



Explorer Report

Values-based Indicator of Motivation

Version 1

EXAMPLE



introduction

Values are those things that are most important to us – they guide us in the way we live and work. Living according to our values makes life more satisfying. Not living according to our values feels wrong and makes us feel less energised and less connected. When our values are clear to us, making decisions becomes easier – they are the ‘road signs’ of our lives. When we get lost they help us to get back on track.

Nevertheless, many people find it hard to articulate their values – or at least to identify those that are really important and fundamental. When people are asked to express their values they often quote ideas that are based on social norms or historical pressures (from parents or peers).

The VbIM questionnaire is designed to clarify and challenge some of your ideas, to question whether some of what you say is more superficial and to help you identify what is more fundamental. Making this a conscious effort helps people determine their priorities and decide how much life is turning out the way they want it to be.

Remember that most value from this report will come from the thoughts that it generates rather than directly from the values identified.

Remember that the values identified in this report are based on how you answered the questions at this point in time. By reflecting on the results you may ‘update’ your ideas about what is most important to you now.

When reading this report bear in mind that:

The results are only suggestions – consider how true they are now and whether you would like to make them more prominent in the life you are leading

The results may invite a process of change – values are not necessarily fixed and different things become important at different stages of our lives

If you feel inclined to reject any of the suggestions in the report, consider firstly whether they might possibly contain some truth (whether currently or in the past or potentially in the future) and, if that were so, what would be the implications.

The report is part of a process of exploration which can reveal the obvious as well as discover what was hidden



The four values themes

Your answers to the questionnaire have been assessed in terms of four major 'themes' as described below:

Personal Satisfaction
(What I want for myself)

This group of values concerns the ways in which an individual gains satisfaction on a day-to-day basis. This can be in terms of either material reward or the more abstract satisfaction that people get from their appreciation of art, culture and the world of ideas.

Personal Development
(What I want to become)

This group of values concerns longer term issues of how people wish to change, grow and develop. This can be in terms of skills, competencies and careers or in more personal terms such as growth in knowledge, wisdom, beliefs and spirituality.

Relationship Satisfaction
(What I want from or with others)

This group of values concerns what we get from our interactions with other people. Contact with others may be valued for different reasons such as the stimulation and recognition that it brings or the warmth and sense of belonging that it generates.

Community Orientation
(What I want from the community)

This group of values extends the concept of relationships to include a wider community. It involves a concern for the kind of society in which people live such as balancing rights with responsibilities and respect for tradition as well as concern for the wider good.



How does the questionnaire work?

The questionnaire is based on 24 'values', each of which relates to something which may or may not be important in an individual's life. These 24 values can be subdivided into four different groups, referred to as 'themes'.

The way the questionnaire works is by seeing how strongly you endorse each of the items in the questionnaire. Those items that you endorse most strongly and consistently will identify the values that are most important to you. All 24 values are placed in order from highest to lowest in terms of their importance to you personally.

The first part of this report identifies your top six values and indicates which of the four themes each falls under. This allows you to see whether your values span all four themes or whether, at this stage of your life, you are more focussed upon one theme rather than the others.

The report then describes these top six values in more detail so that you can consider more deeply the extent to which you identify with their importance and how much they guide you in the way you live and work.

At this point, you are asked to consider how important each value really is and, if you agree that it is really important, whether you are currently able to express that value in the way you live and work.

On the basis of your pattern of answers to the questionnaire, it is also possible to identify particular values that may turn out to be more important than you might consciously believe and also other values that may be less important. This can help to challenge your thinking about what is really important to you.

You will first be presented with values that may be more important to you than you realise and then by others that may be less important than you realise.

Secondly, your responses to the questionnaire will be compared to those of others who have taken the questionnaire in the past in order to identify values which you tend to endorse more than other people do. This will help you to consider whether such values also have a place in your value system.

Finally, you will be invited to consider how this report may have helped you to clarify your values and what you should do next to explore your value system further.

You will be asked to identify the top 3 values that you consider are most important to you at this point in time and to think of ways in which these can be satisfied more fully at work or at home.



before looking at your results

It is firstly useful to consider what you already know or say about your values. Before you see the results from the questionnaire try using your own language to write down what you consider to be your top three values at this point in time in the three blue ovals.

To help you identify your most important values, think about the times when you have been most happy, energised or excited. Try to remember what you were doing and why you enjoyed it. Then consider what need or desire was being fulfilled and give it a name.

