



The Values Index

WHAT **WHY** HOW

Jennie Test

June 8, 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.

Innermetrix, Inc.

<http://www.innermetrix.cc/>

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.

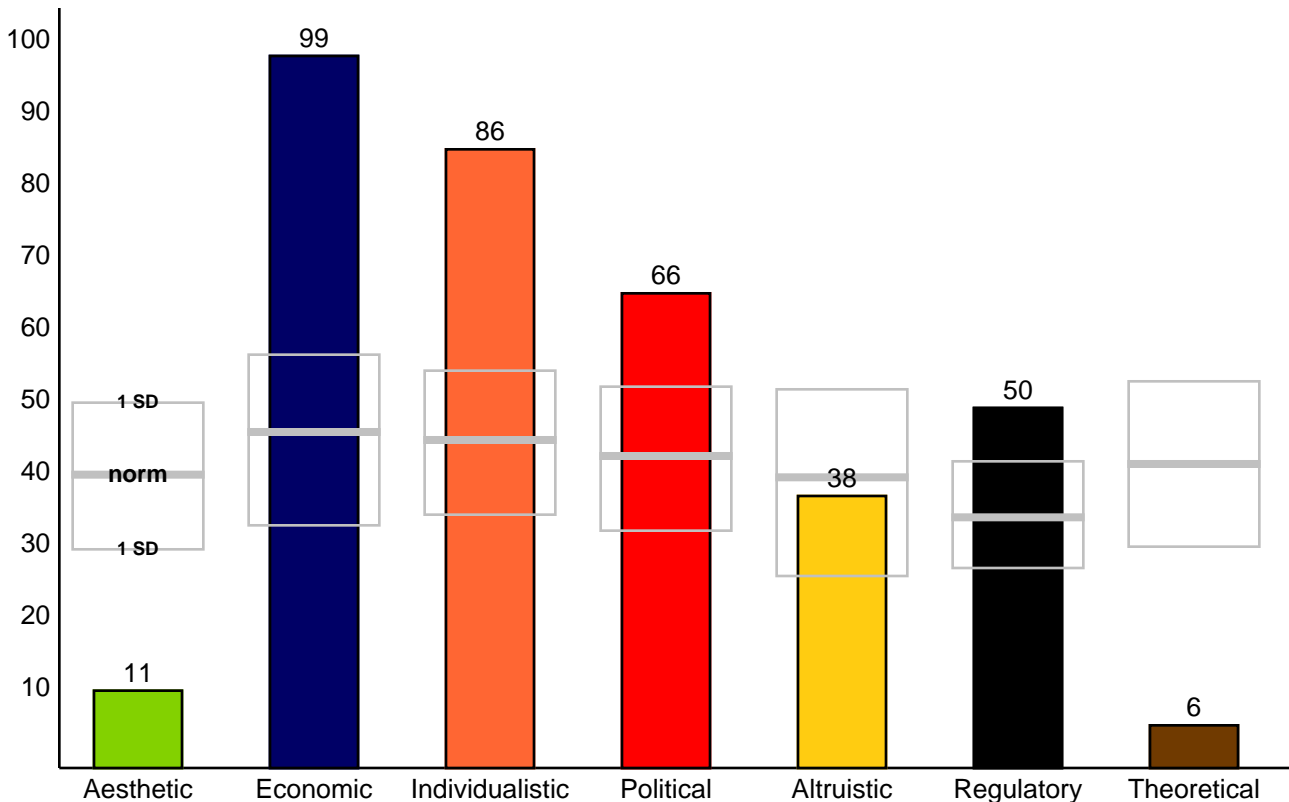
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

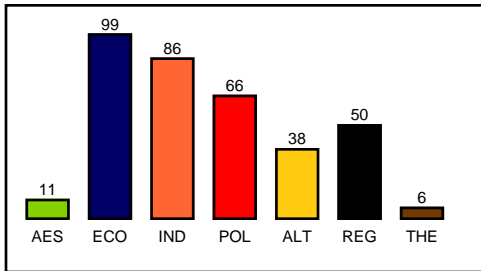
Value	The Drive for
Aesthetic	- Form, Harmony, Beauty, Balance
Economic	- Money, Practical results, Return
Individualistic	- Independence, Uniqueness
Political	- Control, Power, Influence
Altruistic	- Altruism, Service, Helping others
Regulatory	- Structure, Order, Routine
Theoretical	- Knowledge, Understanding

Executive Summary of Jennie's Values

Very Low Aesthetic	Not into artistic expression, or achieving balance and harmony in life. All about the utilitarian, bottom-line results.
Very High Economic	Very competitive and bottom-line oriented.
Very High Individualistic	Demonstrates high independence and projects self-confidence.
Very High Political	Very strong leader, and able to take control of a variety of initiatives and maintain control.
Very Low Altruistic	Guards trust level so as not to get burned, either self or team.
Average Regulatory	Able to balance and understand the need to have structure and order, but not paralyzed without it.
Very Low Theoretical	Doesn't get bogged down in details and minutia.

