



The On-Line Values Assessment

Sample Report
10/13/2010

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.

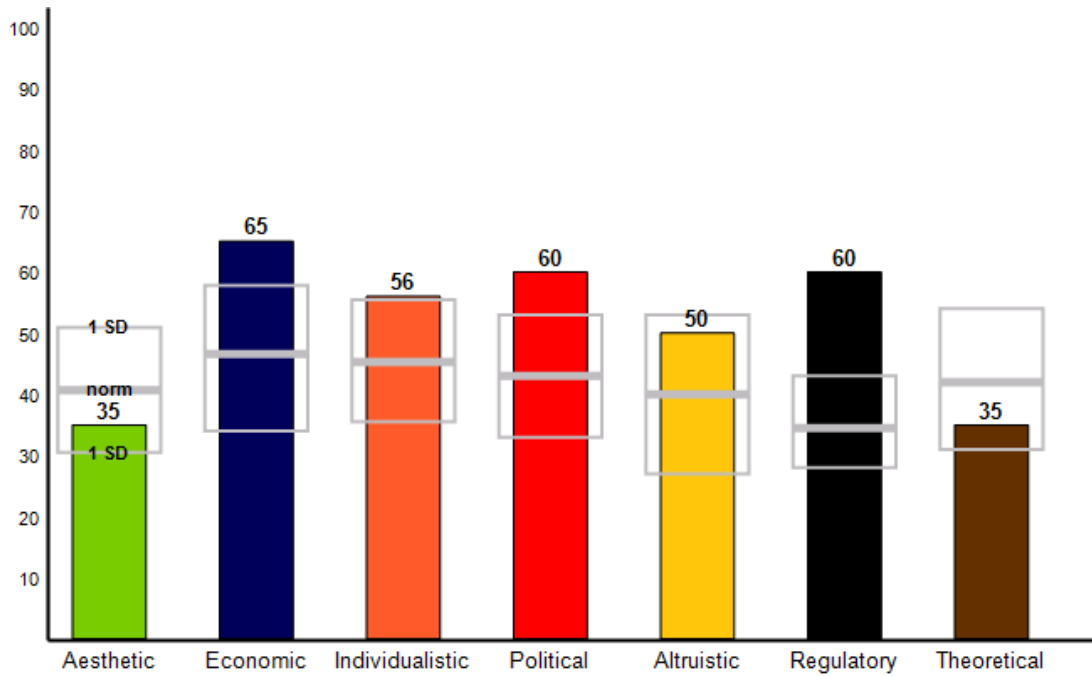
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

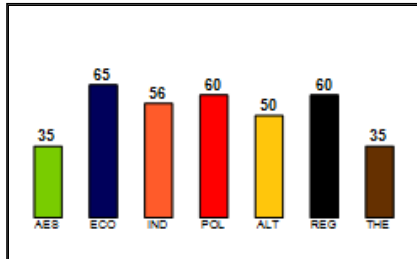


Seven Dimensions of Values and Motivation

Executive Summary of Sample's Values

Average Aesthetic	Is able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
High Economic	A high drive for economic gain helps provide motivation through long projects and assignments.
High Individualistic	Has no problem standing up for own rights, and may impart this energy into others as well.
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.





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:

- Can work well with others to create and innovate.
- Respects other's need to express their creativity.
- Helps keep overly emotional or creative types grounded.
- Possesses a healthy balance between form and function.
- Works equally well with the artistic and non-artistic types.

Key Strengths:

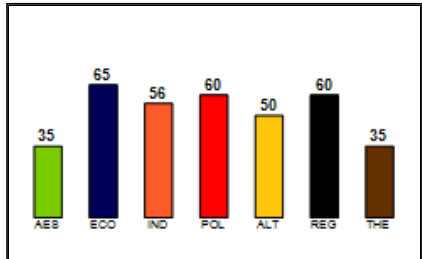
- Appreciates a sense of balance between work and life, but is not paralyzed without it.
- Appreciates renewable and environmentally friendly (green) approaches.
- Values conservation efforts as both renewing but also practical.
- Willing to help others strictly out of support or appreciation of their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

Motivational Insights:

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



Your Aesthetic Drive (Cont.)



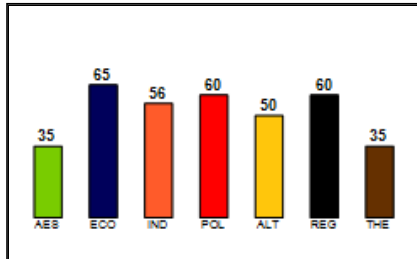
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

Training/Learning Insight :

- Supportive of a variety of training and professional development efforts.
- Works fine with either team learning, or individual learning.
- Likes to learn for the sake of personal development and growth.
- Learning should be equal parts form and function, not all function.

