



The Values Index

WHAT **WHY** HOW

LaNiece Jones

January 3, 2011

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.

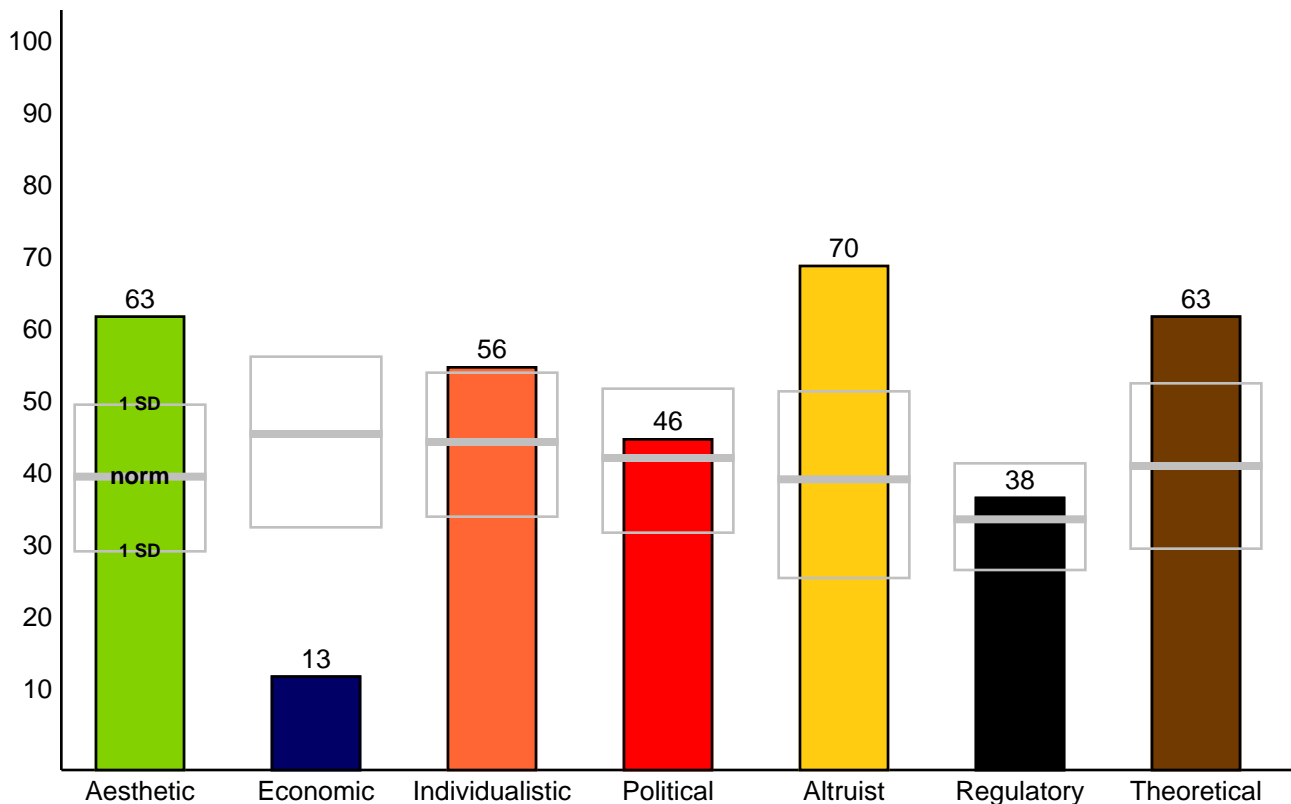
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

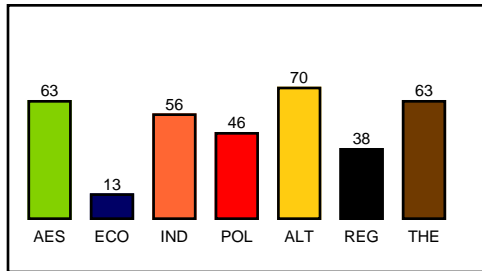
Value	The Drive for
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

