



## The Values Index

WHAT

**WHY**

HOW

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Morten Holck

October 13, 2011

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

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## About This Report

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

This report measures seven dimensions of motivation. They are:

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

## The Elements of the Values Index

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

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

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

## A closer look at the seven dimensions

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

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

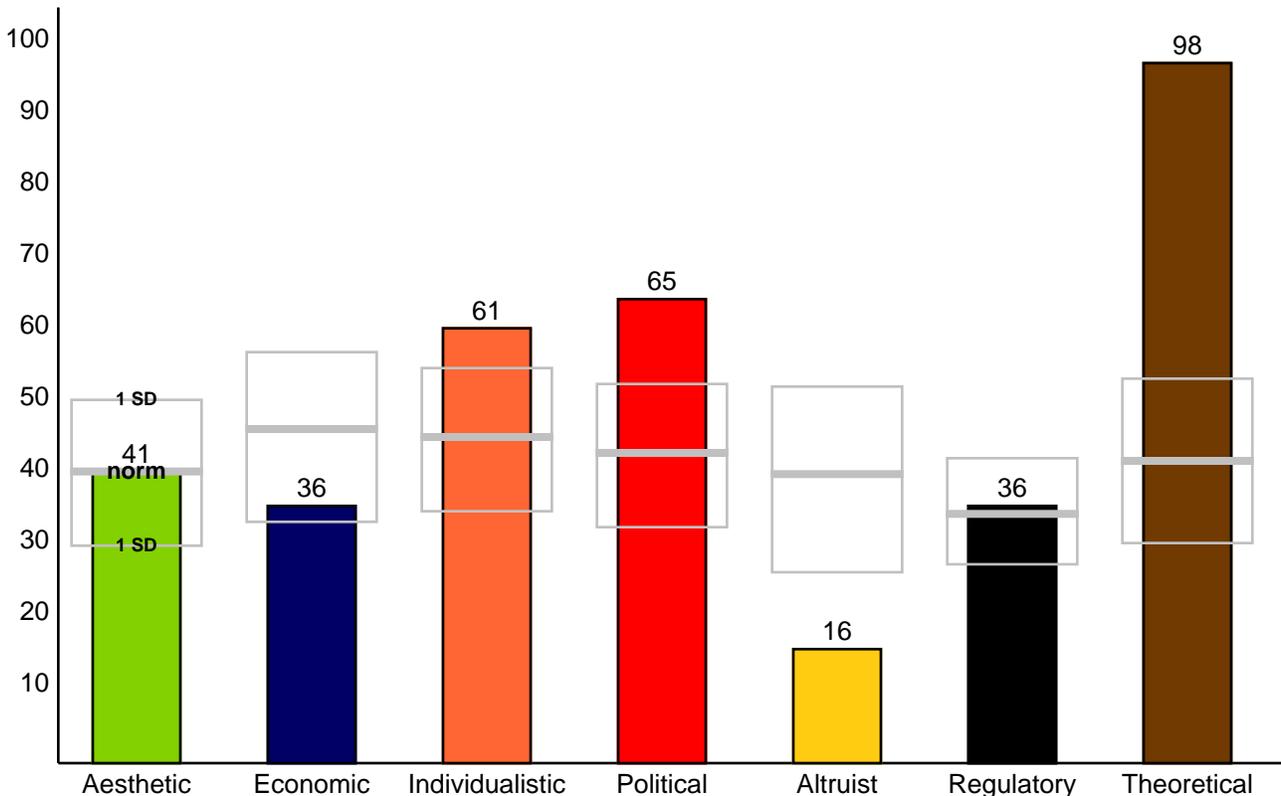
Value	The Drive For
<b>Aesthetic</b>	Form, Harmony, Beauty, Balance
<b>Economic</b>	Money, Practical results, Return
<b>Individualistic</b>	Independence, Uniqueness
<b>Political</b>	Control, Power, Influence
<b>Altruistic</b>	Altruism, Service, Helping others
<b>Regulatory</b>	Structure, Order, Routine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

