



The Values Index

WHAT **WHY** HOW

Test Person

March 11, 2011

This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.

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About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

A closer look at the seven dimensions

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

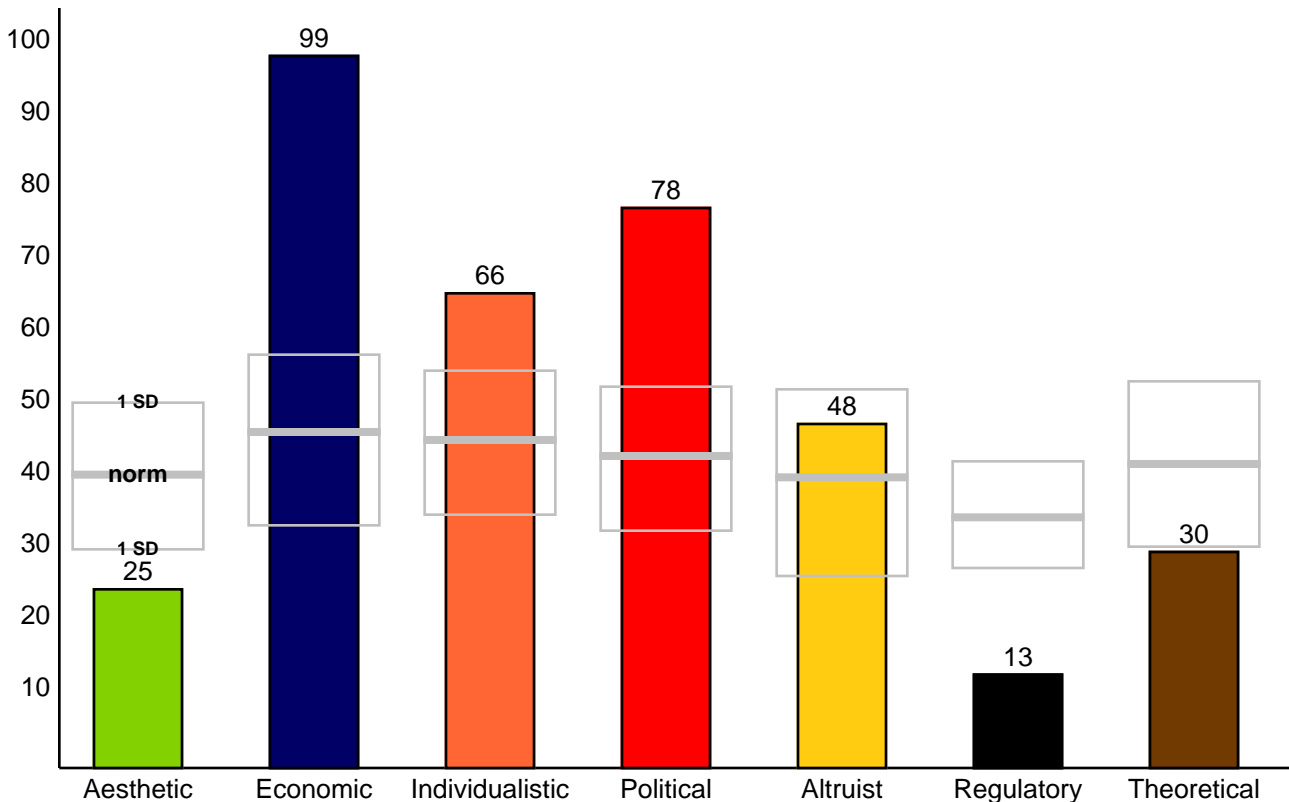
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

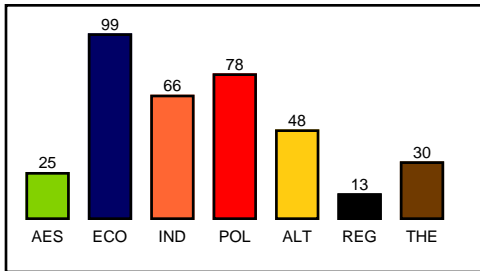
Test Person

Executive Summary of Test's Values

Low Aesthetic	Bottom-line approach focusing on functionality over form or aesthetics.
Very High Economic	Very competitive and bottom-line oriented.
High Individualistic	Has no problem standing up for own rights, and may impart this energy into others as well.
Very High Political	Very strong leader, and able to take control of a variety of initiatives and maintain control.
Average Altruist	Concerned for others without giving everything away; a stabilizer.
Very Low Regulatory	An independent and autonomous agent, very flexible problem-solver, and able to craft a variety of solutions.
Average Theoretical	Able to balance the quest for understanding and knowledge with the practical needs of a situation.

