

# WORKPLACE

Values Profile™

**A Customized Report For:** Sample English

Date: 07/06/2021





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## THE 16 VALUES: DESCRIPTIONS AND MOTTOS

VALUE	DESCRIPTION	MOTTO
Achievement	Focuses on success in its many forms: being the best in class, accomplishing goals, being as perfect as possible, and accomplishing the most with every moment.	"Get it done!"
Activity	Stays busy, avoids boredom and idleness, and always looks forward to the next item on the schedule.	"Idleness is the devil's workshop."
Beauty	Appreciates aesthetics in all its forms: great painting, well-crafted writing, elegant dance, the rawness of unadorned nature, profound music.	"Beauty is the light that extinguishes the darkness."
Competition	Winning is everything. Being the dominant force is crucial, including a tendency to get even.	"Winning isn't everything--it's the only thing."
Health	Emphasizes eating wisely and exercising regularly to maintain optimum weight, and minimizing or even eliminating unhealthy sources of stress.	"The body is a temple--don't defile it."
Helping	Focusing on the needs of others, from simply appreciating what is unique in other people to providing money, time, and energy to those who need it.	"Service is the rent we pay for our stay on planet Earth."
Independence	Emphasizes setting their own agenda and doing things their own way. Needs no boss, wants no boss, and avoids anyone telling them what to do, be, or say.	"Be your own mapmaker."
Intellect	Lives the life of the mind, including creating what has never before existed and analyzing complex entities in search of patterns, causes, and answers. Places high priority on learning in all its forms.	"The unexamined life is not worth living."
Justice	Plays by the rules, as in adhering to one's code(s) of conduct. Always does the right thing according to those codes.	"Do the right thing."
Pleasure	Lives and works in luxury and maximizes pleasures that involve all of the senses.	"A day without sensory pleasure is like a day without sunshine."
Power	Enjoys being the boss, which entails delegating, controlling, coordinating, commanding, and influencing others.	"To be in charge is to be alive."
Relationships	High-quality, close relationships are most important, especially more important than winning.	"Intimacy trumps winning."
Spirituality	Minimizes ego and seeks a sense of transcendence. Usually associated with a prayerful, meditative way of being and minimal involvement with life's more physical pleasures.	"Meditation, not predation."
Stability	Maintains a balance between resources allocated to work and home life. Tends to seek being a part of a like-minded community, being reliable, and honoring traditions.	"Moderation in all things."
Status	Seeks fame, prestige, popularity, and the envy of others. Enjoys being looked up to and being sought after by others.	"To be envied is to have succeeded."
Style	Treasures shopping in the finer venues, being seen as fashionable, and maximizing personal wealth.	"Having nicer things makes things nicer."

## REFLECTIONS

**Predict the three values you think will score highest for you.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Predict the three values you think will score lowest for you.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## YOUR VALUES SCORES

RANK	VALUE	SCORE	CONSISTENCY
1	Status	62	Conflicted
2	Competition	57	Moderate
3	Beauty	56	Moderate
4	Pleasure	54	Moderate
5	Style	53	Moderate
6	Activity	51	Moderate
7	Spirituality	51	Conflicted
8	Stability	47	Conflicted
9	Power	47	Moderate
10	Independence	46	Consistent
11	Intellect	42	Moderate
12	Achievement	41	Moderate
13	Justice	41	Moderate
14	Helping	38	Consistent
15	Relationships	38	Conflicted
16	Health	37	Moderate

## LEGEND

- > **65**: More important to you than to about 93% of the population.
- > **55**: More important to you than to about 67% of the population.
- > **44**: Average importance to you compared to the rest of the population.
- > **34**: Less important to you than 67% of the population.
- < **34**: Less important to you than to about 93% of the population.