Executive Summary of LaNiece's Values

High Aesthetic	Very much prefers form, harmony, and balance. Likely a strong advocate for green initiatives and protecting personal time and space.
Very Low Economic	May try to help meet customers' needs (internal and external) before her own.
High Individualistic	Has no problem standing up for own rights, and may impart this energy into others as well.
Average Political	Flexible, able to take or leave the power or clout that comes with the job title or assignment.
High Altruist	A high desire to help others learn, grow, and develop.
Average Regulatory	Able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	High interest level in understanding all aspects of a situation, or subject.

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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:

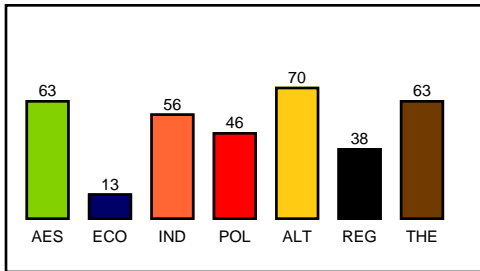
- You prefer an enjoyable and visually pleasing work environment.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.
- You are more sensitive to issues of balance and harmony than others.
- You possess an awareness and desire to understand the moods, beliefs, and values of others.
- You appreciate and support efforts at conservation and preservation.

Key Strengths:

- You show the ability to see common things in new ways, and can bring creativity to the team as a result.
- You tend to want more than just the typical job satisfaction. May want more work/life balance, more creativity and more aesthetically pleasing surroundings.
- You take strong interest in how an objective or work can help support the environment or balance in life.
- You like to believe that anyone can be creative - in their own way.
- You tend to look for what is beautiful in any subject rather than what is ugly.

Motivational Insights:

- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.
- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You will be highly motivated by aesthetically pleasing activities (e.g., creativity, beautification, more balanced, green initiatives, etc.)
- You ensure that creativity and form do not block function and results.
- Your open acceptance of ideas from others may also open situations that are less than



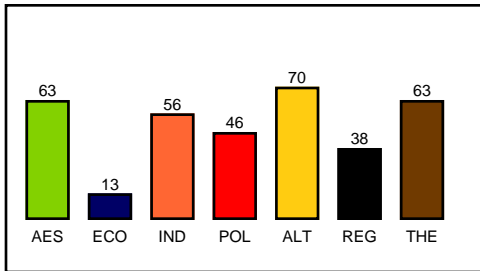
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Training/Learning Insights:

- 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.

Continual Improvement Insights:

- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could benefit from being a little more pragmatic.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.



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:

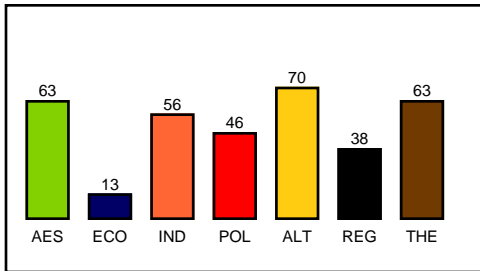
- Check the full results and graph of the inventory to determine those values that were ranked in a higher field than the Economic area.
- Using money or materials as a yardstick to measure or impress others is not important.
- The lower score here may also indicate that LaNiece may have already begun to reach her own level of financial security, to the extent that things other than money may now become motivating drives.
- The lower Economic drive here may also indicate that LaNiece may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.
- LaNiece scores in a range that indicates a lower interest in materialistic things, or that she has already achieved a level of material security.

Key Strengths:

- Excellent team player and team member.
- An attitude of "We're all in this together, so let's work together."
- Sensitive and responsive to the "people-side" of work related activities.
- Rarely (if ever) looks at a project with a "what's in it for me?" perspective.
- Less concerned with monetary compensation, and finds higher rewards in other (higher) value dimensions in this report.

