



The Values Index

WHAT

WHY

HOW

John Collins

September 24, 2013

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.

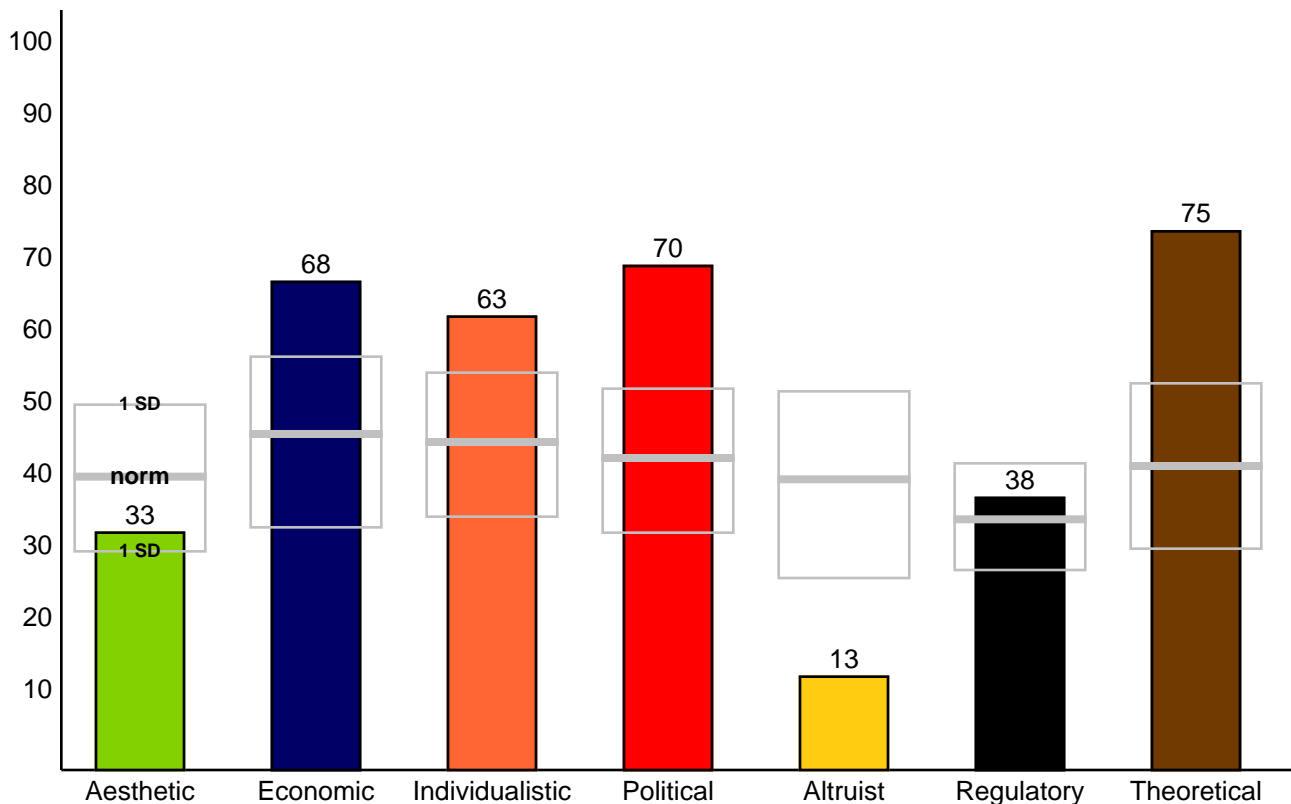
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