## CONSISTENCY SCORE

**Consistent:** You tend to answer at the same level for each item measuring this value

**Moderate:** You tend to answer most of the items at the same level, but some aspects of this value do not appeal to you

**Conflicted:** While you feel strongly in favor of some aspects of this value, you feel strongly that other aspects are unimportant or even aversive to you

## INTERPRETATION EXAMPLE

### Value Score for Beauty:

What does the numerical score for a value mean? Let's use a score of 50 for Beauty as an example. Here are several ways to interpret that number:

- Compared to other people (i.e., the norm group), this person places average importance on Beauty.
- If 50 is their highest score, then it will be ranked #1. Even though the score is average compared to the rest of the world, it is high compared to this person's scores on the other 15 values.
- If this individual's consistency level is "Conflicted," then it means that this individual perhaps felt strongly in favor of two aspects of Beauty—say, fine writing and painting—but felt that two other aspects of Beauty—say, nature and dance—were unimportant to them. This pattern would average out to about a 50.
- If this individual's consistency level is "Consistent," then it means that this individual feels that ALL aspects of Beauty—painting, writing, dance, nature, etc.—are of moderate, or average, importance to them.
- In general, the more extreme a score is—say, 70 or above (or 30 or below), the more consistent one's responses tend to be. On the other hand, the closer one's score is to 50, then one needs to check the consistency level.

## REFLECTIONS

### I am pleased that:

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### I am concerned that:

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## HOW YOUR LEVELS OF THE 16 VALUES APPEAR IN EVERYDAY LIFE

This section provides computer-generated text that explains how your 16 value scores are likely to influence your workplace behavior. We also discuss how your score for each value might affect your behavior as a leader and as an individual contributor.

Keep in mind that these scores are standardized. About 7% of the population is associated with both the very high and very low areas, 24% with both the high and low areas, and 38% with the midrange.

**Note:** Do not worry if some of the text in your report seems contradictory or not applicable. The text is based on a range of scores. If your scores fall near the edge of the range, the text may not sound exactly like you.

### LEGEND

- > **65:** More important to you than to about 93% of the population.
- > **55:** More important to you than to about 67% of the population.
- > **44:** Average importance to you, compared to the rest of the population.
- > **34:** Less important to you than 67% of the population.
- < **34:** Less important to you than to about 93% of the population.

RANK	VALUES	SCORE	IMPACT ON DAILY LIFE
1	Status	62	Very high scorers on Status typically find it very important to have salary, perks, power, and connections. You are likely to have societal role models that you use as a benchmark for your personal successes. Your choices and decisions are strongly influenced by what would be socially considered the "in" thing to do. You are primarily driven to own and enjoy sought-after possessions and experiences. People who highly value Status often also value Achievement, Activity, Competition, Power, and Style. Leaders are determined to attain the prestigious title and the prestigious office, preferably in a prestigious organization. Individual contributors are likely to evaluate your organization's status and enjoy working at one that provides you a higher social standing.
2	Competition	57	Very high scorers on Competition typically strive to be No. 1 in all that you do, both personally and professionally. You enjoy winning. People who highly value Competition often also value Achievement, Activity, Power, Status, and Style. As a leader or independent contributor, you are a natural in sales because competition is at the heart of the sales culture. Valuing Competition is different from valuing Achievement in the same way that playing sports is different from exercising. In sports, the point is to try to win, while you can exercise for fitness and well-being without striving to win. Competitors don't just want to be good—you want to be the best.