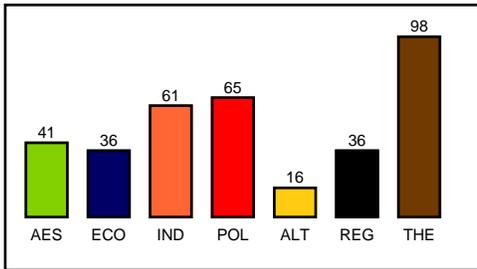
Morten Holck

## Executive Summary of Morten's Values

<b>Average Aesthetic</b>	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
<b>Average Economic</b>	You are able to perceive and create a balance between the need for economic return and other needs as well.
<b>High Individualistic</b>	You have no problem standing up for your own rights and may impart this energy into others as well.
<b>High Political</b>	You are able to accept the credit or take the blame, with 'the buck stops here' attitude.
<b>Low Altruist</b>	You won't be taken advantage of and protect your own turf and that of the team or organization.
<b>Average Regulatory</b>	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
<b>Very High Theoretical</b>	You are passionate about learning for its own sake. You are continually in learning mode and bringing a very high degree of technical or knowledge base credibility.

Morten Holck





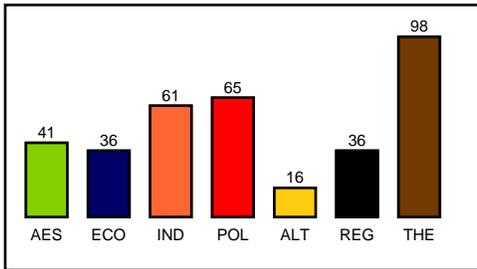
**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### General Traits:

- You can work well with others to create and innovate.
- You possess the average level of aesthetic appreciation, near the national mean.
- You respect others' needs to express their creativity.
- You possess a healthy balance between form and function.
- You help keep overly emotional or creative types grounded.

### 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.



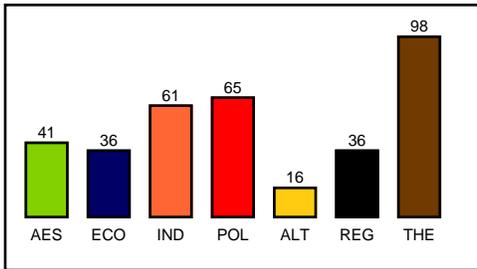
**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### 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:

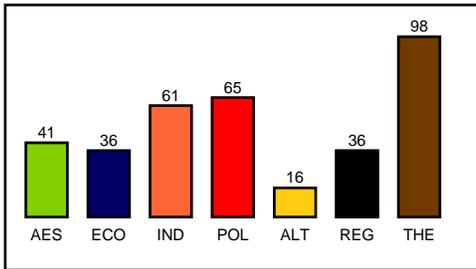
- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.



**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.



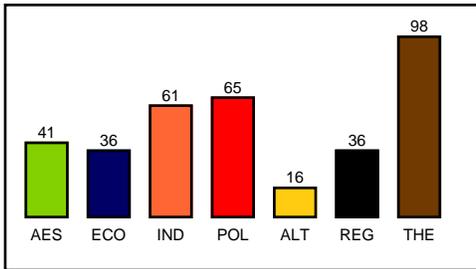
**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

## 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.
- You have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than your own.
- 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.
- Regarding the Economic score, you would be considered rather practical and realistic about money.
- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.

## 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.



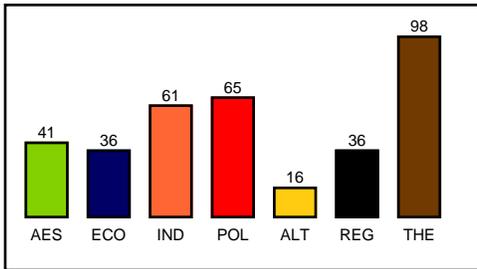
**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### 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:

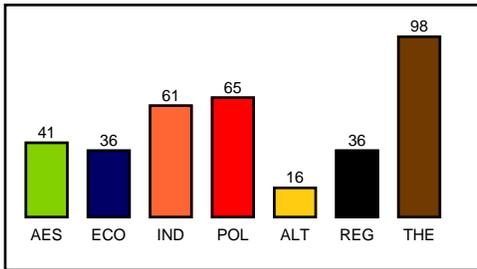
- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph 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.



