

- SELECT
- DEVELOP
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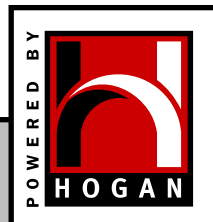
# VALUES

## CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

Report for: Jane Doe

ID: HA154779

Date: May 17, 2012





## Introduction

The Leadership Forecast Values Report describes your core values and goals and how they can affect your career. Values are an essential part of your identity—they describe who you are, what you stand for, and the environments in which you will flourish. Values powerfully shape the choices that you will make about work, play, and relationships; they will impact your career in four ways.

1. **Drivers** Your values are your key drivers—the things in life that motivate you. Values determine your aspirations and symbolize what you strive for and hope to attain. Your values define what you desire in your work and life.
2. **Fit.** Your values determine how well you will fit with any organizational culture. Organizational cultures typically reflect the values of senior management. People are happy and productive in cultures that are consistent with their values, and they are distressed and unhappy working in cultures defined by values that differ from their own.
3. **Leadership Style and Culture** Your values reflect what you find rewarding and pay attention to or what you dislike and avoid. Thus, your values define the behavior that you like and reward and the behavior that you ignore or dislike. Consequently, your values shape the kind of culture that you, as a leader, will create for your staff and subordinates.
4. **Unconscious Biases** Values influence the decisions you make—about people, projects, plans, and strategy. Values filter perceptions of experience, especially about what is desirable or undesirable, good or bad. Values typically operate outside conscious awareness and bias both thought and action.

### Ways to Use this Information.

As you review this report, you may find that your values are inconsistent with your career or the demands placed on you by your role in your current organization. In addition, your day-to-day behavior may not help, and sometimes may even hinder, your ability to realize your career goals. You should not try to change your values if they don't fit with your career or organization. Rather, by becoming aware of your values and unconscious biases, you can begin to adapt your behavior in ways that will create a more productive working situation for yourself and your team.

This report is based on your scores on the Motives, Values, Preferences Inventory (MVPI). The report summarizes your key drivers, the kind of culture you will create as a leader, the organizational cultures that you will prefer (or should try to avoid), the factors that may unconsciously bias your decision making, and possible strategies for minimizing your biases and leading productively. The report is based on normative data from over 200,000 managers and executives in a wide variety of business settings.



The next page defines the ten MVPI scales and the following page presents a graphic representation of your values profile. This is followed by the report, which describes the meaning and implications of your score on each scale along the dimensions described above. Finally, the end of this report contains values-based development suggestions designed to help you to increase your leadership effectiveness. Please note that scores between the 65th and 100th percentile are considered high and represent goals towards which you strive on a daily basis. The higher the score, the more important a value or driver is to you in your work and personal life. Scores between the 36th and 64th percentile are average and represent values that are of mixed importance to you. In this range, you may find values that are pleasure points in your life or values where you are fairly indifferent. Scores between the 0 and 35th percentile are considered low and represent values that are not core drivers for you. The lower your score on a dimension in this report, the higher the likelihood that you are indifferent to that value.