For example, someone might identify a time at school (for example, receiving a prize) and might say that the need which that event fulfilled at that time was 'achievement' (others might say 'being well regarded by other people' and others might say 'being the best').

Having identified the value, then answer the questions in the boxes in that row. If you find this exercise difficult, you can leave it for the moment and come back to it later if you prefer.

Top Value

Describe what this value means

How does it show itself in what you do in:

your everyday behaviour?

your long-term decisions?

Value 2

Describe what this value means

How does it show itself in what you do in:

your everyday behaviour?

your long-term decisions?

Value 3

Describe what this value means

How does it show itself in what you do in:

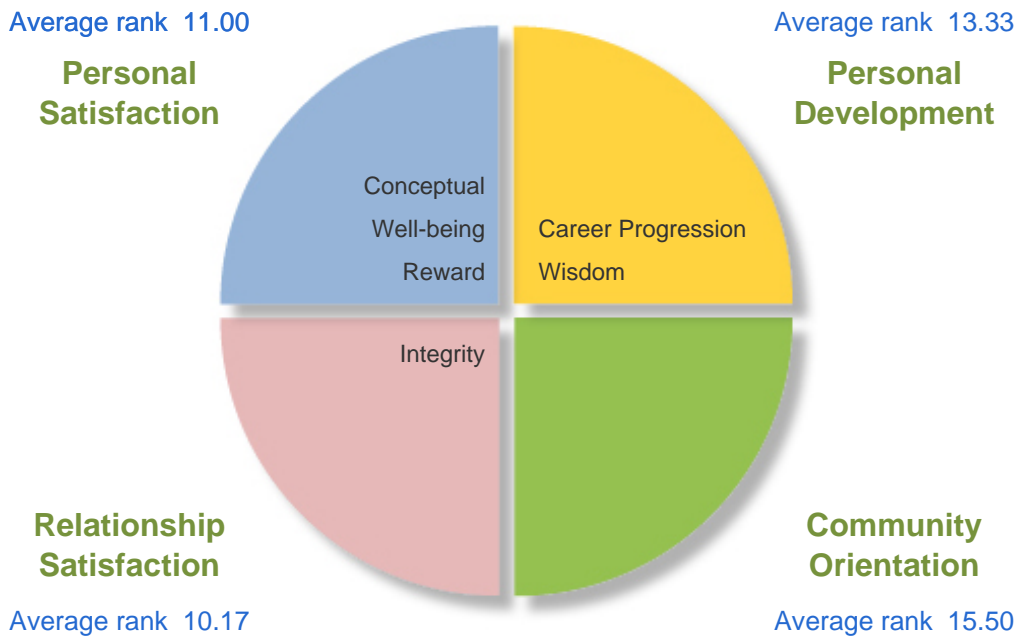
your everyday behaviour?

your long-term decisions?

a summary of your results



The diagram below shows the six values which you ranked most highly when completing the second part of the VbIM questionnaire. Each value is placed within its appropriate area in the circle.



This diagram will help you to see which of the four values themes are currently most important to you.

A full ranking of all twenty-four values which are assessed by the questionnaire is shown on the following page.

The chart below shows your ranking of the 24 values, separated into four columns. The columns correspond to the four value themes described at the beginning of this report.

	Personal Satisfaction	Personal Development	Relationship Satisfaction	Community Orientation
1	Reward			
2	Well-being			
3		Wisdom		
4		Career Progression		
5			Integrity	
6	Conceptual			
7			Openness	
8			Inclusion	
9				Tradition
10			Connection	
11				Culture
12		Influence		
13				Altruism
14			Social Contact	
15		Legacy		
16	Change			
17			Collaboration	
18				Libertarian
19				Accountability
20	Fame			
21	Excitement			
22		Personal Growth		
23				Harmony
24		Transcendence		

On the next few pages the values which you ranked most highly and also those which you ranked least highly will be described in more detail. You will also be given some food for thought which comes from a more detailed analysis of the results from the questionnaire.



Before continuing, it should be explained that the VbIM questionnaire ranks your values in three different ways. You may remember that in the second part of the questionnaire you were asked to rank the 24 values by dragging each to its appropriate position. This method produces your 'conscious' appraisal of your values and reflects what you would probably say to others if they were to ask you what things you value in life.