**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.



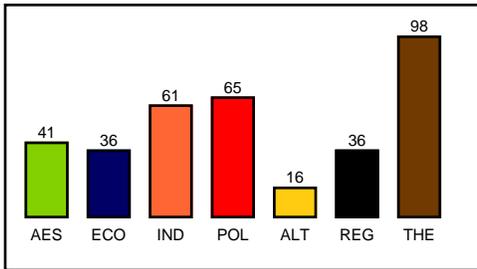
**The Individualistic Dimension:** The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

## General Traits:

- You enjoy working in your own way and own methods.
- You like freedom in your own work area.
- You experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- Your high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.
- You like to have your own niche; the place where you can excel.

## Key Strengths:

- You are not afraid to take calculated risks.
- You bring a variety of different and energetic ideas to the workplace.
- You bring creative ideas.
- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You enjoy making presentations to small or large groups and are generally perceived as an engaging presenter by your audiences.



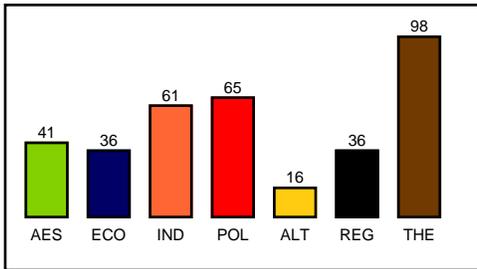
**The Individualistic Dimension:** The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### Motivational Insights:

- You should create an environment that provides security while it encourages taking appropriate risks.
- Be patient in allowing for expression of your uniqueness and sense of humor.
- You should remember to build-in a continuous opportunity to learn and progress.
- You may like to work apart from the team and independently at times.
- You will appreciate 'air-time' at meetings to share ideas with others on the team.

### Training/Learning Insights:

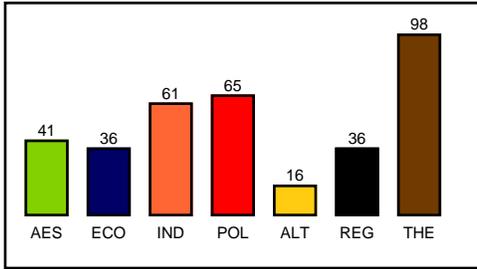
- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.



**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.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- 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.



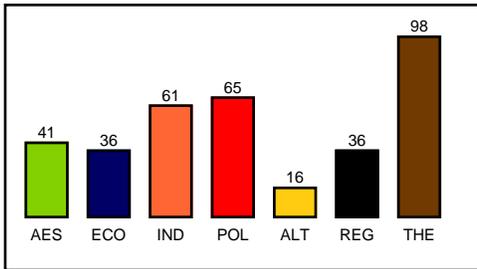
**The Political Dimension:** This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### General Traits:

- You show a very high energy level in working toward goals and ambitions.
- You desire leadership and are ready for the accountability that comes with it.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You are comfortable being in a leadership position and seeks those roles.
- You seek competition.

### Key Strengths:

- You have a 'buck stops here' approach to business and getting things done.
- You have a 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.



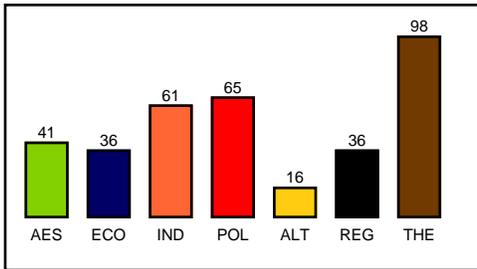
**The Political Dimension:** This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### Motivational Insights:

- You prefer an environment with minimal involvement with routine, detail, and paperwork.
- 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 appreciate occasional public recognition and praise for successes.
- You enjoy status and esteem in the eyes of others.

