

The Values Index

WHAT

WHY

HOW

Jason Kiesau

October 19, 2014

This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.

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About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.

The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

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A closer look at the seven dimensions

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

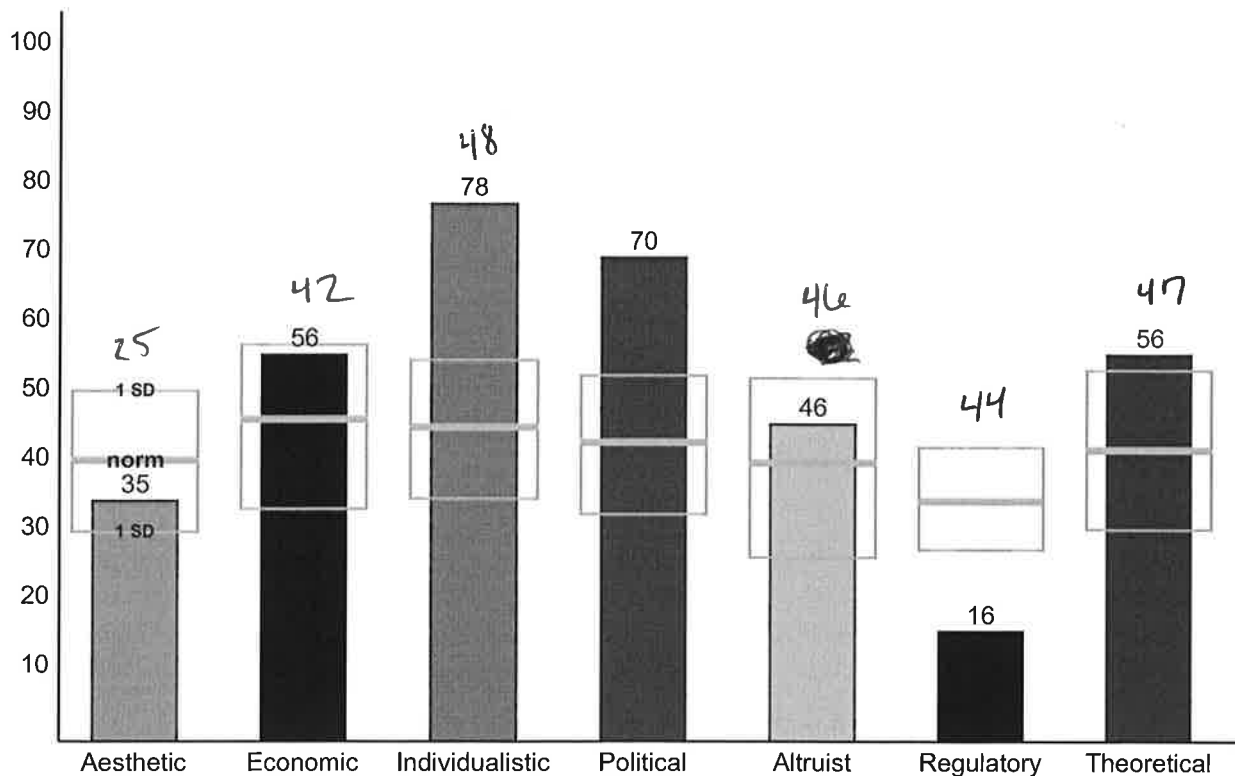
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

