



VALUES

CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

Report for: Candidate Sample

ID: HE376017

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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.



Ways to Use this Information.

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

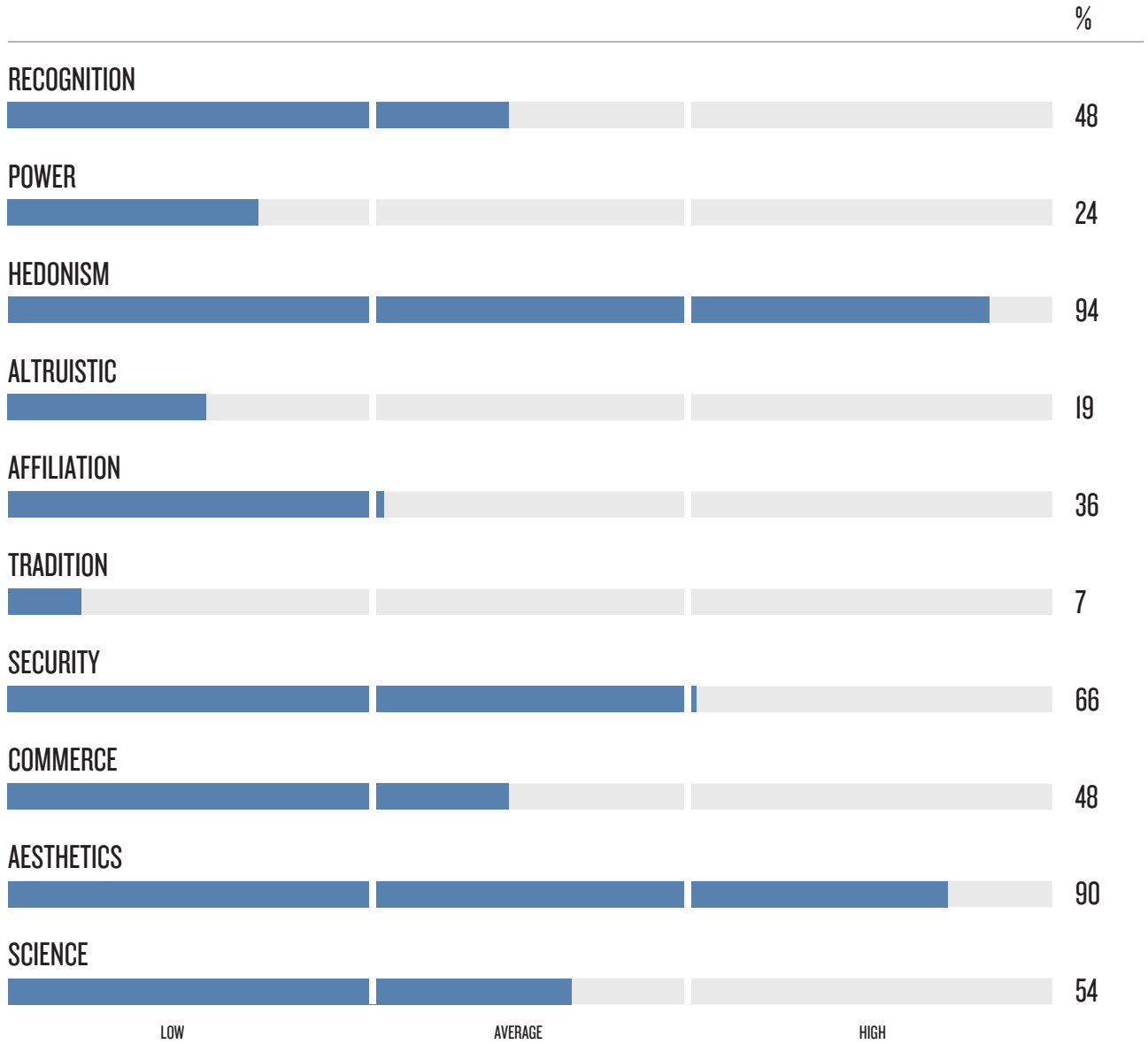
The Leadership Forecast Values Report is based on your scores on the ten scales of the MVPI. Those scales are defined below.

RECOGNITION	<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.
POWER	<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.
HEDONISM	<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.
ALTRUISTIC	<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.
AFFILIATION	<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.
TRADITION	<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.
SECURITY	<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.
COMMERCE	<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.
AESTHETICS	<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.
SCIENCE	<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.