Jennie Test





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:

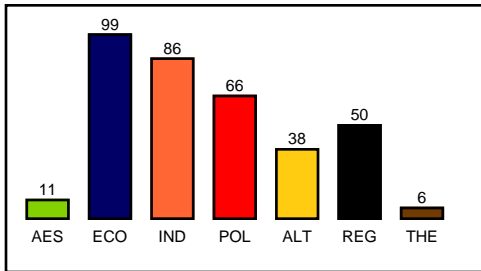
- Having something look good is not as important as how effectively and efficiently it works.
- Not likely to connect with artistic form emotionally or professionally.
- A strong steward of business processes, and doesn't want to waste resources on aesthetics or beauty if it doesn't effect productivity.
- Not worried about form and beauty in the work environment, and allows others to attend to those items.
- Unaesthetic surroundings won't stifle your creativity. You may be able to work in almost any conditions.

Key Strengths:

- Strong survivor even in heavy competition.
- A solid business sense. Business over beauty.
- Achieving results may take precedent over balance and peace in life.
- Tends to take a strong bottom-line approach to business transactions.
- Prefers not to share emotions and feelings, and may like to work independently at times.

Motivational Insights:

- Stick to the bottom-line issues.
- Be sincere in providing recognition.
- Rational goals are the primary motivator.
- Don't use lots of fancy rhetoric.
- Connect motivation to other Values drivers since this one is very low.



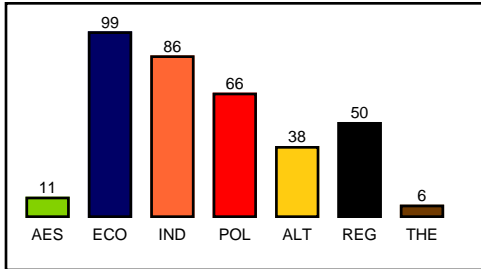
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Training/Learning Insights:

- Teach in a very practical way, nothing fancy.
- Make sure to connect training benefits to business opportunities.
- Will be flexible about the surroundings in which they learn.
- Not emotionally driven, stick to practical motivations.
- Avoid lots of team interaction just for the sake of interaction; be certain there is a business reason.

Continual Improvement Insights:

- Some might consider you uncaring about aesthetics, artistic beauty or harmony.
- May be seen as overly business-like.
- Try to appreciate the value others have for artistic things, or trying to increase workplace aesthetics.
- Remember to respect the creativity of others.



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:

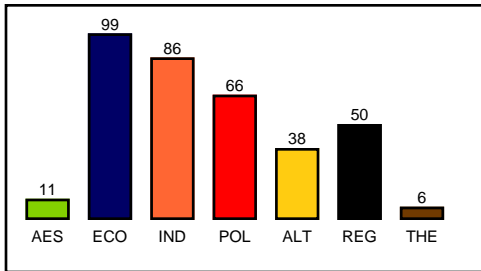
- Knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of their participation.
- May fit the stereotype of the highly driven American businessperson, motivated by economic incentives.
- Typically interested in what is practical and useful in meeting goals (usually economic ones).
- People who score like Jennie tend to be hard working, competitive, and motivated most by financial rewards and challenging compensation plans.

Key Strengths:

- Profit driven and bottom-line oriented.
- Highly productive.
- Will protect organizational or team finances, as well as her own.
- Highly driven by competition, challenges, and economic incentives.
- Shows a keen ear to the revenue-clock, her own and the organization's.

Motivational Insights:

- Link training and meeting events to potential gains in business share or future income.
- Provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- Be certain to reward performance, and encourage participation as an important member of the team.
- Make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- Be certain she is balancing her professional and personal life.



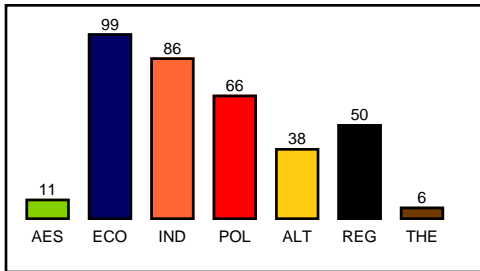
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Training/Learning Insights:

- If possible, build in some group competition as a part of the training activities.
- Link learning outcomes to the ability to become more effective in increasing earnings for both herself and the organization.
- Attempt to provide some rewards or incentives for participation in additional training and professional development.
- Scores 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.
- May need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- Some may need to hide the dollar signs in their 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.
- May judge efforts of others by an economic scale only.



