



The Values Index

WHAT

WHY

HOW

Leonardo DaVinci

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This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.

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About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

A closer look at the seven dimensions

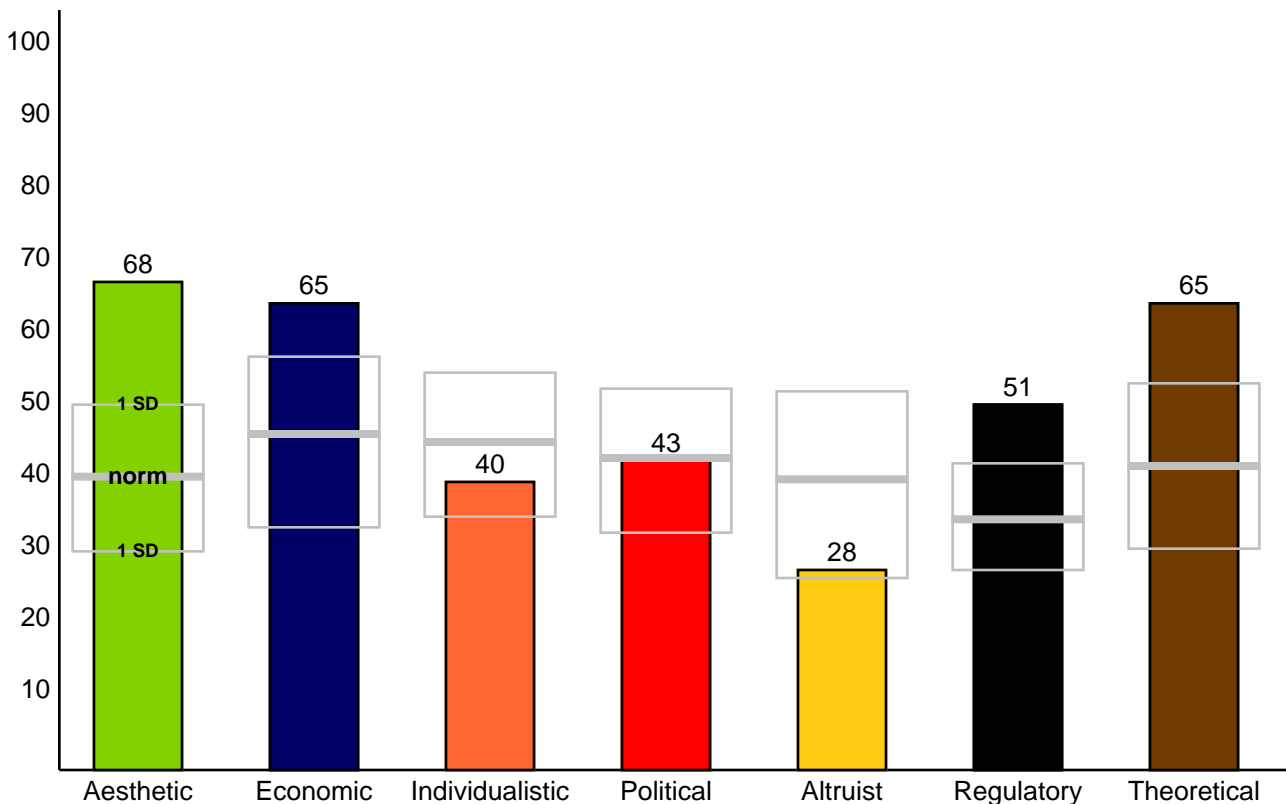
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

