



VALUES

CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

Report for: Sam Poole

ID: UH634244

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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

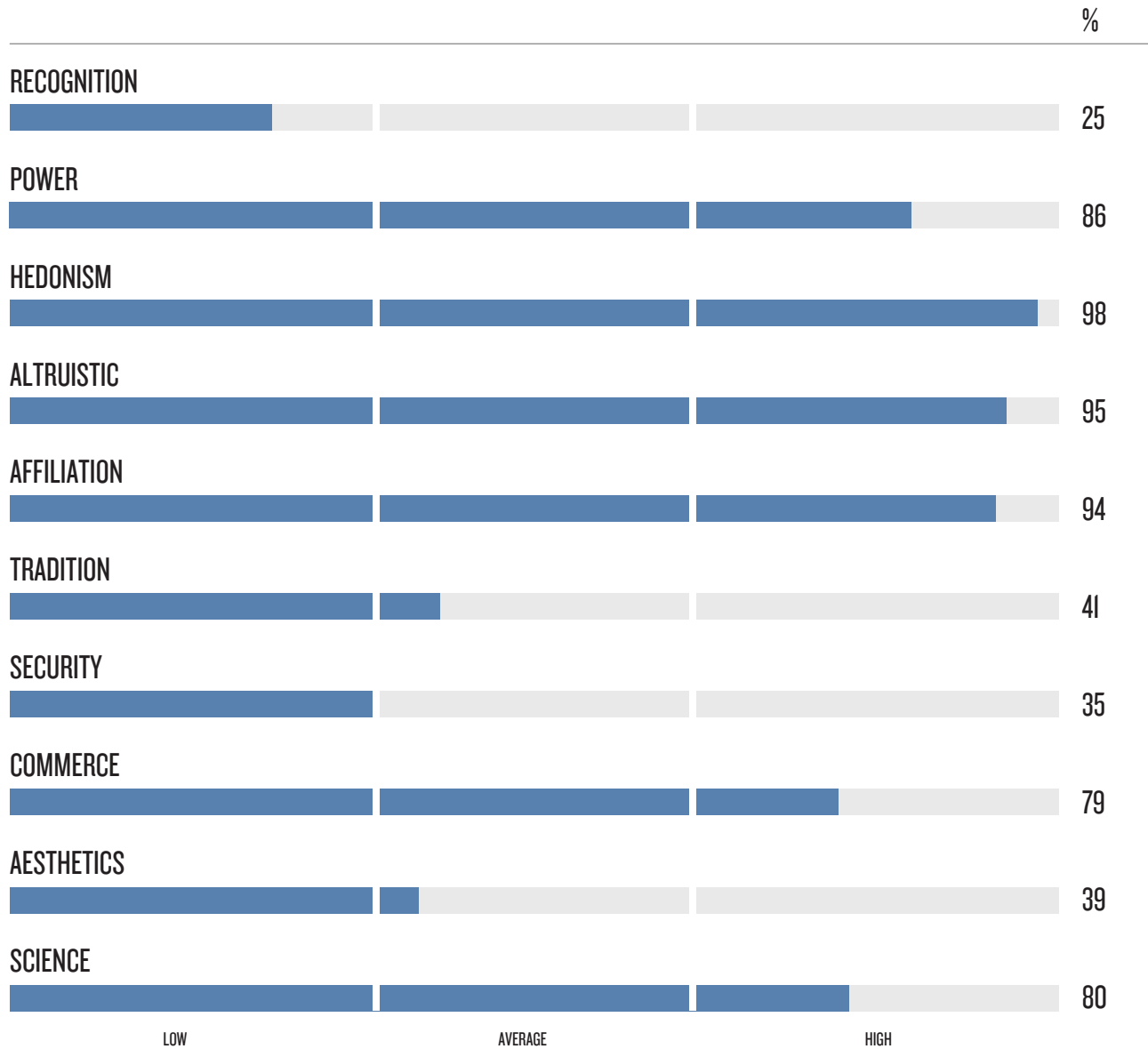
The Leadership Forecast Values Report is based on your scores on the ten scales of the MVPI. Those scales are defined below.

