



The Values Index

WHAT **WHY** HOW

Sample Report

October 20, 2009

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.

Dr. Tony Alessandra

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.
- **Altruistic** - 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 ranking 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 help to tell you why you prefer to do what you do.

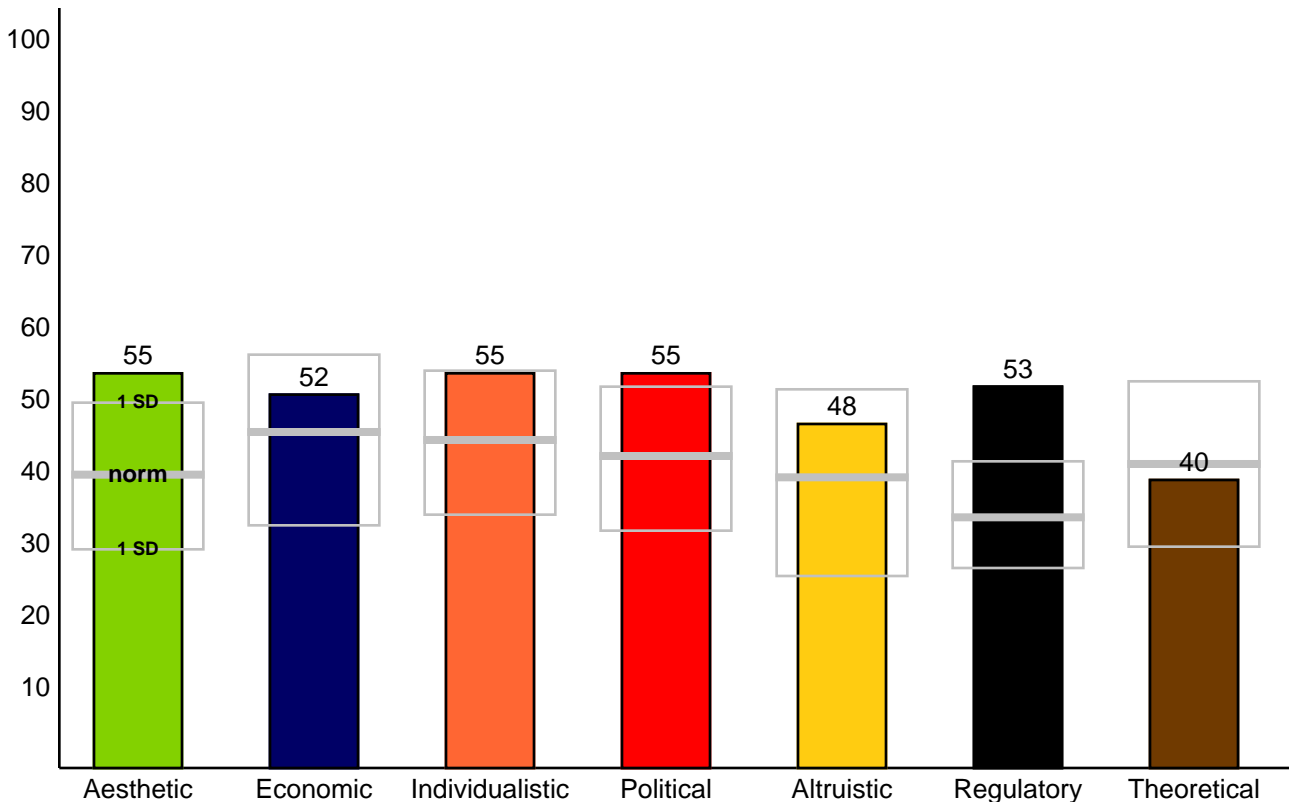
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

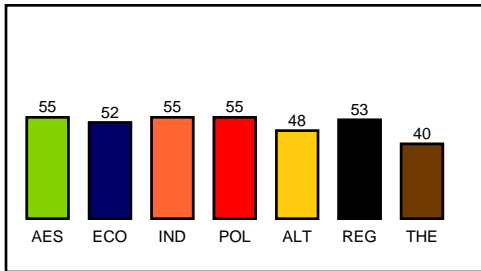
Value	The Drive for
Aesthetic	- Form, Harmony, Beauty, Balance
Economic	- Money, Practical results, Return
Individualistic	- Independence, Uniqueness
Political	- Control, Power, Influence
Altruistic	- Altruism, Service, Helping others
Regulatory	- Structure, Order, Routine
Theoretical	- Knowledge, Understanding

Executive Summary of Sample's Values

High Aesthetic	Very much prefers form, harmony, and balance. Likely a strong advocate for green initiatives and protecting personal time and space.
Average Economic	Able to perceive and create a balance between the need for economic return, and other needs as well.
Average Individualistic	Not an extremist, and able to balance the needs of both others and self.
High Political	Able to accept the credit or take the blame, with 'the buck stops here' attitude.
Average Altruistic	Concerned for others without giving everything away; a stabilizer.
High Regulatory	Strong preference for following established systems or creating them if none present.
Average Theoretical	Able to balance the quest for understanding and knowledge with the practical needs of a situation.