3	Beauty	56	<p>Very high scorers on Beauty typically are aesthetes who respect and admire beauty in most if not all of its manifestations: music and dance; the literary arts, including poetry and drama; the visual arts such as sculpture and painting; and the majestic sensory palette of Mother Nature. This esteem for Beauty permeates your way of life, and your focus on Beauty often results in neglecting everyday maintenance needs. People who highly value Beauty often also value Helping, Intellect, and Relationships. As a leader, your goals conform to the spread and preservation of beauty in nature and institutions, whether through philanthropy or creative actions. As an individual contributor, you will always be eager to roll up your sleeves in the service of preservation and creation. Both your home and your workplace probably feel like a museum.</p>
4	Pleasure	54	<p>Midrange scorers on Pleasure enjoy stimulating the five senses, but do not necessarily go out of your way to do so. You'd just as soon enjoy other pursuits, such as various forms of achievement—wealth, business success, sports prowess, and the arts. Leaders and individual contributors might occasionally do business over intense meals in visually arresting settings with music or babbling fountains in the background, but that is not the norm.</p>
5	Style	53	<p>Midrange scorers on Style typically have a moderate desire to maximize wealth and to have nice things. This value is sometimes referred to as Materialism. While there is often a negative association with the term "materialistic," it is important to understand that it is often contrasted with mentalism or spiritualism. Leaders will spend some, but not a lot, of your money on fine furniture, artwork, elaborate exhibits of your companies' accomplishments, impressive buildings and grounds, and other tangible evidence of success. Individual contributors may feel some discomfort when working in dated or poorly maintained surroundings, and would be willing to help management spend money on appearances and comfort.</p>
6	Activity	51	<p>Midrange scorers on Activity tend to respect your schedules and calendars without being ruled by them. Your days tend to be moderately scheduled with appropriate unplanned time for engaging in activities that don't need to be scheduled, such as reading, hobbies and conversation. You do not exhibit the classic "soccer parent" syndrome of hurrying from one appointment to the next. You tend to trust that others will get things done, so you allow others more free rein in doing things that less trusting people might feel the need to do themselves. Leaders and individual contributors with midrange Activity scores tend to allow adequate time to explore opportunities for the future. You find it natural to occasionally take a timeout to evaluate whether you are giving enough attention to your priorities.</p>
7	Spirituality	51	<p>Midrange scorers on Spirituality probably wish to be a meditative person whose ego is under control, while also being known as an active person in the everyday world. You typically place equal importance on spiritual matters and physical matters. This translates into a way of life that includes both prayer and action, meditation and consumerism, spiritualism and style. Leaders may exhibit some qualities of servant leadership by emphasizing prayerful consideration of addressing basic human needs, but are equally likely to find ways to serve your personal interests. Individual contributors prefer to find meaning in your work, especially to the degree that your efforts address basic human needs, but are not so likely to be offended if your work fosters consumerism.</p>

8	Stability	47	<p>Midrange scorers on Stability value a balanced life but often struggle to maintain it. While you understand that it is healthy to have a personal life while fulfilling your responsibilities at work, sometimes you spend most of your energy on one or the other. Leaders may attempt to maintain a little balance in your own life, but neglect to foster balance in the lives of your employees. Designate someone to be in charge of organizing community volunteer days for the team and strive to allocate the workload so one person isn't always staying late. Individual contributors typically seek to maintain balance, for example, by offsetting overtime at the office with compensatory family time. Your co-workers know they can count on you in a pinch, and your friends and family know that you will make it up to them.</p>
9	Power	47	<p>Midrange scorers on Power place moderate value on being the boss and being in charge of the work of others, yet place equal value on performing the technical aspect of your jobs. You naturally take on the roles of delegating, controlling, coordinating, commanding, influencing, and communicating with others around you, and feel comfortable balancing such management activity with doing your technical work. People who highly value Power often also value Competition, Achievement, and Status, but you can take to power without necessarily being competitive, achievement-oriented, and seeking status. Leaders tend to handle the maintenance aspects of management comfortably, as long as you can do your own independent technical work. An individual contributor is likely to exhibit a moderate inclination toward management by showing initiative, making suggestions, offering to help with training, orienting, coaching, and other management roles.</p>
10	Independence	46	<p>Midrange scorers on Independence tend to be comfortable with working for a boss and taking orders from them, up to a point. You prefer a certain amount of latitude and free rein to go along with being directed and controlled. You like some input into setting your agenda and like to do things your own way as appropriate. When others tell you what to do or how to do it, you are comfortable taking their suggestions if they are courteously given. You value give-and-take. Moderately independent leaders can flourish in a large organization if your goals and values match the organization's. Individual contributors who are moderately independent do not work well with managers who micromanage to a high degree, as you prefer some leeway and only moderate monitoring and supervision.</p>
11	Intellect	42	<p>Low scorers on Intellect prefer to act on what you have learned rather than to spend large amounts of energy on continuing to learn, explore, and create. You would typically prefer less cerebral and more operational pursuits—tactics, maintenance, repair, distribution, production, sales, and so forth. You are more likely to prefer that others take on responsibility for ongoing learning, so you can spend your time and energy engaged in building, assembling, doing, serving, performing, lecturing, teaching, writing, acting, physical labor, making music, or selling. Your lesser interest in ongoing learning is associated with normal work obligations, but your value of learning could elevate in order to serve specific new priorities. As a leader or an individual contributor, you probably prefer more operational activity (as in sales, distribution, assembly, and maintenance) to more creative and analytical activity (as in planning, research, advertising, and product development).</p>
12	Achievement	41	<p>Low scorers on Achievement are more likely to be role-oriented than goal-oriented, and place more emphasis on doing the right thing and doing it well than on single-mindedly focusing on challenging goals. Perfectionism and ambition are not your priorities. It is not that you are lazy or contented, but that you are not obsessed with exacting standards and lofty challenges. You are not likely to be a leader-type manager, but rather a maintenance manager, and as an individual contributor you tend to be a multitasker who does not mind frequently changing tasks.</p>