***High and low scores on every scale have important implications for careers.***

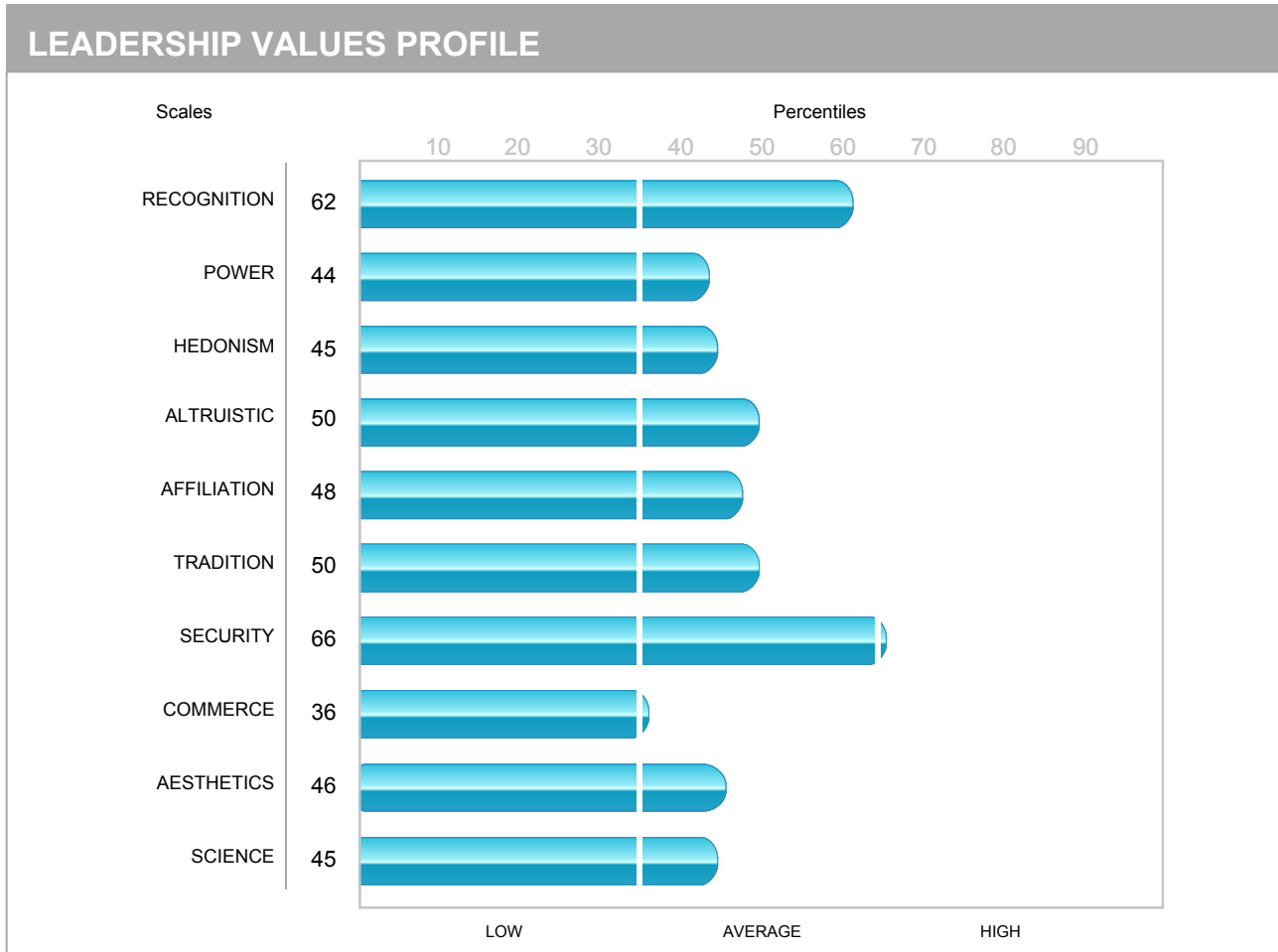
The information in this report will help you better understand yourself and your values-driven tendencies. Armed with this information, you can capitalize on your strengths and minimize your tactical miscues. You can become more aware of the culture that you create and use this information to interact more successfully with others in your organization. In a competitive business environment, self-awareness and effective self-regulation are important assets that will allow you to become a more successful leader.



**Definitions**

The Leadership Forecast Values Report is based on your scores on the ten scales of the MVPI. Those scales are defined below.

