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VALUES REPORT

Core Values and Motivators for Leadership Roles

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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 *Indifferent to Visibility vs. Wanting to be Noticed*
Seeking fame, appreciation, and acknowledgment Low scorers are unconcerned about official attention; high scorers seek the spotlight.

POWER *Indifferent to Achievement/Competition vs. Being Perceived as Influential*
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 *Serious and Self-disciplined vs. Fun Loving and Enjoyment Seeking*
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 *Valuing Self-Help vs. Wanting to Help the Others*
Wanting to help people who are struggling or in need. Low scorers believe in self-reliance; high scorers selflessly extend help to others.

AFFILIATION *Independent vs. Wanting Social Contact*
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 *Valuing Progress and Change vs. History and Convention*
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 *Risk Tolerant vs. Risk Averse*
Wanting stability, structure, and order. Low scorers easily tolerate uncertainty and risk; high scorers value defined clarity and predictability.

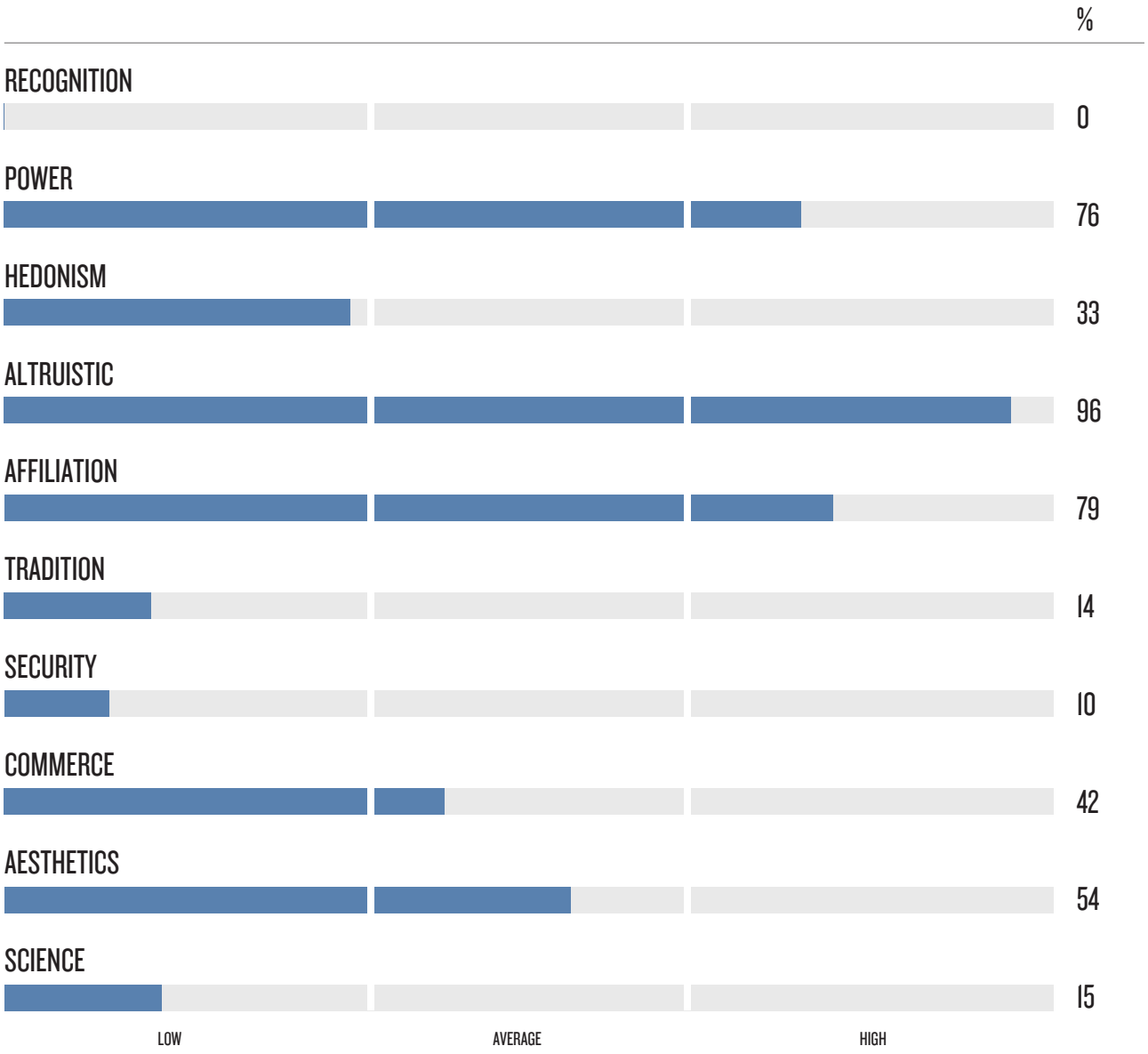
COMMERCE *Indifferent to Financial Matters vs. Focused on Commercial Outcomes*
Seeking wealth and financial success. Low scorers have modest financial aspirations; high scorers pay close attention to financial matters.

