

Profiling for Success

Feedback Report

Values-based Indicator of Motivation - Version 1

Delia Demonstration

This report presents your results on the Values-based Inventory of Motivation (VbIM), a questionnaire which investigates the importance you attach to each of 24 specific value areas.

The diagram below shows the order in which you placed the 24 values areas, as revealed by your detailed answers to the questionnaire. Those values which appear at the top of the diagram are those which are personally most important to you and those which appear at the bottom are those which are personally least important to you.

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

What are values?

What is it that makes people get out of bed in the morning and to put energy into various activities? What is it that creates long-term commitment, enthusiasm and a willingness to work hard beyond the call of duty? The answer can usually be found in an understanding of a person's fundamental values. These are the elements of our identity that give meaning and purpose to our lives.

Our core values have developed from our life's experiences. They reflect what we consider to be important, and affect the energy we are prepared to put into different activities. This is why values are central to the concept of motivation. Because of this, it is useful to explore our values in different contexts – work, home, leisure, hobbies. We can then ask ourselves to what extent our values are “fed” by the different parts of our lives – and whether some values are being “starved”. This can help to give us insight into the things we could do to tap into our true underlying motivations.

For example, if the requirements of a job role match our important values, this can make us feel comfortable and prepared to work to our best ability. If on the other hand the job requirements do not match our values, then we may feel less motivated. To take an example, a person might strongly value working with others but the role he or she is in may require working independently. A mismatch such as this can lead to de-motivation, tension or even conflict. Sometimes the situation is more complex because the role may match certain core values well but not other core values. The latter would then remain unexpressed and in the long term this can lead to dissatisfaction. The person may not even be aware of what is missing, perhaps feeling that they ought to be grateful for what they have got.

Interpretation of results

This part of the report result discusses the results shown on the previous page in more detail. The areas are presented in the order in which you ranked them, with those you considered most important coming first and those you felt least important being taken last.

It is important to understand that this part of the report is based on your detailed responses to the questionnaire and it may be that some of the results do not correspond with what you feel intuitively that you most value most in life. However, a later section of the report will discuss in more detail the correspondence between the detailed results and your overtly felt values.

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 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.

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 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 developing your skills and potential is something that motivates you. This may express itself in the way you seek out opportunities that stretch your current skills or that enable you to develop new ones. You may therefore wish to spend a significant amount of time in 'learning mode.' A possible consequence could be that you move on to new things quite quickly. This could mean that you sometimes neglect to take the time to consolidate and integrate your newly acquired knowledge or skills or that you take things on that are a stretch too far.

From a work perspective this thirst for learning can be extremely valuable. Some roles require someone who is hungry to learn new things and willing to stretch beyond their current level of experience or knowledge. However, it is also important to recognise that other roles can emphasise the opposite – a need to consolidate and work within existing parameters. People high on this value may find such roles less attractive – at least in the longer term. It is also true that some organisations do not believe that they should provide the time and space for individual development and expect learning and growth to be achieved elsewhere. Such organisations may not therefore satisfy your needs for personal development.

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.

Your results suggest that Influence 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 suggests that you see leadership and the ability to influence the direction of people and groups as both important and valuable. Whether this means that you do this directly by taking a leadership role yourself or that you simply admire others that do so is unclear. However, it is likely that you are motivated by the desire to take a position, express an opinion and otherwise steer the direction of yourself and others.

This may create a reputation for being a 'go getter' with high self-confidence – although this is not always founded on as much self-confidence as might appear to the outsider. You may also need to beware of being seduced by your conviction that you alone know what needs to be done and achieved. Perhaps there are times when you could do a little less expressing and advocating and a little more enquiring and listening.

At work your desire to influence can be a much-valued characteristic which expresses itself in your willingness to take responsibility and initiative. However, it may become an issue in organisations where there is little in the way of hierarchy, where there are clear rules to be followed or where decision making is highly consensual or democratic.

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. Harboring grudges, feeling revengeful or

Your results suggest that Wisdom 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 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.

Social Contact

People who value Social Contact get enjoyment from interacting with others. Indeed they tend to be highly sociable with a great need to have other people around. They enjoy the prospect of seeking out old friends and acquaintances as well as creating opportunities to meet potentially new friends. They appreciate pleasant, informal conversation and companionship and often have a friendly and affable nature.

