



The On-Line Values Assessment

Sample Report
1/8/2011

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.



Introduction

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 dimension

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.

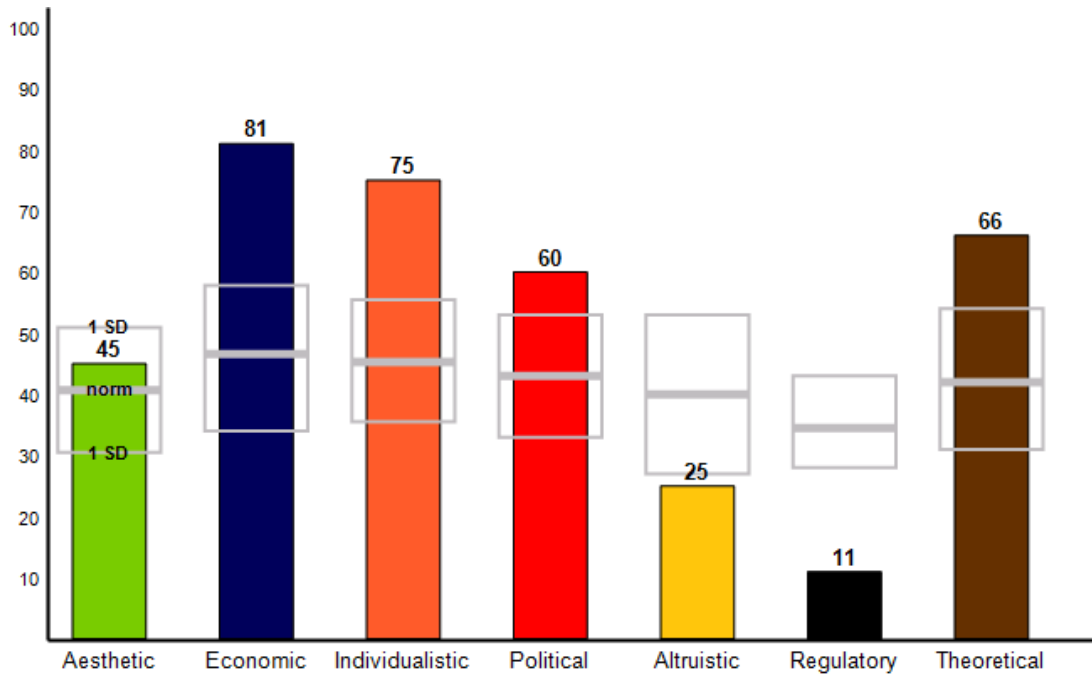
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

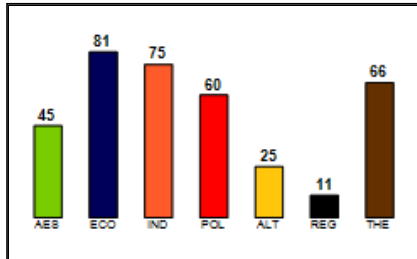


Seven Dimensions of Values and Motivation

Executive Summary of Sample's Values

Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
Very High Economic	Very competitive and bottom-line oriented.
Very High Individualistic	Demonstrates high independence and projects self-confidence.
High Political	Able to accept the credit or take the blame, with 'the buck stops here' attitude.
Low Altruistic	Won't be taken advantage of; protects own turf and that of the team or organization.
Very Low Regulatory	An independent and autonomous agent, very flexible problem-solver, and able to craft a variety of solutions.
High Theoretical	High interest level in understanding all aspects of a situation, or subject.





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 respect other's need to express their creativity.
- You work equally well with the artistic and non-artistic types.
- You possess the average level of aesthetic appreciation, near the national mean.
- You can work well with others to create and innovate.
- You possess a healthy balance between form and function.

Key Strengths:

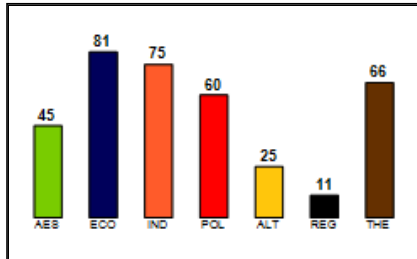
- You appreciate a sense of balance between work and life, but is not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.