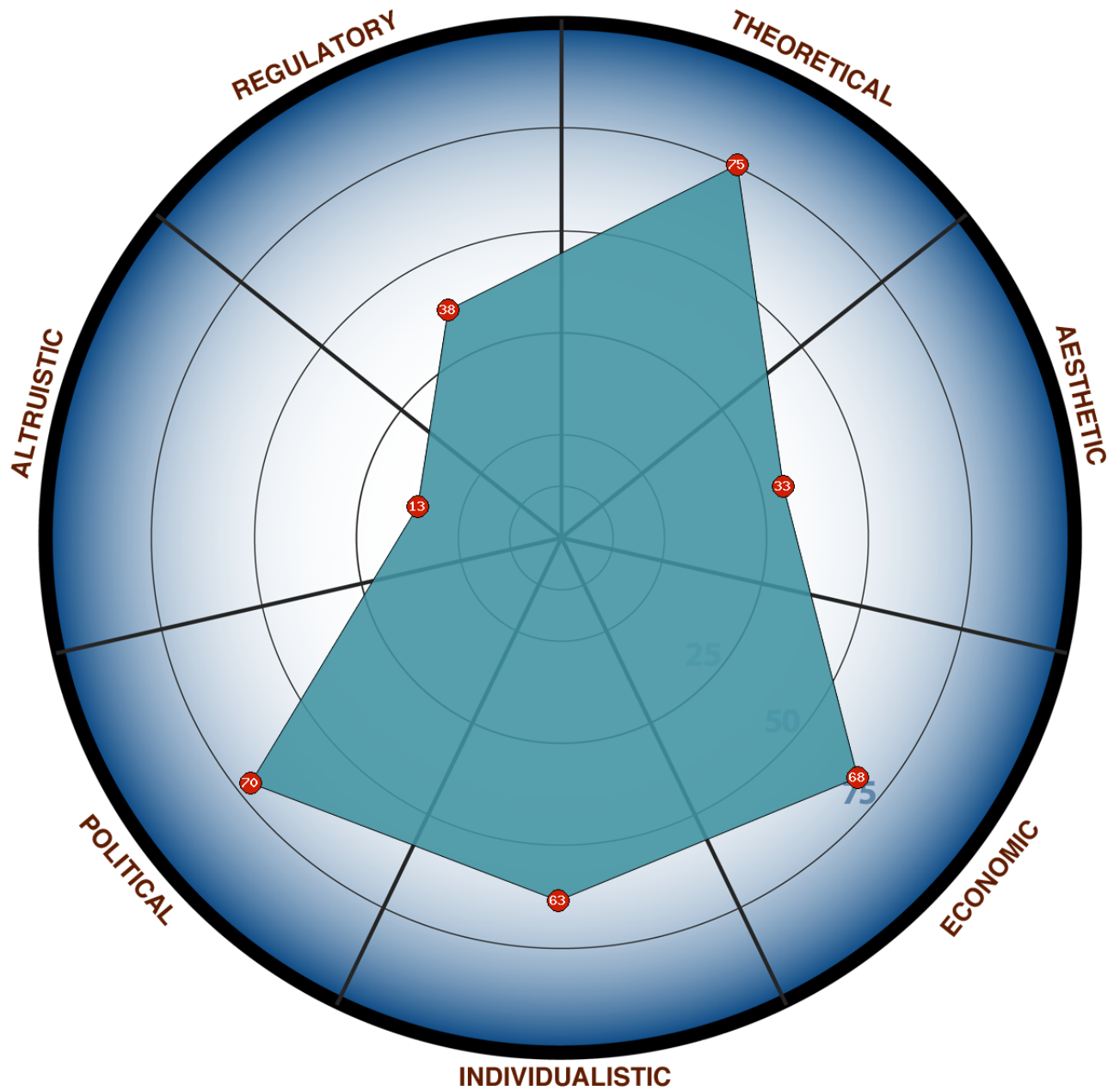
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Executive Summary of John's Values

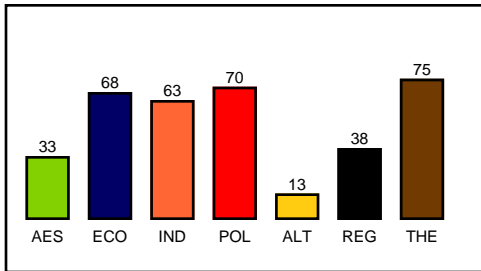
Average Aesthetic	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
High Economic	Your high drive for economic gain helps provide motivation through long projects and assignments.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
Very High Political	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
Very Low Altruist	You guard your trust level so as not to get burned, either self or team.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
Very High Theoretical	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.