### Training/Learning Insights:

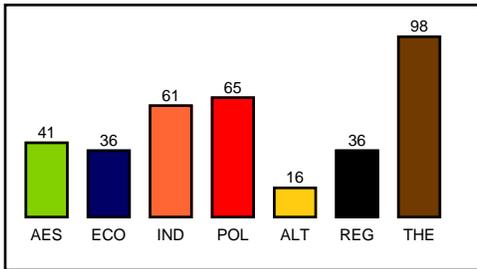
- Some who share this score range may prefer independent study instead of group or team learning activities.
- You provide for individual recognition for exceptional performance.
- You provide for a variety of learning and professional development options.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- You score like those who frequently show an interest in leading some training or professional development activities.



**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 without cause.
- 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.



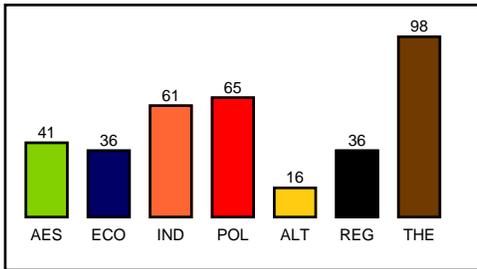
**The Altruistic Dimension:** This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

### General Traits:

- You are interested more about business and function than nurture and support.
- Your requests for help by others should be connected to a practical return as well. You have learned to say, "No" appropriately to things that don't add to the revenue.
- You are somewhat guarded at first with others, maybe in part as a result of being 'burned' in the past and not wanting it to happen again.
- Your Altruistic score is a moderately low priority for you and other Values take a greater importance in your business activity.
- You may not be seen as the most generous person when it comes to donating free time or services.

### Key Strengths:

- You are more pragmatic and prefer a bottom-line approach rather than a selfless and servicing approach.
- You can weather storms well and survive well in competitive situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have rational-steady business focus.



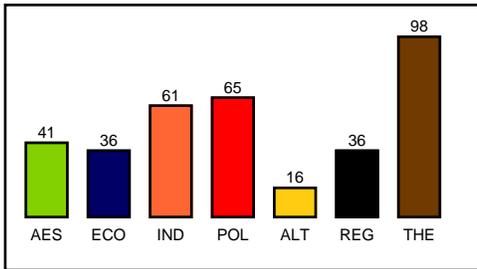
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### Motivational Insights:

- You should make sure to appeal to with practical arguments rather than emotional ones.
- You stick to the bottom line and avoid emotional appeals and rhetoric.
- You should try not to place too much burden for coaching or counseling duties.
- You can work fine alone and may prefer less involvement with a team in order to maximize personal efficiency.
- You should stay unemotional when trying to convince, and appeal to 'business-sense.'

### Training/Learning Insights:

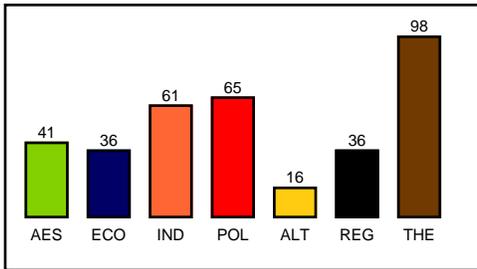
- You should connect your arguments to the business need, not the human need.
- You should demonstrate the practical benefits of any training or learning.
- You should connect all training or learning to the bottom-line business needs and how it will return personal results.



**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.

### Continual Improvement Insights:

- Some could consider your very pragmatic approach as self-centered if it is not monitored.
- You are likely to be viewed as "guarded" and "reserved" by those who are much more altruistic.
- You might benefit from being more sensitive to the personal needs of others.
- You may gain personally by helping others gain personally as well.