Motivational Insights:

- You appreciate the need for conservation efforts and preserving balance and harmony in the surroundings.
- You believe that art and form can be uplifting and positive, even for those with no artistic ability.
- You balance team efforts between doing it right and doing it enjoyably.
- You possess a level of artistic interest or appreciation that is right at the national mean.
- To you, balance between work and life are important.



Your Aesthetic Drive (Cont.)



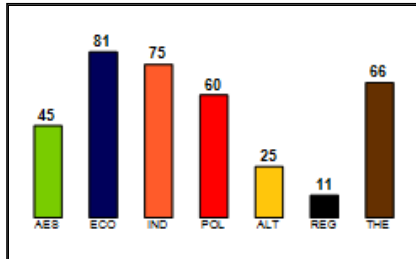
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Training/Learning Insight :

- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.

Continual Improvement Insights:

- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- Remember that it is OK that some don't appreciate artistry, balance or harmony and you can serve as a bridge between those who do and don't see value in such things.



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:

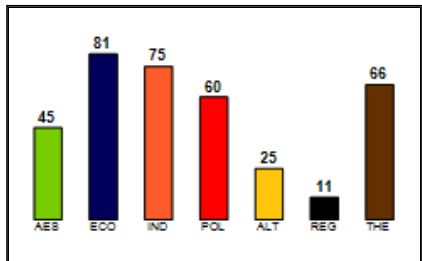
- You are typically interested in what is practical and useful in meeting goals (usually economic ones).
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of your participation.
- You may want to surpass others in wealth or materials.
- You are motivated by money and bonuses as recognition for a job well done.
- You are interested in what is practical and useful in achieving your vision of success.

Key Strengths:

- You will protect organizational or team finances, as well as your own.
- You are highly productive.
- You pay attention to return on investment in business or team activity.
- You are highly driven by competition, challenges, and economic incentives.
- You are able to multi-task in a variety of areas, and keep important projects moving.

Motivational Insights:

- You link training and meeting events to potential gains in business share or future income.
- You should reduce the potential visible "greed-factor" which may appear in your style.
- 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.
- You reward high performance in tangible and monetary ways with individual and team recognition.
- You realize that it's not just money that motivates, but also personal fulfillment in the job.



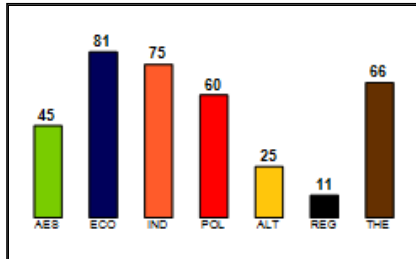
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Training/Learning Insight :

- 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.

Continual Improvement Insights:

- 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 work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- While this very high economic drive may be a significant motivating factor in achieving goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.



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:

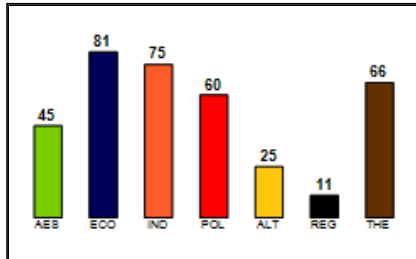
- Many who score in this range like to invent new things, design new products, and develop new ideas.
- You like to have your own niche; the place where you can excel.
- You bring a lot of energy that needs to be put to good use.
- You thrive in a team environment.
- Your pattern of responses indicates that you have a very strong desire to be your own person.

Key Strengths:

- You bring creative ideas.
- You realize that we are all individuals and have ideas to offer.
- You bring a variety of different and energetic ideas to the workplace.
- You are not afraid to take calculated risks.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.

Motivational Insights:

- You allow bandwidth to grow and experiment with new projects, ideas, and responsibilities.
- Be open to new ideas Sample may offer, and realize that she may do things a bit differently than standard operating procedures.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.
- Remember to build in a continuous opportunity to learn and progress.
- Allow freedom to make your own decisions about how an assignment should be completed.