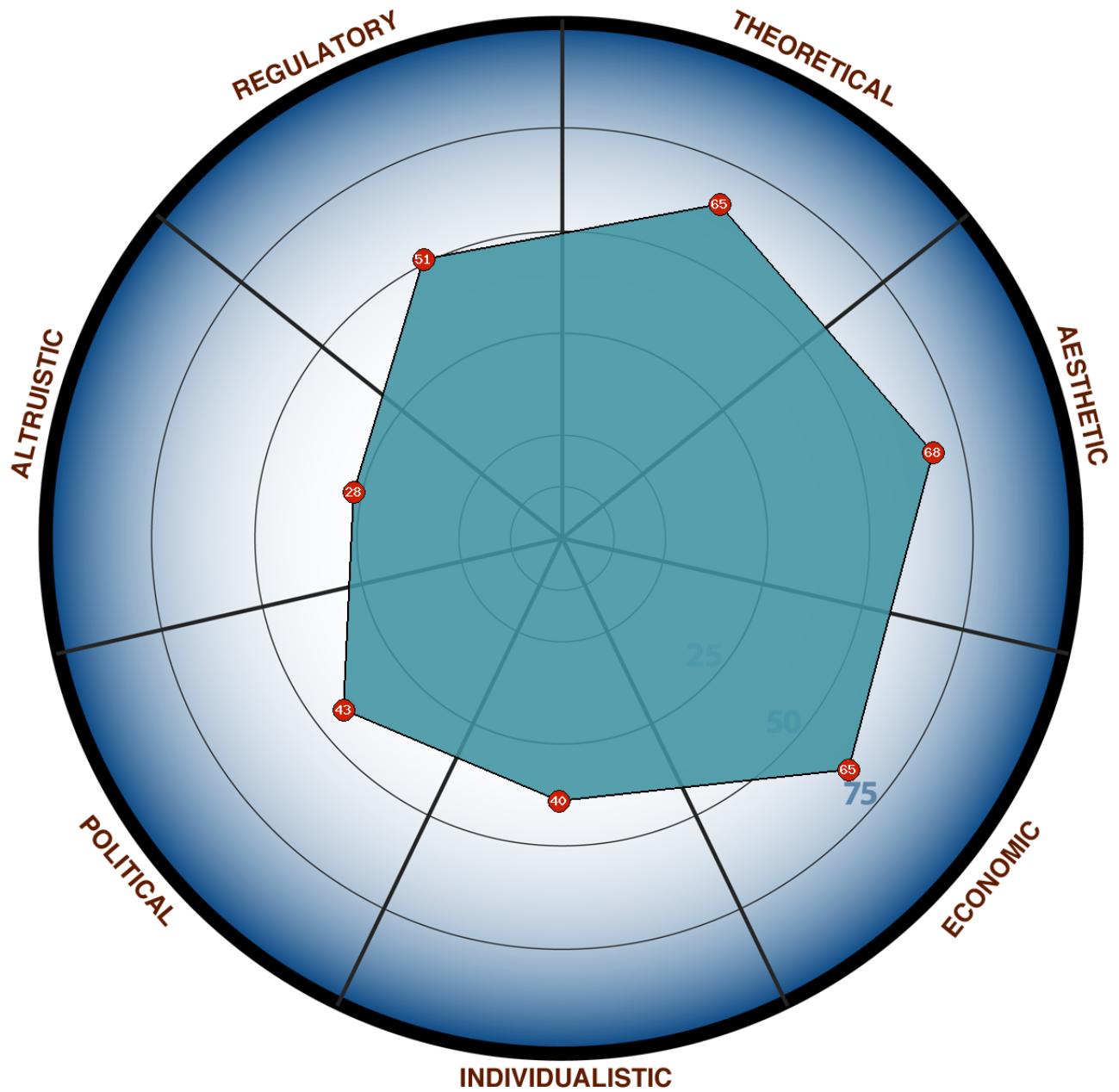
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

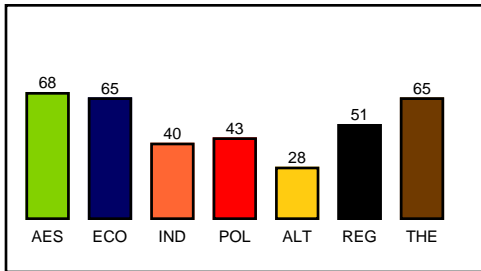
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

Executive Summary of Leonardo's Values

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
High Regulatory	You have a strong preference for following established systems or creating them if none present.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.







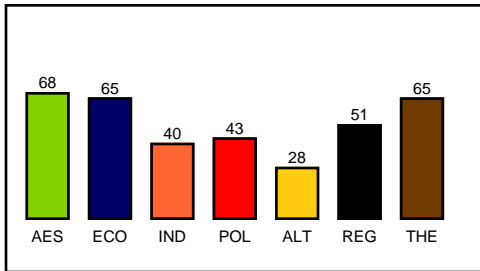
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You have a strong desire for harmony, balance and beauty in life.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.
- You have a strong appreciation for nature, beauty and the environment.
- You will utilize creativity and artful expression to persuade or influence others.
- You appreciate and support efforts at conservation and preservation.

Key Strengths:

- You demonstrate high personal and professional regard for others on the team.
- You tend to want more than just the typical job satisfaction. You may want more work/life balance, more creativity and more aesthetically pleasing surroundings.
- You tend to look for what is beautiful in any subject rather than what is ugly.
- You are able to defuse a tense situation with a humorous quip or comment.
- For you, form may hold more interest than function.