Motivational Insights:

- Provide options for taking on tough challenges.
- Remember that 'helping hands' behind the scenes are as important as the highly visible ends of a work project.
- Structure job enrichment strategies into the reward system, not just economic rewards.
- Avoid measuring LaNiece's performance by an economic incentive only.
- Provide sincere recognition for contributions.



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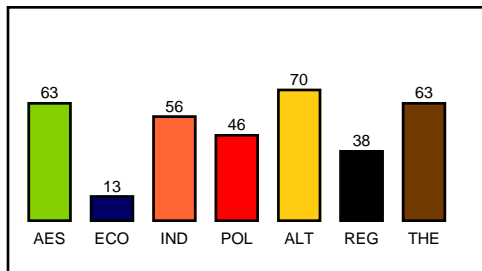
Training/Learning Insights:

- Scores like those who appreciate additional training functions, and are supportive of the trainer and activities.
- Scores like those who enjoy a more cooperative learning style.
- May prefer less competition between learning groups.
- May prefer team-oriented activities, to work and share ideas with others.
- Comes to a training or development function typically without a 'What's in it for me?' attitude.

Continual Improvement Insights:

- LaNiece may need to learn to say "no" more often.
- May need coaching to increase revenue awareness or profit motivation.
- May not hear the 'revenue clock' ticking on some projects.
- May avoid making tough decisions that may negatively impact others on the team.
- Avoid spreading self too thin by taking on responsibilities that could be delegated to others.

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The Individualistic Dimension: The Individualistic dimensions 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:

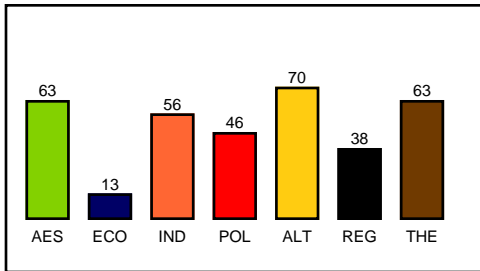
- Scores like those who are comfortable being in the limelight, and enjoy demonstrating their uniqueness or creativity.
- Likes to have her own niche; the place where she can excel.
- Prefers to make her own decisions about how an assignment or project is to be accomplished.
- Likes freedom in her own work area.
- Many who score in this range like to invent new things, design new products, and develop new ideas and procedures.

Key Strengths:

- Enjoys making presentations to small or large groups, and is generally perceived as engaging presenters by her audiences.
- Realizes that we are all individuals and have ideas to offer.
- Desires to be an individual and to celebrate differences.
- Not afraid to take calculated risks.
- Ability to take a stand, and not be afraid to be different in either ideas or approaches to problem solving.

Motivational Insights:

- Remember that even as attention from others is important, she may also desire some independence from team organization and protocol at times.
- Be open to new ideas LaNiece may offer, and realize that she may do things a bit differently than standard operating procedures.
- LaNiece may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.
- Be patient in allowing for expression of her uniqueness and sense of humor.
- Allow bandwidth to grow and experiment with new projects, ideas, and responsibilities.



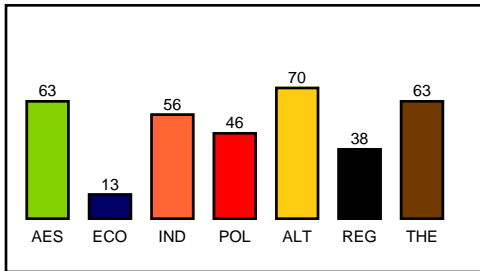
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Training/Learning Insights:

- Learning and professional development activities should be flexible, having a wide variety of options.
- Attempt to provide enough creative space for her to express her uniqueness.
- Allow for some experimental or non-routine types of options.
- Link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

Continual Improvement Insights:

- Sometimes the very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score if in a presentation situation, may spend excess time telling (or selling) the audience on their own uniqueness, rather than discussing the topic of the presentation.
- Potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- May need to remember that her good ideas aren't the only good ideas.
- May need to listen more to others and speak less.