Your results suggest that Social Contact 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 probably enjoy interacting with other people and it is likely that socialising is a key source of satisfaction for you. However, it should be borne in mind that this scale does not give an indication of your social confidence. It is therefore unclear how your high score translates into actual behaviour. Perhaps you are highly socially confident and visible or perhaps you simply admire people who have an easy social manner. In an employment context it is likely that you would much prefer activities involving other people than ones where you have to get on alone with little opportunity for interaction. Isolation is not your preference and this could cause problems if, for example, you spend too much time socialising with your colleagues ('social grazing') at the expense of getting the job done.

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 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.

You appear to place a high value on having fun, living in the present, seizing the moment and letting tomorrow unfold. You are likely to give a higher priority to what happens today than to making plans for the future.

Some people will find this approach extremely refreshing. They may admire your capacity to make the most out of life. Perhaps you have achieved just the right balance between seeking pleasure today, enabling you to release or escape from the pressures of everyday living. However, there will be some critics who may regard your approach as a little too carefree, irresponsible or even hedonistic. Perhaps you sometimes burn the candle at both ends and find that you have not given sufficient thought to the events of tomorrow.

In an employment context, such an emphasis on the present suits certain action-packed environments where there are constant demands (as long as a person enjoys these demands, that is). However in other job situations, where the requirement is for a more controlled and regulated approach, having such an emphasis on fun, stimulation and immediacy could become more problematic.

Openness

Those who place a high value on Openness tend to be committed to the concept of telling the truth. They believe that the key to a strong relationship requires a commitment to the truth regardless of the consequences and, as a result, tend to value blunt reality to diplomatic distortion. They recognise that to keep things hidden from others does not, generally, create the best foundation for a trusting relationship. Underlying the concept of openness are honesty and authenticity.

Your results suggest that Openness is the 7th 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 seems that you try to live your life by being as open and honest as possible – and that you expect this from your own friends and colleagues. Authenticity would be very important to you and deceit – a term that is universally seen as negative – to you would almost be a cardinal sin. It is true that most people believe in the concept of openness – but few are as prepared to push the boundaries as far as you would probably like. You see it as an essential ingredient to which you are committed and this means that you are likely to speak the truth even in difficult circumstances. However, the questionnaire does not indicate whether you do this with tact and sensitivity or with forthright directness.

In an employment context this can reflect itself in your willingness to admit your own mistakes, to take responsibility for your own errors and to give people genuine and honest feedback. This is a great asset as long as your motivation is genuine and not vindictive. The only thing to beware of is that being open often assumes a level of trust which may not always be justified.

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 8th 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.

Libertarian

Those who value the Libertarian approach to life believe that people should be allowed to follow their own conscience. They often view society as placing unnecessary constraints on individuals and place great emphasis on the concept of individual freedom. A consequence is that they tend to believe in allowing people to choose what they do and how they want to live. They believe that any societal boundaries should be as broad as possible, thus enabling people to exercise free will.

Your results suggest that Libertarian is the 9th most important value for you amongst all the 24 values. This suggests that this area has some importance to you, but it is not amongst the most important group of motivators for you.

This indicates a belief in the need to balance individual freedom with the constraints of society. You recognise that society needs rules and regulations, which necessarily curtail individual freedom to some degree. Whilst you may agree with the principle of free will and individual choice, you recognise that we cannot always just do what

we want.

In a work context this makes you prepared to take the middle ground between, on the one hand, challenging the status quo by promoting individual initiatives and, on the other hand, demanding adherence to the rules and systems. Like most people, you probably accept the need for regulations, control structures and authorities.

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.

Your results suggest that Accountability is the 10th most important value for you amongst all the 24 values. This suggests that this area has some importance to you, but it is not amongst the most important group of motivators for you.

You probably feel that society has achieved a good balance between rights and responsibilities. You may believe that some people are too ready to try to find a cause for their misfortune and that they try to blame others too readily. On the other hand, you also recognise that some things are outside people's control and that it can be quite appropriate to look for reasons and causes. Perhaps some people are too ready to abdicate responsibility and society may sometimes err too far on the side of rights but you probably do not feel particularly strongly about this.

In a work context you are likely to take responsibility for your actions as much as most people. This is unlikely to lead to excessive individualism as you probably accept also the idea of group responsibility. In other words, you probably recognise that not all people can be accountable to the same degree: for example, people who have suffered great misfortune and hence are practically (and emotionally) unable to accept responsibility to the same degree as most people.