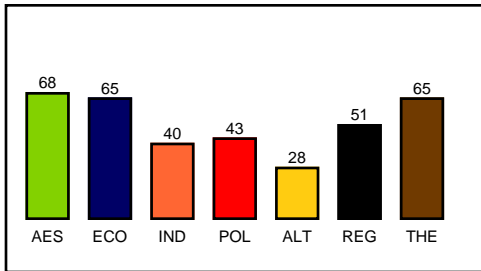
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You make sure the environment allows for creative expression.
- You allow for outside activities other than strictly work related all the time.
- Your open acceptance of ideas from others may also open situations that are less than optimal, and you may get 'burned' in the process.
- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You limit constraints on creativity or flexibility and allow freedom of expression.

Training/Learning Insights:

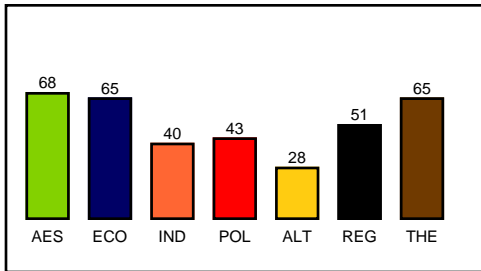
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Continual Improvement Insights:

- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You may need to focus on the practical or economic side of an issue more frequently.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You could benefit from being a little more pragmatic.



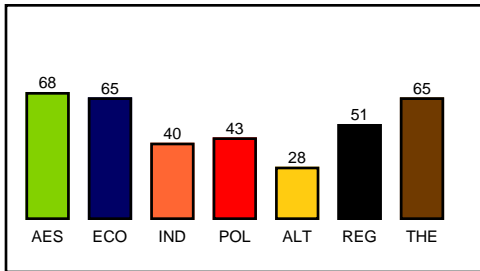
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- Your sales, technical, or management training programs should demonstrate a bottom-line financial potential as a result of the training effort.
- You may want to surpass others in wealth or materials.
- You respond best when education and training are useful, with a profit or economic objective that is clearly attached to the training.
- You may fit the stereotype of the typical American businessperson, interested in economic incentives.
- To you, knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.

Key Strengths:

- You are profit driven and bottom-line oriented.
- You pay attention to return on investment in business or team activity.
- You are driven by competition, challenges, and economic incentives.
- You will protect organizational or team finances fiercely.
- You make a decision with practicality and bottom-line dollars in mind.



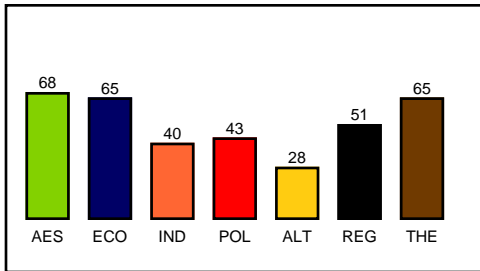
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should be certain to reward performance, and encourage participation as an important member of the team.
- You should provide opportunity for financial rewards for excellent performance.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- You should be certain you are balancing your professional and personal life.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.

Training/Learning Insights:

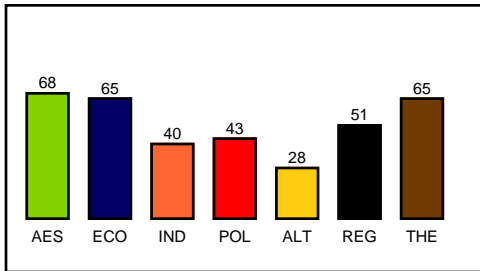
- You link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You score like those who want information that will help them increase bottom-line activity and effectiveness.
- You attempt to provide some rewards or incentives for participation in additional training and professional development.
- If possible, build in some group competition as a part of your training activities.



The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

- While this high economic drive may be a significant motivating factor in your achieving goals, it may also become a visible "economic factor" especially in sales people, and others sharing this very economic drive.
- You may judge the efforts of others on the team by an economic scale only.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this high Economic drive.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.



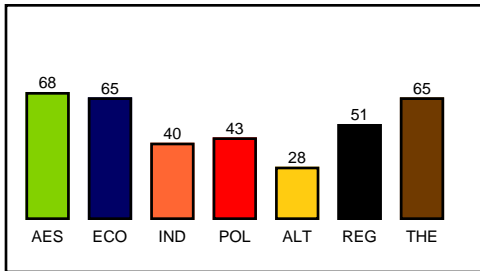
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.

Key Strengths:

- You may be seen as a stabilizing force in organizational operations and transactions.
- You are able to follow or lead as asked.
- You may be considered flexible and versatile without being an extremist.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.



