

Values Indicator Sample Report

Survey Name: Sample Survey

Tuesday, 21 January 2003

Report Type: Self

The Values Indicator Report

Introduction

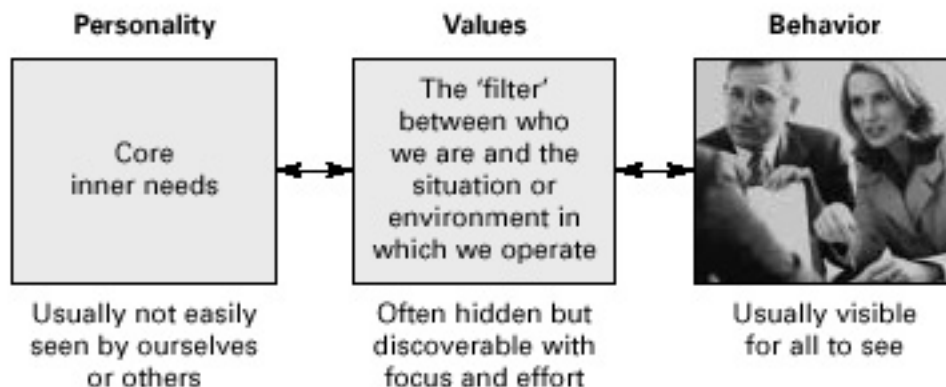
Although every individual comes into the world with some innate personality traits (the 'nature' side of the nature/nurture debate) for our entire life we also 'drink-in' the experiences that are fed to us by our senses which slowly start to evolve our beliefs and attitudes, and shape our general behavior (the 'nurture' side of the equation). Some of these experiences are given to us by our parents and teachers and other influential people, who will often be instrumental in crystallizing our moral or ethical attitudes and values in particular. However, many other experiences will help to evolve our personal beliefs, especially if these experiences are similar or serve to reinforce our past views.

To illustrate what we mean by this, at a simple level, our expectations or beliefs that a car engine will run when we turn the ignition is based upon our past experience of this occurring successfully. For more sophisticated experiences, the same process operates. Hence our attitudes to people, our faith, our likes and dislikes in food, cars, home decor and art, our interest in certain pastimes or sports and even (more dramatically) our attitudes to war, personal sacrifice and death are all shaped by our progressive experiences. These ultimately form a coherent and relatively consistent set of personal values to which we can regularly refer to make almost all of our judgments or decisions about the world and the future situations that we encounter.

For our purposes in this profile, a value is deemed to be:

"a belief in action or a choice that individuals make (consciously or unconsciously) about what is good or bad, worthy or not worthy, important or not important"

In this definition, we therefore assume that our values shape our behavior and ultimately all of the actions that we choose to take. Values also reveal our core needs and drives. In this sense they are the critical link between what is revealed for all to see (our actions and behavior) and what is hidden from most people – our basic personality style or type.



As this model illustrates, a person's observations of their environment are filtered through his or her values to determine whether or not he or she should expend energy to do something about his or her experiences. Put another way, "values are the scales we use to weigh our choices for our actions, whether to move towards or away from something."

The Values Indicator Report

Your Values Indicator Results

Overall Graphical Summary Report-individual v organizational cluster scores

Your Personal Score
 Your Organizational Score

Values Cluster	Points Scale	No. Choices
Harmony Where people's values cluster mostly around Harmony, they are typically most interested in nurturing relationships with people. This means that they are usually kind in nature, socially comfortable, sympathetic and altruistic. They can also be soft-hearted, overly idealistic, conflict avoiding and uncritical.	5 10 15 20 25 30 35 40 45	
	0	0
	0	0
	0	0
Independence Where people's values cluster mostly around Independence, they are typically most interested in building and developing their personal knowledge and expertise. This means that they are usually conceptual, learning oriented, innovation focused and curious. They can also be insensitive, over-analytical, vague and uncommitted.	18	3
	9	1
	0	
	0	
Tradition Where people's values cluster mostly around Tradition, they are typically most interested in using endeavor and personal goal orientation in their life. This means that they are usually practical, systematic, pragmatic and task focused. They can also be pedantic, impulsive, skeptical and readily critical.	10	2
	13	3
	0	
	0	
Achievement Where people's values cluster mostly around Achievement, they are typically most interested in using endeavor and personal goal orientation in their life. This means that they are usually practical, systematic, pragmatic and task focused. They can also be pedantic, impulsive, skeptical and readily critical.	7	2
	15	2
	0	
	0	
Power Where people's values cluster mostly around Power, they are typically most interested in the use and deployment of control (over people and tasks). This means that they are usually confident, thick-skinned, single minded and goal driven. They can also be ego-centric, cold, unrelenting, and over-demanding.	20	3
	18	4
	0	
	0	