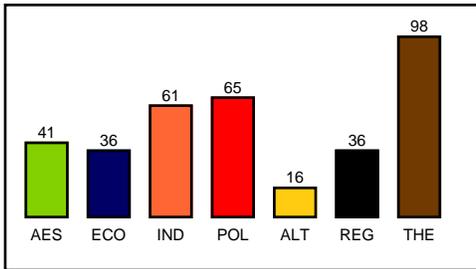
**The Regulatory Dimension:** The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

### General Traits:

- You are accepting of authority, but not bound by it blindly.
- You tend to be balanced and stable.
- You strike a good balance between respecting individual needs, and those of the group.
- You appreciate some structure, but not too much.
- You are right at the national mean when it comes to desire for stability or steadiness.

### Key Strengths:

- You are situationally aware of when rules must be followed and when they should not be.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.
- You are very flexible when it comes to dealing with very little or too much structure.
- You can challenge protocol and be creative if the situation demands it enough.
- You are good at providing order and structure where it is required.



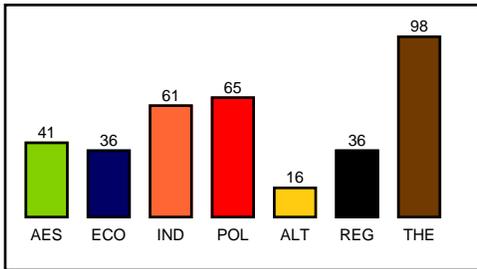
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### Motivational Insights:

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

### Training/Learning Insights:

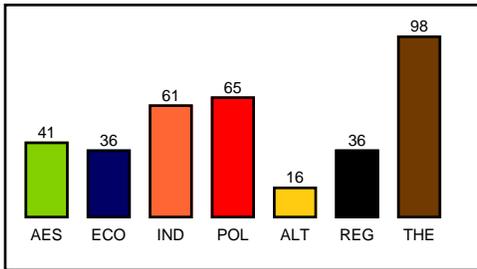
- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.



**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:

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



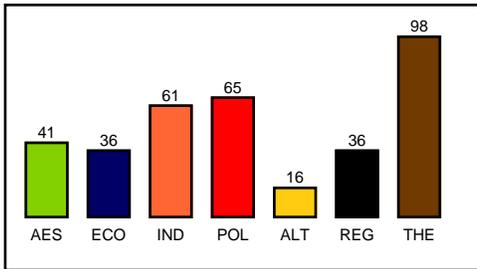
**The Theoretical Dimension:** The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### General Traits:

- You may prefer learning-based events or conferences over a small economic incentive.
- You have a strong desire to learn and go beyond the required knowledge base.
- You enjoy visiting bookstores, and may frequently make unexpected purchases.
- You enjoy learning for learning's sake.
- You believe that continuous learning is healthy for the mind and body.

### Key Strengths:

- You ask many of the necessary questions in order to gain the maximum amount of information.
- You have very strong analytical skills and ability.
- You will work long, hard hours on the resolution to a problem, being actively engaged in problem-solving and strategic solutions.
- You do the prep-work and homework and come to the meeting or event well-prepared.
- You know a little about most everything, and are conversant about it.



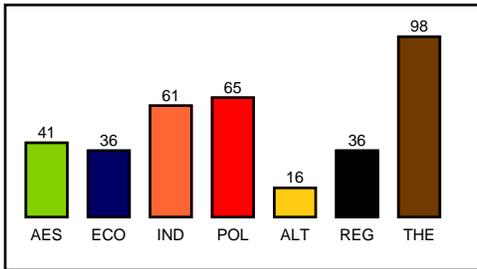
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### Motivational Insights:

- 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.
- Realize that as much as you have learned, you still want to learn more.
- You can be a constructive critic for new ideas or when evaluating existing projects and protocol.
- Call upon your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.

### 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 may demonstrate some aloofness especially to those not as intellectually driven.
- You may prefer to wait on a project, believing that helpful information may be forthcoming if more time is allowed.
- Your sense of urgency may vacillate depending on the level of mind-share you are willing to invest.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You shouldn't rush from one learning experience to another. Make certain there are some practical applications.

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:**

Morten Holck

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?

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

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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):

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

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