



WORKPLACE

Values Profile™

A Customized Report For: Sample Person

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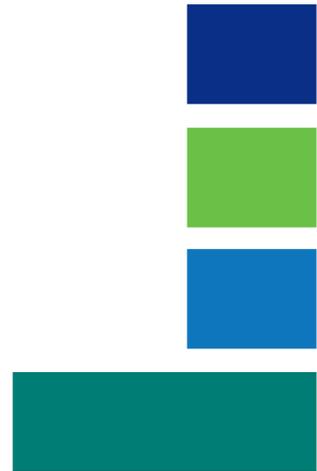




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INTRODUCTION

What is a Value?

A value is something that is important to you. Living in alignment with your values requires energy, time, resources, thought, and effort. Values motivate action. For example, if you value Competition, you might approach a company-wide performance ranking and a children's board game with the same win-at-all-costs attitude. If Competition is not an important value, on the other hand, you might not care so much about the ranking or the game. Your values scores in this assessment are based on the answers you provided on the WorkPlace Values Profile™ questionnaire.

Values are Different from Traits

Traits, such as Sociability and Trust, usually have a concrete meaning and are inferred based on behaviors and preferences across a variety of settings. For example, a highly sociable person would likely enjoy informal chit chat with colleagues and parties with plenty of new faces. Values, by contrast, represent abstract goals (Roccas, Sagiv, Schwartz, Knafo, 2002) and provide a way to evaluate outcomes or actions (Roe and Ester, 1992). In short, traits tell us what someone is like while values tell us what someone considers important (Roccas et al., 2002).

Although traits may influence how we express our values, they do not dictate the values themselves. For example, a strongly extraverted individual who values Helping might enjoy going door-to-door to solicit donations for a charitable cause while someone more introverted may instead opt to donate to a charitable cause or support the organization in another, less social way. Both are acting in accordance with their value of Helping but in distinct, trait-consistent ways.

Why is it Helpful to Understand Your Values?

People bring their whole person to work and the workplace, not just their knowledge and skills. By understanding our values, we can make more informed, deliberate decisions about our true priorities and how they align with our actions and behaviors at work.

There are two principal benefits from assessing and studying individual values:

1. The ability to express our values at work leads to increased engagement with our role and our organization
2. Improved Role-Value alignment improves individual performance and cascades to support better team performance and a healthier organizational culture.

This assessment provides an opportunity to reflect on the full richness of your values and identify areas of facilitation and friction in living out those values.

How to Use this Report

First, predict your strongest and weakest values and then test your predictions by checking your scores. Second, probe the meaning of your strongest values. Finally, assess your values profile and create an action plan that further strengthens your ability to align your activities with your values.

THE 16 VALUES: DESCRIPTIONS

VALUE	DESCRIPTION
Achievement	Overcoming barriers and challenges to complete a task, accomplish a goal, or achieve a level of success that is difficult to attain.
Activity	Staying busy, avoiding idleness, and always looking forward to what's coming next.
Beauty	Seeking objects, ideas, activities, or places that are pleasing to experience through seeing, hearing, thinking, or feeling.
Competition	Overcoming and defeating others in the pursuit of recognition, resources, rewards, or prizes.
Health	Engaging in practices and behaviors that promote physical health, mental health, and general well-being.
Helping	Focusing on the needs of others and recognizing the unique value that each brings through their presence.
Independence	Emphasizing their own agenda and doing things their own way. Preferring to be their own boss and determining their own course of action without reliance on or imposed limits from others.
Intellect	Taking delight in intelligent thought and the power of knowing for its own sake; living a life of the mind.
Justice	Adhering to one's code of conduct and always doing the right thing.
Pleasure	Finding enjoyment and pleasure in rewarding work, simple moments, and the joys and pleasures of the wider world.
Power	Finding joy in being the boss, wielding influence, and possessing authority.
Relationships	Valuing relationships means placing a high value on close, long-term, and intimate relationships.
Spirituality	Pursuing the transcendent, reflecting on one's higher purpose, finding deeper meaning in the everyday, and taking time out for reflection.
Stability	Seeking to balance the resources allocated to work, home, and community life. Prioritizing community, reliability, and honoring one's history and traditions.
Status	Pursuing fame, prestige, popularity, and enviable positions.
Style	Pursuing experiences, objects, and settings that express their inner selves.