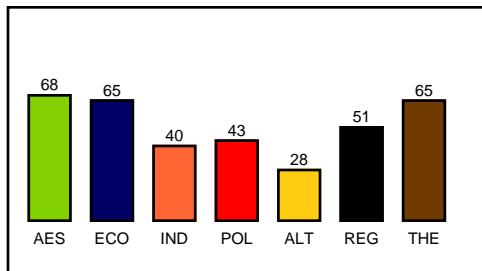
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.

Training/Learning Insights:

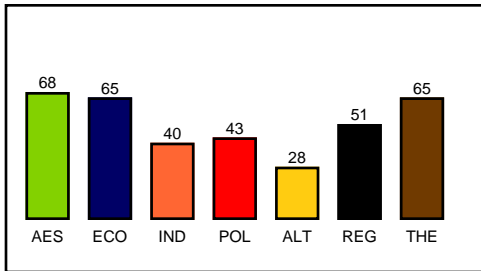
- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Continual Improvement Insights:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



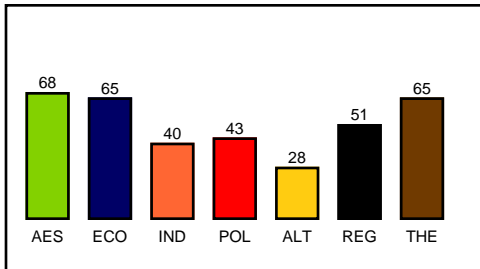
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You have the ability to take or leave the control-factors of group leadership roles.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You may be seen as a stabilizing force in day-to-day team operations.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.

Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



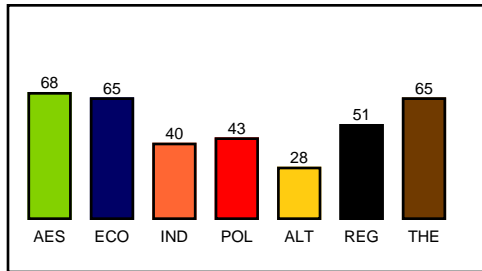
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

Training/Learning Insights:

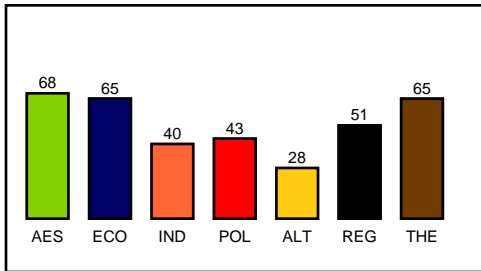
- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.



The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



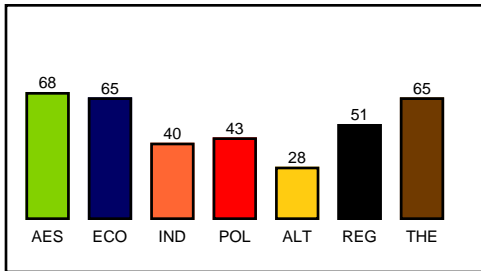
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You balance helping others with personal concerns very effectively.
- You can be a good mediator between those who give too much and those who don't give enough.
- You have a good sense for when to freely help others and when to say "No."
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You will not create an imbalance between own needs and those of others.

Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value in benefiting others through personal actions.



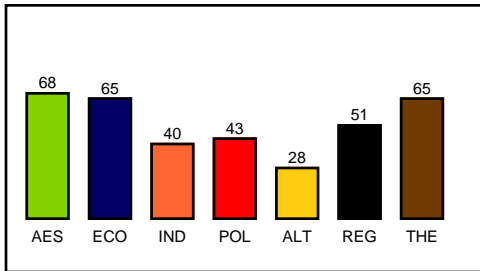
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Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be good judge of how much to involve others versus making the command decision.

Training/Learning Insights:

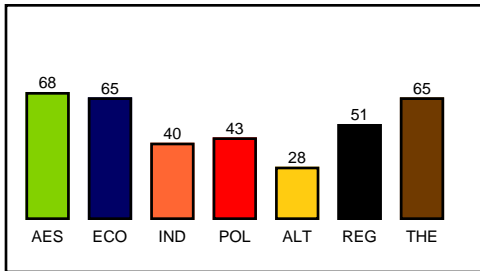
- You would better motivate by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



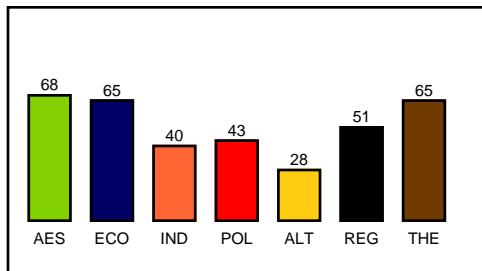
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You prefer routine and order.
- You believe quality control is a vital part of accurate work.
- You are accepting of established rules and policies.
- You subscribe to a "Rules are made to be followed" mentality.
- You tend to be highly organized.

