocable and ultimately our only real restriction. Viewed in this light, it's amazing how thoughtless and wasteful we handle this highly valuable commodity. Therefore, it's essential to first ask the question on the effectiveness – about doing the right thing – and only then answer the question about its efficiency - doing it properly.

From this perspective, the time expended for carrying out a psychometric procedure gains an even higher value. Individual profiling methods usually require 60 minutes or more to reach the necessary depth of analysis. Characterizations are shorter because a classification of basic patterns can be reached quickly. Basically, the following applies for the participants: the longer the run, the lower the acceptance. However, short procedures are also difficult to promote because skepticism automatically arises about its effectiveness.

There are methods on the market that require up to three hours to answer all the multiple choice questions. This cannot be justified positively in the age of modern technology and given the aspect of limited time. This goes so far that a fundamental openness towards psychological tools can turn into a negative attitude due to the lengthy time for processing. Although the method or the system provider receives the message of dissatisfaction first, a bad light also always falls on the intermediary, whether he is a consultant or personnel manager. On the contrary, the person's image increases when the processing is within an acceptable timeframe and practical, e.g., nowadays available online, and the results are still accurate or relevant.

Profilingvalues requires approximately 20 minutes to complete. Because there is no time limit, but also since extremely fast test runs can be done in just 10 minutes or less, the feeling is very subjective. Numerous feedbacks are positive, as mentioned, because the usual procedure of selecting fitting answers is eliminated and shifting statements with the mouse is seen as simple, innova-

tive, and interesting. Critics, however, complain about the forced ranking and the “rather” incomparable conceptualizations. Thus, some probands require very little time and are surprised and even “disappointed” if the message appears that the procedure has been completed. Others complain about the difficulty in deciding because they needed far more time than was declared at the start. Conclusions about these types of people are reserved for the reader.

Another reason for acceptance is the role that profitability plays, especially when considering larger scaled requirements. If in an innovative sector a rapidly growing company plans to occupy 2,000 jobs per year, then you can imagine the amount of shortlisted candidates. Now, one might argue that the time the candidates spend on the hiring company has no economic relevance. After all, they want the job and will spend any amount of time. But the image of a company is also shaped by which procedures and feedback they operate with. For the applicant, profilingvalues’ cost-benefit ratio is excellent. When it comes to high-level positions, the acceptance of lengthy psychometric methods diminishes rapidly anyway. Profilingvalues, however, is willingly implemented up to the board level. First, because top managers tend to be even faster, i.e., the effort for even busy executives is minimal. Second, the effect of realizing the depth of the analysis is striking, and brings these managers directly to the idea that the in-house implementation of profilingvalues offers an excellent cost-benefit ratio.

2.2.4. Our “Abilities” and “Willingness”

As a consultant or system provider you usually obtain ample attention from HR administrators and competent line managers when you can make clear that profilingvalues measures the personal value system of people very reliably, it cannot be manipulated, and is carried out very quickly. Even diehard traditionalists in consulting and human resources can hardly continue to close their minds to these arguments.

In terms of content, the combination of “abilities” and “willingness” is the most important and innovative aspect of the whole method. When it comes to a person's will, usually two associations occur: first, the concept of motivation arises and second, you have something in focus and have developed a high level of attention on

the target of your desires. Profilingvalues integrates these two aspects in a special way by depicting this holistic "willingness" on all of the main scales where also the "ability" is shown. Thus, there is a direct comparison of ability and motivation/attention. In this combination lies great power.

Conventional methods also portray the motivations of their subjects. In general, however, these are basic personality characteristics such as dynamism, interest in certain topics, or stimuli that mobilize the energy in the participant. This is important information, and in view of the total constellation of the method, purposeful and enriching. Each psychometric model has its foundation, and each well-constructed method usually has customized modules that are purposefully geared to each other.

Profilingvalues' special feature lies basically in the double tracked main scales. Each of the twelve central personality characteristics has two results: the ability and the currently prevailing attention. We can have talents and potential that we can neglect or proactively apply, trust, and even focus on. In this combination lies an incredible "depth of focus" when it comes to not only showing how someone "ticks" but also which situation he is in at present, i.e., how the current environment influences the individual.