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	VARIANCE
1	Competition	68	Situational
2	Helping	55	Consistent
3	Beauty	53	Situational
4	Health	53	Consistent
5	Justice	52	Flexible
6	Independence	52	Situational
7	Status	50	Consistent
8	Style	50	Situational
9	Power	48	Situational
10	Activity	43	Situational
11	Relationships	39	Situational
12	Intellect	37	Situational
13	Stability	33	Consistent
14	Spirituality	33	Situational
15	Achievement	29	Situational
16	Pleasure	17	Situational

LEGENDS

- > **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.

VARIANCE SCORE

- Consistent**: Your responses are consistent across situations.
- Situational**: Your responses show some variance across situations.
- Flexible**: Your responses show considerable variance across situations.

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 this person's highest score, then it will be ranked #1. Even though the score is average compared to those in the norm group, it is high compared to this person's other values scores.
- If this person's variance level is "Flexible," then it suggests this person felt that some aspects of Beauty (say, nature and writing) were very important but that other aspects (say, music and dance) were not important. Such differences would average out, however, when calculating the total score, producing a score of 50.
- If, on the other hand, this person's variance level is "Consistent," it means that all aspects of Beauty probed (nature, writing, music, etc.) were of similarly moderate importance.
- In general, responses underlying more extreme scores (e.g., scores greater than 70 or less than 30) are more consistent. Responses for scores that tend toward the middle may be more variable.

REFLECTIONS

I am pleased that:

I am concerned that:

VALUES IN EVERYDAY LIFE

This section details how our values show up in the workplace and in the world at large. We discuss how score range might reflect your behavior as a leader and as an individual contributor.

VALUE	IMPACT ON DAILY LIFE
ACHIEVEMENT	<p>Achievers value success in its many forms and seek to accomplish the most with every moment. They strive to overcome barriers and challenges to complete a task, accomplish a goal, be the best in their categories of focus, or achieve a level of success that is difficult to attain. Achievers also typically enjoy public recognition of their success.</p> <p>Achievers in the workplace typically maintain a single-minded focus on clearly defined goals. This focus can be professionally rewarding and beneficial for the organization, provided those goals do not conflict with comparably strong Achievement orientation for nonwork goals, especially those that require extensive time away from work. To maximize engagement and professional satisfaction, it is important for individuals who value Achievement to have visible opportunities to attain goals.</p> <p>By contrast, those who score lower in Achievement are more oriented toward roles rather than goals. They may have some modest goals at work or in their nonwork life, but they are generally more concerned with being capable in a wider range of both work and nonwork roles, such as being a steady contributor, colleague, partner, parent, and volunteer. Those who score lower in Achievement are not lazy. Rather, they are simply not focused on exacting standards and lofty challenges. These individuals are particularly well-suited to roles requiring maintenance management (vs. “strong leader” management) or individual contributor roles that require comparatively frequent switching between tasks.</p>

ACTIVITY

Those who value Activity stay busy and engaged across a range of possible tasks. Individuals who score high in Activity aggressively avoid boredom and laziness, choosing instead to be a person in a near-constant state of “doing.” High Activity individuals in the workplace often have a stack of commitments in an overloaded schedule and attack it with a fierce energy. While this can lead to great accomplishment and visible success, the frenetic pace can also blur the line between effectiveness and mere busyness. People who score high in Activity may therefore benefit from periodically stepping back to evaluate what jobs really need to get done to foster long-term satisfaction and workplace effectiveness.

Midrange Activity scorers, on the other hand, respect schedules and calendars but do not feel compelled to fill every minute of the day with an activity. This leads to a more sustainable pace in the workplace and opens opportunities for unscheduled activities at work or at home. Those with especially low Activity scores take this a step further, maintaining somewhat free schedules and more opportunities for spontaneous experiences. However, this more leisurely pace also comes at the risk of giving insufficient attention and energy to critical tasks and the follow-through necessary for sustained success.

BEAUTY

Individuals who place a high value on Beauty seek objects, ideas, activities, or places that are pleasing to experience through seeing, hearing, thinking, or feeling. This may include traditional arts, live performances, modern forms of creative expression, natural environments, or spaces exhibiting intentional, well-crafted creative design. Their individual aesthetic preferences stimulate their mind and senses and play an important and clear role in their personal and workplace life. Leaders valuing Beauty develop goals in alignment with this aesthetic/design orientation and may also aim to guide or support others in this pursuit. Individual contributors valuing Beauty are typically eager to roll up their sleeves in the service of creating and preserving Beauty in both explicit and subtle ways.

