



The Values Index

WHAT **WHY** HOW

Kristen Lee

July 25, 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.

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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.
- **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.

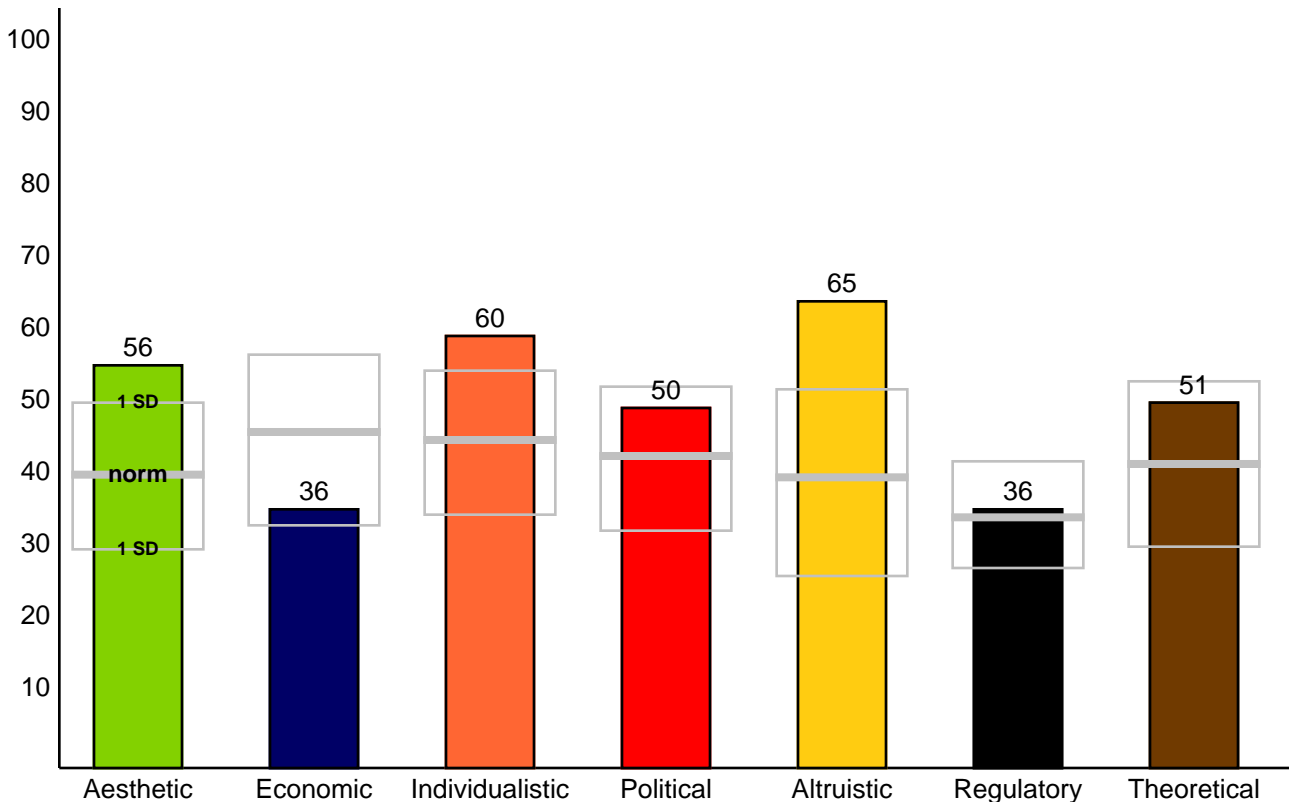
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

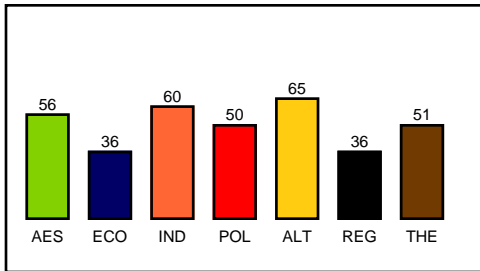
Value	The Drive for
Aesthetic	- Form, Harmony, Beauty, Balance
Economic	- Money, Practical results, Return
Individualistic	- Independence, Uniqueness
Political	- Control, Power, Influence
Altruistic	- Altruism, Service, Helping others
Regulatory	- Structure, Order, Routine
Theoretical	- Knowledge, Understanding

Executive Summary of Kristen'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.
High Individualistic	Has no problem standing up for own rights, and may impart this energy into others as well.
Average Political	Flexible, able to take or leave the power or clout that comes with the job title or assignment.
High Altruistic	A high desire to help others learn, grow, and develop.
Average Regulatory	Able to balance and understand the need to have structure and order, but not paralyzed without it.
Average Theoretical	Able to balance the quest for understanding and knowledge with the practical needs of a situation.