Change

Those who value Change believe that progress is a good thing and is preferable to standing still. They are therefore prepared to sacrifice certainty and stability by taking risks in the interest of progress. Some may even feel frustrated or bored by lack of change and may want to engineer opportunities to bring it about. They have little need for a solid, organised and predictable future and may react against too much regulation and control, even when this is in their own interest.

Your results suggest that Change is the 11st most important value for you amongst all the 24 values. This suggests that this area has some importance to you, but it is not amongst the most important group of motivators for you.

In an employment context many organisations state that change is one of their values. Your responses to the questionnaire could indicate a good match to this requirement. However, note that not all organisations welcome change and challenge as much as their stated values would suggest. You should also consider in which situations your attitude to change may be inappropriate. Change is not always needed and certain tasks require a much more cautious and risk-averse approach than you may like. Perhaps you can be a little too willing to put yourself in situations which contain some risk but for which you are not fully prepared.

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

Your results suggest that Career Progression is the 12nd most important value for you amongst all the 24 values. This suggests that this area has some importance to you, but it is not amongst the most important group of motivators for you.

Although you probably do place a focus on your work and career, other areas of your life can be equally important. So you are probably not likely to be described as 'driven' or 'ambitious' in relation to your career. This could mean that you keep work in perspective and recognise the importance of achieving a healthy work-life balance.

From an employment perspective, you are likely to enjoy career progression but your drive is not simply to fill the next job ahead of you. Like most people you will seek promotion or an increased challenge, but without making these your focus or purpose. This could make organisations with a strong 'career progress' ethic less comfortable for you (i.e. ones where people are expected to compete and take on ever increasing challenges) and you may find yourself asking whether you necessarily fit in.

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 13rd most important value for you amongst all the 24 values. This suggests that this area has some importance to you, but it is not amongst the most important group of motivators for you.

It seems that you do have some drive to obtain material possessions and that you probably appreciate the badges of success, but obtaining them is unlikely to be your over-riding motivation. In choosing a job you are likely to value the content or purpose of the role as equally or more important. At work it would be useful for your employer to recognise that money may not be the most effective way to incentivise you – at least in the longer term.

Altruism

Those who consider Altruism to be important aspire to a better, more tolerant and understanding world. They believe in showing concern for the needs of others and they admire people who direct their activities to increasing the sum of human happiness - especially those who are willing to put considerable effort into helping other people, the environment, and the world generally. As individuals they are likely to be understanding, selfless and compassionate, and to hope that these values will be reflected in the society in which they live.

Your results suggest that Altruism is the 14th most important value for you amongst all the 24 values. This suggests that this area has some importance to you, but it is not amongst the most important group of motivators for you.

It seems therefore that whilst you may be interested in actions that contribute to the well-being of your fellow man/woman, this is not your over-riding value. You may admire people who contribute both time and effort to helping people in need but you may also have a harder viewpoint based on what you see as the realities of life. You balance these viewpoints as many other people do and so, whilst you may harbour the hope that people would behave in a generous, helpful and unselfish manner, you realise that this often does not happen or does not fit the circumstances.

In an employment context, you probably do not feel a burning desire to be involved in work that increases the well-being of society. It may be that you accept the rough and tumble of human existence and are prepared to do your bit towards helping others, but without making it your driving force. In fact, you may sometimes feel that people who are higher on this scale can be overly concerned with the needy and unfortunate – perhaps believing that there must always be an element of 'survival of the fittest'.

Collaboration

People who are Collaborative are concerned with co-operation, participation and consensus. They believe that working together is a valuable goal and are willing to sacrifice other things in order to achieve this. They value the input of others and often work hard to involve people who they see as part of the team or group. They believe that the whole is greater than the sum of the parts and so will subjugate their own needs for the good of group cohesion. Their approach to decision making is generally to seek opinions and to arrive at a consensus. As a result, collaborative people are often less interested in making their own mark than arriving at the best possible solution: they value the process, rather than championing their own particular idea.

Your results suggest that Collaboration is the 15th most important value for you amongst all the 24 values. This suggests that this area has some importance to you, but it is not amongst the most important group of motivators for you.

Like most people therefore, you probably see the need for co-operation and consensus but you also recognise the need for autonomy and perhaps a more directive input at times. You recognise how working together could be more effective but how it can also lead to inefficiencies. You therefore take a balanced view on its value. Perhaps you vary the way in which you expect decisions to be made, sometimes being highly inclusive and participative and involving all the relevant stakeholders and yet, at other times, being much more autonomous or involving just a few friends and colleagues.