Test Person





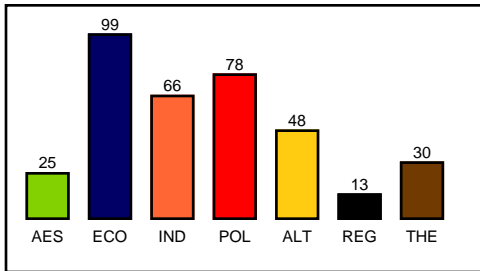
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You can live with lesser emphasis on harmony, balance, or aesthetics.
- You tend to take a practical approach to workplace aesthetics and appearance and surroundings.
- You are not negatively effected by unaesthetic work environments.
- You consider the artistic types to need a bit more practicality.
- You can perform in unattractive or ugly work environments.

Key Strengths:

- You tend to take more of a bottom-line approach.
- You are a strong survivor even in heavy competition.
- To you, achieving balance and peace in life may take a back seat to results.
- You are less emotional than many, and prefer practical transactions.



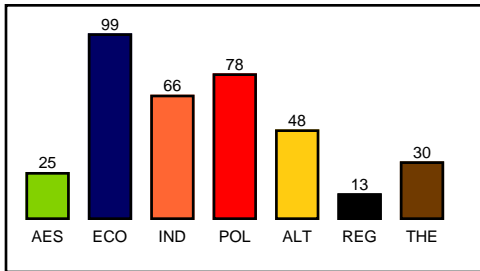
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You appeal to the practical aspects of a situation.
- You connect topics to improvements in function, not things like harmony or beauty.
- You stick to the bottom-line issues.
- To you, rational goals are the primary motivator.
- To you, rational goals are more inspirational than emotional or feel-good ones.

Training/Learning Insights:

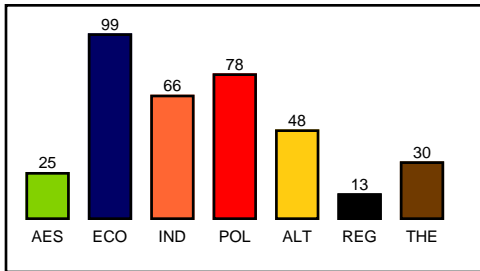
- You teach/learn in a very practical way, nothing fancy.
- You will be flexible about the surroundings in which you learn.
- You should avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.
- You will make sure to connect training benefits to business opportunities.
- You believe more team involvement would benefit from pointing out the practical reasons.



The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Continual Improvement Insights:

- Some might consider you somewhat unconcerned about aesthetics, artistic beauty or harmony.
- You may be seen as a bit overly businesslike.
- You should try to appreciate the value others have for artistic things, or trying to increase workplace aesthetics.
- Remember to respect the creativity of others.
- You need to remember that others have different levels of appreciation of Aesthetic values, and their opinions need to be respected.



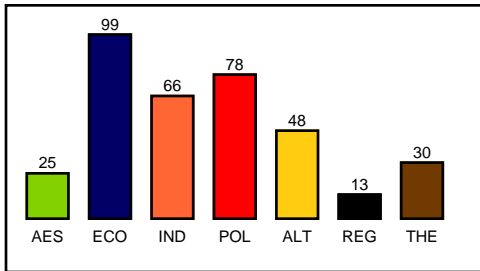
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You are motivated by high pay, and attaches importance to high earnings.
- People who score like you tend to be hard working, competitive, and motivated most by financial rewards and challenging compensation plans.
- You need for education and training to be practical and useful, with a profit or economic motive.
- When profit or project cost/benefits are examined, you may take the position that the ends justify the means.
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.

Key Strengths:

- Your decisions are made with practicality and bottom-line dollars in mind.
- You show a keen ear to the revenue-clock, your own and the organization's.
- You are highly productive.
- You are highly driven by competition, challenges, and economic incentives.
- You have high motivation to achieve and win in a variety of areas.



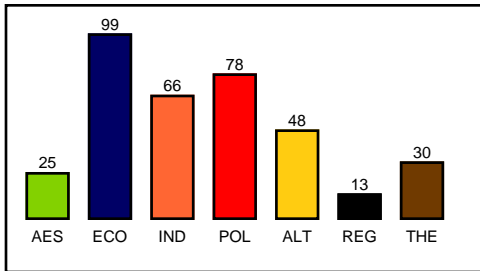
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You provide substantial room for financial rewards for excellent performance.
- Be certain you are balancing your professional and personal life.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- You reward high performance in tangible and monetary ways with individual and team recognition.
- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.