Continual Improvement Insights:

- Since this 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:

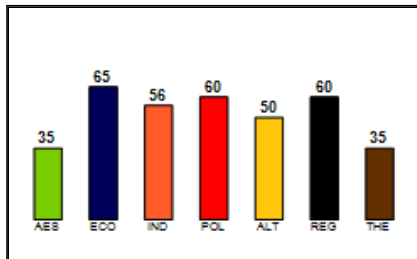
- People who score like First Name] tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- Knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.
- Motivated by high pay, and attaches importance to high earnings.
- [Responds best when education and training are practical and useful, with a profit or economic objective that is clearly attached to the training.
- May want to surpass others in wealth or materials.

Key Strengths:

- Drive and motivation to achieve and win in a variety of areas.
- Makes a decision with practicality and bottom-line dollars in mind.
- Will protect organizational or team finances fiercely.
- Driven by competition, challenges, and economic incentives.
- Pays attention to return on investment in business or team activity.

Motivational Insights:

- Remember that Sample has an ear to the revenue-clock. This may give him a keen economic awareness in projects and decision-making with the team.
- Provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- Be certain he is balancing his professional and personal life.
- Realize that it's not just money that motivates, but also personal fulfillment in the job.
- Provide coaching to help reduce the potential visible "greed-factor" which may appear.



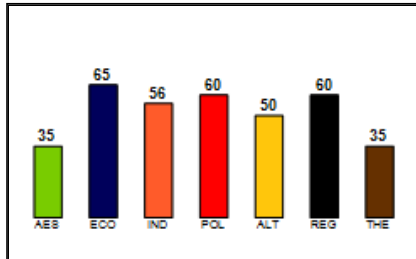
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Training/Learning Insight :

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

Continual Improvement Insights:

- Some may need to hide the dollar signs in their eyes in order to establish the most appropriate rapport with others.
- Some scoring in this range may need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- May judge the efforts of others on the team by an economic scale only.
- While this high economic drive may be a significant motivating factor in achieving goals, it may also become a visible "economic factor" especially in sales people, and others sharing this very economic drive.
- May need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this 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:

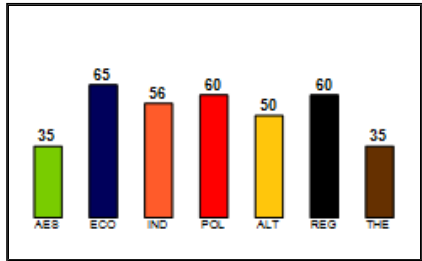
- Enjoys working in his own way and own methods.
- Many who score in this range like to invent new things, design new products, and develop new ideas and procedures.
- There may be a tendency to push-the-envelope a bit in situations where winning is desired.
- They sometimes surprise others with spontaneous ideas or responses.
- Brings a lot of energy that needs to be put to good use.

Key Strengths:

- Not afraid to take calculated risks.
- Brings creative ideas.
- Enjoys making presentations to small or large groups, and is generally perceived as engaging presenters by his audiences.
- Ability to take a stand, and not be afraid to be different in either ideas or approaches to problem solving.
- Realizes that we are all individuals and have ideas to offer.

Motivational Insights:

- Create an environment that provides security while it encourages taking appropriate risks.
- Let him work with an idea, develop it, and run with it for a while before making a judgement.
- Remember that even as attention from others is important, he may also desire some independence from team organization and protocol at times.
- Allow bandwidth to grow and experiment with new projects, ideas, and responsibilities.
- Be open to new ideas Sample may offer, and realize that he may do things a bit differently than standard operating procedures.



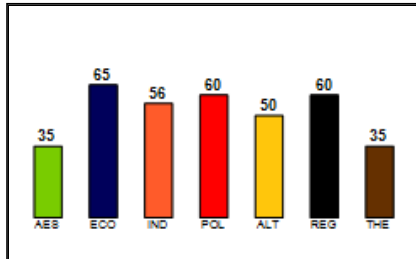
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Training/Learning Insight :

- 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.

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 if in a presentation situation, may spend excess time telling (or selling) the audience on their own uniqueness, 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:

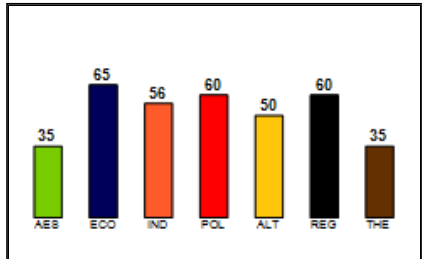
- Is accountable for actions and decisions: Is ready to take the credit or the blame.
- Uses power and control effectively to keep projects moving.
- Enjoys winning.
- Is an active agent in tough decision-making roles.
- Likes to be his own boss, and to have control over time and resources to accomplish goals.