RECOGNITION	<i>Indifferent to Visibility vs. Wanting to be Noticed</i> Seeking fame, appreciation, and acknowledgment Low scorers are unconcerned about official attention; high scorers seek the spotlight.
POWER	<i>Indifferent to Achievement/Competition vs. Being Perceived as Influential</i> 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	<i>Serious and Self-disciplined vs. Fun Loving and Enjoyment Seeking</i> 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	<i>Valuing Self-Help vs. Wanting to Help the Others</i> Wanting to help people who are struggling or in need. Low scorers believe in self-reliance; high scorers selflessly extend help to others.
AFFILIATION	<i>Independent vs. Wanting Social Contact</i> 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	<i>Valuing Progress and Change vs. History and Convention</i> 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	<i>Risk Tolerant vs. Risk Averse</i> Wanting stability, structure, and order. Low scorers easily tolerate uncertainty and risk; high scorers value defined clarity and predictability.
COMMERCE	<i>Indifferent to Financial Matters vs. Focused on Commercial Outcomes</i> Seeking wealth and financial success. Low scorers have modest financial aspirations; high scorers pay close attention to financial matters.
AESTHETICS	<i>Practical vs. Creative</i> 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	<i>Intuitive vs. Analytical</i> Preferring a rational, objective approach to decision-making. Low scorers prefer quick, intuitive decisions; high scorers prefer deliberate, data-based decisions.



LEADERSHIP VALUES PROFILE

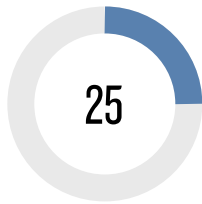
Scales





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

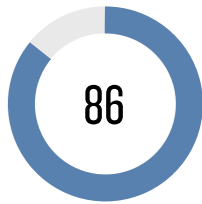
You may not be aware of the following aspects of your leadership style:

- 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

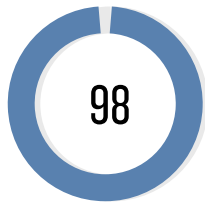
You may not be aware of the following aspects of your leadership style:

- 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:

- Enjoy your life and your work
 - Spend time with interesting people
 - Innovate and create new solutions
 - Work hard and play hard
 - Explore new places and experiences
-

Fit

You should be most comfortable working in environments that:

- Are fun loving and freewheeling
- Are comfortable with ambiguity or disorder
- Encourage you to work hard and play hard
- Provide chances for travel and entertainment

And you tend to dislike environments that:

- Are excessively formal
 - Emphasize procedures over results
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be informal and open
 - Take work and fun seriously
 - Be flexible in policies, procedures, and protocol
 - Emphasize results rather than methods
 - Be moderately irreverent and limit testing
-

Unconscious Biases

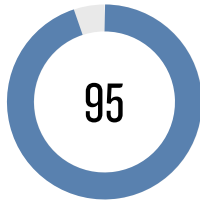
You may not be aware of the following aspects of your leadership style:

- You are likely to tolerate minor infractions of rules
 - You may value change for its own sake
 - You may dislike employees who can't seem to have fun
 - You are likely to make spontaneous and opportunistic decisions
 - You tend to embrace novelty and eccentricity
-



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

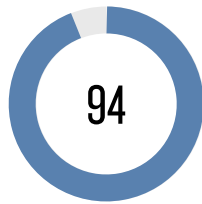
You may not be aware of the following aspects of your leadership style:

- 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

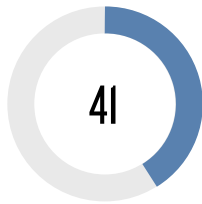
You may not be aware of the following aspects of your leadership style:

- 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:

- Question convention and authority
 - Minimize external controls
 - Seek novelty, change, and exploration
 - Generate novel solutions to problems
 - Pursue non-traditional work or careers
-

Fit

You should be most comfortable working in environments that:

- Are democratic and consultative
- Challenge, innovate, and experiment
- Tolerate diversity
- Encourage initiative

And you tend to dislike environments that:

- Are marked by authoritarian leadership
 - Treat employees as expendable commodities
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Tend to be relaxed and informal
 - Encourage spontaneity, openness, and initiative
 - Value new ideas
 - Seek interesting and novel projects
 - Empower staff
-

Unconscious Biases

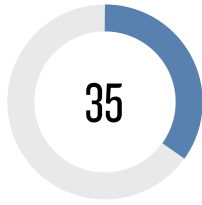
You may not be aware of the following aspects of your leadership style:

- You tend to challenge authority
 - You may dislike setting expectations for others
 - You tend to be concerned with finding new ways to do things
 - You may make decisions that promote autonomy and self-direction
 - You may make decisions that reduce hierarchy
-



SECURITY

Wanting stability, structure, and order.