LEADERSHIP VALUES PROFILE

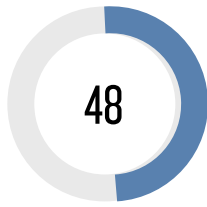
Scales





RECOGNITION

Seeking fame, appreciation, and acknowledgment.



Drivers

You tend to be personally motivated by a desire to:

- Work without distractions
 - Minimize interruptions while working
 - Focus on the task at hand
 - Be able to concentrate when you are busy
 - Receive quiet, nonpublic recognition for your achievements
-

Fit

You should be most comfortable working in environments that:

- Focus on the job and avoid politics
- Allow staff to get on with their work with few interruptions
- Minimize unnecessary politics
- Only praise performance when it is deserved

And you tend to dislike environments that:

- Make a fuss about high potential incumbents
 - Celebrate individual accomplishment
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be quiet, calm, and restrained
 - Engage in few frivolities, celebrations, or special events
 - Emphasize performance over politics
 - Publicly reward only exceptional performance
 - Regard modesty as a virtue
-

Unconscious Biases

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

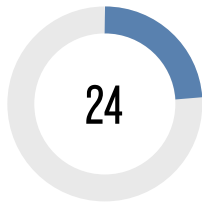
- You may discourage self-promoting behavior
 - You may prefer others to focus on their work, not personal needs
 - You may expect people to do quality work with few external rewards
 - You may avoid publicity, even when it is positive
 - You tend to be modest about your achievements and expect others to be the same
-





POWER

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



Drivers

You tend to be personally motivated by a desire to:

- Maintain predictability and order
 - Avoid confrontation and get along with others
 - Do the right thing by following orders
 - Seek smoothly running operations
 - Balance work with personal life
-

Fit

You should be most comfortable working in environments that:

- Feature well defined and standardized roles
- Emphasize cooperative and team-based work
- Value support roles
- Resemble public service agencies and governmental organizations

And you tend to dislike environments that:

- Pressure people to perform
 - Value competition over cooperation
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize formal procedures and rituals
 - Value good corporate citizenship
 - Ensure adherence to processes and rules
 - Maintain a democratic reward system
 - Reward collective or team effort
-

Unconscious Biases

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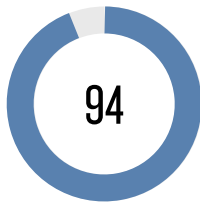
- You may oppose quick or hasty decisions
 - You may disapprove of non-conformity
 - You may resist disruptive change or untested knowledge
 - You may try to preserve existing procedures
 - You tend to dislike people who are always trying to get ahead
-





HEDONISM

Wanting fun, variety, and enjoyment in the workplace.



Drivers

You tend to be personally motivated by a desire to:

- Enjoy your life and your work
 - Spend time with interesting people
 - Innovate and create new solutions
 - Work hard and play hard
 - Explore new places and experiences
-

Fit

You should be most comfortable working in environments that:

- Are fun loving and freewheeling
- Are comfortable with ambiguity or disorder
- Encourage you to work hard and play hard
- Provide chances for travel and entertainment

And you tend to dislike environments that:

- Are excessively formal
 - Emphasize procedures over results
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be informal and open
 - Take work and fun seriously
 - Be flexible in policies, procedures, and protocol
 - Emphasize results rather than methods
 - Be moderately irreverent and limit testing
-

Unconscious Biases

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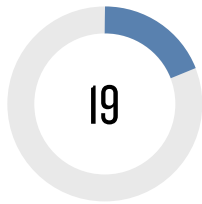
- You are likely to tolerate minor infractions of rules
 - You may value change for its own sake
 - You may dislike employees who can't seem to have fun
 - You are likely to make spontaneous and opportunistic decisions
 - You tend to embrace novelty and eccentricity
-





ALTRUISTIC

Wanting to help people who are struggling or in need.