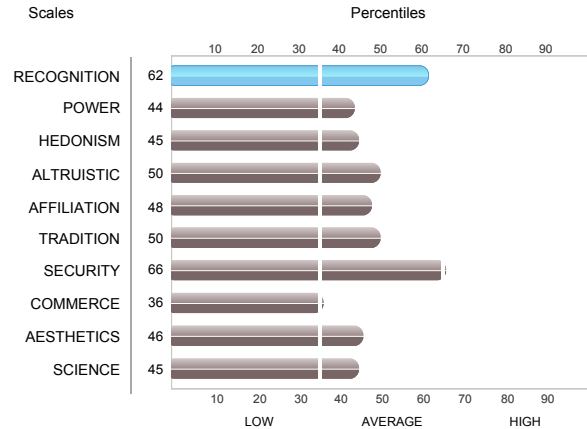
<b>Recognition</b>	<p><i>Indifferent to Visibility vs. Wanting to be Noticed</i>                  Seeking fame, appreciation, and acknowledgment Low scorers are unconcerned about official attention; high scorers seek the spotlight.</p>
<b>Power</b>	<p><i>Indifferent to Achievement/Competition vs. Being Perceived as Influential</i>                  Driving to achieve results, control resources, and gain responsibility. Low scorers are willing to follow; high scorers want to take charge and make a difference.</p>
<b>Hedonism</b>	<p><i>Serious and Self-disciplined vs. Fun Loving and Enjoyment Seeking</i>                  Wanting fun, variety, and enjoyment in the workplace. Low scorers are restrained and self-disciplined; High scorers are fun-loving and want to enjoy work.</p>
<b>Altruistic</b>	<p><i>Valuing Self-Help vs. Wanting to Help the Others</i>                  Wanting to help people who are struggling or in need. Low scorers believe in self-reliance; high scorers selflessly extend help to others.</p>
<b>Affiliation</b>	<p><i>Independent vs. Wanting Social Contact</i>                  Seeking opportunities to build social networks and collaborate with people. Low scorers prefer to work alone; high scorers search for interaction and social acceptance.</p>
<b>Tradition</b>	<p><i>Valuing Progress and Change vs. History and Convention</i>                  Respecting structure, rules, and authority. Low scorers challenge the status quo and are open to change; high scorers respect hierarchy, authority, and the ways of the past.</p>
<b>Security</b>	<p><i>Risk Tolerant vs. Risk Averse</i>                  Wanting stability, structure, and order. Low scorers easily tolerate uncertainty and risk; high scorers value defined clarity and predictability.</p>
<b>Commerce</b>	<p><i>Indifferent to Financial Matters vs. Focused on Commercial Outcomes</i>                  Seeking wealth and financial success. Low scorers have modest financial aspirations; high scorers pay close attention to financial matters.</p>
<b>Aesthetics</b>	<p><i>Practical vs. Creative</i>                  Creating work products with a focus on innovation, style, and appearance. Low scorers care about functionality; high scorers care about creative self-expression and the look and feel of their work.</p>
<b>Science</b>	<p><i>Intuitive vs. Analytical</i>                  Preferring a rational, objective approach to decision-making. Low scorers prefer quick, intuitive decisions; high scorers prefer deliberate, data-based decisions.</p>





# Recognition

Seeking fame, appreciation, and acknowledgment.



The following statements tend to describe people with similar scores to you on the Recognition scale:

### Drivers

You tend to be personally motivated by a desire to:

- Stand out from the crowd
- Have others notice your achievements
- Be approved and respected by your peers
- Be in the spotlight when you have a contribution to make
- Create a legacy for which you will be known

### Fit

You should be most comfortable working in environments that:

- Acknowledge good performance
- Encourage managers to praise successful performance
- Offer opportunities to work on high profile projects
- Reward individual contributions

And you tend to dislike environments that:

- Minimize status
- Don't acknowledge the contributions of high performers

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Celebrate success often
- Define tangible measures of achievement
- Recruit high potential staff
- Be upbeat, positive, and energetic
- Ensure that your contributions are recognized