It is this conscious ranking of your values which was used in the previous page to select out your six top values. The other ranking methods will be discussed later on in the report, but for the moment, the following descriptions focus on your top six and bottom three values from your conscious ranking. Your top six values were 'Reward', 'Well-being', 'Wisdom', 'Career Progression', 'Integrity' and 'Conceptual' and your bottom three values were 'Personal Growth', 'Harmony' and 'Transcendence'.

Your top six conscious values

Reward

Rewards, such as money and possessions, are important to us all. At one level we need these to survive. They are also the tangible signs of success. Those for whom rewards are a key value are likely to base decisions about what they do on the possibilities for increasing their material well-being. Reward-orientated people can be very hard working and competitive. They can give an enormous amount of energy to their work and they make a very obvious link between the remuneration they receive and how good they are at their job - and hence how successful they are (and are perceived by others to be).

Your results suggest that Reward is the most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

It is likely that you will put a lot of energy into areas where you believe there will be significant material gain. This drive to obtain some of the material badges of success

may mean that you are prepared to take risks that increase your financial prospects. The down side of this is that you may therefore take jobs that have high reward but are not intrinsically fulfilling. There will be some people who find it hard to appreciate your orientation towards material reward. You may also be inclined to judge others by the possessions and rewards that they have managed to obtain.

At work you may find systems or structures that limit your earnings potential are demotivating (for example a limit on your possible earnings or rigid pay scales which are based on seniority rather than how well you actually perform). This may mean that you would prefer a job where reward is based on effort and success such as performance bonuses and commission.

Well-being

People who value Well-being take an active interest in their physical and emotional health. They strive to create a balanced and happy life that is free from stress and worry allowing them to 'feel well and stay well'. They are concerned with keeping themselves in good shape and are sensitive to what their body tells them. This can be seen through a concern for work-life balance, periods of regular exercise and relaxation, and an interest in healthy eating.

Your results suggest that Well-being is the second most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

This suggests that you take an active interest in ways to remain healthy and active. This can involve an interest or belief in regular exercise, a good diet or relaxation designed to reduce stress. How much this is translated into your everyday behaviour is another matter, but your high ranking of this area suggests that you would probably invest a fair amount of energy in trying to have a healthy lifestyle.

From an employment viewpoint, if the role is stressful you are likely to be motivated to achieve a better work-life balance and might feel you have to put your state of health first. However, if you enjoy your job it may be that keeping healthy enables you to perform to your maximum ability.

Wisdom

People who value Wisdom focus on how life helps people to develop a deeper understanding, generosity, purpose and meaning. They are concerned less about knowledge and information and more about emotional maturity and forgiveness. Their orientation towards life's difficulties is to turn bad experiences into something from which meaning can be extracted. They tend not to pre-judge people and are less likely to jump to conclusions or make harsh and unfair judgements of them. Harbours grudges, feeling revengeful or becoming bitter and twisted are all emotions that they would like to see becoming alien to themselves and others.

Your results suggest that Wisdom is the 3rd most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

This would suggest that you admire people who show emotional maturity and who are able to make the best of their life experiences by learning from them, no matter how difficult they may have been. For you, wisdom is not about being clever or knowledgeable but rather about being able to react to the world with understanding and compassion both for oneself and for others. Crucially it involves being able to 'see beyond oneself' (i.e. being less egocentric). You would probably like to feel you can 'take life's knocks' without losing hope or heart - and will probably admire others who have this quality.

One aspect of your value is respect for people who can feel it in their heart to accept and forgive - but clearly without ignoring or condoning negative actions. This means that you are likely to view both forgiveness and acceptance as being strong rather than weak positions.

From an organisational point of view you are likely to endorse the view that management requires greater emotional intelligence: i.e. that managers should manage with both compassion and understanding. You are also unlikely to be overly influenced by 'clever intellectuals' or people with great technical know-how, especially if you feel that their emotional intelligence does not match their intellectual intelligence.

Career Progression

People who are concerned with Career Progression are often extremely driven and ambitious. Their energy is focussed on making a success of their work life - although some may achieve this through activities that may not follow a traditional career. Either way, they seek significant challenges that require considerable effort and determination in order to succeed. Their drive can involve working hard to become an expert or working long hours to achieve perfection. It is therefore not surprising that such people are often described as driven, determined and highly competitive with a strong need to succeed at their chosen activity.