In an employment context collaboration is often actively encouraged and there are times when the only way to achieve something is with a high level of collaboration. However, you appear more balanced in your belief that autonomy and lack of consensus is sometimes appropriate. You are less likely to become a rigid advocate of teamwork at all times and this may sometimes help in situations where decisions need to be made quickly and autonomously.

Legacy

Those who value Legacy wish to be recognised for something they consider to be important and substantive. Unlike Fame (which is more about visibility), Legacy is more about making a contribution that has intrinsic value. This may be in terms of making an important contribution to society. Alternatively it may be in terms of achieving recognition for one's skills and talents. A concern for Legacy implies a concern for one's epitaph, for one's reputation or for the tributes that one hopes will follow one's achievements. People who value Legacy place importance on the meaning and value of their past efforts, with the aim of ensuring that these are more likely to have some element of longevity.

Your results suggest that Legacy is the 16th most important value for you amongst all the 24 values. This suggests that this area has some importance to you, but it is not amongst the most important group of motivators for you.

Building your reputation is therefore probably not your highest priority – although a normal level of recognition for your contribution and talents is still likely to be important. People who are not driven to leave a legacy often focus more easily on the present and deal with today rather than worrying about the deeper meaning or significance. Clearly most people will question whether what they are doing is worthwhile – but the yardstick for judging this is less likely to be how much you will be remembered for it. Whilst this does not mean that anonymity is your ideal, it does suggest that avoiding anonymity (at least in the long-term) is not your driving force. Perhaps you manage to feel valued and gain what recognition you need via other routes.

From an employment viewpoint this may lead to difficulties if you operate in an organisation where reputation, past history and acknowledgement of contribution are valued more than 'doing the day job'. You may value 'being efficient and competent at the day job' and hence feel devalued in an organisation that sees this merely as 'maintenance'.

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 17th 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.

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 18th 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.

Whilst you are interested in people who can make an intellectual impact, this is probably not something that provides your primary focus. You may appreciate people who can demonstrate a strong rational mind-set or who can come up with new and clever ideas but you see this as only one of the important things in life. It is not something you are likely to place as the major focus of your life.

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.

Your results suggest that Tradition is the 19th 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.

It seems that you would not appreciate a society that shows too much respect for the past and its rules and rituals. You probably believe that many traditions have become outdated and need to be reviewed in the light of modern-day realities. Perhaps the sense of order, authority and dependability that tradition brings you find constraining and unnecessary. This makes you likely to challenge the status quo and to criticise some of the guiding principles which have been established and embedded into society.

In an employment context your approach to tradition means that you are likely to criticise the methods of the past and bring in new ideas that allow for growth, change and improvement. This could make you a welcome innovator or a thorn in the side of authority. It is very likely that you would not be attracted to traditional, stable, authoritarian or hierarchical organisations.

Fame

Those who value Fame usually enjoy being in the limelight and at the centre of attention. They have a particularly strong need for recognition and the admiration of their peers, quite apart from that of the wider community. People with a concern for fame are motivated to create a noticeable public image, to the extent they may even seek infamy as opposed to fame, since to be completely ignored is, for them, the worst thing of all. Seeking fame can involve a wide range of activities but at its core is the desire to be visible and

Your results suggest that Fame is the 20th 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.

This implies that you have little interest in investing energy to boost your 'public' image. Perhaps you are someone who shuns the spotlight – or perhaps you have little regard for people who seek it. Either way, you probably do not derive your self-esteem from the amount of attention you can obtain from other people.

From an employment perspective, the fact that you rank fame and recognition fairly low may mean that you prefer less public roles or more discreet ways of making a contribution. This does not necessarily mean that you will avoid taking a public role when required to; there can be good reasons for needing to be in the public eye without it being a deep seated desire.

Connection

Those with Connection as a strong value indicate that feeling warm, intimate and connected is important to them. They prefer relationships where they can share their deepest thoughts and emotions and usually need to have at least one warm and close relationship that allows them to do this. They are also likely to have a preference for close and warm relationships in general. Such people are not necessarily interested in developing a large network of acquaintances but tend to prefer depth to breadth, which is more likely to result in them having a close inner-circle of friends rather than a broad range of acquaintances.

Your results suggest that Connection 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.

It seems therefore that you feel it is important to maintain a level of emotional distance in relationships with others – at least to a greater degree than do most people. Whilst you may be happy to become more intimate over time, you probably believe that this should be at a slow pace. This means that you are unlikely to share your more personal thoughts and feelings with people until you know them very well. You may find some people far too forward and feel they cross the boundary of privacy and intimacy too easily and, for you, a more comfortable position would involve greater personal distance. In an employment context you are likely to enjoy an environment that is more businesslike and impersonal and so some cultures may be too 'touchy feely' for you.