Drivers

You tend to be personally motivated by a desire to:

- Find new challenges in life
 - Have new experiences
 - Be noticed by taking risks
 - Explore novel ideas and new ways of doing things
 - Test the ordinary limits
-

Fit

You should be most comfortable working in environments that:

- Make decisions and move on
- Are fun, exciting, and even edgy
- Recruit colleagues who like risk and challenge
- Encourage spontaneous decision making

And you tend to dislike environments that:

- Are routine and process-driven
 - Discourage innovation and risk-taking
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Be experimental, lively, and bouncy
 - Reward experimentation and risk taking
 - Be flexible, quick, and nimble
 - Have a bias toward action
 - Be individualistic and sales oriented
-

Unconscious Biases

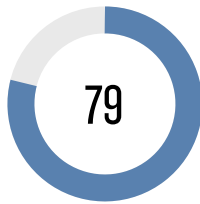
You may not be aware of the following aspects of your leadership style:

- You may see change per se as the answer to problems
 - You may make decisions based more on instinct than facts
 - You may choose intuitively appealing actions and projects
 - You tend to dislike cautious or defensive decision making
 - You may interpret data in a creative, non-literal manner
-



COMMERCE

Seeking wealth and financial success.



Drivers

You tend to be personally motivated by a desire to:

- Achieve wealth and fame
 - Increase your compensation and net worth
 - Gain power and control
 - Win and beat the competition
 - Create a legacy and be remembered
-

Fit

You should be most comfortable working in environments that:

- Provide tangible rewards for performance
- Use metrics to evaluate performance
- Emphasize competition
- Have high aspirations

And you tend to dislike environments that:

- Cannot define success
 - Base rewards on seniority and not performance
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Value financial forecasting and cost benefit analysis
 - Be alert for competitive threats
 - Continuously evaluate productivity and performance
 - Be intolerant of complacency
 - Be driven by a sense of urgency
-

Unconscious Biases

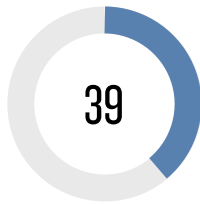
You may not be aware of the following aspects of your leadership style:

- You may see others as competitors
 - You tend to see staff as a tool for your own success
 - You may underestimate problems or threats
 - You might be constantly searching for competitive advantage
 - You might be averse to signs of sentimentality and tender-mindedness
-



AESTHETICS

Focusing on innovation, style, and appearance.



Drivers

You tend to be personally motivated by a desire to:

- Make decisions based on established facts
 - Deliver practical and workable solutions
 - Translate vague ideas into practical reality
 - Avoid seeming weak and indecisive
 - Emphasize substance over style
-

Fit

You should be most comfortable working in environments that:

- Are procedural and organized
- Work with tangible products and goals
- Are practical and action-oriented
- Have a practical, business-like orientation

And you tend to dislike environments that:

- Are so fraught with emotion that nothing gets done
 - Use style to obscure practicality
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Mistrust emotion and sentiment
 - Emphasize functionality and minimize frills
 - Minimize concern with design issues
 - Make decisions based on facts rather than feelings
 - Focus on outcomes over process
-

Unconscious Biases

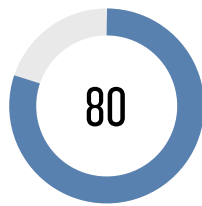
You may not be aware of the following aspects of your leadership style:

- You may not be especially interested in marketing issues
 - You may have little interest in why something works
 - You may show only mild concern with staff morale
 - You may tend to avoid speculation and theoretical discussions
 - You may focus on hard facts and prior experience
-



SCIENCE

Preferring a rational, objective approach to decision-making.



Drivers

You tend to be personally motivated by a desire to:

- Understand how things work
 - Make data-based decisions
 - Explore new technologies
 - Find the right answers to problems
 - Learn and stay up to date
-

Fit

You should be most comfortable working in environments that:

- Reward logic and rational analysis
- Support empirical inquiry
- Are modern and technology-savvy
- Encourage people to question authority

And you tend to dislike environments that:

- Favor faith-based decision making
 - Fail to defend claims rationally
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize logic and rational problem solving
 - Be argumentative
 - Value being bright and being right
 - Be picky about evidence
 - Challenge others' views and assertions
-

Unconscious Biases

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

- You may dislike concepts such as superstition, luck, or fate
 - You may instinctively need to challenge received opinion
 - You tend to prefer analysis over action
 - You tend to distrust quick decisions
 - You may resist gut-level judgments and individual experience
-



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

- Make sure that others perceive you as businesslike and professional
- Be careful of spontaneous decisions—collect data to justify your choices
- Remember that when others do not want to socialize, it doesn't reflect on you or their job commitment
- Tell your subordinates what change is needed but let them set the pace for change

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 some people like and need rules
- Show respect for company expectations by staying on schedule for your performance goals
- Remember that not all of your subordinates will be self-motivated; give them clear direction and guidance
- Give your staff specific feedback regarding success and areas for improvement

SECURITY

- Try to understand the reasons behind current practices before changing them
- Recognize that your ideas may threaten some people
- Be sure that your staff supports your new ideas
- Be careful not to make decisions that are inconsistent with the organization's goals