Your results suggest that Career Progression is the 4th most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

This suggests that you put a good deal of energy and effort into your work. People are likely to see you taking on increasingly challenging projects and may describe you as driven or ambitious. At times this might lead you to neglect activities that you consider routine or unimportant since your drive is to 'get on' rather than 'stand still'. Some people with this kind of focus may end up focussing too much on their future career at the expense of their health and work-life balance.

From an employment perspective, those who get a high score usually like to see the next job move ahead of them, whether it is a promotion or an increased challenge. This would make an organisation with a flat structure with little opportunity for upward progression or one where there is a limit on the variety of projects that can be undertaken less attractive to you.

Integrity

Integrity is a value that implies a strong need to be seen as honest, fair and 'incorruptible'. People who value integrity believe that it is important to be principled and truthful. This contributes to the building of strong relationships through interactions that are based on authenticity - on people knowing who and what they are without enhancement or deception. Integrity also suggests a tolerance of other people, and a sense of fair play, even with someone whom one may dislike. At work it implies giving the employer a 'fair effort for a fair day's pay' and giving the customer a realistic understanding of what is being offered.

Your results suggest that Integrity is the 5th most important value for you amongst all

the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

You are likely to place a great deal of importance on people being honest and principled. You are also likely to admire people who stick to what they believe in especially if they experience problems and hardship as a result since this shows strength of character and belief. You may find it hard to understand how some people are willing to sacrifice their principles for personal gain.

In an employment context there is a strong belief that integrity is an important quality. Some industries (like financial services) often make it one of their most sought after qualities - although this does not mean that they always manage to achieve what they set out to. The downside for people who place such a high value on integrity is that they can sometimes come across as a bit self-righteous.

Conceptual

Those who value the Conceptual want to make, and be seen to make, a difference with their analytic or creative thinking. They welcome the opportunity to use their intellect to grapple with challenging situations and to be recognised for their ability to be insightful, creative, rational, and/or mentally flexible. Those with a more creative focus are likely to welcome novelty and to have a hunger for continuous improvement, whereas those with a more 'rational' turn of mind often favour a more scientific or evidence-based approach to life.

Your results suggest that Conceptual is the 6th most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

This suggests that it is important for you to be seen as having a strong rational mind-set or as someone who has new and clever ideas. People with this value often seek opportunities to engage with others who demonstrate good thinking skills. This does not necessarily imply that you feel the need and have the confidence to contribute significantly yourself. However, it is likely that you would like to do so in some form or other.

At work the ability to think creatively and to produce a coherent and rational argument have both become more highly prized by employers in our ever-changing world. However, it may be important to recognise that people who place a great deal of emphasis on thinking can sometimes neglect important factors such as the personal and emotional issues that affect a situation. Such neglect can have a negative consequence on the relational climate in which they operate. This consideration would be particularly important in an organisation that has a dominant caring or helping agenda and where thinking takes a back seat to a more person-centred ethos.

Your lowest conscious values

Excitement

The primary goal of a person who values Excitement is to have a good time and to arrange life so that there are ample opportunities for fun and recreation. They may also have a need for excitement and variety, a wish to 'live for the moment' and not to delay gratification. Often fun-loving individuals are fast living, expect instant results and are usually not weighed down with the 'baggage' of the past.

Your results suggest that Excitement is the 21st most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

You therefore probably place little value on living for the moment and perhaps the idea of having fun is one that you regard as somewhat trivial or shallow. This could make you a somewhat serious-minded person who prefers to deal with things that will be important in the future rather than just that are only important now. Some people may want to encourage you to be a little more carefree, irresponsible or even hedonistic at times.

In an employment context, your willingness to avoid the temptations of the immediate environment could make you well suited to certain positions of responsibility. The fact that you do not need a continuous diet of excitement and variety and are capable of waiting for your rewards means that you may well be suited to projects that are conducted over lengthy periods of time.

Personal Growth

People who value Personal Growth seek new opportunities and challenges that they believe will enable them to develop their potential. They tend to take personal responsibility for their own development and they usually see this as a life-long process. Their search for new experiences may involve elements of fun and immediate satisfaction but there will usually be a strong focus on the potential for new skill acquisition. They have an agenda to both supplement and develop to a higher level the skills, competencies and experiences which they already possess.

Your results suggest that Personal Growth is the 22nd most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

Perhaps instead you prefer to spend your time applying your existing skills and knowledge rather than acquiring new ones. From a work perspective your orientation is likely to be towards an environment where your existing skills and knowledge are recognised and valued rather than one that requires you to learn new ones. Work cultures that expect constant renewal and continuous professional development may therefore be either unsettling or demotivating.