13	Justice	41	<p>Low scorers on Justice place less importance on playing by the rules and fairness. This does not mean that you are unethical, only that you do not base your moral behavior in sets of rules, such as the Ten Commandments, the military code of conduct, or the United Nations Declaration of Human Rights. You are more likely to use principles, not rules, as your basis of moral behavior. You can adhere to the rules within reason, but you are quick to question them when they do not seem right to you. To you, being a moral person is to be flexible—adhering to rules when appropriate, and bending them when the situation calls for it. As a leader, you probably make it clear to others what the principles are for right behavior and that you expect everyone to abide by them, but you make it clear that ethical behavior is more complex than any set of rules can capture. You may embrace principles of behavior that are more nebulous, such as "love one another" and use these instead of, or as a balance for, the more rigid, clear-cut statements, such as "do not steal" or "equal pay for equal work" As an individual contributor, you probably have principles that make sense to you, and perhaps even a few rules, regardless of whether your organization espouses such principles or rules. In the absence of principles or a code of conduct, you may provide your own principles or rules.</p>
14	Helping	38	<p>Low scorers on Helping focus primarily on personal needs or those of your company. While you can appreciate what is unique in other people and provide money, time, and energy to those who need it, your overriding concern is more focused on personal and business success. You are more likely to plan and make decisions with your needs or the company's needs in mind, than with others' needs in mind. As a leader, you are likely to guide your organization into profitability, and the profit motive trumps looking after employees. Your leadership style is probably more transactional than transformative—more a traditional authoritarian leadership than a democratic inclusiveness. As an individual contributor, you probably feel out of place in organizations whose core mission is driven exclusively by addressing the needs of others.</p>
15	Relationships	38	<p>Low scorers on Relationships place rather low importance on having intimate, long-term, close relationships. If you have to decide between winning and preserving an important relationship, the relationship would frequently lose. You keep relationships in perspective. You tend to focus more on your personal needs and less on the needs and interests of others, and you typically do not shy away from conflict and disagreements. Leaders are likely to exhibit a more authoritarian, or traditional, leadership style. Individual contributors are not likely to value friendships with office associates.</p>
16	Health	37	<p>Low scorers on Health might try to eat wisely but probably do not make a big issue out of it. You might exercise occasionally. You might try to get adequate sleep and rest but are not particularly consistent about it, and while you may try to minimize sources of stress in your life, they often can affect you. As a leader or as an individual contributor, you find the demands of work in conflict with maintaining health, so you often find yourself short on sleep and exercise and long on calories and stress. The further you depart from a healthy lifestyle, the more important it is to have annual physical checkups.</p>

## HOW YOUR LEVELS OF THE 16 VALUES APPEAR IN EVERYDAY LIFE

### REFLECTIONS

Which of your values help you in your current role and get expressed on a regular basis?