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:

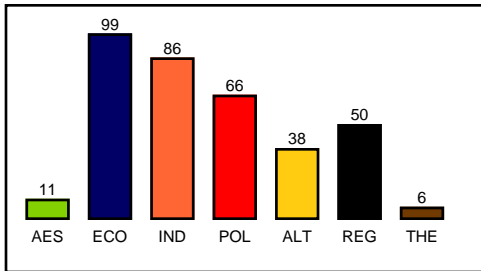
- Experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- Likes to have her own niche; the place where she can excel.
- Many who score in this range like to invent new things, design new products, and develop new ideas.
- Enjoys working in her own way and own methods.
- May enjoy maintaining the image of being a maverick at times.

Key Strengths:

- Brings creative ideas.
- Realizes that we are all individuals and have ideas to offer.
- 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.

Motivational Insights:

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



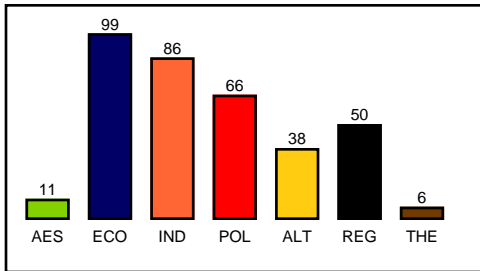
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Training/Learning Insights:

- 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 the benefits of learning new things to a personal ability to enhance [HISHERLOWERCASE] performance.

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.
- 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.
- When presenting an idea she may spend a bit too much time telling (or selling) the audience about her 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:

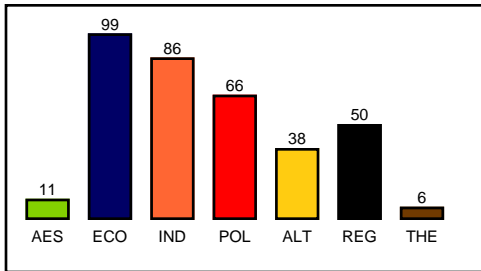
- Is accountable for actions and decisions: Is ready to take the credit or the blame.
- Likes to be her own boss, and to have control over time and resources to accomplish goals.
- Uses power and control readily and effectively to keep projects moving.
- Shows a very high energy level in working toward goals and ambitions.
- Enjoys winning.

Key Strengths:

- A strong 'buck stops here' approach to business and getting things done.
- A very 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.
- Provide an environment with minimal involvement with routine, detail, and paperwork.
- Scores like others who may feel stifled if surrounded by many constraints.
- Enjoys status and esteem in the eyes of others.



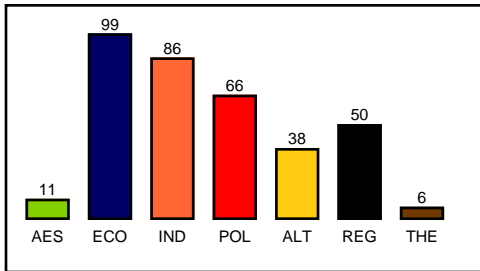
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Training/Learning Insights:

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

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 at times.
- 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 so 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:

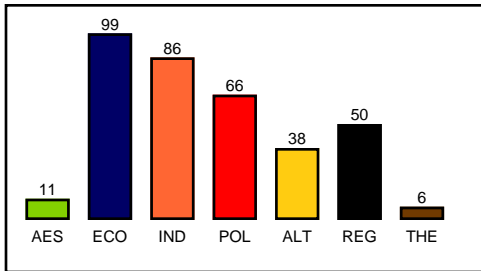
- Will remain at first guarded and reserved when it comes to others, but likely to open up as the relationship grows.
- May not be seen as the most generous person when it comes to donating free time or services.
- When dealing with others, it is very much about business and function.
- Takes a bottom-line approach to helping others. There needs to be mutual reward.
- Not driven by a strong desire to be altruistic.

Key Strengths:

- A very pragmatic, bottom-line approach to business transactions.
- Very strong survivor in chaotic situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- Rational-steady business focus.
- Works just fine alone, and doesn't need continuous team interaction.

Motivational Insights:

- Motivated by goals and objectives and setting your own course.
- Demonstrate the practical benefits of increased team-work.
- You prefer appeals presented in a practical, unemotional way.
- Stick to the bottom line, and don't lead off on tangents.
- Remember that you will likely migrate towards independent work, even within a team, so try to pre-set some areas for independence.