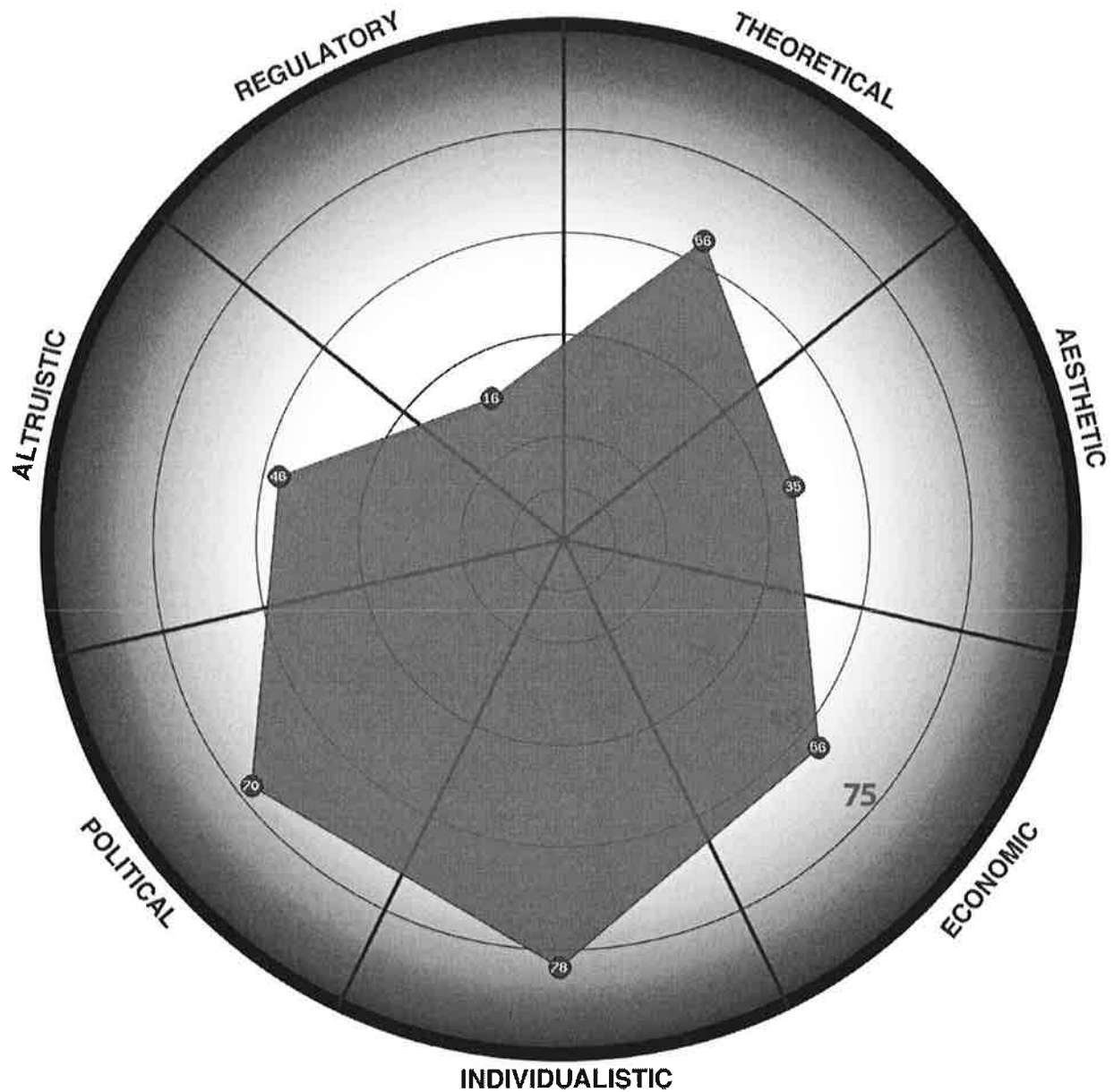
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Executive Summary of Jason's Values

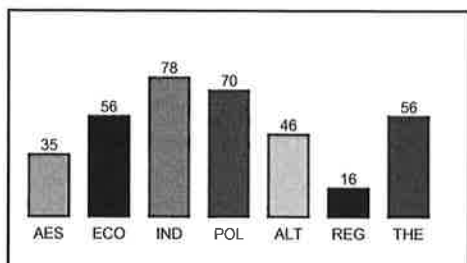
Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
Very High Individualistic	You demonstrate high independence and project self-confidence.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
Very Low Regulatory	You are an independent and autonomous agent, very flexible problem-solver, and able to craft a variety of solutions.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

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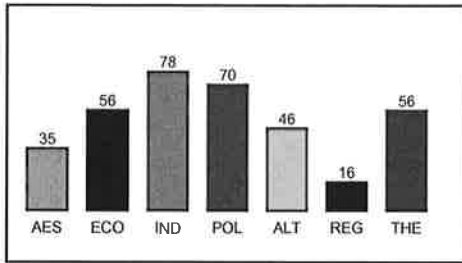
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You can work well with others to create and innovate.
- You possess a healthy balance between form and function.
- You work equally well with the artistic and non-artistic types.
- You respect others' needs to express their creativity.
- You possess the average level of aesthetic appreciation, near the national mean.

Key Strengths:

- You appreciate a sense of balance between work and life, but are not paralyzed without it.
- You appreciate renewable and environmentally friendly (green) approaches.
- You value conservation efforts as both renewing but also practical.
- You are willing to help others strictly out of support or appreciation of their efforts.
- You enjoy certain artistic aspects or ideas, but on a normal level without being extreme.