Kristen Lee





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:

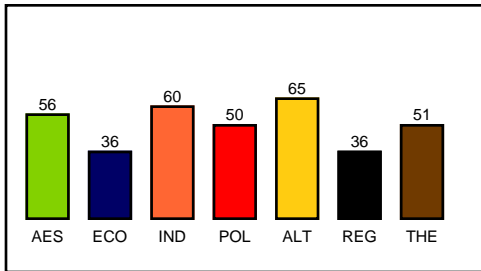
- Works better in surroundings that are pleasant aesthetically or environmentally responsible.
- Finds rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.
- Prefers an enjoyable and visually pleasing work environment.
- You like to express yourself in artistic or creative ways.
- Tends to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.

Key Strengths:

- Often seen as one who shows interpersonal empathy in dealing with others.
- Will be a creative problem solver.
- You show the ability to see common things in new ways, and can bring creativity to the team as a result.
- Demonstrates high personal and professional regard for others on the team.
- Able to defuse a tense situation with a humorous quip or comment.

Motivational Insights:

- Show a genuine interest in the expressed thoughts or emotions of others.
- Offer ample opportunity for adjustments in surroundings and approaches to getting things done.
- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.
- Make sure the environment allows for creative expression.
- Allow for outside activities other than strictly work related all the time.



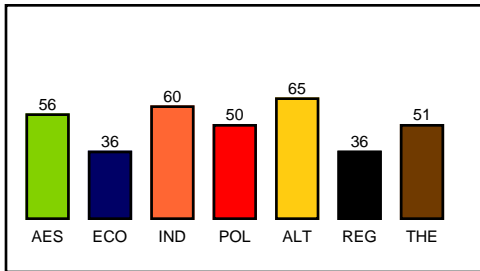
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

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:

- Could benefit from being a little more pragmatic.
- Might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- 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:

- The drive and motivational factors which tend to lead people who score like Kristen should be measured against other peaks on the Values graph.
- Kristen would have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than her own.
- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.
- Regarding the Economic score, Kristen would be considered rather practical and realistic about money.
- 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

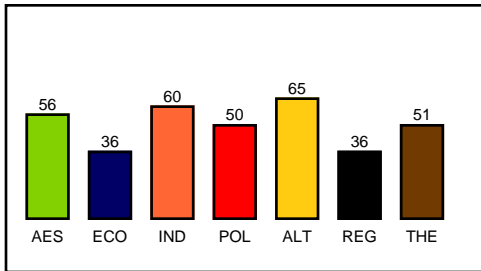
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Key Strengths:

- What motivates people who score like Kristen? 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 her 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 Kristen doesn't score as an extremist on this scale.
- Utilize the perspective that Kristen brings to the team in being able to balance the



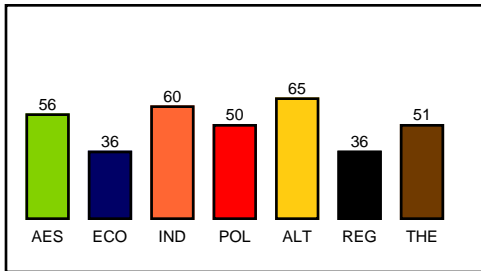
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

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, Kristen may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when Kristen 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:

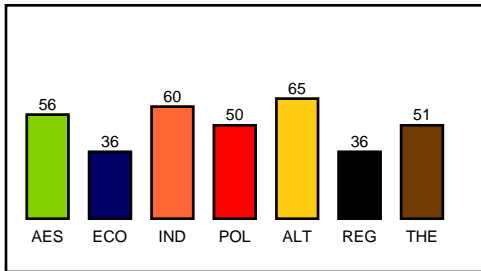
- Thrives in a team environment.
- Enjoys working in her own way and own methods.
- Scores like those who are comfortable being in the limelight, and enjoy demonstrating their uniqueness or creativity.
- This high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.
- Likes to have her own niche; the place where she can excel.