AESTHETICS *Practical vs. Creative*
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 *Intuitive vs. Analytical*
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:

- Avoid being the center of attention
- Be left alone to get on with your work
- Seek peace and quiet in the work environment
- Be a "silent contributor"
- Be seen as modest and unassuming

Fit

You should be most comfortable working in environments that:

- Are calm and orderly
- Allow people to work independently
- Require limited team interactions and performance
- Avoid exuberant and noisy outbursts

And you tend to dislike environments that:

- Publicly celebrate individual effort
- Encourage self-display

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be muted, restrained, and relatively peaceful
- Value people who work and keep their heads down
- Minimize needless meetings and interactions
- Provide few rewards and praise only superior performance
- Assume people work for the intrinsic reward of doing a good job

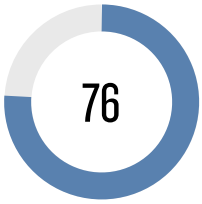
Unconscious Biases

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

- You may not notice when others want and need your attention
- You may assume that others know what you are thinking and, therefore, tend not to communicate
- You may make decisions without considering others' needs for recognition
- You tend to think public recognition of performance is a waste of time
- You tend to prefer formal, scripted situations to spontaneous environments

POWER

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



Drivers

You tend to be personally motivated by a desire to:

- Make an impact and get things done
- Be known for your accomplishments
- Create a legacy
- Be in charge of significant projects
- Have freedom of your actions

Fit

You should be most comfortable working in environments that:

- Reward people who are bold and competitive
- Reward results with opportunities for advancement
- Empower people to get results
- Encourage individual initiative

And you tend to dislike environments that:

- Fail to reward individual achievement
- Reward unproductive people

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize productivity and a drive for results
- Focus on ways to beat the competition
- Celebrate winners and winning
- Base rewards and promotions on merit, not politics
- Value innovation and creative problem solving

Unconscious Biases

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

- You tend to frequently underestimate the competition
- You may refuse to acknowledge the possibility of failure
- You tend to prefer competition over cooperation
- You may not share success with your subordinates or team members
- You may be attracted to risky business propositions

HEDONISM

Wanting fun, variety, and enjoyment in the workplace.

Drivers

You tend to be personally motivated by a desire to:

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

Fit

You should be most comfortable working in environments that:

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

And you tend to dislike environments that:

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

Leadership Style and Culture

As a leader, the culture you create tends to:

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

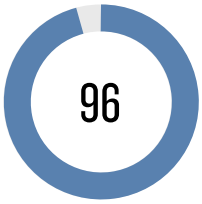
Unconscious Biases

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

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

ALTRUISTIC

Wanting to help people who are struggling or in need.



Drivers

You tend to be personally motivated by a desire to:

- Meet people's needs rather than increase profits
- Improve staff morale and well-being
- Do good for others
- Establish harmonious staff relations
- Motivate your staff to share your sense of social responsibility

Fit

You should be most comfortable working in environments that:

- Care about and look after staff
- Have a public service agenda and mission
- Encourage volunteering
- Treat people with respect

And you tend to dislike environments that:

- Appear to value profit over people
- Allow confrontation and rudeness

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize respect and consideration
- Accommodate individual needs
- Be democratic and solicit lots of input
- Be sensitive to issues of equity and fairness
- Maximize engagement and morale

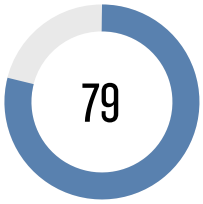
Unconscious Biases

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

- You may emphasize individual comfort over productivity
- You tend to believe that harmonious relations are more important than productivity
- You tend to undervalue the trait of self-reliance in your staff
- You may seek to promote social justice inside the building
- You tend to make decisions based on people's feelings rather than data

AFFILIATION

Seeking opportunities to build social networks and collaborate with people.