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:

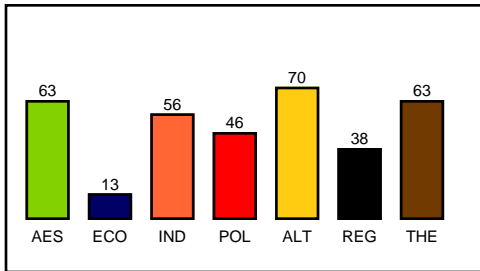
- May be seen as a stabilizing force in day-to-day team operations.
- Has the ability to take or leave the control-factors of group leadership roles.
- Scores in this range are near the typical business professional's score.
- Brings a sense of balance to some power-issues that may emerge occasionally.
- A score near the mean indicates that the Political (power seeking) drive is not a primary motivational factor.

Key Strengths:

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

Motivational Insights:

- Remember that LaNiece has the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- LaNiece brings a power seeking drive typical of many business professionals, since her score is very near the national mean on this scale.
- Ask LaNiece for input 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.



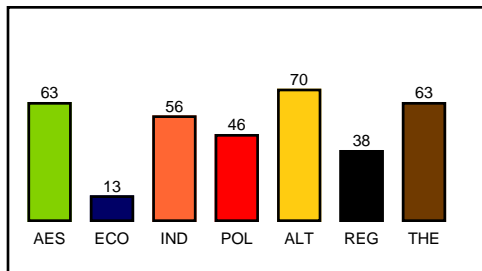
The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Training/Learning Insights:

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

Continual Improvement Insights:

- May need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, she 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:

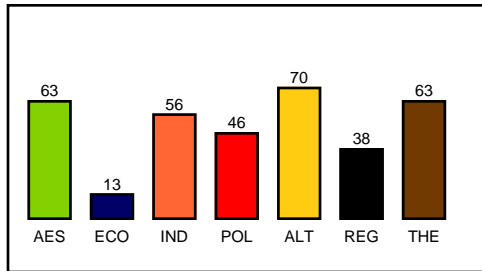
- You care about the feelings of others on the team.
- You enjoy connecting with others on a personal level rather than just a professional one.
- You have a high service-ethic.
- You tend to have the welfare of others frequently in mind.
- You show a high sincerity-factor and helping attitude is demonstrated in the things you do.

Key Strengths:

- A proactive volunteer who steps in to aid others without being asked to.
- Likely to go beyond the call to support or service others.
- High degree of willingness to give time to help, teach, and coach others.
- Very good team player.
- Is a social person more than solitary, and likes networking.

Motivational Insights:

- You keep sincerity as a primary focus in communication.
- You support the innate willingness to share time and talent with others in the organization.
- Provide a professional outlet that allows you to help others.
- Self-monitor to make sure your giving doesn't become too much or impractical.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.



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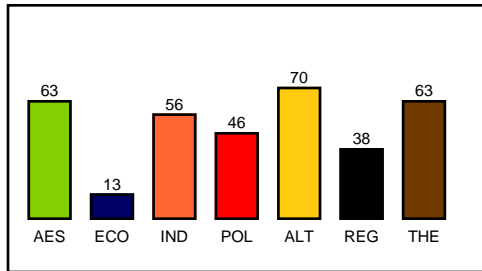
Training/Learning Insights:

- Learning and development should be linked to the potential to help others.
- Link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Training and professional development will assist in personal growth and development, and in being better at any job role.

Continual Improvement Insights:

- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.
- You need to remember that support and service efforts need to be practical as well.
- You can lose focus on personal work in favor of helping others with theirs.
- You can give away too much time, talent and energy.