Sample Report





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:

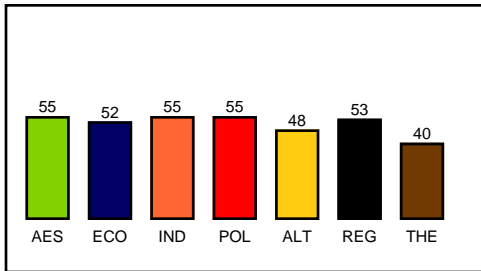
- Will utilize creativity and artful expression to persuade or influence others.
- Achieving work that does not detract from the beauty of the world is important.
- Is more sensitive to issues of balance and harmony than others.
- Appreciates and supports efforts at conservation and preservation.
- Possesses an awareness and desire to understand the moods, beliefs, and values of others.

Key Strengths:

- You show the ability to see common things in new ways, and can bring creativity to the team as a result.
- Will bring a creative outside view to discussions.
- Likes to believe that anyone can be creative - in their own way.
- Tends to look for what is beautiful in any subject rather than what is ugly.
- Takes strong interest in how an objective or work can help support the environment or balance in life.

Motivational Insights:

- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.
- Explore potential of more involvement with environmental or "green" initiatives.
- Do ensure that creativity and form do not block function and results.
- Your open acceptance of ideas from others may also open situations that are less than optimal, and you may get 'burned' in the process.
- Will be highly motivated by aesthetically pleasing activities (e.g., creativity, beautification, more balanced, green initiatives, etc.)



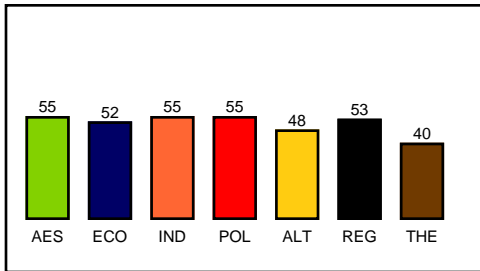
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Training/Learning Insights:

- Link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development attempt to link those to your ability to see new or creative solutions in the future.

Continual Improvement Insights:

- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- Needs to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).
- Might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- Could get lost in creativity and imagination if not kept somewhat reined in and on target.
- Could use the creative mode as a safety blanket to avoid having to be overly practical.



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:

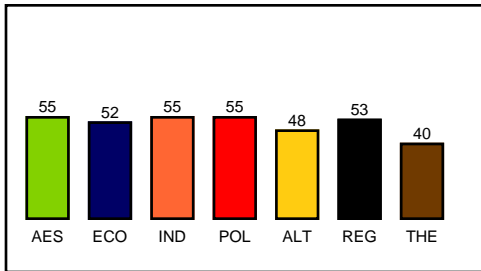
- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to be
- The drive and motivational factors which tend to lead people who score like Sample should be measured against other peaks on the Values graph.
- Regarding the Economic score, Sample would be considered rather practical and realistic about money.
- Sample would have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than his own.

Key Strengths:

- What motivates people who score like Sample? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- Good team player in helping others with projects and initiatives without requiring an economic return of his own.
- Not an extremist and therefore a stabilizing force when economic issues emerge.
- Able to balance both needs and perspectives of those with substantially different economic drives.
- Tend to be good team players especially because they do not try to compete to the extent of creating dissension within the group, team or office.

Motivational Insights:

- Remember that this score range is near the national mean for Economic drive, and that Sample doesn't score as an extremist on this scale.
- Utilize the perspective that Sample brings to the team in being able to balance the



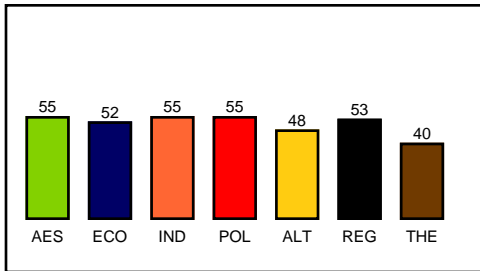
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Training/Learning Insights:

- Typically doesn't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- May be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because this score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Scores like those who engage in training and development activities in a supportive manner.

Continual Improvement Insights:

- Assist in those areas or projects where there may be greater financial reward.
- Allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, Sample may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when Sample may need to take a stronger stand on some issues related to economic drives or incentives.