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'.

Your results suggest that Inclusion 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.

It seems that being part of a community is not as attractive to you as it is to others. Perhaps the sense of belonging and of being recognised is less important than your need for a sense of independence or separation. Perhaps the prospect of being part of a community carries the risk of 'being known warts and all' and you value privacy or anonymity more than this allows. Perhaps you already feel part of a community but have not found the benefits of this as rewarding as other people do.

In a work context you do not seem driven to join and belong. This may enable you to be more effective as an independent and autonomous individual – something that some organisations value highly. However, it may make it harder for you to become a member of a team, especially where other members have a higher expectation of how people should join and integrate.

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.

Your results suggest that Culture 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.

Your engagement and sympathy with various forms of 'the arts' (whether this be painting, music, drama, architecture, dance and so on) is probably unlikely to provide you with a primary focus on a day-to-day basis. It may be that you can appreciate some forms of artistic expression but that you also value an approach that is more practical or functional. From a work perspective you may find it hard to identify with an organisation that is centred on artistic or cultural activities unless you can see that this also has some practical benefits.

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 suggests that you do not feel a need to believe in a non-material or spiritual dimension.

Further consideration of your results

You will recall that after the main part of the VBIM questionnaire, you were asked to order the 24 value areas by dragging them up and down the screen. This ranking task is used to see how you would normally rank the value areas when not considering them in particular detail and the order so produced might be taken as reflecting your overtly expressed value framework. On the other hand, your responses to the first part of the questionnaire show how you actually rate the 24 areas when considering each area in much more detail.

The values areas below were those to which you actually attached significantly less importance when considering them in detail than you did in the simple ranking task. These areas may perhaps be less important to you than you might have thought.

Connection
Collaboration
Inclusion

The values areas below were those to which you actually attached significantly more importance when

considering them in detail than you did in the simple ranking task. These areas may perhaps be more important to you than you realise or would normally express.

- Influence**
- Legacy**
- Altruism**
- Libertarian**

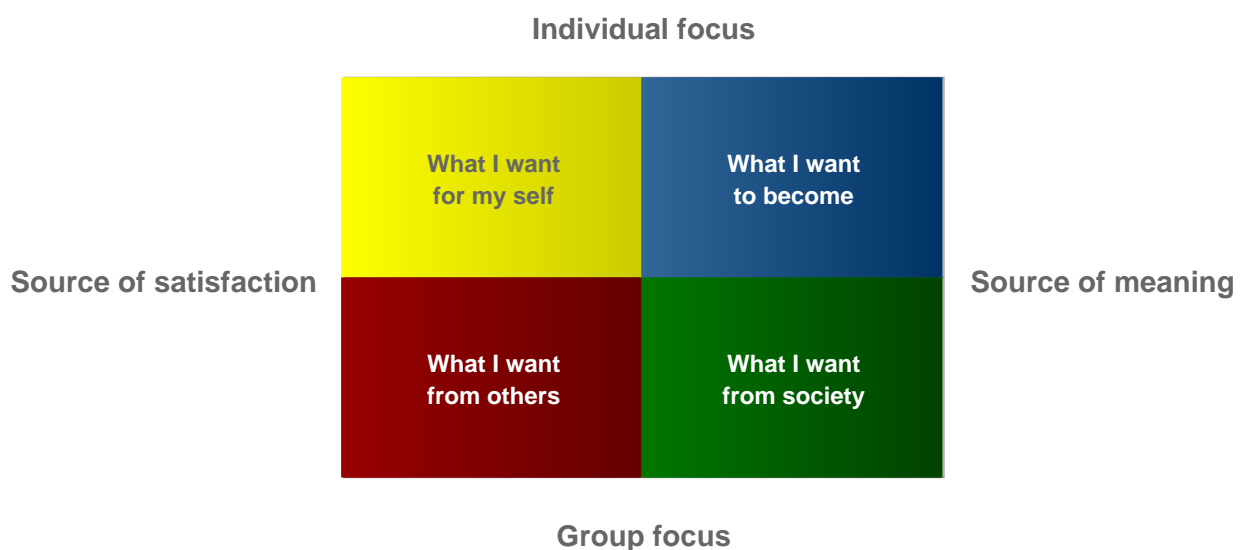
You may wish to refer back to the full descriptions of the above values areas in the previous pages of this report. This may help you to understand why you have rated them differently when considering the detailed questions in the VbIM questionnaire compared with how you ranked them in the simple ranking task.