Key Strengths:

- Not afraid to take calculated risks.
- Desires to be an individual and to celebrate differences.
- Some enjoy making presentations to small or large groups, and are generally perceived as engaging presenters by their 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:

- Remember to build in a continuous opportunity to learn and progress.
- Provide an environment where Kristen has space to demonstrate her unique contributions to the team.
- Remember that even as attention from others is important, she may also desire some independence from team organization and protocol at times.
- Allow freedom to make her own decisions about how an assignment should be completed.
- Will appreciate 'air-time' at meetings to share ideas with others on the team.



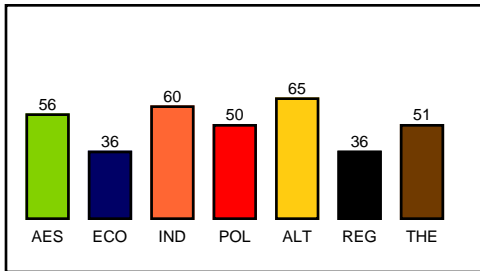
The Individualistic Dimension: The Individualistic dimensions deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Training/Learning Insights:

- Learning and professional development activities should be flexible, having a wide variety of options.
- Attempt to provide enough creative space for her to express her 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 her 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:

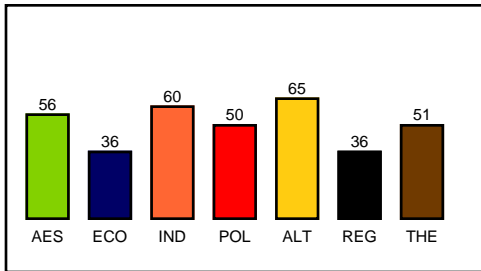
- Brings a sense of balance to some power-issues that may emerge occasionally.
- Able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- May be seen as a stabilizing force in day-to-day team operations.
- Shows an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- Has the ability to take or leave the control-factors of group leadership roles.

Key Strengths:

- Brings flexibility to the team. Able to lead when asked, but able to support when asked as well.
- A stabilizing force on the team.
- Able to appreciate the needs of both the higher and lower Political individuals on the team.
- Perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- Shows appropriate respect to leaders of a project, as well as ability to offer suggestions for change.

Motivational Insights:

- Remember that Kristen has the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- Kristen brings a power seeking drive typical of many business professionals, since her score is very near the national mean on this scale.
- Ask Kristen for input in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and



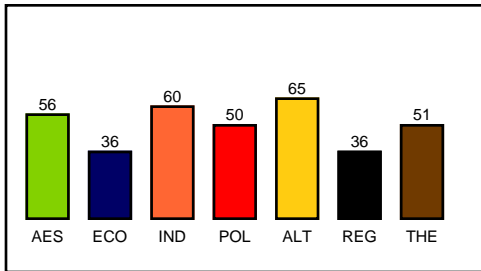
The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Training/Learning Insights:

- Scores like those who are supportive of a variety of professional development activities.
- Will respond with flexibility to either cooperative or competitive team activities.
- Scores like those who participate openly in training activities without trying to dominate the event.
- Shows ability to lead a training event as well as support and participate.

Continual Improvement Insights:

- May need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, she may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



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:

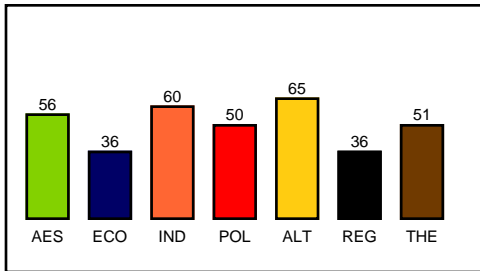
- Finds value in work, beyond just a paycheck, especially when it aids others.
- "Better to give than receive," sometimes even in an organizational environment.
- Cares about the feelings of others on the team.
- High need to help and support others on their own pathway to success.
- Likes helping, teaching, and coaching others.