People with midrange values for Beauty have aesthetic preferences but are oriented toward practicality. Leaders with midrange scores on Beauty typically balance aesthetics with a call to practical, tangible management activities. Individual contributors with midrange scores for Beauty similarly balance creative or artistic preferences with day-to-day utility and tangible, functional outcomes. Individual contributors and leaders with low Beauty scores exhibit limited interest in aesthetics or creative expression, preferring instead to devote their energies to practical outcomes.

COMPETITION

Those who score high in Competition typically strive to be No. 1 in everything, both personally and professionally. Extremely competitive individuals often strive to not only win but to dominate. In some instances, they experience this not so much as a love of winning but as a deep hatred of losing. Not surprisingly, highly competitive individuals typically thrive in careers that emphasize competition and measurable success, such as sales, entrepreneurship, or politics, where measures of success or failure are clear. It may also include career paths that involve competing for prizes and awards, publishing papers, selling books, acquiring accounts, winning court cases, or challenging others for positions of visible power.

Midrange scorers on Competition may strive to be first in some personal or professional areas but winning is not their dominant driver. They may enjoy the energy of competition and the satisfaction of winning but contending is enough and they are content to simply be near the top of the pack. Leaders and individual contributors with midrange Competition scores may find extremely competitive workplace cultures and roles a poor fit. Individuals and leaders with low Competition scores typically seek to avoid conflict and competition, preferring environments with limited friction that value agreement and consensus.

HEALTH

Those with high Health value scores place a strong emphasis on avoiding behaviors and practices that pose health risks. This means a keen focus on a range of behavioral choices, such as getting regular exercise, maintaining a good diet, getting plenty of sleep, and minimizing or eliminating sources of unhealthy stress. Leaders who place a high value on Health attempt to counter the inevitable stresses of leadership and the workplace through established habits such as bringing their own lunch, consistently choosing healthy meals when dining with colleagues or clients, and scheduling time during the workday for exercise or other stress-relieving practices. High Health scorers also seek to actively model healthy choices and may even counsel or suggest paths to healthier outcomes to others in the workplace.

Leaders and individual contributors with midrange scores on Health give some attention to making healthy choices in diet, exercise, or rest but are not as consistent or intense in their dedication to healthy practices. In some cases, this can lead to reduced sleep, limited exercise, and/or suboptimal dietary choices, although these periods are usually short-lived. Those with low Health scores depart substantially from a healthy lifestyle and may find themselves short on sleep and exercise and long on calories, which have greater physical and performance consequences over time.

HELPING

High scorers on Helping focus on the needs of others, from simply appreciating what is unique in other people to providing time, energy, or money to those who need it. Scoring high in Helping may also mean building bridges with those who are socially isolated or disconnected. In practical terms, this means regularly putting others' needs ahead of their own needs.

Those with high Helping scores are particularly well-suited for working in service organizations or in companies that express and genuinely execute a mission of service and assistance to those in need, whether at the local, regional, or international scale. Leaders with high Helping scores often enjoy guiding the development of products and services that address compelling market needs. They also devote energy and time to employee well-being and may adopt a true servant leadership model of employee engagement and commitment. Leaders and individual contributors high in Helping may feel out of place in organizations that continually emphasize competition and profit over mission and concern for their target audience.

Midrange scorers on Helping tend to balance their concern for the needs of others with a focus on their own individual needs. While midrange scorers can appreciate what is unique in other people and provide money, time, and energy to those who need it, they may also insist on satisfying their own personal and professional needs as well as the needs of others. Individuals and leaders who score low on Helping maintain an overriding emphasis on personal success.

INDEPENDENCE

People who score high on Independence show a strong preference for setting their own agenda and doing things their own way. Highly independent leaders resent and may even actively resist attempts to have their work controlled by others. Accordingly, they tend to thrive in workplaces that value strong independence of thought and action, provided the goals and outcomes ultimately match organizational goals. Independence-minded individual contributors tend not to work well with a micromanager because they prefer minimal monitoring and supervision.