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:

- Provide an environment with minimal involvement with routine, detail, and paperwork.
- May need to be more willing to share the attention and successes for wins.
- Enjoys status and esteem in the eyes of others.
- 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.



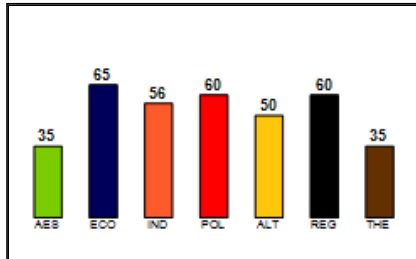
The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Training/Learning Insight :

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

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:

- Will not create an imbalance between own needs and those of others.
- Has a good sense for when to freely help others, and when to say "No."
- Can be a good mediator between those who give too much and those who don't give enough.
- Balances helping others with personal concerns very effectively.
- Is able to see the points of view from both the higher and lower Altruistic score locations.

Key Strengths:

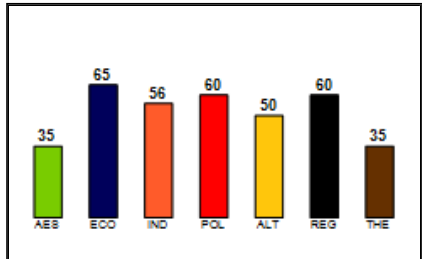
- A solid balanced view of helping others without doing everything for them.
- Possesses a realistic and practical approach to helping others help themselves.
- Appreciates the need to help others without sacrificing one's own self too much.
- Willing to pitch in and help others as needed.
- Sees value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



Your Altruistic Drive (Cont.)



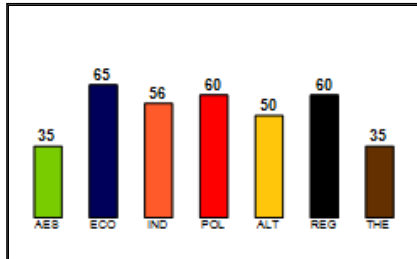
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Training/Learning Insight :

- 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:

- Respects tradition a lot.
- Takes personal responsibilities very seriously.
- Believes in sticking to what works.
- Accepting of established rules and policies.
- Quality control is a vital part of accurate work.

Key Strengths:

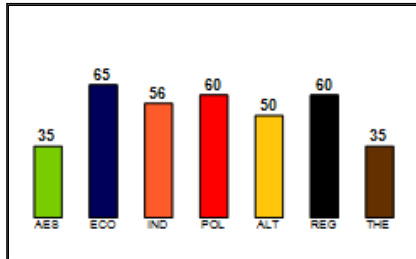
- Efficient and effective in organizing tasks and most work.
- Maintains focus throughout projects.
- Takes pride in things that support tradition like national history, honor, duty.
- Reliable and dependable.
- Achieves a sense of accomplishment based on the quality of the work.

Motivational Insights:

- Provide a structured and routine environment to work in.
- Avoid disrupting schedules and flow unnecessarily.
- Be patient when introducing new concepts or procedures. Give ample to adapt.
- Make sure the reasons behind instructions are clearly demonstrated.
- Present any personal criticism in a constructive manner and in private.



Your Regulatory Drive (Cont.)



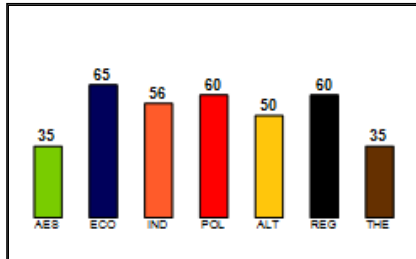
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Training/Learning Insight :

- 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:

- Realize that other's have their own way of doing things too, and be open to that.
- Don't get too hung up on the rules.
- When in a high change environment, remember to be flexible.
- Try being a little more flexible.
- Explore a little. Discovering new ways to do things can be rewarding.



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:

- Be able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- Sample may provide a balance between the very high theoretical approaches, and the very low approaches, and be able to communicate with each side.
- Scores in this range are near the typical businessperson's score.
- A score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in the motivational behavior.
- Sample typically won't get bogged down in minutia, nor will he ignore the details when decision-making.

Key Strengths:

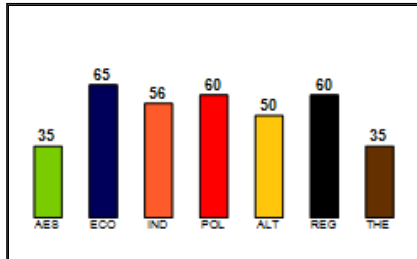
- Sample would demonstrate awareness of the necessary technical features, and an appropriate on-the-job response as needed.
- Brings flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- A stabilizing force on the team.
- Able to appreciate 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.



Your Theoretical Drive (Cont.)



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 :

- 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.



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?