Harmony

Those who value Harmony believe that, as a society, we need to develop understanding and tolerance. This involves the appreciation of difference and an interest in the 'common good'. They believe that people should make an active attempt to get on with each other and to live in a non-judgemental manner. Harmony implies give-and-take and aspects of respect, but does not necessarily imply authority, or indeed passivity - rather a conscious attempt to amiably cohabit in a complex world.

Your results suggest that Harmony is the 23rd most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

You appear to have your own opinions about many if not most matters and may be less willing than others to accept and co-exist with people of different persuasions. You may not show as much interest in trying to understand different kinds of people since you seem to have developed your own opinions about what makes a good society.

In an organisational setting you may not always appreciate the way that diversity can bring useful new ideas and viewpoints. In fact, you may be a little intolerant of different opinions and styles, which may lead you to take a stand and disrupt the harmony of the group at times. You may even promote a certain amount of friction in human relationships, and in society as a whole, based on the belief that the 'pearl in the oyster' is formed from a degree of irritation.

Transcendence

Transcendence implies a need to connect with the non-material and non-physical values that help to give meaning to life. To some, this will be in the form of a spiritual or religious orientation to life. For others, it may involve a meditative or humanistic approach to life. Irrespective of the means by which a person seeks transcendence, it will always involve a need for a deeper understanding of what it is to be human and the search for some channel that embodies or creates this. Transcendence often involves core beliefs and principles and these may relate to the idea of a powerful driving force in the universe or may simply involve a strong belief that one should live according to an ethical code.

Your results suggest that Transcendence is the least important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

This means that, for you, satisfaction could take a number of forms - material, intellectual or social - but it is unlikely to be spiritual or religious. Like most people, you would have questions about the purpose and meaning of life but you are unlikely to find the answer in the spiritual world. In an employment context this may make it easier for you to operate in organisations that have simple commercial or materialistic goals. Alternatively, commercialism may not fit your values and you may adhere to some other moral or ethical code (e.g. valuing humanistic ideals or believing in "common decency"). Either way, your responses to the questionnaire suggest that you do not feel a need to believe in a non-material or spiritual dimension.



As explained in the previous section, the VbIM report ranks your values in three different ways. The report so far has dealt only with your conscious ranking of your values.

The second way of ranking your values is by taking all the statements and, for each particular value, calculating which ones received the highest ratings. This produces a more reliable measure since your top values come from the consistency with which you rate all the statements.

Differences in these two methods of ranking can be very useful to explore. It is possible that the first part of the questionnaire has identified values that are slightly less conscious – but that, in reality, they mean more to you than some of those described earlier. What follows are the values that change position using the two methods and which may therefore be worth considering in more depth:

Values which may be more important to you than you consciously think

Evaluating your responses to the statements in the first part of the questionnaire suggests that the following values which were not in your original top six conscious values may be more important to you than you are currently aware:

Tradition

Tradition is a powerful value that reinforces the norms and acceptable principles of society. It involves the idea that there are rules of conduct that regulate behaviour and that sets of values are at the heart of a good society. It can also involve the idea that we should show more respect for the past and our heritage. Those who value tradition are likely to be supporters of the established order of things and of the notion of authority and are likely to place particular emphasis on groupings such as the family or various traditional authority figures and institutions.

Inclusion

Those who value Inclusion have a strong desire to feel part of something bigger. They seek a sense of belonging, either from joining or being part of a community. This has a longer-term focus than simply that of making social contact and it drives them to build allegiances with other people or groups who share their own values of loyalty, reliability and mutual support when needed. Some achieve this by staying close to where they were brought up. Others create a community of friends, whilst still others achieve this by joining groups that give them a sense of identity and continuity (e.g. joining a football supporters club, a local gang, the Women's Institute, a local Community Support Group etc.). The underlying need is to establish a sense of group identity, of belonging, of having 'roots' and being 'in' rather than 'out'.