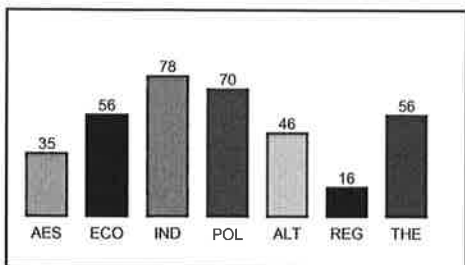
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You appreciate the need for conservation efforts and preserving balance and harmony in the surroundings.
- You believe that art and form can be uplifting and positive, even for those with no artistic ability.
- You balance team efforts between doing it right and doing it enjoyably.
- You possess a level of artistic interest or appreciation that is right at the national mean.
- To you, balance between work and life is important.

Training/Learning Insights:

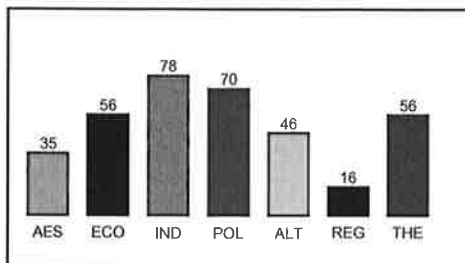
- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.



The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Continual Improvement Insights:

- Since your score is at the national mean, it is important to review other Values drives for a more complete look at areas for quality improvement.
- You may benefit by taking a more visible position on teams.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- Remember that it is OK that some don't appreciate artistry, balance or harmony and you can serve as a bridge between those who do and don't see value in such things.



The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

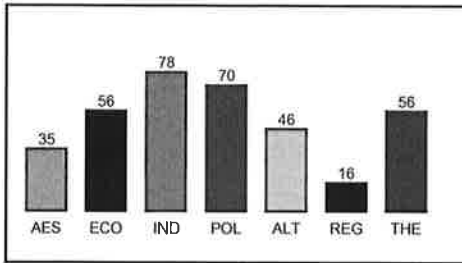
General Traits:

- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
- Regarding the Economic score, you would be considered rather practical and realistic about money.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- The pattern of responses when compared to others in the business community indicates that there would be no visible "greed factor" in the interaction you have with others.
- You have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than your own.

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Key Strengths:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.



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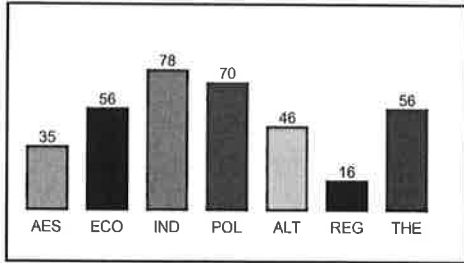
Motivational Insights:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.

Training/Learning Insights:

- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.

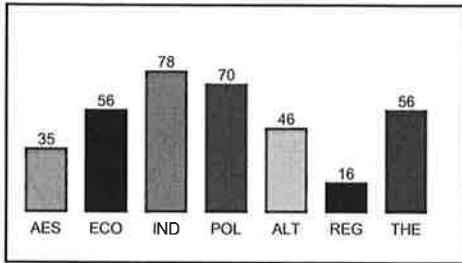
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The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

- You should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.



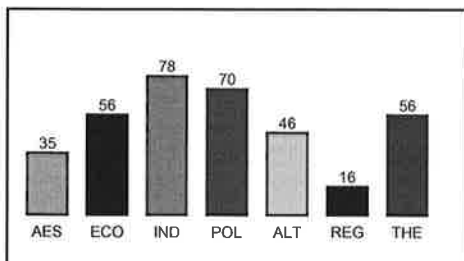
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You enjoy work and assignments, which give you standing in the eyes of others and evokes respect.
- Your pattern of responses indicates that you have a very strong desire to be your own person.
- You prefer to make your own decisions about how an assignment or project is to be accomplished.
- You can sometimes surprise others with spontaneous ideas or responses.
- You thrive in a team environment.

Key Strengths:

- You desire to be an individual and to celebrate differences.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.
- You bring a variety of different and energetic ideas to the workplace.
- You bring creative ideas.
- You realize that we are all individuals and have ideas to offer.



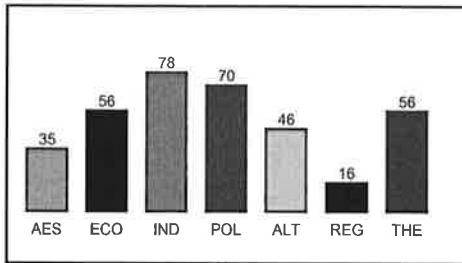
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.
- You work with an idea, develop it, and run with it for a while before making a judgment.
- Remember to look for continuous opportunities to learn and progress.