Training/Learning Insights:

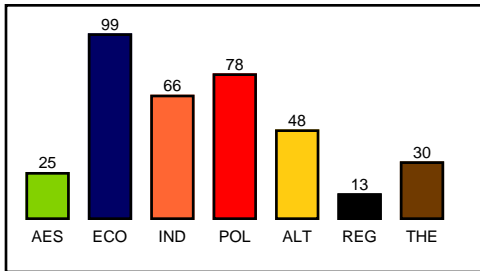
- If possible, you should build in some group competition as a part of the training activities.
- You should link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You should attempt to provide some rewards or incentives for participation in additional training and professional development.
- Your scores are like those who want information that will help them increase bottom-line activity and effectiveness.



The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- You may judge efforts of others by an economic scale only.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- Some scoring in this range may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.



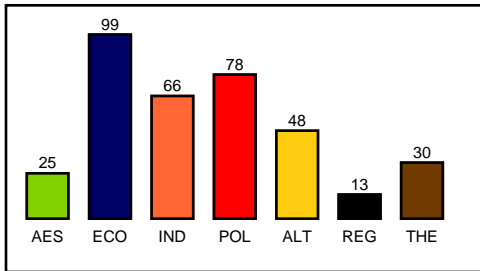
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- Enjoys work and assignments, which gives one standing in the eye of others and evokes respect.
- Scores like those who are comfortable being in the limelight, and enjoy demonstrating their uniqueness or creativity.
- There may be a tendency to push-the-envelope a bit in situations where winning is desired.
- Likes freedom in his own work area.
- Independent.

Key Strengths:

- Desires to be an individual and to celebrate differences.
- Enjoys making presentations to small or large groups, and is generally perceived as engaging presenters by his audiences.
- Realizes that we are all individuals and have ideas to offer.
- Not afraid to take calculated risks.
- Brings a variety of different and energetic ideas to the workplace.



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

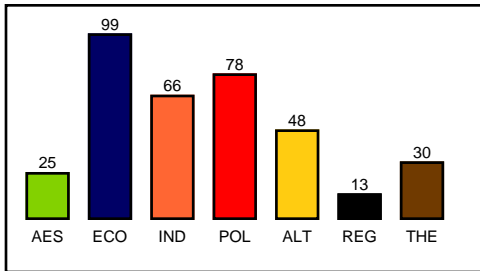
Motivational Insights:

- Provide an environment where Test has space to demonstrate his unique contributions to the team.
- Remember that even as attention from others is important, he may also desire some independence from team organization and protocol at times.
- Will appreciate 'air-time' at meetings to share ideas with others on the team.
- Be patient in allowing for expression of his uniqueness and sense of humor.
- Many people who score like Test enjoy making presentations to small or large groups. Explore this possibility.

Training/Learning Insights:

- Learning and professional development activities should be flexible, having a wide variety of options.
- Attempt to provide enough creative space for him to express his uniqueness.
- Allow for some experimental or non-routine types of options.
- Link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

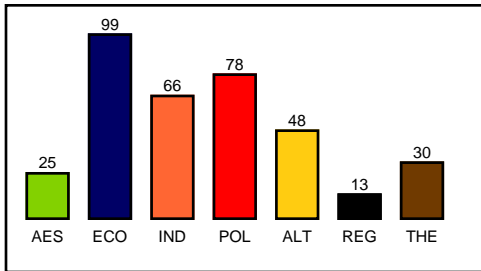
Test Person



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Continual Improvement Insights:

- Sometimes the very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- May need to remember that his good ideas aren't the only good ideas.
- May need to listen more to others and speak less.



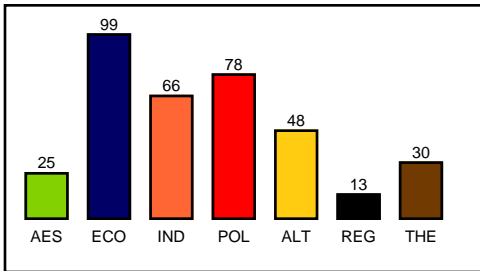
The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You have a bottom-line approach to getting things done.
- You enjoy winning.
- You seek competition.
- You desire leadership and are ready for the accountability that comes with it.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.