The Values Indicator Report

Values Indicator Survey Results

Your Personal Value Indicator Survey Results

1. Challenge	10
2. Competitiveness	9
3. Fairness	8
4. Flexibility	7
5. Freedom	6
6. Knowledge	5
7. Organization	4
8. Responsibility	3
9. Security	2
10. Wealth	1

Total Points

Harmony:	0
Independence:	18
Tradition:	10
Achievement:	7
Power:	20
TOTAL:	55

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Values Indicator Survey Results

Your values assigned to the organization results

1. Control	10
2. Flexibility	9
3. Reliability	8
4. Responsibility	7
5. Security	6
6. Standards	5
7. Strength	4
8. Success	3
9. Trustworthiness	2
10. Wealth	1

Total Points

Harmony:	0
Independence:	9
Tradition:	13
Achievement:	15
Power:	18
TOTAL:	55

The Values Indicator Report

The Values Indicator Model

This values indicator survey is broadly based upon the research work (mainly conducted in the 1950s and 1960s) of the American psychologist, Dr Clare Graves and the British human biologist Richard Dawkins. This research on human genetic make-up and what ultimately became known as human MEMES looked at people's psycho-social and organizational behavioral DNA. In other words, it was concerned with the way that individuals make judgments about the world around them and use their value systems by themselves and when part of a larger group.

In the work of Graves in particular, he suggested that each DNA building block or MEME reflects an integrated and clearly identifiable world view, value system, level of psychological existence, belief structure, process of thinking and overall organizing system. Each individual MEME therefore represents a specific describable thinking framework that helps individuals to make decisions about how they should act in the future.

Although this research work ultimately identified eight separate MEMES, five of these covered over 90% of the population and therefore these five serve as the base value clusters used in this profile. As each MEME was given its own representative color, we have utilized the equivalent color system for each values cluster:

Values Cluster	Representative MEME Color	Underlying Driver	Brief Characteristics
Harmony	Green	Relationships	Benevolent, cooperative, open, idealistic, and warm
Independence	Yellow	Knowledge	Conceptual, flexible, logical, adventurous, and creative
Tradition	Purple	Stability	Consistent, affiliative, protective, careful and responsible
Achievement	Blue	Endeavor	Organized, dependable, determined, efficient, and committed
Power	Red	Control	Persistent, competitive, decisive, restless, and driven

The profiles-r-us.com Values Indicator survey uses adjectives selection to identify the extent to which individuals (and ultimately the whole organization) favor one or more of these clusters over others, thereby creating a rich and meaningful analysis and output report. However, it should always be remembered that no one cluster is more important than any of the others.

The Values Indicator Report

The Harmony Cluster



Underlying Driver: Relationships

No of Harmony adjectives selected:	0
Your personal percentage score:	0%
No of organizational Harmony adjectives selected:	0
Organizational values percentage score:	0%
Rank in your results:	5th
Rank in organizational values results:	5th

Where people's values cluster mostly around Harmony, they are typically most interested in nurturing relationships with people. This means that they are usually kind in nature, socially comfortable, sympathetic and altruistic. They can also be soft-hearted, overly idealistic, conflict avoiding and uncritical.

People with mainly harmony based values likes to promote a sense of unity and build bridges between people, and will work hard to understand where people are coming from and the deeper people issues they encounter. They will often help others to harmonize and clarify their values in an attempt to create alignment. This is done by concentrating on the similarities between people's views and de-emphasizing the differences. Hence, a person with a harmony based values system will believe in the T.E.A.M. acronym-Together, Everyone, Achieves, More.