### Unconscious Biases

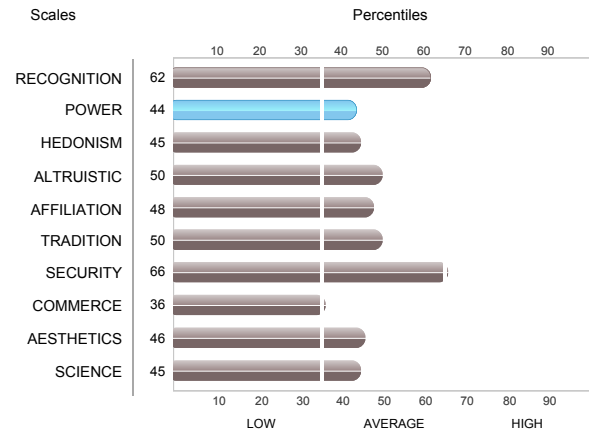
You may not be aware of the following aspects of your leadership style:

- You may encourage staff to seek your approval
- You may demotivate more modest employees by overusing public praise and recognition
- You tend to seek the attention of senior management
- You tend to make decisions based on how they may play in public
- You may not always share credit for accomplishments with colleagues and staff



## Power

Driving to achieve results, control resources, and gain responsibility.



The following statements tend to describe people with similar scores to you on the Power scale:

### Drivers

You tend to be personally motivated by a desire to:

- Establish well defined work routines
- Work with your team to achieve success
- Maintain work-life balance
- Work according to a known standard
- Work in an efficient organization

### Fit

You should be most comfortable working in environments that:

- Are stable, established, and have low turnover
- Are supportive and minimize competition
- Take only moderate risks
- Avoid taking the lead on high-risk, visible projects

And you tend to dislike environments that:

- Foster in-house competition and rivalry
- Change rapidly

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Understand that people have different skills and performance standards
- Make decisions based on standard practices
- Allow people to find their own levels of performance
- Tend not to push people for performance
- Maintain safe working practices

### Unconscious Biases

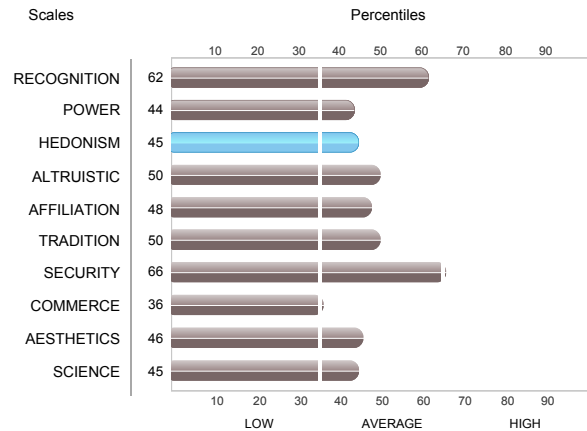
You may not be aware of the following aspects of your leadership style:

- You may prefer to maintain the status quo
- You may be reluctant to make quick or hasty decisions
- You may tend to take only moderate risks
- You tend to tolerate variations in performance
- You may believe that working hard should be its own reward



## Hedonism

Wanting fun, variety, and enjoyment in the workplace.



The following statements tend to describe people with similar scores to you on the Hedonism scale:

### Drivers

You tend to be personally motivated by a desire to:

- Be respected for your professionalism
- Limit disruptions of standard routine
- Maintain a well-planned and organized workplace
- Promote civility and good manners at work
- Put business before pleasure

### Fit

You should be most comfortable working in environments that:

- Feature well-defined and well-structured roles
- Develop leaders who are good role models
- Are serious, businesslike, and professional
- Minimize frivolity and distractions

And you tend to dislike environments that:

- Are disorganized or spontaneous in their approach
- Allow employees to behave in overly informal ways to work

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Maintain a businesslike demeanor
- Conform to proper processes
- Minimize frivolity at work
- Treat people with respect
- Ensure that workflow is organized and predictable

### Unconscious Biases

You may not be aware of the following aspects of your leadership style:

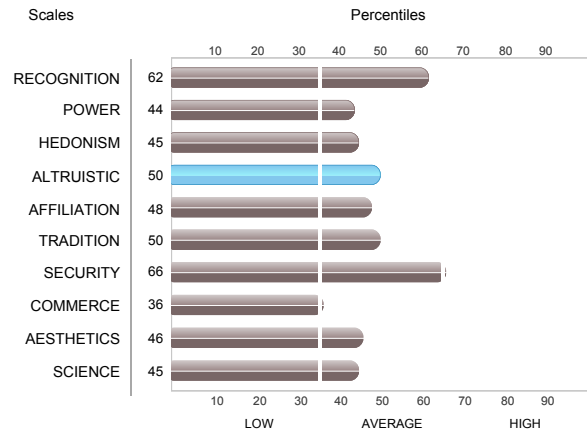
- You may prefer to make decisions based on standard operating procedures
- You may prefer to observe status and hierarchy distinctions
- You may tend to avoid self-indulgence and excess
- You may prefer to complete tasks in standardized ways
- You may resent those who don't give work the consistent attention it deserves





# Altruistic

Wanting to help people who are struggling or in need.



The following statements tend to describe people with similar scores to you on the Altruistic scale:

### Drivers

You tend to be personally motivated by a desire to:

- Avoid dramatic scenes at work
- Reach objective goals (money, victory, etc.)
- Focus on results, not feelings
- Form productive relationships at work
- Base decisions on practical considerations

### Fit

You should be most comfortable working in environments that:

- Encourage people to speak plainly and directly
- Minimize attention to personal problems and issues
- Encourage people to get on with their jobs despite personal problems
- Emphasize rational decision making and focused work
- Value professionalism

And you tend to dislike environments that:

- Are not task oriented
- Devote significant resources to volunteerism and corporate social responsibility

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Maintain a clear task orientation
- Adopt an impersonal approach to staff issues
- Avoid participating in corporate charitable events
- Emphasize personal accountability
- Value individual responsibility

### Unconscious Biases

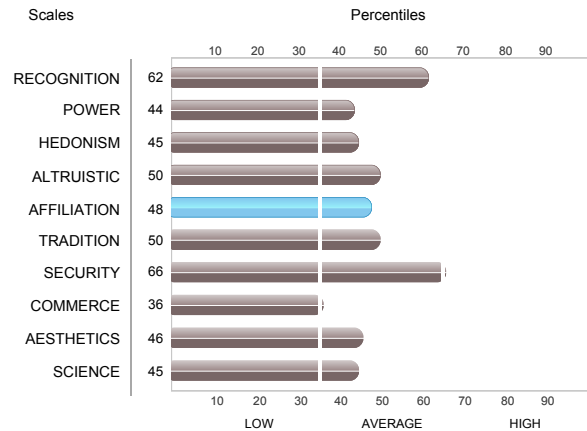
You may not be aware of the following aspects of your leadership style:

- You may value business issues over staff problems
- You tend to prefer rational versus sentimental decision making
- You tend to ignore the social dynamics at work
- You may assume everyone is as task oriented as you are
- You may avoid interpersonal issues that can affect performance



## Affiliation

Seeking opportunities to build social networks and collaborate with people.



The following statements tend to describe people with similar scores to you on the Affiliation scale:

### Drivers

You tend to be personally motivated by a desire to:

- Find some private time at work
- Solve problems by yourself
- Be able to concentrate and focus
- Work with known associates
- Avoid interacting with strangers

### Fit

You should be most comfortable working in environments that:

- Reward individual contributions
- Encourage people to stick to their roles
- Require minimal social contact with clients
- Minimize gatherings after work

And you tend to dislike environments that:

- Emphasize solving problems in teams
- Expect interaction outside the group

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Require teamwork only when necessary
- Permit people to get on with their own work
- Keep meetings to a required minimum
- Sponsor very few after work events
- Limit committee work