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Which values hinder you the most in your current role — either because they are very important to you but don't get expressed, or because they are unimportant to you but expected of you?

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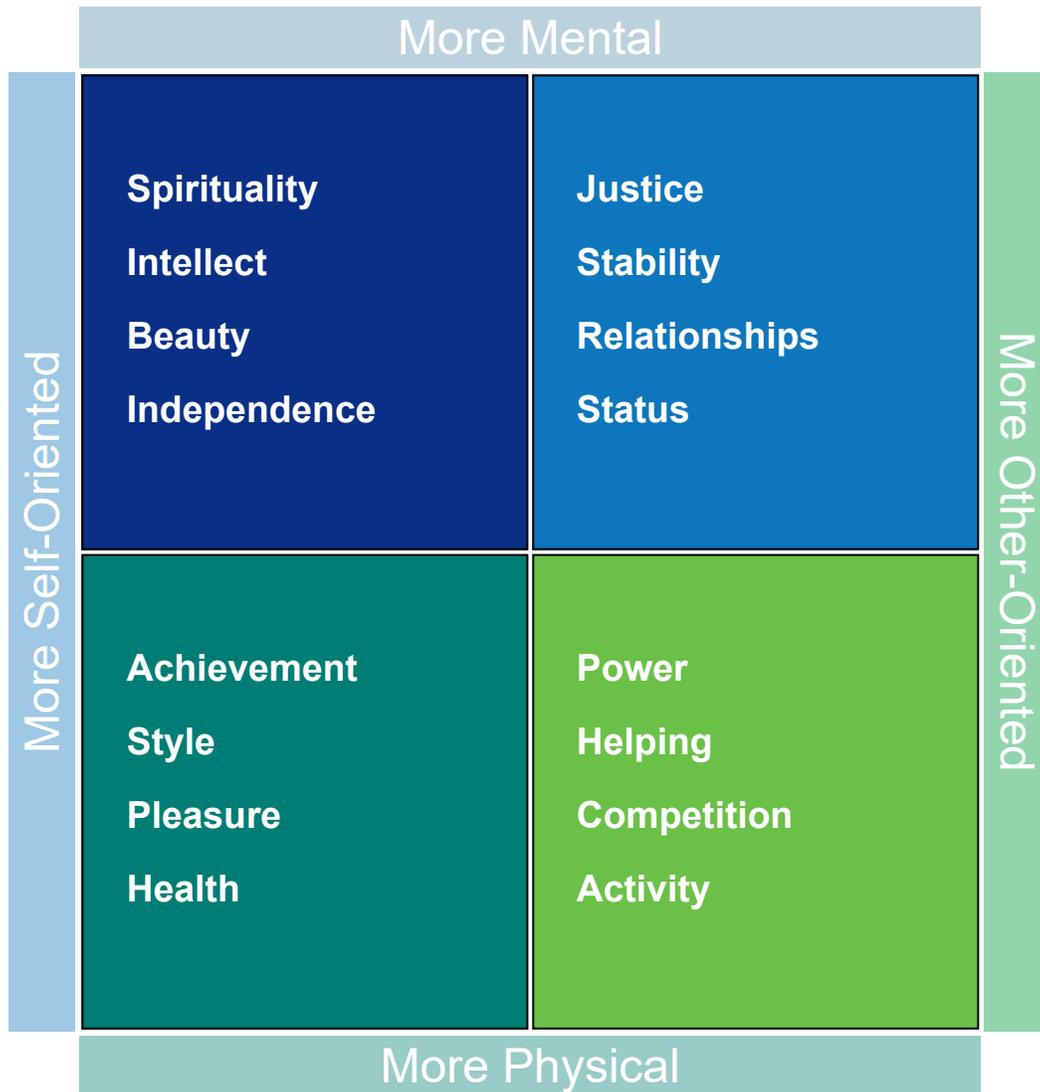
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## WORKPLACE VALUES MODEL

Values fall along a continuum from self-oriented to other-oriented, and along a continuum from mental to physical. For example, Health is more self-oriented, and Helping more other-oriented, while Spirituality is more mental and Activity more physical. It's possible for two otherwise opposite values to blend into a common expression that makes these distinctions less meaningful. For instance, someone who values Health and Helping could express them both by becoming a medical missionary.