Drivers

You tend to be personally motivated by a desire to:

- Maximize interactions with others
- Work as part of group or team projects
- Experience variety and novelty in your work
- Seek out social acceptance and approval
- Maintain a large network of business contacts

Fit

You should be most comfortable working in environments that:

- Rely on teams to accomplish work
- Require lots of interactions with people outside of the group
- Involve frequent meetings and public discussion
- Reward success for group, rather than individual, accomplishments

And you tend to dislike environments that:

- Discourage face-to-face communication
- Require you to work alone

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be team-based with flexible rules and roles
- Feature lots of meetings and opportunities to interact
- Provide spontaneous and flexible scheduling
- Provide lots of communication and feedback
- Discourage individual contributions

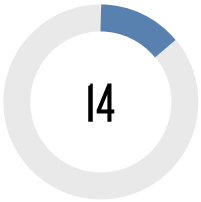
Unconscious Biases

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

- You may prefer people to work together and cooperate
- You may encourage group based problem solving
- You may confuse activity (e.g., meetings and conversations) with productivity
- You may be an important catalyst for bringing diverse people together to collaborate
- You tend to believe that social interaction enhances productivity

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

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

- 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:

- Make changes if things aren't working
- Experiment in order to find better solutions
- Experience events firsthand
- Explore new possibilities by taking risks
- Test the limits on projects

Fit

You should be most comfortable working in environments that:

- Encourage independent, entrepreneurial action
- Tolerate risk, experimentation, and innovation
- Offer fast paced, stimulating work
- Minimize bureaucracy

And you tend to dislike environments that:

- Seek to maintain the status quo
- Are unwilling to test the limits of what is possible

Leadership Style and Culture

As a leader, the culture you create tends to:

- Endorse risk taking and limit testing
- Be fearless about trying new methods and procedures
- Endorse rapid change and adjustment
- Not worry about honest mistakes and failures
- Be biased towards action

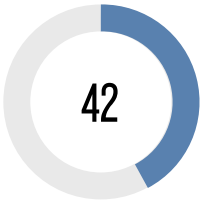
Unconscious Biases

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

- You may tend to make quick and intuitive decisions
- You may interpret data in a liberal, non-literal manner
- You may make decisions with minimal consideration for risk
- You may want to understand the meaning of events
- You may believe that the greatest risks can offer the greatest rewards

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

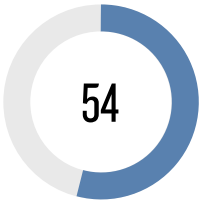
Unconscious Biases

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

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

AESTHETICS

Focusing on innovation, style, and appearance.



Drivers

You tend to be personally motivated by a desire to:

- Make sense of the world around you
- Understand other people
- Create engaging personal narratives
- Express your personality through your work
- Interpret organizational culture and dynamics

Fit

You should be most comfortable working in environments that:

- Encourage experimentation and self-expression
- Take the time to consider alternative solutions
- Are open to a variety of outside influences
- Care about appearances

And you tend to dislike environments that:

- Discourage experimentation
- Ignore the creative side of problem solving

Leadership Style and Culture

As a leader, the culture you create tends to:

- Pay attention to the look and the feel of the work place
- Try new technologies and methodologies
- Value quality and aesthetic experience
- Support the eccentric people in your organization
- Value the appearance of work products

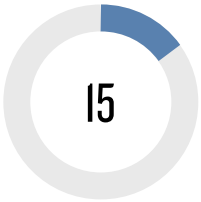
Unconscious Biases

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

- You tend to not tolerate sloppy or low quality work
- You may be prone to reinventing the wheel
- You may make decisions quickly based on impressions about quality
- May become impatient with people who worry about form rather than function
- Your creativity may get in the way of practicality

SCIENCE

Preferring a rational, objective approach to decision-making.