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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:

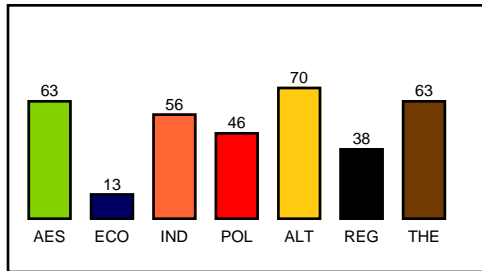
- Is right at the national mean when it comes to desire for stability or steadiness.
- Good at seeing the details, but not likely to get lost in them.
- Tends to be balanced and stable.
- Can challenge the rules as long as it is done carefully and logically.
- Understands both sides of the argument for more and less rules and policies.

Key Strengths:

- Good at providing order and structure where it is required.
- Not overly rigid in the need for order and structure.
- Acts to stabilize those on a team.
- Situationally aware of when rules must be followed and when they should not be.
- Can challenge protocol and be creative if the situation demands it enough.

Motivational Insights:

- Utilize LaNiece to help bring order out of chaos without going overboard.
- Put LaNiece to use as the mediator between those who support the old guard and those who want revolution.
- LaNiece can provide a balanced view for creating new policies, procedures and protocols that are effective.
- LaNiece will be good at helping maintain a stable environment.
- LaNiece can be a valuable asset when it comes to working in routine environments.



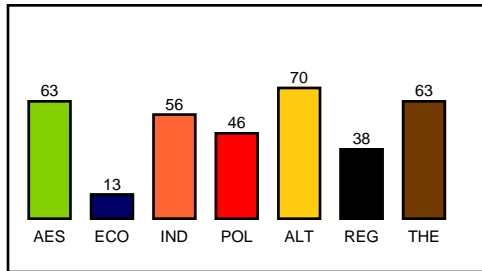
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Training/Learning Insights:

- Is open to creativity or flexibility.
- Prefers to learn in the accepted way through the existing curriculum.
- Becomes a supportive team member who gets behind the initiative.

Continual Improvement Insights:

- Might benefit from exerting opinions freely in discussions of direction and planning.
- Could take a firmer stand on team issues involving dissenting opinions.



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:

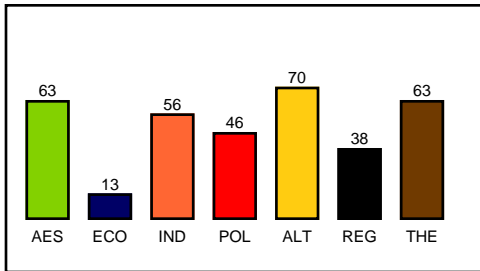
- Likes to go to trade shows and conventions in her area of interest and expertise to find new ideas and tools for the team and organization at large.
- Believes that continuous learning is healthy for the mind and body.
- Others may consider LaNiece a strong intellectual.
- Interested in new methods and how they can be applied to existing structures.
- Provides a high interest level on new initiatives or projects.

Key Strengths:

- Open-minded approach that comes from broad-based research.
- Strong ability to read, study, and learn independently.
- Can usually answer new questions that hit the team or knows where to find answers.
- Demonstrates a logical approach to problem solving and patience to analyze all of the options for solutions.
- Others on the team may seek out LaNiece to answer their questions because they know of her strong knowledge base.

Motivational Insights:

- Provide opportunities for LaNiece to teach as well as to learn.
- Find out her interests and channel related information to her. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin, send them to LaNiece.
- Classes, courses, conferences: Send her and let her learn.
- Realize that as much as LaNiece has learned, she still wants to learn more.
- Include LaNiece in future development projects and draw on her expertise.



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.

Training/Learning Insights:

- LaNiece scores like those who may have their own on-going personal development program already in progress.
- Enjoys learning even for its own sake, and will be supportive of most training and development endeavors.
- Can be depended upon to do her homework... thoroughly and accurately.
- Actively engaged in learning both on and off the job.

Continual Improvement Insights:

- Don't rush from one learning experience to another. Make certain there are some practical applications.
- Scores like some who need coaching on time management.
- A tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- A tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- May be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.

LaNiece Jones

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:

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

Tally your score here:

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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?

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):

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