Accountability

Those who value Accountability believe that people should take responsibility for their own actions and choices. This view can be seen as challenging the 'blame culture' in which people, in contrast, are often seen as victims of circumstance. Psychologically, the notion of Accountability is linked to a feeling of control over one's own destiny and not being at the mercy of chance, luck or other people. It implies the idea that a responsible society is one in which both the citizens and those in power have the moral integrity to be held accountable for their actions. This does not necessarily mean that all people should be blamed for whatever happens to them since valuing accountability and the taking of responsibility can still co-exist with the view that some people are unable to be responsible for their own behaviour and that society still needs to defend them.

Culture

Some people have a great love of cultural expression in its various forms such as painting, music, drama, dancing etc. Such things may not have great practical or functional value, but people who value culture feel that there are more important things that reside in human imagination and sensitivity. They appreciate aesthetic expression but they also usually value self-expression and people who dare to be different. People with such values are likely to promote the importance and richness of human imagination which they see as an important pillar of society. They may see culture as an 'educational' and aesthetic force for good, as a source of intellectual and emotional meaning or as a high form of freedom of expression.

Influence

People who place value on Influence are motivated to make a difference - often by means of their work with and through others. This can drive them to seek positions where they have more opportunity to exert influence over people, policy or tasks. For this reason it is not unusual to find them in leadership positions. However, their style in such positions will be highly influenced by their other personal values as well as by their personality. Some express themselves by being quite forceful and persuasive. Others can be more subtle or democratic. Either way, they are drawn to the centre of things where they can gain satisfaction from controlling purpose and direction.

Personal Growth

People who value Personal Growth seek new opportunities and challenges that they believe will enable them to develop their potential. They tend to take personal responsibility for their own development and they usually see this as a life-long process. Their search for new experiences may involve elements of fun and immediate satisfaction but there will usually be a strong focus on the potential for new skill acquisition. They have an agenda to both supplement and develop to a higher level the skills, competencies and experiences which they already possess.

Values which may be less important to you than you consciously think

Looking at your responses to the statements in the first part of the questionnaire also suggests that some values which you consciously rank highly may be less important than you currently think. These are 'Well-being', 'Wisdom', 'Career Progression' and 'Conceptual'.

It is worthwhile spending some time thinking about these values. Is it that you say you value them because you have always said you value them? Or is it that you feel some sort of pressure (e.g. from your peer group, or from your family background) to continue to endorse these values? Or perhaps there is some ideology which you have always adhered to which makes you continue to endorse these values?

Comparing your values with those of other people

Your responses to the statements in the first part of the questionnaire were compared to the responses made by a large group of people who have taken the questionnaire in the past. This makes it possible to see if you place a greater importance on certain particular values than other people do.

For each of the following values, you rated them significantly more highly than other people tend to do: 'Reward', 'Career Progression', 'Influence', 'Inclusion', 'Tradition', 'Culture' and 'Accountability'.

Some of these have already been described above. Those which have not so far been described are described in the paragraphs which follow. You might want to spend some time thinking about these values and ask yourself whether these should also be incorporated into your conscious list of things which you think are important in life.

Reward

The definition of this value has already been given previously.

Career Progression

The definition of this value has already been given previously.

Influence

The definition of this value has already been given previously.

Inclusion

The definition of this value has already been given previously.

Tradition

The definition of this value has already been given previously.

Culture

The definition of this value has already been given previously.

Accountability

The definition of this value has already been given previously.

Summarising your thinking



You have now considered your values from a number of different angles. This can make for a potentially complex picture and so this section is designed for you to summarise your thinking and pull it all together.

Using the blue ovals below, write down what you now consider to be your top three values. Then consider what needs or desires each of these three values fulfils for you and go on to answer the questions in the boxes in that row.

Top Value

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?

Value 2

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?

Value 3

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?



final remarks

We hope that you have found this report useful. It is intended to act as a mirror by reflecting your more conscious ideas but also to highlight areas that may be just under the surface.

The importance of our values cannot be under-estimated. Together with our personality, they are core to our sense of identity. They are sometimes buried deep in our history where the pressures of our upbringing and experience have resulted in them becoming shrouded in our stories that are part truth and part myth.

As mentioned earlier, clarifying our true values makes decisions easier and better and gives us a compass with which to navigate through life. Sometimes it's the smallest decisions that can change our lives forever.

Whether this report has helped you to gain radical insight or simply helped you to clarify what you already understand, it is worth contemplating the thoughts below:

We shall not cease from exploration,
and the end of all our exploring
will be to arrive where we started
and know the place for the first time.

T. S. Eliot

Knowing others is wisdom, knowing yourself is
enlightenment.

Lao Tzu