The Individualistic Dimension: The Individualistic dimensions 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:

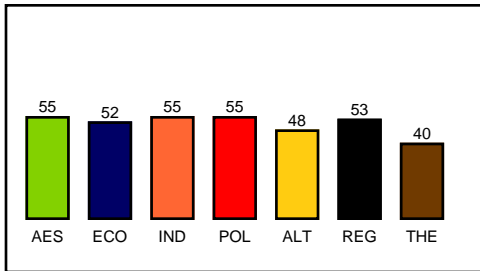
- Those who score like Sample would probably not be considered controversial in their workplace ideas or transactions.
- Shows the ability to take a leadership role when asked, and also to be supportive team member when asked.
- Has the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Shows moderate social flexibility in that Sample would be considered as one who is socially appropriate and supportive of others on the team.
- Has the ability to take or leave the limelight and attention given for special contributions.

Key Strengths:

- Able to follow or lead as asked.
- Able to take a stand with emphasis, or to be a more quiet member supporting a position.
- Able to see both sides of the positions from those with higher and lower Individualistic scores.
- May be seen as a stabilizing force in organizational operations and transactions.
- May be able to mediate between the needs of the higher and lower Individualistic members of the team.

Motivational Insights:

- Remember that Sample scores like those with a high social flexibility, that is, he can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that Sample shows the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- Sample scores like those who are able to be a balancing or stabilizing agent in a variety of team-related issues, without being an extremist on either side.



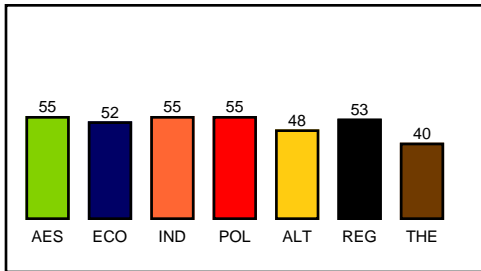
The Individualistic Dimension: The Individualistic dimensions deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Training/Learning Insights:

- Able to be a flexible participant in training and development programs.
- Tends to enjoy both team-oriented and individual or independent learning activities.
- Will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.

Continual Improvement Insights:

- Without necessarily picking sides, he may need to take a stand on some issues related to individual agendas.
- To gain additional insight, examine other values drives to determine the importance of this Individualistic drive factor.
- Allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- Avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



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:

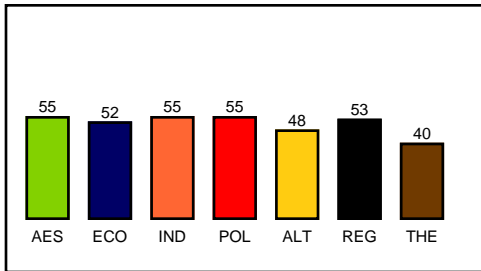
- Enjoys winning.
- Likes to be his own boss, and to have control over time and resources to accomplish goals.
- Desires leadership and is ready for the accountability that comes with it.
- Is an active agent in tough decision-making roles.
- Bottom-line approach to getting things done.

Key Strengths:

- A 'buck stops here' approach to business and getting things done.
- A high energy level to work hard at meeting goals.
- Accepts struggle and hard work toward a goal.
- Able to plan and design work projects for teams to accomplish.
- Able to plan and control his own work tasks.

Motivational Insights:

- Enjoys status and esteem in the eyes of others.
- May like to be seen as a catalyst for change.
- Scores like others who may feel stifled if surrounded by many constraints.
- Appreciates occasional public recognition and praise for successes.
- Provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.



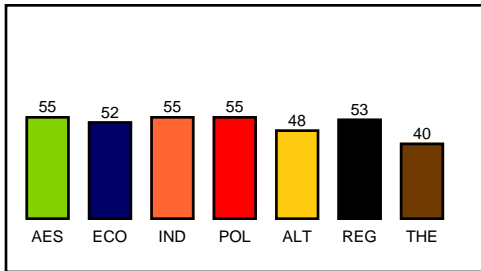
The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Training/Learning Insights:

- Scores like those who frequently show an interest in leading some training or professional development activities.
- If group activities are involved, attempt to build in some competition and group leadership events.
- Some who share this score range may prefer independent study instead of group or team learning activities.
- Link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- Provide for individual recognition for exceptional performance.