### Unconscious Biases

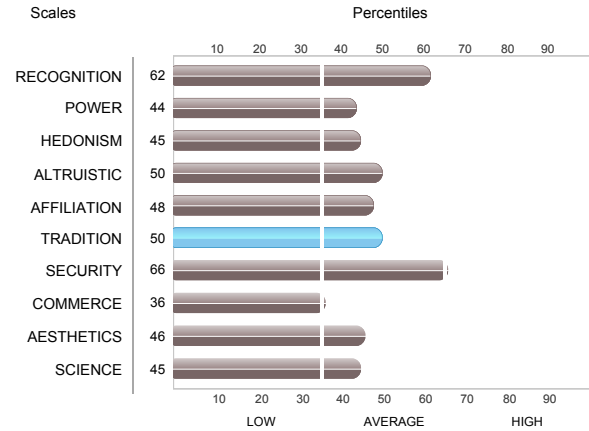
You may not be aware of the following aspects of your leadership style:

- You may assume that people will do their best work on their own
- You may assume that everyone is (or should be) self-reliant
- You may assume that solving problems in groups is non-productive
- You may believe that highly social environments waste time



# Tradition

Respecting structure, rules, and authority.



The following statements tend to describe people with similar scores to you on the Tradition scale:

### Drivers

You tend to be personally motivated by a desire to:

- Question convention and authority
- Minimize external controls
- Seek novelty, change, and exploration
- Generate novel solutions to problems
- Pursue non-traditional work or careers

### Fit

You should be most comfortable working in environments that:

- Are democratic and consultative
- Challenge, innovate, and experiment
- Tolerate diversity
- Encourage initiative

And you tend to dislike environments that:

- Are marked by authoritarian leadership
- Treat employees as expendable commodities

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Tend to be relaxed and informal
- Encourage spontaneity, openness, and initiative
- Value new ideas
- Seek interesting and novel projects
- Empower staff

### Unconscious Biases

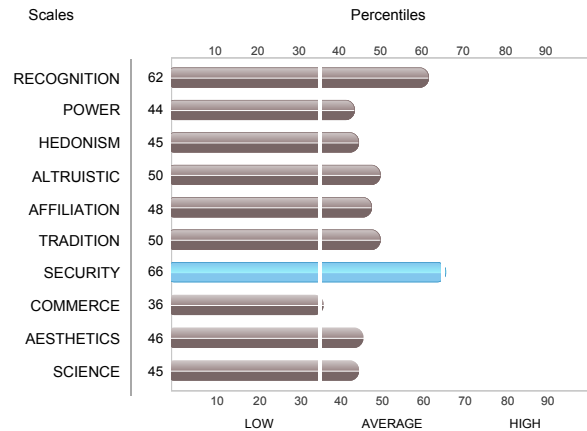
You may not be aware of the following aspects of your leadership style:

- You tend to challenge authority
- You may dislike setting expectations for others
- You tend to be concerned with finding new ways to do things
- You may make decisions that promote autonomy and self-direction
- You may make decisions that reduce hierarchy



# Security

Wanting stability, structure, and order.



The following statements tend to describe people with similar scores to you on the Security scale:

### Drivers

You tend to be personally motivated by a desire to:

- Be seen as sensible and practical
- Avoid taking unnecessary risks
- Be known as pragmatic and tough
- Generate clear results and expectations
- Know and understand the facts

### Fit

You should be most comfortable working in environments that:

- Are stable and prudent
- Contain leaders who are pragmatic and cautious
- Minimize politics and emphasize accountability
- Feature organic growth

And you tend to dislike environments that:

- Seem careless about making risky decisions
- Implement intuitive solutions to problems

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Avoid unnecessary risk
- Be reliable, professional, and ethically sound
- Value stability and long-term planning
- Focus on compliance and process following
- Reward high quality, well thought-out decisions

### Unconscious Biases

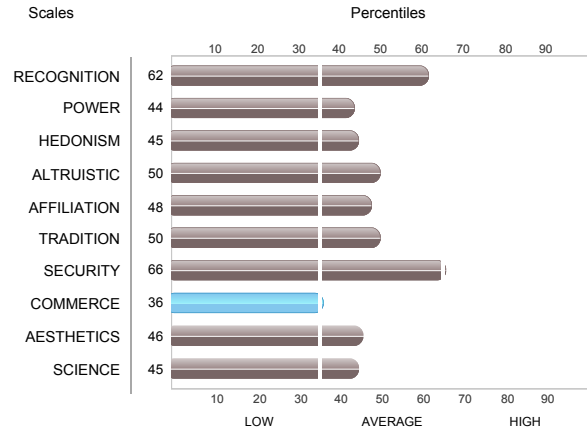
You may not be aware of the following aspects of your leadership style:

- You may avoid decisions based on sentiment and feelings
- You may avoid unnecessary risks
- You may trust action and mistrust intuition
- You may resist deviations from accepted practice
- You may need hard data to justify decisions



## Commerce

Seeking wealth and financial success.



The following statements tend to describe people with similar scores to you on the Commerce scale:

### Drivers

You tend to be personally motivated by a desire to:

- Follow your interests and pleasures
- Work at your own speed
- Cooperate rather than compete
- Enjoy a low pressure and low stress lifestyle
- Be responsible for your own performance

### Fit

You should be most comfortable working in environments that:

- Put the bottom line in perspective
- Balance work and life demands
- Let employees pursue their passions
- Consider people's feelings

And you tend to dislike environments that:

- Are hard-charging, competitive, and aggressive
- Judge people only by their output

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Focus on the quality of ideas rather than their financial implications
- Minimize stretch goals and assignments
- Favor flexible goals and deadlines
- Tend to make decisions based on expediency
- Emphasize the importance of work life balance

### Unconscious Biases

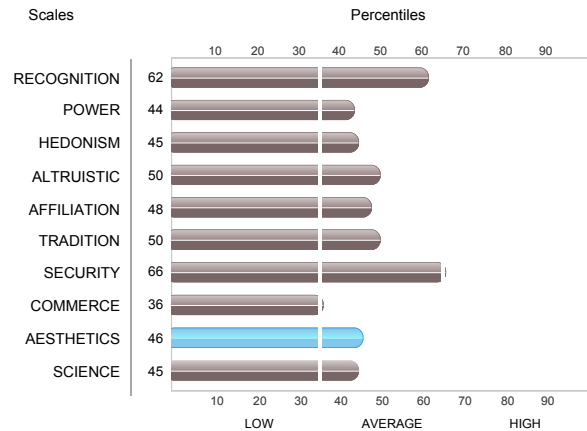
You may not be aware of the following aspects of your leadership style:

- You tend to be reluctant to confront poor performance
- You may accept limits on what is possible
- You may have difficulty setting performance goals for your employees
- You tend to prefer the path of least resistance
- You may prefer self-actualization over career advancement



## Aesthetics

Focusing on innovation, style, and appearance.



The following statements tend to describe people with similar scores to you on the Aesthetics scale:

### Drivers

You tend to be personally motivated by a desire to:

- Make decisions based on established facts
- Deliver practical and workable solutions
- Translate vague ideas into practical reality
- Avoid seeming weak and indecisive
- Emphasize substance over style

### Fit

You should be most comfortable working in environments that:

- Are procedural and organized
- Work with tangible products and goals
- Are practical and action-oriented
- Have a traditional masculine orientation

And you tend to dislike environments that:

- Are so fraught with emotion that nothing gets done
- Use style to obscure practicality

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Mistrust emotion and sentiment
- Emphasize functionality and minimize frills
- Minimize concern with design issues
- Make decisions based on facts rather than feelings
- Focus on outcomes over process

### Unconscious Biases

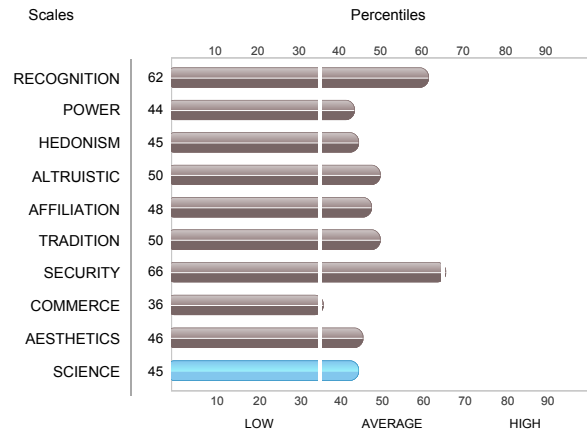
You may not be aware of the following aspects of your leadership style:

- You may not be especially interested in marketing issues
- You may have little interest in why something works
- You may show only mild concern with staff morale issues
- You may tend to avoid speculation and theoretical discussions
- You may focus on hard facts and prior experience



## Science

Preferring a rational, objective approach to decision-making.