Key Strengths:

- You have high attention to details.
- You achieve a sense of accomplishment based on the quality of the work.
- You are reliable and dependable.
- You take pride in things that support tradition like national history, honor, duty.
- You maintain focus throughout projects.



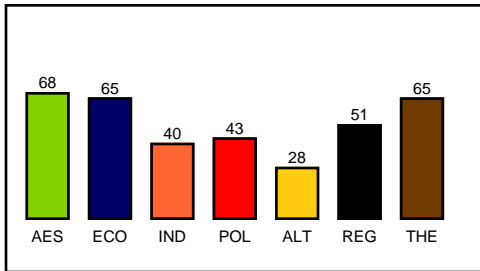
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You prefer detailed, written and specific guidelines to follow.
- You prefer to receive personal criticism in a constructive manner and in private.
- You should make sure the reasons behind instructions are clearly demonstrated.
- Be patient when introducing new concepts or procedures. Give ample to adapt.
- You should avoid disrupting your schedules and flow unnecessarily.

Training/Learning Insights:

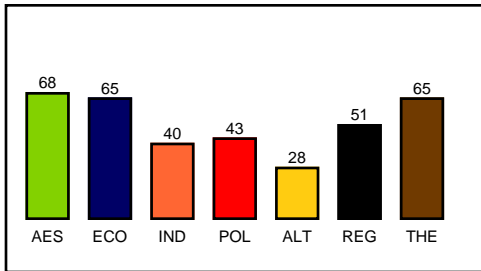
- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Continual Improvement Insights:

- You should put things in writing.
- You could possibly be perceived by some to be too structured or rigid on certain issues.
- You shouldn't get too hung up on the rules.
- When in a high change environment, remember to be flexible.
- You should try being a little more flexible.



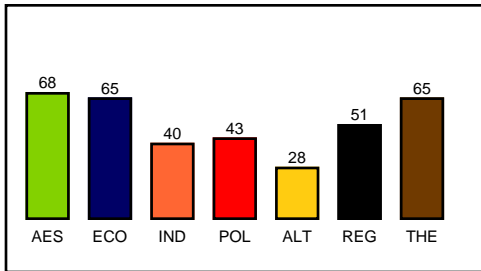
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You have a high degree of curiosity in a variety of areas.
- You believe that continuous learning is healthy for the mind and body.
- Others on the team may seek you to help answer questions about projects or procedures.
- You are willing to take risks to learn something new.
- You have a high knowledge base and credibility base in contributions to team efforts.

Key Strengths:

- You score as an active problem-solver, seeking solutions.
- You have a strong ability to read, study, and learn independently.
- You will work long, hard hours on the complex solution to a problem.
- You know a little about most everything and are conversant about it.
- Others on the team may seek you out to answer their questions because they know of your strong knowledge base.



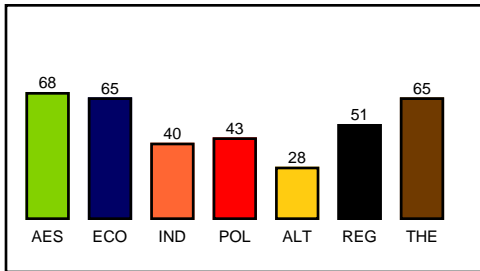
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- You prefer to be included in future development projects and draw on your expertise.
- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.

Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Continual Improvement Insights:

- You may sometimes bog down in details and minutia when needing to see the big picture.
- You score like some who need coaching on time management.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- You don't rush from one learning experience to another. You make certain there are some practical applications.
- Your sense of urgency may vacillate, depending on the intellectual importance you assign to the issue.

Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

Action Step: Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment				
	Poorly				Highly
Motivator #1: _____	1	2	3	4	5
Motivator #2: _____	1	2	3	4	5

Legend:

[box] 2-4 = Poor [box] 8-9 = Excellent
 [box] 4-5 = Below Average [box] 10 = Genius
 [box] 6-7 = Average

Tally your score here:

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: What aspects of your company or role can you get involved in that would satisfy this motivator?



Success Connection

Your final step to making sure you really benefit from the information in this report is to understand how your values style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):