Continual Improvement Insights:

- May need to be more sensitive to the needs of others on the team.
- May be perceived as one who oversteps authority without cause.
- May show impatience with others who don't see the big picture as clearly.
- May need to soften his own agenda at times and allow for other ideas and methods to be explored.
- 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:

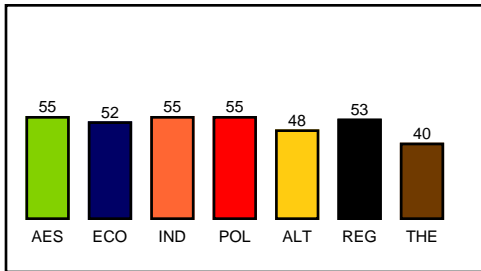
- Can be a good mediator between those who give too much and those who don't give enough.
- Is able to see the points of view from both the higher and lower Altruistic score locations.
- Will not create an imbalance between own needs and those of others.
- Balances helping others with personal concerns very effectively.
- Very much in line with the average level of altruism seen in business environments.

Key Strengths:

- A solid balanced view of helping others without doing everything for them.
- Possesses a realistic and practical approach to helping others help themselves.
- Appreciates the need to help others without sacrificing one's own self too much.
- Willing to pitch in and help others as needed.
- Sees value in benefiting others through personal actions.

Motivational Insights:

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



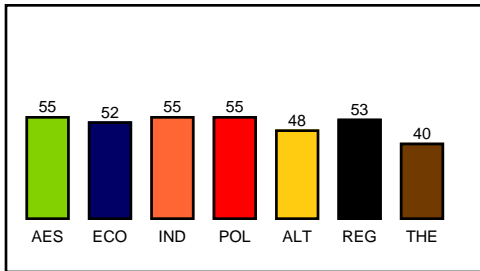
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Training/Learning Insights:

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

Continual Improvement Insights:

- Will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- Might benefit from taking more of a lead, as opposed to waiting for others to lead.
- Needs to know that efforts to help others are practical and deliver a business benefit as well.
- 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:

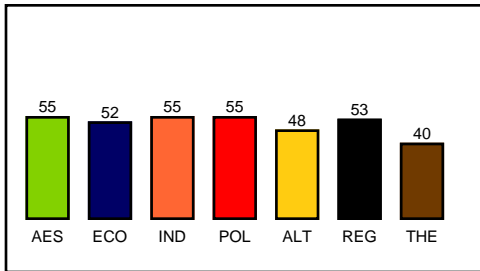
- Believes in sticking to what works.
- Thinks flexibility and creativity are good as long as it is not out of control.
- Thinks promises are extremely important to keep.
- Accepting of established rules and policies.
- Believe in preparing properly before taking action.

Key Strengths:

- Takes pride in things that support tradition like national history, honor, duty.
- Maintains timelines and meets deadlines.
- Provides a sound stabilizing base for dynamic situations.
- Reliable and dependable.
- Produces detailed and accurate work.

Motivational Insights:

- Be patient when introducing new concepts or procedures. Give ample to adapt.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- Ensure adequate information, resources and time to complete tasks.
- Make sure the reasons behind instructions are clearly demonstrated.
- If Sample recommends changing the established way of doing things, it is probably a significant need.



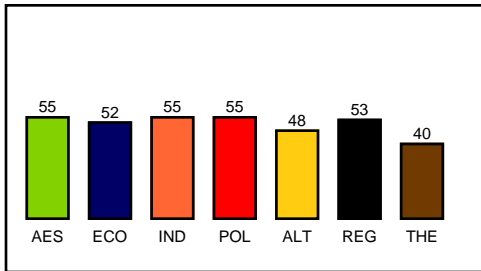
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Training/Learning Insights:

- Will prefer learning activities that are structured and detailed.
- A well disciplined learner.
- Likes to understand the why behind the what when learning new things.

Continual Improvement Insights:

- When in a high change environment, remember to be flexible.
- Explore a little. Discovering new ways to do things can be rewarding.
- Be consistent in enforcing rules for everyone.
- Try being a little more flexible.
- It might not hurt to let go sometimes and have no prescribed path to follow.



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:

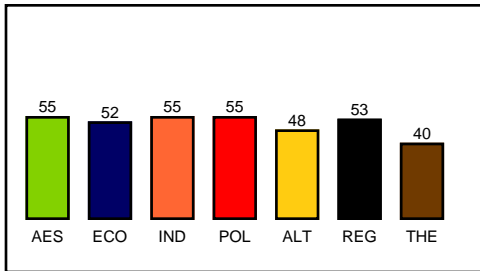
- Scores in this range are near the typical businessperson's score.
- Sample typically won't get bogged down in minutia, nor will he ignore the details when decision-making.
- Be able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- A score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in the motivational behavior.
- Bringing a sense of balance and stability to a variety of technical issues and features impacting the team.

Key Strengths:

- Sample 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.

Motivational Insights:

- Remember that Sample has the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- Sample brings a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Include the perspective Sample 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.



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.

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.

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:

Sample Report

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?



Success Connection

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral 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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