Key Strengths:

- Often very aware of what others need, even when not stated by them.
- Very good team player.
- A proactive volunteer who steps in to aid others without being asked to.
- Treats others with high personal regard and respect.
- Always willing to share time, talent, and energy to help the organization or the cause.

Motivational Insights:

- Treat with the same level of sincere concern and interest that they give others.
- Provide flexibility to allow for helping others on the team.
- Keep sincerity as a primary focus in communication.
- Provide an environment in which there is opportunity to help others achieve and grow professionally.
- Allow ample personal time for whatever giving activities exist outside of work.



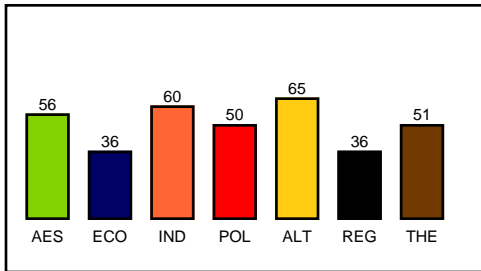
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Training/Learning Insights:

- Learning and development should be linked to the potential to help others.
- Link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Training and professional development will assist in personal growth and development, and in being better at any job role.

Continual Improvement Insights:

- Can lose focus on personal work in favor of helping others with theirs.
- Needs to remember that support and service efforts need to be practical as well.
- Watch to ensure that your giving nature is not abused or taken advantage of.
- Can give away too much time, talent and energy.
- Could benefit from resisting the urge to go into teaching mode unless clearly desired by 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:

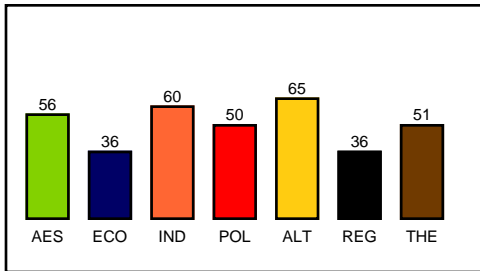
- Accepting of authority, but not bound by it blindly.
- Can challenge the rules as long as it is done carefully and logically.
- Is right at the national mean when it comes to desire for stability or steadiness.
- Appreciates some structure, but not too much.
- Good at seeing the details, but not likely to get lost in them.

Key Strengths:

- Situationally aware of when rules must be followed and when they should not be.
- Acts to stabilize those on a team.
- Good at providing order and structure where it is required.
- Can challenge protocol and be creative if the situation demands it enough.
- Not overly rigid in the need for order and structure.

Motivational Insights:

- Utilize Kristen to help bring order out of chaos without going overboard.
- Put Kristen to use as the mediator between those who support the old guard and those who want revolution.
- Kristen can provide a balanced view for creating new policies, procedures and protocols that are effective.
- Kristen will be good at helping maintain a stable environment.
- Kristen can be a valuable asset when it comes to working in routine environments.



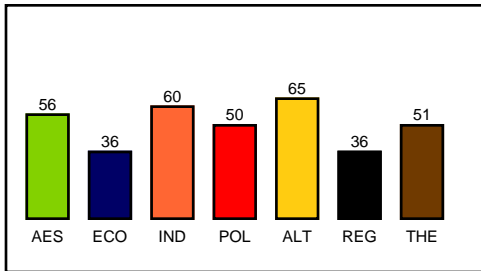
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Training/Learning Insights:

- Is open to creativity or flexibility.
- Prefers to learn in the accepted way through the existing curriculum.
- Becomes a supportive team member who gets behind the initiative.

Continual Improvement Insights:

- Might benefit from exerting opinions freely in discussions of direction and planning.
- Could take a firmer stand on team issues involving dissenting opinions.



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:

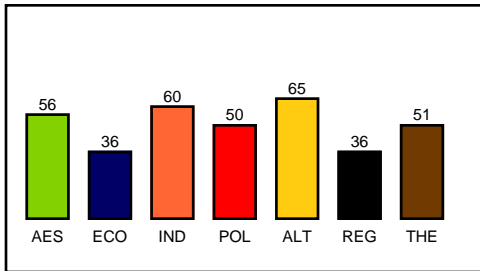
- Be able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- Bringing a sense of balance and stability to a variety of technical issues and features impacting the team.
- Scores in this range are near the typical businessperson's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

Key Strengths:

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

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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 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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