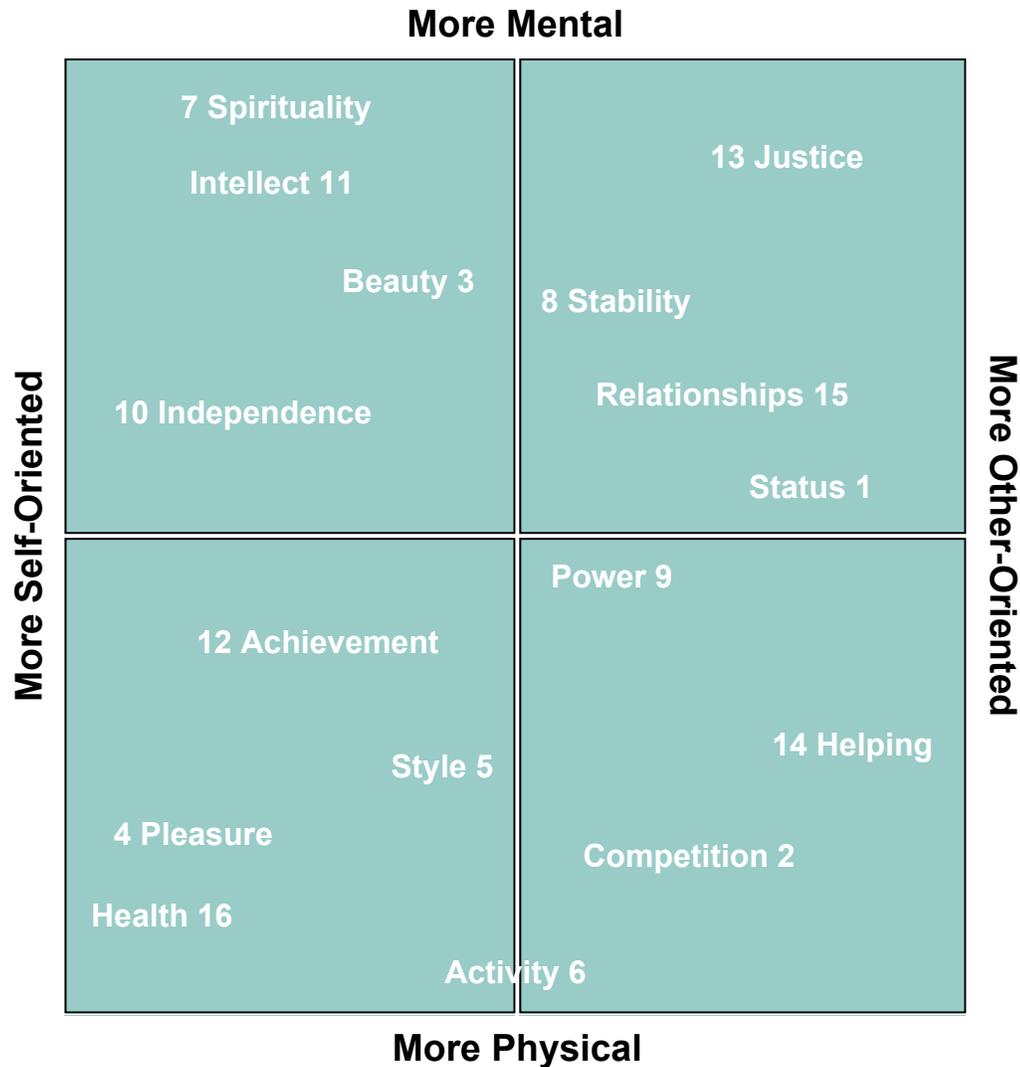
Our research suggests that the 16 values can be arranged equally in four quadrants:



## WORKPLACE VALUES PROFILE

We have arranged the 16 values in the four quadrants to show where the values fall on the self/other and mental/physical dimensions. For instance, Spirituality is most mental, and Activity is most physical.