The following statements tend to describe people with similar scores to you on the Science scale:

### Drivers

You tend to be personally motivated by a desire to:

- Make decisions and move on
- Pay attention to the practical realities of business and life
- Be specific, concrete, and functional
- Trust your gut feelings
- Avoid becoming overwhelmed by complexity

### Fit

You should be most comfortable working in environments that:

- Are pragmatic, practical, and grounded
- Emphasize action over contemplation
- Mistrust hypotheticals
- Focus on what can be done with the resources available

And you tend to dislike environments that:

- Require extensive data-based justification for decisions
- Are prone to “paralysis by analysis”

### Leadership Style and Culture

As a leader, the culture you create tends to:

- Prefer quick and intuitive decision making
- Favor action over reflection
- Be practical and tactical
- Avoid endless discussions of possible solutions
- Be impatient with data-based decision making

### Unconscious Biases

You may not be aware of the following aspects of your leadership style:

- You tend to be impatient with hypothetical problems
- You may be impatient with overly careful decision-making
- You may value intuition to solve most problems
- You tend to emphasize the tactical over the strategic
- You may desire clarity and simplicity



## Development Opportunities

### **Recognition**

- Find ways for your staff and colleagues to gain recognition
- Ask others for feedback regarding your leadership performance
- Be sure to share credit for accomplishments
- Encourage others to share and contribute ideas

### **Power**

- Try to hold everyone to the same performance standards
- Understand that customers often need guidance and direction
- Be sure to make decisions in a timely manner—others may be waiting on you
- Be willing to take the lead on new projects

### **Hedonism**

- Recognize that your staff may be more productive if you allow them to relax once in a while
- Encourage “brainstorming” and creative problem solving
- Find ways to reduce your need to “take your work home”
- Allow subordinates to personalize their offices or workstations

### **Altruistic**

- Ask your staff to organize a charitable event
- Periodically ask your staff how they are doing
- Volunteer to mentor a new employee
- Share with your staff your vision for their goals and growth and invite their reactions

### **Affiliation**

- Socialize more often with staff and clients—they will appreciate it
- Offer your staff multiple projects and roles; don't insist that they specialize in their work
- Use work teams to solve the problems that impact them
- Let subordinates know when they have done well and how they can improve

### **Tradition**

- Remember that some people like and need rules
- Show respect for company expectations by staying on schedule for your performance goals
- Remember that not all of your subordinates will be self-motivated; give them clear direction and guidance
- Give your staff specific feedback regarding success and areas for improvement





## Development Opportunities

### **Security**

- Be sure to invite the creative members of your staff to share their ideas
- Are confident enough to base decisions on “gut feelings” as well as data
- Forget about honest mistakes
- Stay alert for new procedures that will allow you to accomplish your team’s mission

### **Commerce**

- Recognize that satisfaction with the status quo can reduce innovation and productivity
- Develop performance expectations for your staff and review their progress
- Ask others to help you find strategies to increase your contribution to the organization
- Be more assertive in addressing staff performance problems

### **Aesthetics**

- Think carefully about potential gaps in the marketing effort
- Invite your staff to offer ideas about how to improve morale
- Think about the public image of you and your company
- Discuss with your colleagues possible future strategies for your team and the organization

### **Science**

- Stay up to date with the innovations in your industry
- Challenge the traditional assumptions guiding your business
- Ask your staff to provide data to support their ideas and recommendations
- Find objective ways to evaluate the productivity of your team