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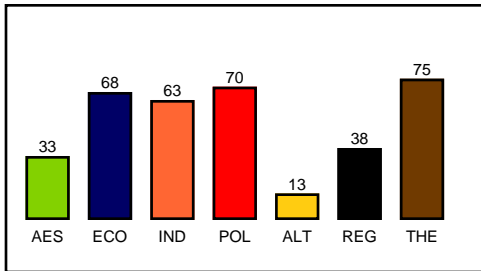
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

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

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.



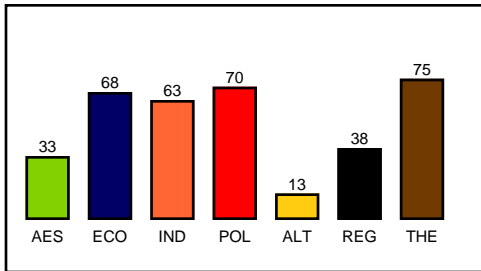
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

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:

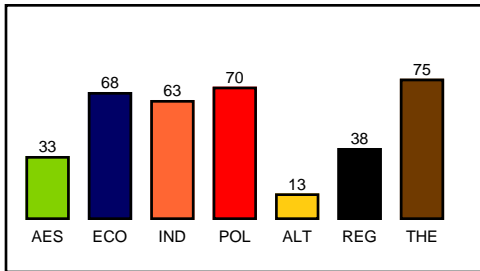
- You are supportive of a variety of training and professional development efforts.
- You work fine with either team learning, or individual learning.
- You like to learn for the sake of personal development and growth.
- Your learning should be equal parts form and function, not all function.



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.



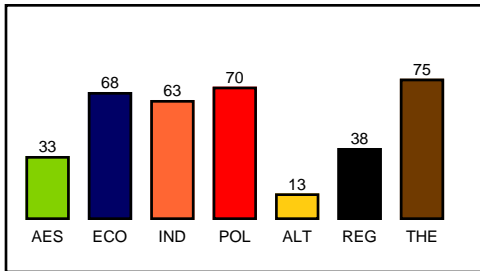
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You may take the position that the ends justify the means.
- You may fit the stereotype of the typical American businessperson, interested in economic incentives.
- Your sales, technical, or management training programs should demonstrate a bottom-line financial potential as a result of the training effort.
- People who score like you tend to be hard working, competitive, and motivated by financial rewards and challenging compensation plans.
- You respond best when education and training are useful, with a profit or economic objective that is clearly attached to the training.

Key Strengths:

- You are highly productive.
- You will protect organizational or team finances fiercely.
- You are profit driven and bottom-line oriented.
- You are driven and motivated to achieve and win in a variety of areas.
- You are driven by competition, challenges, and economic incentives.



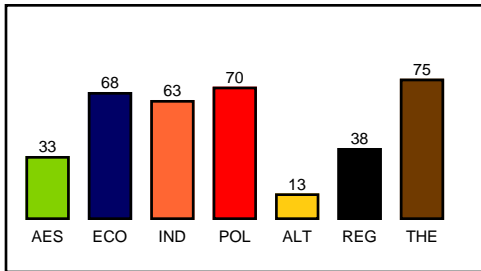
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- You should provide opportunity for financial rewards for excellent performance.
- You should be certain to reward performance, and encourage participation as an important member of the team.
- You should remember that you have an ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.

Training/Learning Insights:

- You link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You score like those who want information that will help them increase bottom-line activity and effectiveness.
- You attempt to provide some rewards or incentives for participation in additional training and professional development.
- If possible, build in some group competition as a part of your training activities.

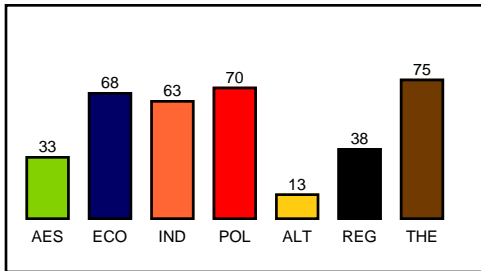


The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

- You may need to develop an increased sensitivity to the needs of others and less demonstration of potential selfishness.
- You may judge the efforts of others on the team by an economic scale only.
- While this high economic drive may be a significant motivating factor in your achieving goals, it may also become a visible "economic factor" especially in sales people, and others sharing this very economic drive.
- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.