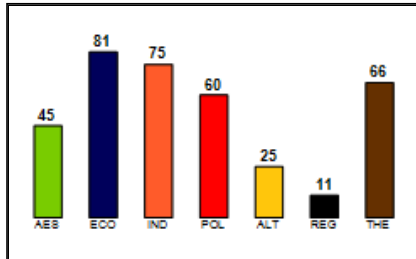
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Training/Learning Insight :

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.



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:

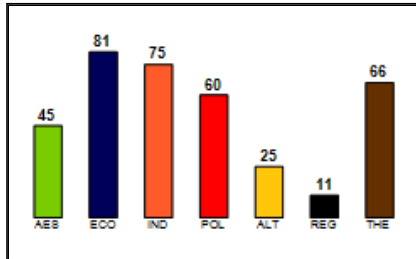
- Uses power and control effectively to keep projects moving.
- Likes to be her own boss, and to have control over time and resources to accomplish goals.
- Enjoys a feeling of accomplishment in getting a difficult job done on her own.
- Shows a very high energy level in working toward goals and ambitions.
- Is comfortable being in a leadership position and seeks those roles.

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 her own work tasks.

Motivational Insights:

- May need to be more willing to share the attention and successes for wins.
- Provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.
- May like to be seen as a catalyst for change.
- Provide an environment with minimal involvement with routine, detail, and paperwork.
- Appreciates occasional public recognition and praise for successes.



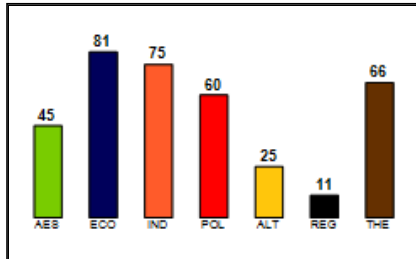
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Training/Learning Insight :

- Provide for a variety of learning and professional development options.
- If group activities are involved, attempt to build in some competition and group leadership events.
- Provide for individual recognition for exceptional performance.
- 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.

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 her 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:

- You are somewhat guarded at first with others, maybe in part as a result of being 'burned' in the past and not wanting it to happen again.
- You view it as risky to openly trust others too much.
- You might become a little more concerned with personal interests than those of others.
- You expect a strong work ethic from others, because you demonstrate that yourself.
- Your Altruistic score is a moderately low priority for you, and other Values take a greater importance in your business activity.

Key Strengths:

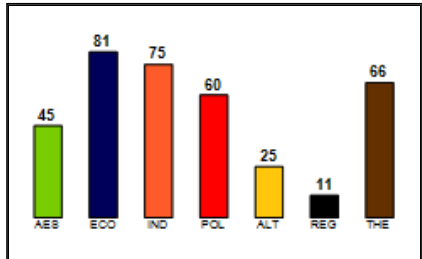
- You are more pragmatic, and prefer a bottom-line approach rather than a selfless and servicing approach.
- You can weather storms well and survive well in competitive situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have rational-steady business focus.

Motivational Insights:

- You should try not to place too much burden for coaching or counseling duties.
- You should include personal benefit when attempting to persuade.
- You stick to the bottom line and avoid emotional appeals and rhetoric.
- You should make sure to appeal to with practical arguments rather than emotional ones.
- You can work fine alone, and may prefer less involvement with a team in order to maximize personal efficiency.



Your Altruistic Drive (Cont.)



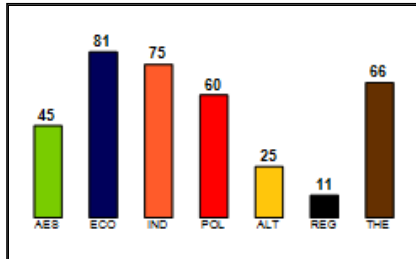
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Training/Learning Insight :

- You should connect your arguments to the business need, not the human need.
- You should demonstrate the practical benefits of any training or learning.
- You should connect all training or learning to the bottom-line business needs and how it will return personal results.

Continual Improvement Insights:

- Some could consider your very pragmatic approach as self-centered if it is not monitored.
- You are likely to be viewed as "guarded" and "reserved" by those who are much more altruistic.
- You might benefit from being more sensitive to the personal needs of others.
- You may gain personally by helping others gain personally as well.