Training/Learning Insights:

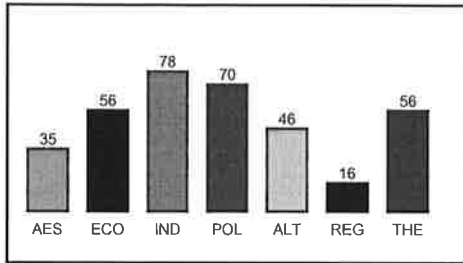
- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.



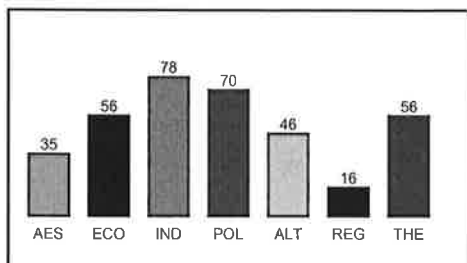
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You show a very high energy level in working toward goals and ambitions.
- You are very comfortable being in a leadership position and seek those roles.
- You desire leadership and are ready for the accountability that comes with it.
- You use power and control readily and effectively to keep projects moving.
- You have a bottom-line approach to getting things done.

Key Strengths:

- You have a strong 'buck stops here' approach to business and getting things done.
- You have a very high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.



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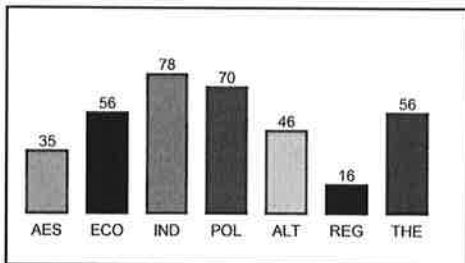
Motivational Insights:

- You score like others who may feel stifled if surrounded by many constraints.
- You appreciate public recognition and praise for successes.
- You may like to be seen as a catalyst for change.
- You may need to be more willing to share the attention and successes for wins.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.

Training/Learning Insights:

- Many who score like you, may prefer independent study instead of group or team activities.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- If group activities are involved, you attempt to build in some competition and group leadership events.
- You provide for a variety of learning and personal development options.
- You provide for individual recognition for exceptional performance.

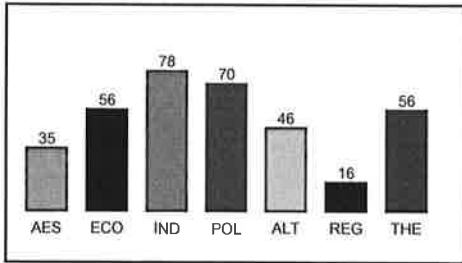
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The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority at times.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

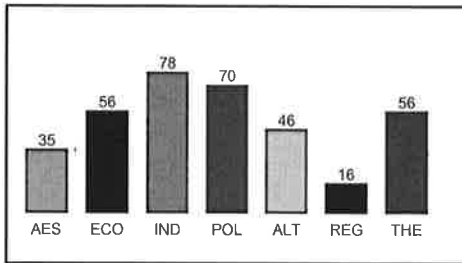
General Traits:

- You will not create an imbalance between your own needs and those of others.
- You balance helping others with personal concerns very effectively.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You have a good sense for when to freely help others and when to say "No."
- You are very much in line with the average level of altruism seen in business environments.

Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value pitch in others through personal actions.

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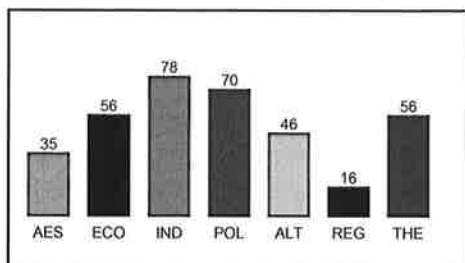
Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be a good judge of how much to involve others versus making the command decision.

Training/Learning Insights:

- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

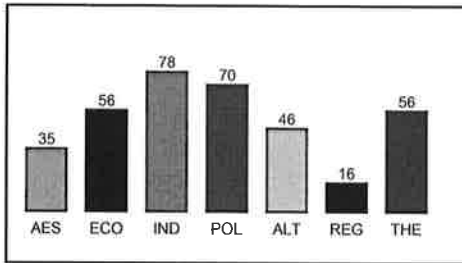
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Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



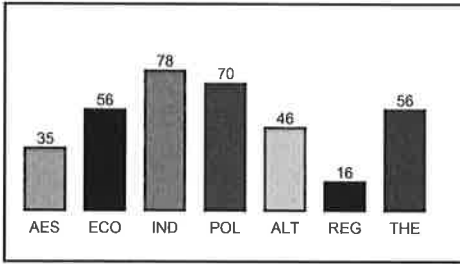
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You are very open to changing the role in order to better fit yourself.
- You have a strong attitude that rules are only guide posts not hitching posts.
- You are very much driven to express individuality and freedom.
- You have very solid conceptual thinking or ability to see the big picture, and communicate it well to others.
- You have a very strong belief that the individual can sometimes supersede the group in importance.