Drivers

You tend to be personally motivated by a desire to:

- Persevere through tough times
 - Deliver on assigned tasks
 - Make decisions based on logic and facts, not sentimentality
 - Be seen as independent and self-reliant
 - Avoid hearing about other people's personal problems and issues
-

Fit

You should be most comfortable working in environments that:

- Cultivate a rational, task-oriented culture
- Minimize emotional displays
- Are metrics driven
- Emphasize taking personal responsibility

And you tend to dislike environments that:

- Seem sympathetic and coddle staff
 - Value "morale" over productivity
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize objectivity and task orientation
 - Demand results
 - Reward self-reliance
 - Minimize unnecessary discussion about morale
 - Feature top-down leadership
-

Unconscious Biases

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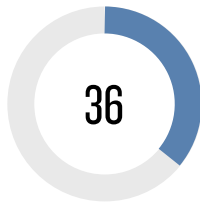
- You may evaluate people based on their performance and not their potential
 - You may discourage discussions of how people feel about their jobs
 - You may seem unconcerned about corporate social responsibility
 - You tend to make decisions based on results, not feelings
 - You may disapprove of people who don't try to solve their own problems before asking for help
-





AFFILIATION

Seeking opportunities to build social networks and collaborate with people.



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.



Drivers

You tend to be personally motivated by a desire to:

- Be free to experiment and innovate
 - Promote equal opportunity in the workplace
 - Be self-directed
 - Promote ethnic tolerance and diversity
 - Challenge convention and hierarchy
-

Fit

You should be most comfortable working in environments that:

- Are unconventional and even eccentric
- Feature flexible working arrangements
- Are spontaneous, creative, and democratic
- Respect non-conformists

And you tend to dislike environments that:

- Are formal, hierarchical, and authoritarian
 - Discourage “out-of-the-box” thinking
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Respect diversity and tolerate experimentation
 - Emphasize delegation and empowerment
 - Value innovative ideas
 - Tolerate ambiguity and complexity
 - Challenge the status quo
-

Unconscious Biases

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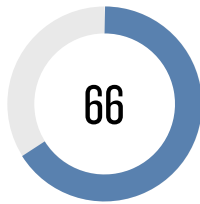
- You tend to resist higher authority
 - You may discount others' strongly held beliefs
 - You may be reluctant to instruct or command
 - You may prefer the unconventional
 - You tend toward “laissez-faire” leadership
-





SECURITY

Wanting stability, structure, and order.



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

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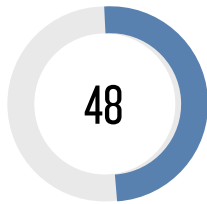
- You may avoid decisions based on sentiment and feelings
 - You may trust action and mistrust intuition
 - You may avoid unnecessary risks
 - You may resist deviations from accepted practice
 - You may need hard data to justify decisions
-





COMMERCE

Seeking wealth and financial success.



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

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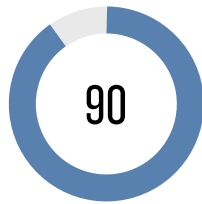
- You tend to be reluctant to confront poor performance
 - You may accept limits on what is possible
 - You may have difficulty setting performance goals for your employees
 - You tend to prefer the path of least resistance
 - You may prefer self-actualization over career advancement
-





AESTHETICS

Focusing on innovation, style, and appearance.



Drivers

You tend to be personally motivated by a desire to:

- Find ways to understand experience
 - Seek creative solutions to problems
 - Explore and share ideas and concepts
 - Interpret sensations and experiences
 - Create organizational myths
-

Fit

You should be most comfortable working in environments that:

- Encourage creativity and attention to appearances
- Value and support independent self-expression
- Periodically evaluate the business strategy
- Reward creativity, innovation, and unconventional thought

And you tend to dislike environments that:

- Are old-fashioned or conservative
 - Emphasize procedures over understanding
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Value creativity, imagination, and thinking
 - Enhance the look and feel of the workplace
 - Emphasize the appearance and quality of product design
 - Tolerate eccentricity
 - Resist conventional business strategies
-

Unconscious Biases

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

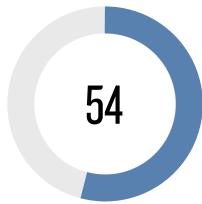
- You tend to be influenced by what is stylish and in vogue
 - You may be concerned about appearances and reputation
 - You may be enthusiastic about impractical projects
 - You tend to be suspicious of conventional beliefs
 - You may support unproductive people because they are interesting
-





SCIENCE

Preferring a rational, objective approach to decision-making.