Midrange scorers on Independence tend to be comfortable with some specific guidance from their leaders on agenda and completing tasks, provided this input is not excessive and they retain some flexibility in making their own decisions. Individuals who score low on Independence are comfortable with and may even prefer highly structured assignments and direct oversight of their day-to-day activities.

Individuals who score high on the value of Intellect place great importance on living a life of the mind. In practice, this means continuously learning along many possible paths, such as conversations, reading, audiobooks, or direct experience. While this strong intellectual and learning orientation may be motivated by a desire for success and status at work, it is usually pursued for its own sake.

Leaders who score high on the value of Intellect are probably attracted to more abstract elements of the business such as strategy, product/market research, and product development, and leave to others critical, tangible functions, such as sales, finance, and operations. Individual contributors who value Intellect are similarly likely to find roles in sales or operations less engaging and prefer to be involved in more open-ended or ambiguous functions, such as product design and development, strategic planning, analysis, and research.

INTELLECT

Midrange scorers on Intellect enjoy learning and intellectual pursuits but balance these interests with grounded concerns in tactics, maintenance, and execution in the workplace. Individual contributors with a midrange score are likely to prefer roles that balance creative/analytical activities with operational demands (such as sales, distribution, assembly, or maintenance).

Those with low value scores for Intellect prefer to create measurable, tangible value based on what they already know, rather than spending time and energy acquiring new knowledge. This orientation is also associated with a focus on normal work obligations rather than new or emerging initiatives. Nonetheless, these individual contributors and leaders are more than capable and motivated to acquire new knowledge, skills, and abilities provided they are relevant for new workplace priorities and practices (such as new technologies or new techniques to improve production).

JUSTICE

People who value Justice typically emphasize fairness and acting in accordance with a code of conduct. They expect others to do so as well. They tend to internalize a set of rules of conduct with little need to question those rules. These codes of conduct may not always conform to societal norms. When there is no discernable code of conduct available, individuals who value Justice seek to construct their own.

Leaders who emphasize Justice tend to make guiding principles (ideals) and codes of conduct explicit, abide by them, and expect others to do the same. Individual contributors who embrace Justice play by the rules regardless of whether the organization espouses such a set of rules. Individuals who score high on Justice find intrinsic motivation when they can act out this value in their workplace role.

Midrange scorers on Justice find a degree of flexibility, or nuance, in codes of conduct and bend them when they think it is warranted. They may find less precise principles of behavior, such as “love one another” as a balance to more rigid statements such as “equal pay for equal work.” Low scorers on Justice are guided by the complexity underlying such rules.

PLEASURE

Those who value Pleasure seek and curate sensory and emotional stimulation. People who value Pleasure are likely to be passionate about good food, driven to pursue pleasurable experiences, and motivated by work they enjoy. They typically place importance on pursuing enjoyment in the moment.

Leaders who are very high on Pleasure tend to emphasize doing business in interesting settings or incorporate simple pleasures into their workday. Individual contributors who are very high in Pleasure may watch the clock until they can bolt at 5 p.m., unless the workplace provides opportunities for pleasure and enjoyment.

Those who moderately value Pleasure enjoy these sensory and emotional experiences, but seek them less frequently. Low scorers in Pleasure enjoy intense sensory or emotional experiences but typically will not go out of their way to have them. They would probably prefer to be with others who share their simple tastes and interests.

POWER

Those who score high on Power value being the boss, being in charge of the work of others, and exerting influence within their organization, work groups, and social networks. Accordingly, these individuals eagerly take on the roles of delegating, controlling, coordinating, commanding, and communicating with others. Individual contributors who value Power tend to readily offer taking the lead on projects.

Moderate scorers for this value balance their desire for power with tending to their perceived, and perhaps desired, functional aspects of their role. In teamwork, these individuals will collaborate as a team member and selectively choose times to spearhead. Those who place a low value on Power have little internal need to exert power or influence. Leaders who are low on Power tend to spend minimal effort on the maintenance aspects of management, preferring to focus on their own independent work. An individual contributor who is low on Power is likely to exhibit little inclination to become a manager, yet might be amenable to taking on the occasional leadership role, such as training others, coaching, calling meetings, and the like.

RELATIONSHIPS

High scorers on Relationships place significant importance on having intimate, long-term, close relationships. Because this value is so high, it almost always carries over into the work environment. Leaders who score high on Relationships tend to emphasize preserving harmony within their teams when making decisions. Servant leadership and participative management styles tend to be most appealing to these leaders.