Key Strengths:

- You are not afraid to make mistakes in trying new things or approaches and develops creative strategies as a result.
- Your decisions will be very quick and without too much emotional involvement.
- You believe that questions are good and asking them should never be suppressed.
- You are constantly seeking new, more efficient, solutions.
- You have a very quick uptake on new concepts or complex problems.



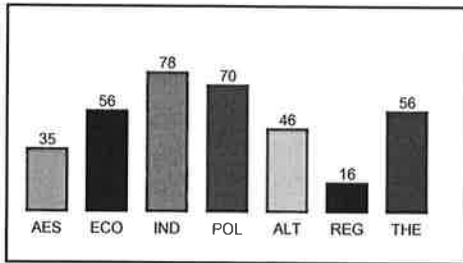
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You prefer set objectives, but want lots of flexibility in how they are achieved.
- You must have lots of opportunities for personal growth and development.
- You like to be very well informed and kept in the loop.
- You must be "convinced", not "instructed".
- You do not support inefficient or ineffective procedures just because "that's the way it is."

Training/Learning Insights:

- You prefer very spontaneous, flexible and independent learning environments.
- You very much prefer multiple learning modalities instead of just one.
- You are very likely to learn new things in your own way, at your own pace and style.

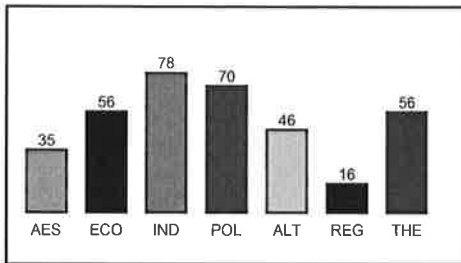


The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Continual Improvement Insights:

- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should stick to the important details primarily, avoid the minor bits.
- You should remember that sometimes rules or procedures exist for good reasons.
- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- You should consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.

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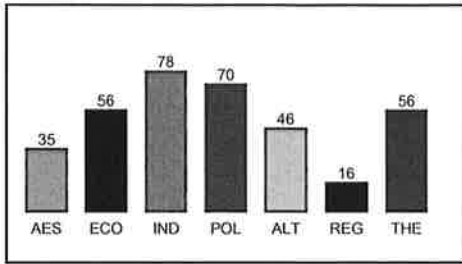
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You stay mentally alert and like mental challenges.
- You may enjoy learning even for its own sake.
- You have a 'cognitive' attitude: Looking for deeper meaning in things.
- Others on the team may seek you to help answer questions about projects or procedures.
- You like visiting bookstores and may make some unexpected purchases.

Key Strengths:

- You gather the maximum amount of information on an issue because you ask the necessary questions.
- You score as an active problem-solver, seeking solutions.
- You have strong and consistent analytical skills and ability.
- You will work long, hard hours on the complex solution to a problem.
- At a team meeting you will come prepared, with pre-work completed.



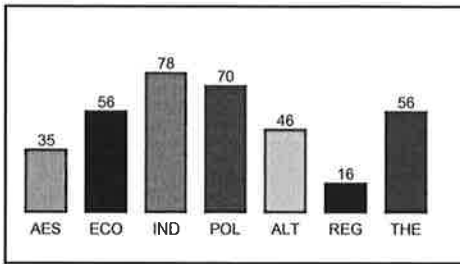
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Classes, courses, conferences: go and learn.
- You prefer to be included in future development projects and draw on your expertise.
- If there is a learning-based event to be planned, be certain you are involved. If there is an external learning-based event on the calendar, be certain you have the opportunity to attend.

Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Continual Improvement Insights:

- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.
- You may have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.

Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

Action Step: Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment				
	Poorly				Highly
Motivator #1: _____	1	2	3	4	5
Motivator #2: _____	1	2	3	4	5

Legend:

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

Tally your score here:

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To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: What aspects of your company or role can you get involved in that would satisfy this motivator?



Success Connection

Your final step to making sure you really benefit from the information in this report is to understand how your values style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):

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