Key Strengths:

- You have a strong 'buck stops here' approach to business and getting things done.
- You have a very high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.



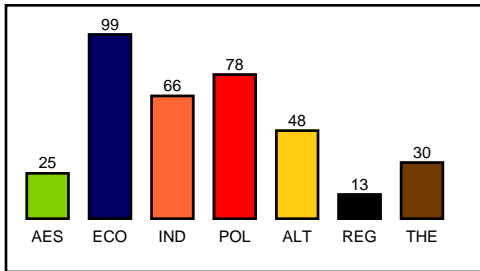
The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You score are like others who may feel stifled if surrounded by many constraints.
- You enjoy status and esteem in the eyes of others.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- You should provide an environment with minimal involvement with routine, detail, and paperwork.
- You may like to be seen as a catalyst for change.

Training/Learning Insights:

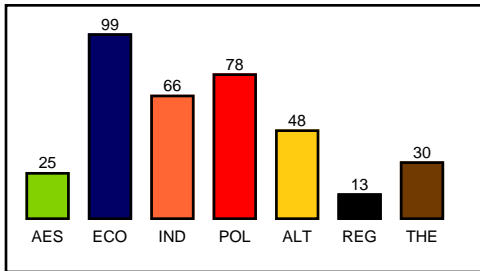
- You provide for individual recognition for exceptional performance.
- Your scores are like those who frequently show an interest in leading some training or professional development activities.
- If group activities are involved, you attempt to build in some competition and group leadership events.
- You provide for a variety of learning and personal development options.
- Many who score like you, may prefer independent study instead of group or team activities.



The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority at times.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.



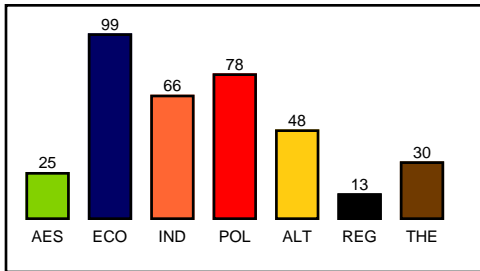
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You are very much in line with the average level of altruism seen in business environments.
- You can be a good mediator between those who give too much and those who don't give enough.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You have a good sense for when to freely help others, and when to say "No."
- You will not create an imbalance between own needs and those of others.

Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value in benefiting others through personal actions.



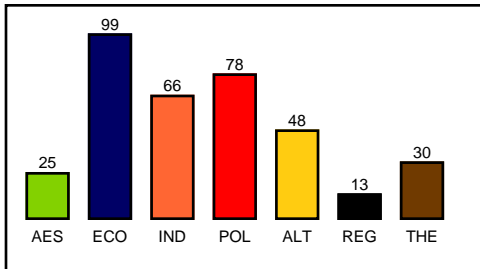
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be good judge of how much to involve others versus making the command decision.

Training/Learning Insights:

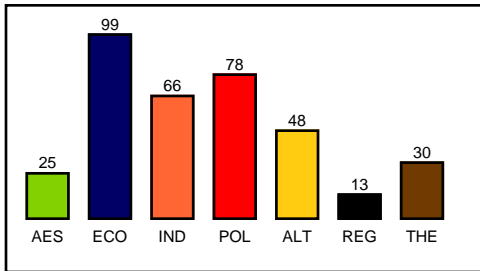
- You would better motivate by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both their own personal gain, but also some altruistic aspect as well.
- You are likely supportive of the trainers themselves.



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



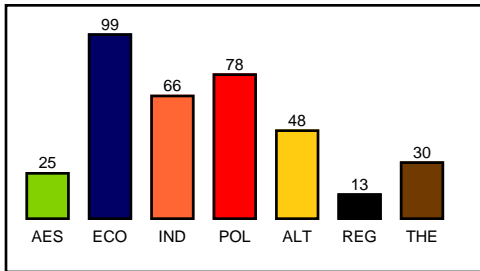
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- Significant belief that taking risks, experimenting and trying new things is good.
- If rules are bent it is out of creativeness in solving problems, not rebelliousness.
- Supports an "end justifies the means" approach when it comes to bending the rules.
- Not afraid of hard work, as long as it results in practical gains.
- Very self-guided and able to self-manage activity to get results.

Key Strengths:

- Has a very quick uptake on new concepts or complex problems.
- Always trying to find a new, better way.
- A very rapid problem solver.
- Not afraid to make mistakes in trying new things or approaches, and develops creative strategies as a result.
- Believes that questions are good and asking them should never be suppressed.