The Values Indicator Report

The Independence Cluster



Underlying Driver: Knowledge

No of Independence adjectives selected:	3
Your personal percentage score:	32.7%
No of organizational Independence adjectives selected:	1
Organizational values percentage score:	16.4%
Rank in your results:	2nd
Rank in organizational values results:	4th

Where people's values cluster mostly around Independence, they are typically most interested in building and developing their personal knowledge and expertise. This means that they are usually conceptual, learning oriented, innovation focused and curious. They can also be insensitive, over-analytical, vague and uncommitted.

People with mainly independence based values like to consider and weigh all the contingencies and possible influencing factors, and then design approaches that can bring about a 'better way'. This is done spontaneously and often with considerable innovation (being typically comfortable with much conflicting data and ambiguity). Hence a person with independence based values will often believe that "Our knowledge is an island in the infinite ocean of the unknown".



The Values Indicator Report

The Tradition Cluster



Underlying Driver: Stability

No of Tradition adjectives selected:	2
Your personal percentage score:	18.2%
No of organizational Tradition adjectives selected:	3
Organizational values percentage score:	23.6%
Rank in your results:	3rd
Rank in organizational values results:	3rd

Where people's values cluster mostly around Tradition, they are typically most interested in using endeavor and personal goal orientation in their life. This means that they are usually practical, systematic, pragmatic and task focused. They can also be pedantic, impulsive, skeptical and readily critical.

People with mainly tradition based values like to operate in a careful and quality focused manner to ensure that tasks are done in the right way and the chance of something going wrong are minimized. This is done by setting up systems to ensure that rules and standards are established and communicated and effective monitoring systems are in place to make any small adjustments as necessary. Hence, a person with traditional values will often believe "Only those who have learned the power of sincere and selfless contribution experience life's deepest joy".



The Values Indicator Report

The Achievement Cluster



Underlying Driver: Endeavor

No of Achievement adjectives selected:	2
Your personal percentage score:	12.7%
No of organizational Achievement adjectives selected:	2
Organizational values percentage score:	27.3%
Rank in your results:	4th
Rank in organizational values results:	2nd

Where people's values cluster mostly around Achievement, they are typically most interested in using endeavor and personal goal orientation in their life. This means that they are usually practical, systematic, pragmatic and task focused. They can also be pedantic, impulsive, skeptical and readily critical.

People with mainly achievement based values like to bring order and stability as well as efficiency and effectiveness to all things wherever possible. This is done by believing in being highly focused and directed and through setting up systems, processes and hierarchies in order to move forward smoothly. This means that the judicious use of authority is important as well as the establishment and maintenance of positional power. Hence a person with achievement based values will often believe that "The journey of a thousand miles begins with one step".