The number next to each value represents your ranking of the values, with 1 being most important.



# WORKPLACE VALUES BALANCE

## GRAPH INTERPRETATION

We don't expect everyone's values to be equally distributed among the four quadrants of self-oriented, other-oriented, mental, and physical. An entrepreneur might emphasize the self-oriented values, while a social worker might emphasize other-oriented values. A professor might emphasize the mental, while a soldier might emphasize the physical. However, many people might look at the distribution of their values and that balance among the four quadrants is preferable.

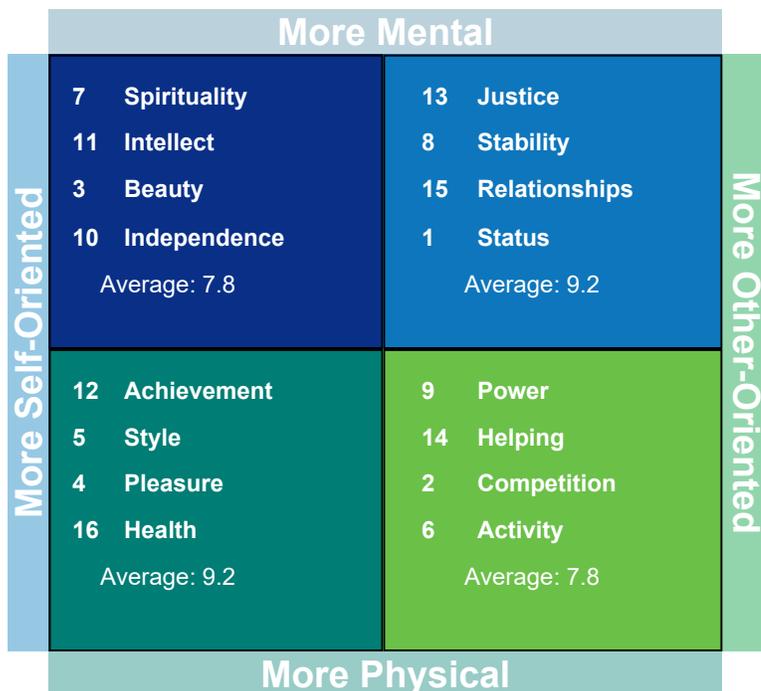
On this page, we evaluate your 16 scores as they fall on the two-dimensional graph of the previous page. We calculate your average scores for each of the four quadrants, by adding your rank scores for the four values in each quadrant, and divide the total by four. Then we rank the quadrants from highest to lowest.

We calculate a balance score based on the average quadrant scores. The four quadrants are in balance if your four quadrant scores are all close together, with an average difference between the four scores of less than .5. As the average difference in the areas' ranks increases beyond .5, one's values are said to be increasingly out of balance. The values are increasingly out of balance as the average difference between the quadrant score rises past .5.

The Interpretation of Results describes the balance of values in narrative form.

### LEGEND

- < 0.5: Your values are balanced
- < 1.5: One or more areas are somewhat higher or lower than the others.
- >= 1.5: One or more areas are much higher or lower than the others



Your Overall Balance Score: 0.8

### INTERPRETATION OF RESULTS

Your values appear to be reasonably well balanced among the four areas, with no one single area having an average rank that is significantly higher or lower than the others.

## WORKPLACE VALUES BALANCE

### REFLECTIONS

**Does your overall Values Balance score reflect the way you would like to focus your time and attention at work?**

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**Which quadrant maximizes your effectiveness at work?**

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## RESOURCES FOR FURTHER INFORMATION

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