HOW THE VbIM VALUES ARE ORGANISED

The 24 values covered by the VbIM questionnaire can be classified in two ways:

- as to whether they are concerned with 'satisfaction' or are concerned with 'meaning'.
- as to whether they are individually-focused ('personal') or group-focussed ('interpersonal')

Values that relate to satisfaction generally pertain to things that are more visible or obvious in a work or social context: for example, material reward or pleasure. In contrast, values that relate to meaning are more often to do with such things as personal growth or mastery. In addition, values that are related to the 'common good' are also sources of meaning; for example, values which deal with such things as altruism and freedom of individual expression. These two distinctions - between group and individual focus and between satisfaction and meaning - are shown in the diagram below



On the following page, your ordering of the 24 values is shown divided up into the four main areas as shown in the diagram above. This can help you see which of these main areas, if any, you tend to attach most importance to.

The diagram below shows your ranking of the 24 values, as on the first page of this report, but here divided into the four main areas described on the previous page. The four main areas and the types of values that fall within them are described in more detail after the chart.

WHAT I WANT . . .			
	for myself	to become	from others
1	Well-being		
2		Personal Growth	
3		Influence	
4		Wisdom	
5			Social Contact
6	Excitement		
7			Openness
8			Integrity
9			Libertarian
10			Accountability
11	Change		
12		Career Progression	
13	Reward		
14			Altruism
15			Collaboration
16		Legacy	
17			Harmony
18	Conceptual		
19			Tradition
20	Fame		
21			Connection
22			Inclusion
23			Culture
24		Transcendence	

What I want for myself

This group of values concerns the ways in which an individual gains satisfaction. Some people prefer to gain their satisfaction in terms of immediate reward - either of a material kind or the more abstract satisfaction that comes from appreciation of the world of ideas. Others gain their satisfaction by enhancing their standing in the eyes of others: either by being recognised and 'visible' (possibly in the public eye) or through obtaining the badges and symbols of success. Still others are motivated by a strong desire to feel healthy both physically and emotionally.

What I want to become

This area concerns more abstract values that motivate a person with an eye for the longer term. People who emphasise this area like to see themselves as growing, changing and contributing in some way. They may

emphasise the development of their skills and competencies, the progression of their career or how to grow the ability to lead and influence others. Others may emphasise development in more abstract terms such as mental, emotional or spiritual growth. A feature of this group of values is the ability to stand back from the day-to-day, to view the 'bigger picture' and to develop a deeper and richer understanding of both themselves and the world around them.

What I want from others

This group of scales has a relational focus. People who emphasise this area value interaction, relationships and community. They recognise the importance of creating conditions in which relationships can develop – such as Trust, Collaboration and Integrity and as well as those that focus on the satisfaction we gain from our interactions with others such as Social Contact, Inclusion and Connection. A feature of this group is the importance of other people in a person's value system.

What I want from society

This group of values has both an interpersonal and societal focus and concerns the values that give meaning to our dealings with other people. It is based on altruism, harmony and respect: the cornerstones of a giving and accepting society or workplace. People who emphasise this area are concerned for the nature of the society they live in and they tend to have a respect for the traditions and legacies of previous generations. They can also accept that being part of a society necessarily brings both rights and responsibilities and they sometimes accept the benign use of authority, as well as valuing continuity, security and social order. Ultimately it also concerns the valuing of personal responsibility and the belief that we are all accountable for our actions and their consequences.

Comparing your value framework with that of other people

Finally, it is interesting to see how the relative importance you attach to any given value area corresponds with how relatively important other people in general see it to be. The chart below shows the 24 values, once again ranked in terms of importance from your own point of view. At the right of each value is shown the position to which that value was assigned by a large comparison group.

For example, the value you ranked as most important to you personally was Well-being. You can see from the number at the right of Well-being that people in the comparison group also on average ranked this area as most important. So this means that Well-being is just as important in your own personal framework of values as it is for people in the comparison group.

The numbers in white are where your rank for that value is higher than most other people. These are the values that may make you feel special and different from others. Alternatively they may make you feel separate and distant. This effect is likely to be higher for those values that are nearer to the top of the table.

The numbers in red are where your rank for that value is lower than most other people. These are the values that you may recognise in others but where you do not share their beliefs or enthusiasm to the same degree.

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