People who score in the midrange on Relationships seek balance between relational needs and priorities. Work relationships, while important, probably come after personal relationships. Low scorers devote significantly less time and effort to initiating and sustaining the relationships in their life. In the work setting, this usually manifests as lack of focus on the relational needs of others when tending to work and business goals.

SPIRITUALITY

High scorers on Spirituality emphasize having a meaningful connection to something larger than themselves and respecting the interconnected nature of our lives. This tends to translate into an intentional way of being and living. Those who value the spiritual life may seek to understand their spiritual questions through such things as acts of service, meditation, organized religion, transcendent experiences, or nature. Leaders who score high on Spirituality prefer to act from their spiritual beliefs and perceived larger purpose in the workplace.

Midrange scorers moderately prioritize matters of the spirit and tend to live more in the physical, observable world. They are likely to be more engaged in the workplace when they find alignment between their spiritual principles and their organization's mission and displayed values. Low scorers on Spirituality focus on the here-and-now aspects of life and secular matters, whether intellectual, social, or relational. Leaders who score low on Spirituality are more likely to exhibit either transactional (i.e., more authoritarian and traditional) or transformational (i.e., more democratic and visionary) leadership styles. Individual contributors who score low on Spirituality are less likely to expect their work to serve basic human needs and feel comfortable instead with work that appeals to secular (e.g., education, enrichment, leisure) and material (e.g., possessions and wealth) motives.

STABILITY

High scorers on Stability are more likely to value life circumstances that don't change. While they find it important to succeed at work to ensure job security and financial stability, they tend to place equal importance on maintaining a tradition, a healthy family life, and being part of their communities. People who score high on Stability probably strive to be reliable, dependable, and trustworthy. High-scoring leaders may institute measures to support employee work/life balance, such as implementing wellness programs or community volunteer days to provide opportunities to build connections among the team members and with the community. High-scoring individual contributors probably enjoy team activities outside the office that create a sense of community.

Midrange scorers on Stability are probably comfortable with some variability or unpredictability in their professional and personal lives. They probably see this as necessary to achieve a goal or are simply less stressed by the resulting tension than high scorers. Low scorers tend to place very little emphasis on Stability in their lives and expend significantly more energy on work than personal life (or vice versa). As leaders, people low on Stability can have exacting standards that create excessive demands on their teams, which can lead to burnout and high turnover. Without attention to other areas of life besides work, such leaders are at risk of burnout. Individual contributors who score low on Stability tend to be less risk-averse and make decisions according to their dominant interests and values.

STATUS

High scorers on Status typically find it important to have salary, perks, power, and connections. They probably consider it important to be highly regarded and feel that their title communicates their worth. Their choices and decisions may be influenced by what they consider the “in” thing to do and have. High scorers tend to compare their perceived status against others. Leaders with a high score are motivated to ascend the corporate ladder and relish their stature within the corporate structure. Individual contributors expect to be part of a work department or team or organization with a high prestige quotient and may set their sights on a role with greater status.

Midrange scorers tend to place more emphasis on meaningful and interesting work rather than its potential to gain status. Status does hold some appeal for this group and midrange scorers do consider it and its various forms in their decisions and world view. Leaders and individual contributors with midrange scores overlook traditional titles and choose those that provide the future prospect of more prestigious corporate roles.

Low scorers do not seek Status, but they do not necessarily reject its perks outright. Those who do not emphasize Status are relatively unconcerned about the effect their choices have on others’ opinions of them. Leaders who score low on Status probably disregard the value of their titles.

STYLE

High scorers on Style typically want to maximize opportunities to express their sense of style. Those who value Style may enjoy shopping in finer stores or being seen by others as fashionable. Stylish leaders probably place importance on creating impressive, appealing, or stylistically distinct office settings. Stylish individual contributors are attracted to such settings and gravitate to companies that reflect their stylish sensibilities.

Midrange scorers typically appreciate the finer things, but they do not allocate the same amount of time or money to them as high scorers. Low scorers are not intrinsically motivated to have stylish possessions or to be seen in stylish places. These leaders tend to budget for necessities without spending money on extra creature comforts or stylish displays.

YOUR VALUES AT WORK

REFLECTIONS:

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

Which values hinder you 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 are required for your current role?