COMMERCE

- Avoid sacrificing long-term productivity for short-term payoffs
- Ask your staff for suggestions to enhance the quality of the workplace
- Remember that if your staff is happy, they will be more productive
- Listen to staff for ways to improve their connection to work

AESTHETICS

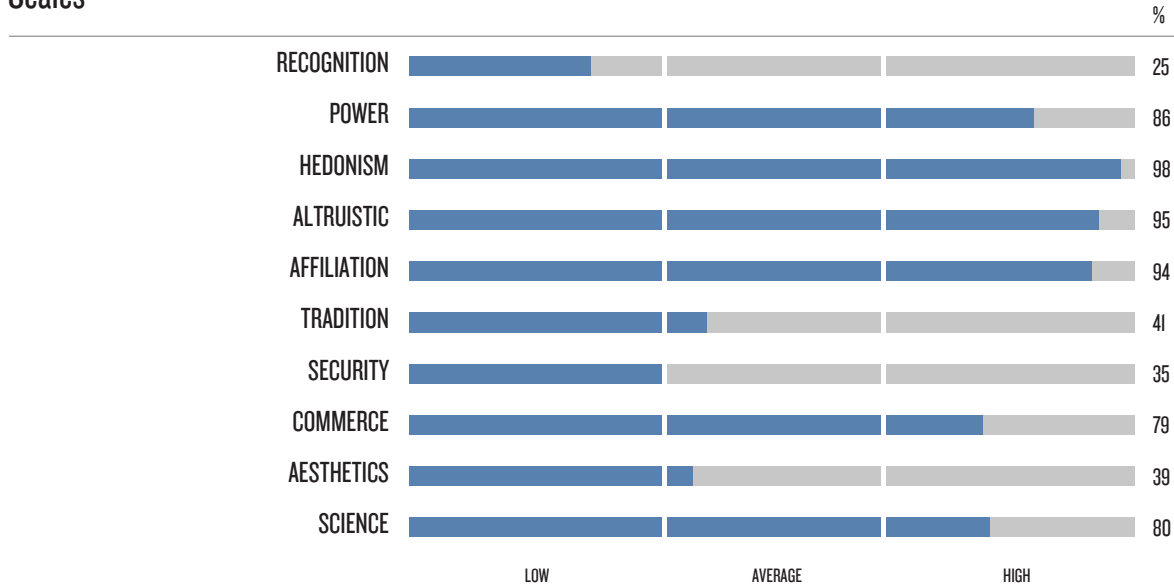
- Think carefully about potential gaps in the marketing effort
- Invite your staff to offer ideas about how to improve morale
- Think about the public image of you and your company
- Discuss with your colleagues possible future strategies for your team and the organization

SCIENCE

- Pay attention to the practical realities of business while you try to understand them more fully
- Remember that data and technology are tools, not ends in themselves
- Learn to speed up your decision making so that you can move on to new problems
- Ensure that your solutions to problems are realistic given the resources available

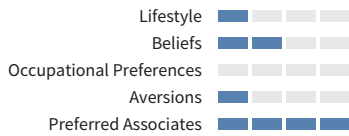


Scales

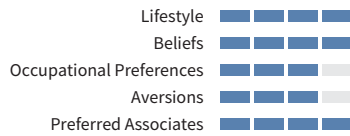


Subscale Scores

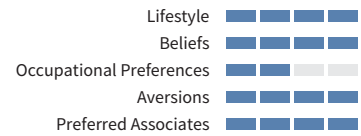
Recognition



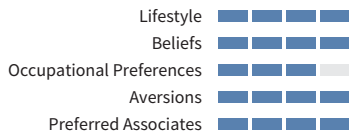
Power



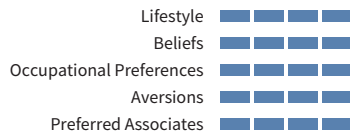
Hedonism



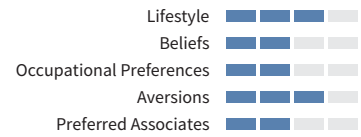
Altruistic



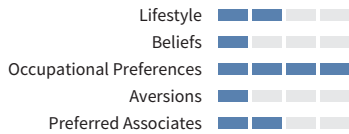
Affiliation



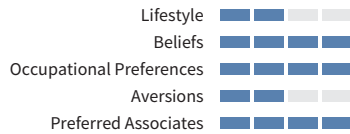
Tradition



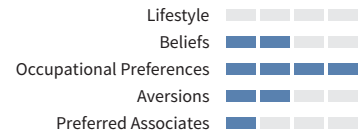
Security



Commerce



Aesthetics



Science