The Values Indicator Report

The Power Cluster



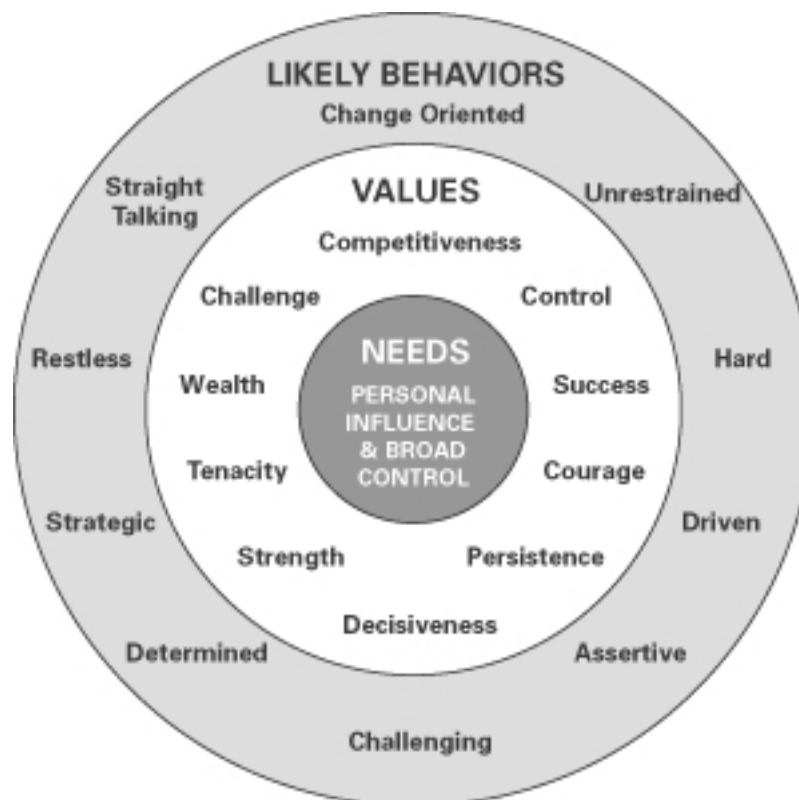
Underlying Driver: Control

No of Power adjectives selected:	3
Your personal percentage score:	36.4%
No of organizational Power adjectives selected:	4
Organizational values percentage score:	32.7%
Rank in your results:	1st
Rank in organizational values results:	1st

Where people's values cluster mostly around Power, they are typically most interested in the use and deployment of control (over people and tasks). This means that they are usually confident, thick-skinned, single minded and goal driven. They can also be ego-centric, cold, unrelenting, and over-demanding.

People with mainly power based values rely on themselves first and foremost (not fully trusting others) and spend much of their time looking to quickly gratify their impulses in order to gain in some way. This is often a relatively self centered approach and one in which leadership and control is seized at the first available opportunity to ensure that personal reputation is built and not tarnished. Hence a person with power based values will often believe that "It is better to live 1 day as a lion than 100 years as a sheep".

The next section of this summary report details the specific survey results of your personal value selections and those that you assigned to your organization in graphical form. Following this, the report ends with some suggested ideas that you may like to reflect upon in the future.



The Values Indicator Report

Summary

As completing this profile has hopefully indicated, it is important to carefully identify and consider your core values for several reasons:

1. Known core values could more usefully guide your life towards achieving higher or more important goals, rather than your life being potentially controlled by self-serving motives, customs, accidental occurrences, bad habits, impulses, or raw emotions. The identification of our core values can therefore help us to know where you are going before we can get there.
2. Values (and our core morals in general) can not only guide but inspire and motivate you, giving you energy and a zest for living and for doing something that is often more meaningful (whether in your work or home life).
3. Deemed to be important but unused values are often worthless rationalizations for not changing. We should ideally be honest with ourselves, recognizing the difference between pretended (verbalized) values and operational (acted on) values. Of course, no one lives up to all their ideals, but values that only make us look or feel good and do not help us act more consistently should be

Based upon the extensive research that has been carried out on the psycho-social development of human MEMES, this profile has presented a simple process by which we can identify those values that we consider to be most important to ourselves and our organization.

By assigning the values that we select (and the priority we give them) to five separate clusters, we have also provided an opportunity to look at the whole value cluster or clusters that are likely to be most dominant in the judgments and decisions we make in our life.

This process can be an extremely useful way to assess whether our current behavior or the behavior of those around us is consistent with our most important values and to work towards any adjustments or changes that are likely to bring about greater alignment (or less personal stress or conflict).

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Action and Follow-up Suggestions

Self-help is not just for overcoming problems; it also involves learning to become what you truly value, achieving your greatest potential. That is why your values and strengths should be considered along with your problems.

This profile has offered you some insights about the values of yourself and the organization of which you are a part, which need to be carefully considered as part of an overall picture. This profile therefore provides a part of what can be seen as a large 'jigsaw' of inputs to any view that may be formed (with an individual's experience, education, style, traits, attitudes, coupled with personal circumstances all playing their part). However, there are some particular conclusions that can be drawn from completing the VI. Individuals may therefore like to use the form below to collect and summarize their thoughts and to action plan for the future:

1. Which value cluster(s) is most dominant, and is this consistent with your prior views? If not, what is different and what implications does this have for you?

2. How aligned are your personal values and those that you assigned to the organization? What implications does this have for you?

3. As a result of what you have learned about your values, what specific changes could you seek in terms of your work or your life in general?