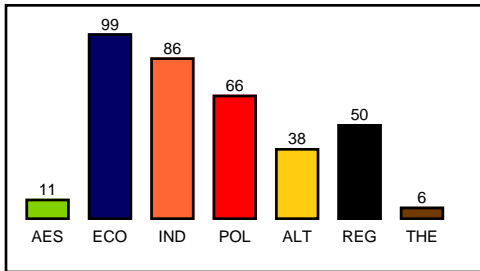
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Training/Learning Insights:

- Make sure to link learning and professional development work to areas of personal interest.
- Demonstrate the practical benefits of any training or learning.
- Connect all training or learning to the bottom-line business needs and how it will return personal results.
- You may like to train or learn independently, apart from others.

Continual Improvement Insights:

- Some could consider your very pragmatic approach as self-centered if not monitored.
- Likely to be viewed as "guarded" and "reserved" by those who are much more altruistic.
- Might benefit from being more sensitive to the personal needs of others.
- 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:

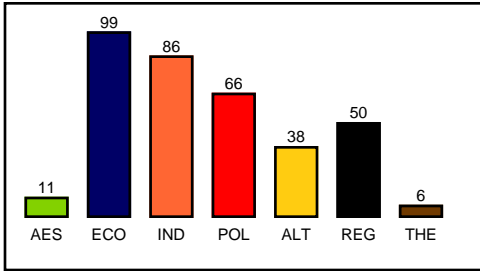
- Strikes a good balance between respecting individual needs, and those of the group.
- Good at seeing the details, but not likely to get lost in them.
- Understands both sides of the argument for more and less rules and policies
- Accepting of authority, but not bound by it blindly.
- Is right at the national mean when it comes to desire for stability or steadiness.

Key Strengths:

- Is very flexible when it comes to dealing with very little or too much structure.
- Not overly rigid in the need for order and structure.
- 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.

Motivational Insights:

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



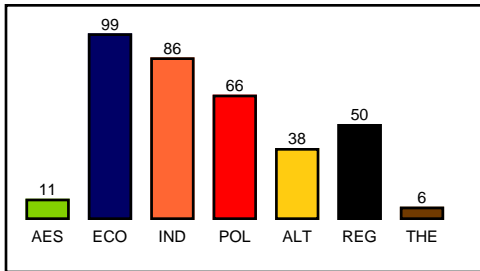
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Training/Learning Insights:

- 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:

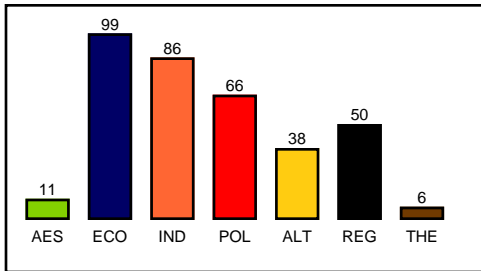
- May leave many of the specific details of a project to others on the team, and place trust in their coaching and judgement when decisions are made.
- Aware of time management, but doesn't let time dictate.
- Shows a very practical and bottom-line job-view perspective.
- Able to see the big picture and communicate it clearly, and briefly to others.
- May prefer to work on many things with only partial stakes than getting bogged down in only one function or role.

Key Strengths:

- The nature of the job-view is to be concerned with the more practical and bottom-line aspects of the job.
- Ability to perform many jobs and tasks with little training or assistance.
- Able to see the big picture and to communicate it clearly to others.
- May demonstrate a very high sense of urgency to get things done quickly, leaving the details to other team members.
- Doesn't waste time on information that is not critically needed for success of the task.

Motivational Insights:

- Provide technical or support personnel to assist Jennie when necessary.
- Provide opportunity for multiple projects and multi-tasking.
- Avoid getting Jennie bogged down in minute detail whenever possible.
- Avoid massive amounts of paperwork, forms, and details.
- Offer information that is relevant to the task, but no more.



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:

- Make training and development activities as practical as possible.
- Avoid getting bogged down in academic minutia.
- Hit only those essential items that related to increased success or efficiency on projects.
- Link training and professional development to other areas of the Values graph where peaks occur.
- The trainer or presenter may need to force-feed some important details, especially if they are perceived as unimportant.

Continual Improvement Insights:

- There may be a dislike and avoidance of detailed information
- Create a balance between minimum details and those details necessary to maintain quality control.
- Moderate to greater potential for ignoring certain rules, regulations, protocol, or knowledge which is integrally important to the success of a project.
- There may not be an observable interest in asking questions about those things not directly connected to the practical aspects of the job.
- May need assistance with voluminous details and to watch time management.

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:

Jennie Test

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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