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:

- Very strong desire for very quick results and expediting processes to get them.
- No problem challenging authority for the right reasons.
- Strong dislike for dogma, rigid rules or regulations that are set in stone.
- Very open to changing the role in order to better fit themselves.
- A very informal attitude towards policies, rules and regulations.

Key Strengths:

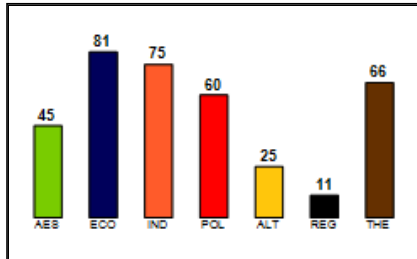
- Very much likes new ideas and offers them frequently.
- Very open and receptive to new ways of thinking, new methods, new direction.
- Believes that questions are good and asking them should never be suppressed.
- Not afraid to make mistakes in trying new things or approaches, and develops creative strategies as a result.
- Decisions will be very quick and without too much emotional involvement.

Motivational Insights:

- Must be "convinced", not "instructed".
- Don't impede their flexibility or block their creativity in approaching tasks or solving problems.
- Prevent requiring too much detail work or duties that require lots of minutia.
- Prefers set objectives, but wants lots of flexibility in how they are achieved.
- Must have lots of opportunities for personal growth and development.



Your Regulatory Drive (Cont.)



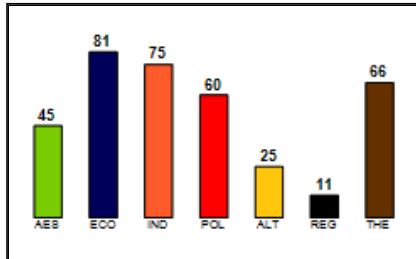
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Training/Learning Insight :

- 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.

Continual Improvement Insights:

- Should remember to be patient with others who are not as flexible or are more rules-oriented.
- Remember that sometimes rules or procedures exist for good reasons.
- Consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts)
- Stick to the important details primarily, avoid the minor bits.



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:

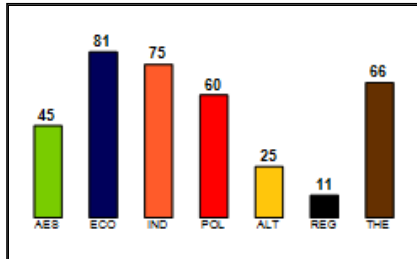
- Provides a high interest level on new initiatives or projects.
- Likes to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- 'How do you do that? Can I do it too?'
- Stays mentally alert and likes mental challenges.
- High degree of curiosity in a variety of areas.

Key Strengths:

- Will work long, hard hours on the complex solution to a problem.
- Strong ability to read, study, and learn independently.
- Can usually answer new questions that hit the team or knows where to find answers.
- At a team meeting Sample will come prepared, with pre-work completed.
- Sample scores as an active problem-solver, seeking solutions.

Motivational Insights:

- Include Sample in future development projects and draw on her expertise.
- Find out her interests and channel related information to her. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin, send them to Sample.
- Needs opportunity to explore a variety of knowledge-based areas and to act on them.
- If there is a learning-based event to be planned, be certain Sample is involved. If there is an external learning-based event on the calendar, be certain Sample has the opportunity to attend.
- Be certain to provide knowledge-based incentives, such as new training courses, books, subscriptions, and journals.



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 Insight :

- Sample scores like those who may have their own on-going personal development program already in progress.
- Enjoys learning even for its own sake, and will be supportive of most training and development endeavors.
- Can be depended upon to do her homework... thoroughly and accurately.
- Actively engaged in learning both on and off the job.

Continual Improvement Insights:

- May be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- Scores like some who need coaching on time management.
- Needs to bring a balance at times between the strong desires to acquire new knowledge base, and the reality of the practical applications, if any.
- A tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- May sometimes bog down in details and minutia when needing to see the big picture.



Relevance Section

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).

Motivator #1: _____
 Motivator #2: _____

Alignment				
Poorly				Highly
1	2	3	4	5
1	2	3	4	5

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

Tally Your Score Here

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?