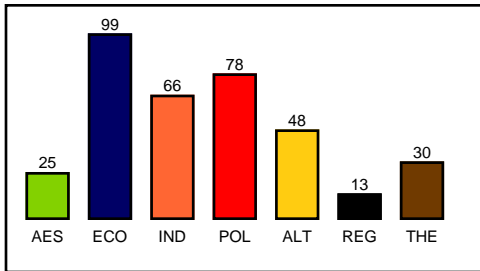
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- Does not support inefficient or ineffective procedures just because "that's the way it is."
- Utilize their ability for conceptual thinking and big-picture understanding.
- Get them very involved in establishing new policies, regulations, rules, etc.
- Likes to be very well informed and kept in the loop.
- Play to their flexibility and adaptability strengths.

Training/Learning Insights:

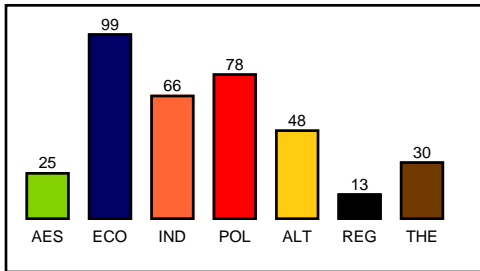
- Prefers very spontaneous, flexible and independent learning environments.
- Very much prefers multiple learning modalities instead of just one.
- Very likely to learn new things in their own way, at their own pace and style.



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Continual Improvement Insights:

- Consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.
- Be sure to respect those who prefer to comply with all rules, they balance the equation many times.
- Remember that sometimes rules or procedures exist for good reasons.
- Should remember to be patient with others who are not as flexible or are more rules-oriented.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts)



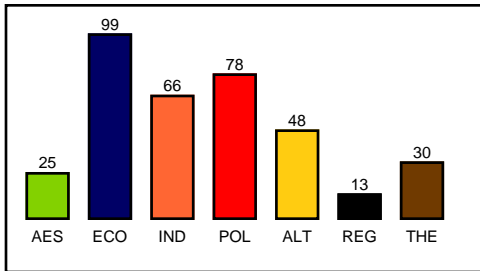
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Bringing a sense of balance and stability to a variety of technical issues and features impacting the team.
- Scores in this range are near the typical businessperson's score.
- Test typically won't get bogged down in minutia, nor will he ignore the details when decision-making.
- Test may provide a balance between the very high theoretical approaches, and the very low approaches, and be able to communicate with each side.
- Be able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.

Key Strengths:

- Test would demonstrate awareness of the necessary technical features, and an appropriate on-the-job response as needed.
- Brings flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- A stabilizing force on the team.
- Able to appreciate the needs of both the high and lower Theoreticals.
- Shows curiosity about technical details without getting bogged down.



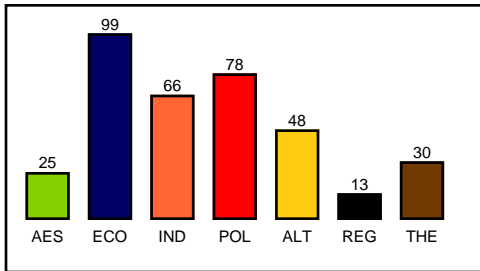
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Motivational Insights:

- Remember that Test has the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- Test brings a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Include the perspective Test brings in order to gain a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to managing and motivating.

Training/Learning Insights:

- Rather flexible and accepting of most training programs offered in the organization.
- Able to see the need for training, and also realize the importance of practical information.
- Understands the needs of the high Theoreticals who want more information, and the lower Theoreticals who want only the necessary information.
- Because this score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Continual Improvement Insights:

- May need to be a bit more demonstrative on some complex theoretical issues.
- May be asked to take a firmer stand or position on team initiatives.
- May need to examine other values drives to determine the importance of this Theoretical drive factor.

Use this sheet to help you track which motivators are well aligned and which are not, and what you can do about it.

Action Step: Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment				
	Poorly				Highly
Motivator #1: _____	1	2	3	4	5
Motivator #2: _____	1	2	3	4	5

Legend:

- 2-4 = Poor
- 4-5 = Below Average
- 6-7 = Average
- 8-9 = Excellent
- 10 = Genius

Tally your score here:

Test Person

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: What aspects of your company or role can you get involved in that would satisfy this motivator?

Your final step to making sure you really benefit from the information in this report is to understand how your values style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):

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