Drivers

You tend to be personally motivated by a desire to:

- Get below the surface to understand problems
 - Analyze problems that others cannot solve
 - Get the facts organized
 - Find solutions based on hard data
 - Acquire information before acting
-

Fit

You should be most comfortable working in environments that:

- Are smart, analytical, and data driven
- Rely on research and empirical problem solving
- Are up to date and technology-based
- Appreciate smart, intellectual people

And you tend to dislike environments that:

- Are fast-paced and impulsive
 - Seek opinions and judgments that are uninformed by data
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be rational and evidence-based
 - Emphasize discussion and analysis
 - Value smart people
 - Be interested in research and analysis
 - Ensure that intuitive ideas are backed by data
-

Unconscious Biases

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

- You tend to dislike slow-thinking or irrational people
 - You may prefer clever solutions to ones that are workable
 - You tend to question the status quo
 - You tend to make sure that ideas are logically defensible
 - You may dislike intuitive problem solving
-





Development Opportunities

RECOGNITION

- Pay attention to the moods and emotional reactions of your staff and try to understand their feelings if possible
- Make your performance expectations explicit and recognize staff members for meeting their goals
- Take a more visible leadership role in team meetings and committees
- Be gracious when you receive public commendations

POWER

- Set priorities for accomplishment and productivity
- Be sure to hold your staff accountable for meeting your expectations
- Encourage your staff to take initiative in solving problems at work
- Keep people informed regarding your team's accomplishments

HEDONISM

- Make sure that others perceive you as businesslike and professional
- Be careful of spontaneous decisions—collect data to justify your choices
- Remember that when others do not want to socialize, it doesn't reflect on you or their job commitment
- Tell your subordinates what change is needed but let them set the pace for change

ALTRUISTIC

- Remember that you can be interpersonally sensitive and still get results
- Periodically ask your staff how to help them enhance their productivity
- Pay attention to staff morale; it impacts performance
- Be sure your staff knows that they don't always have to agree with you

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



Development Opportunities

TRADITION

- Remember that minimizing status distinctions will annoy those who value organizational hierarchy
- Review your job description and performance goals to help you focus
- Think about company traditions when making decisions
- Provide your staff with clear guidance about performance expectations

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 about how your current work fits with long-term organizational goals
- Provide your staff with clear goals and performance targets
- Don’t let emotions interfere with your decisions about staffing and procedures
- Don’t let your curiosity interfere with the search for practical solutions

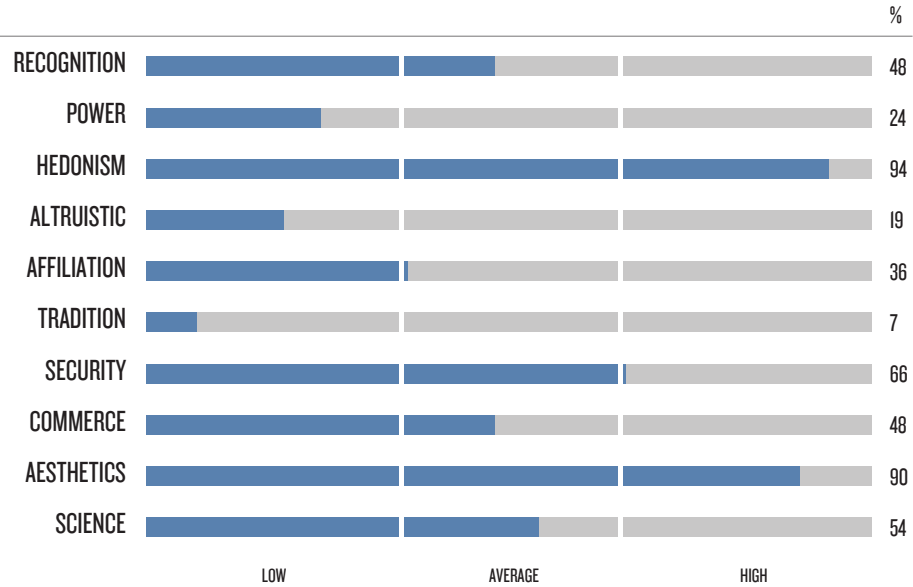
SCIENCE

- Limit your need for more data to justify your decisions
- Remember that experience and intuitions can sometimes be a guide to good solutions
- Be sure to avoid paralysis by analysis
- Allow your staff to make important decisions about issues that concern them





Scales



Subscale Scores