Drivers

You tend to be personally motivated by a desire to:

- Make quick decisions
- Pursue action, not analysis
- Work with people rather than ideas
- Find answers that are politically defensible
- Give customers what they want

Fit

You should be most comfortable working in environments that:

- Favor action over data
- Are fast paced
- Are pragmatic and customer focused
- Make decisions and move on

And you tend to dislike environments that:

- Often reach “paralysis by analysis”
- Are so data-driven that there is no room for creativity

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be impatient with analysis and endless discussion
- Prefer quick, intuitive decision making
- Pursue solutions that feel "good enough"
- Value trend spotting and trend following
- Use data to support ideas—not drive them

Unconscious Biases

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

- You tend to make gut-level decisions based on experience
- You may focus on short-term, urgent issues
- You may distrust untested technologies
- You might avoid complex answers and solutions
- You may prefer fast rather than carefully analyzed decisions

Development Opportunities

RECOGNITION

- Recognize that others need "pats on the back" more than you do
- Take an active interest in the performance of your staff; ask them for progress reports and tell them when they are doing good work
- Outline explicitly your expectations for your team and each member of your staff
- Be tolerant of any accomplishments your staff may celebrate—even if you choose not to participate

POWER

- Are realistic about the probable success of your projects
- Understand that others can contribute even if they lack your drive to win
- Don’t turn every project into a competition for your subordinates; encourage them to cooperate
- Express appreciation to your staff for their contributions to projects

HEDONISM

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

ALTRUISTIC

- Recognize that people may try to exploit your good nature to avoid their responsibilities
- Remember that business requirements are usually more important than staff problems
- Respect the fact that other people may not share your interest in helping the less fortunate
- Remember that hard and important decisions rarely make everyone happy

AFFILIATION

- Don’t let social networking distract you from your leadership responsibilities
- Identify appropriate roles for subordinates as individuals and members of the team
- Show respect for corporate expectations, time limits, and deadlines
- Be sure that your staff perceives you as decisive, assertive, and in charge

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

- Give your subordinates clear goals and expectations
- Take time to check relevant facts before making a decision
- Think about the long-term impact of your new projects and ideas
- Ask others for feedback regarding your solutions to problems and challenges

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

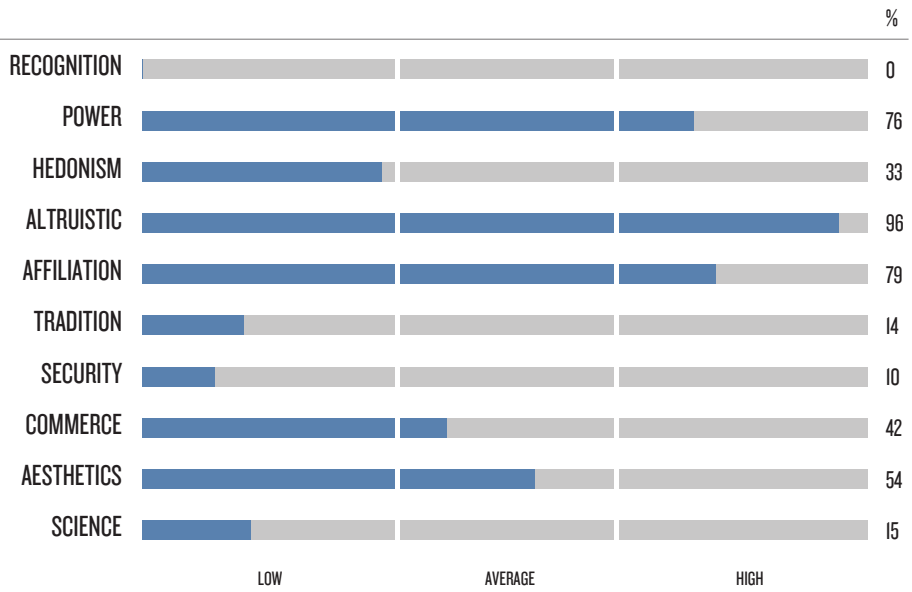
AESTHETICS

- Don’t allow your curiosity to interfere with finding solutions
- Establish clear processes for solving novel problems or situations
- Be patient with people who don't share your passion for quality
- Take the time to teach your staff about the importance of quality work

SCIENCE

- Remember that intuitions are useful, but hard data are also important
- Ask your staff for help when solving complex problems
- Consider the outcomes of various options before making decisions
- Delegate problem solving to the experts on your staff

Scales



Subscale Scores

Recognition
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Power
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Hedonism
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Altruistic
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Affiliation
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Tradition
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Security
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Commerce
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Aesthetics
- Lifestyle
- Beliefs
- Occupational Preferences
- Aversions
- Preferred Associates

Science
- Lifestyle
- Beliefs
- Occupational Preferences
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- Preferred Associates