For example: When the ability in practical thinking, meaning the talent to immediately recognize the benefits of certain combinations and create solutions with value-added, is generally very highly pronounced, then a high level of attention on this ability is generated from the will to actually implement and drive things forward. One puts more "horsepower" to use and exercises his skills proactively. However, it can also happen as a result of the prevailing conditions, e.g., rigid guidelines or a climate which is very skeptical about change, that this talent may be impeded in implementing or finding solutions. In most cases, if such an environment affects the person a long time, the attention to the practical talent will be reduced because the person basically runs against the wall. Thus, with high talent and low attention there is an indication, at the very least, that the opportunities to implement practical ideas are currently less than satisfactory. Admittedly, there are other reasons that explain a low attention to this ability in practical thinking – just think about overcautious people who would rather wait for perfection than act instead. But again, this should be compared with other evidence which is otherwise detectable in the profiling.

Overall it is clear that the combination of skills and attention on the same scale is suitable for developing hypotheses which can be then examined in conversation. The current psychological situation doesn't have to be first painstakingly explored from every angle in the interview. Instead, there are references that steer the conversation immediately onto topics that otherwise would have been addressed much later or perhaps never. Here the image of the current situation, embedded in the general compilation of personality traits, is an effective tool to quickly generate added value. Not only is the focus on time savings here, but above all, the ability to directly zoom in on the important aspects at the moment that otherwise might not have been noticed or would not have been elucidated to the necessary depth. Profilingvalues virtually leads directly to the relevant point, thus making the discussion from the first minute meaningful, relevant, and purposeful – whether it is about staffing issues or topics of personnel development. It will simply increase the success rate of decisions and appropriate actions.

In the next chapter the effects of ability and motivation, i.e., skills and attention, will be elaborated in more detail. It should be noted that this approach and the chosen manner of presentation (bars and diamonds in the profilingvalues report) have not been used in any other known profiling system so far. Along with the outstanding product properties described – a measurement of the value system, no possibility of manipulation, and speed – the combination of skill and attention establishes the positioning of profilingvalues in the market and its USP (unique selling point).

2.2.5. Requirement Profile Function, Team, and Group Reports

Profilingvalues is an application of the Hartman Value Profile (HVP) for personnel selection and development. However, the aim is not for candidates to achieve particularly high scores in all possible personality traits. Strictly speaking, there are few really bad employees – more often they are deployed in the wrong functions. It is logical to create a tool which specific requirements can describe certain professional positions. A translation of the prerequisites into personality traits to fill the position successfully virtually takes place. An individual's profiling can be then projected onto the re-

requirement profile and the degree of the match in percent will be provided. First, this is important to eventually compare candidates with each other or an employee. Second, the system directly leads the experts as well as the customer or candidate to the points which show the strengths or weaknesses with respect to the position intended.

A requirement profile function is integrated in the profilingvalues system which begins with the Position Analysis Tool (PAT). This is an online questionnaire relating to the position or function, specifically designed so that every requirement cannot be arbitrarily inflated. All major scales are selected several times, whereby preferences are forced so that the requirements cannot turn out unrealistically high or low. Fine-tuning for the job requirements is also possible manually, as is the insertion of comparative values or so-called benchmarks. The exact functioning of the requirements profile function, and the successful application in the field are described in the following chapter.

The HVP is an instrument that measures the abilities and biases in valuing. This is accomplished along with the objective to describe the participants accurately and identify the present situation. Often, however, the interaction between different people is especially important to achieve good results. Therefore, it is natural to develop a consolidated representation of several people in a report format. When the relationships between people are especially important, an integrated analysis becomes very helpful. Profilingvalues offers the opportunity to "interconnect" any profilings. So all averaged values are shown in the team report, and to a large extent, the respective distributions within the group. The results form the basis for successful consulting work.

If we think one step further from the development of teams, we quickly come to related questions involving the entire organization. To what extent do different corporate cultures exist, how good are the leadership skills within a particular hierarchical level, or which personality characteristics determine success in sales? All issues regarding organizational development can be supported by profilingvalues Group Report. The number of combinable profilings is unlimited.

This is a reading sample.
Not all pages are displayed.