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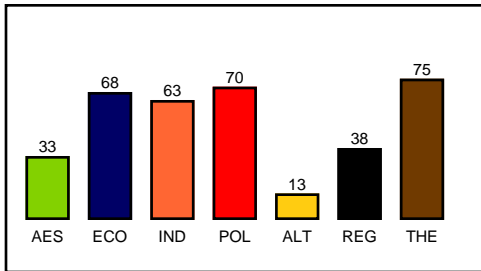
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You enjoy work and assignments, which gives you standing in the eye of others and evokes respect.
- You may have a tendency to push-the-envelope a bit in situations where winning is desired.
- Your pattern of responses indicates that you have a strong desire to be your own person.
- You thrive in a team environment.
- You sometimes surprise others with spontaneous ideas or responses.

Key Strengths:

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



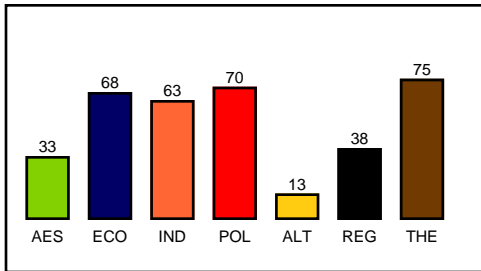
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You will appreciate 'air-time' at meetings to share ideas with others on the team.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You should remember to build-in a continuous opportunity to learn and progress.
- You should be allowed bandwidth to grow and experiment with new projects, ideas, and responsibilities.

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.

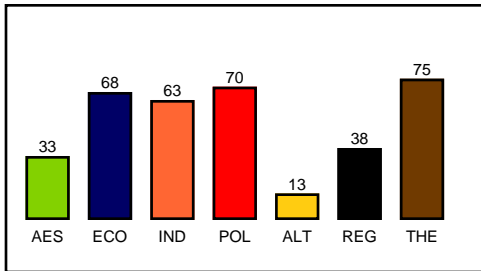


The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

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.

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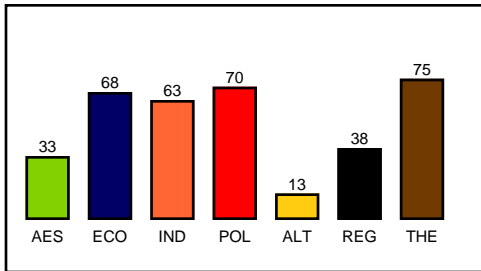
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You have a bottom-line approach to getting things done.
- You seek competition.
- You are very comfortable being in a leadership position and seek those roles.
- You show a very high energy level in working toward goals and ambitions.
- You are a very active agent in tough decision-making roles.

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.



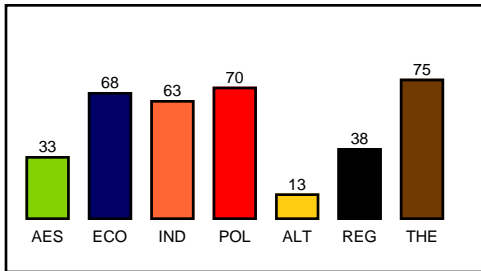
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- You score like others who may feel stifled if surrounded by many constraints.
- You enjoy status and esteem in the eyes of others.
- You appreciate public recognition and praise for successes.
- You should provide an environment with minimal involvement with routine, detail, and paperwork.
- You may need to be more willing to share the attention and successes for wins.

Training/Learning Insights:

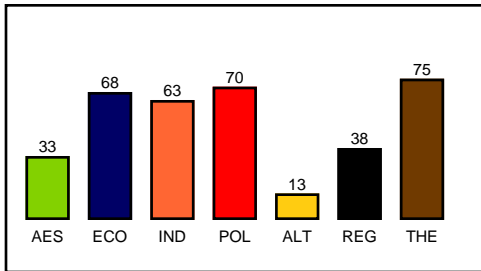
- You provide for individual recognition for exceptional performance.
- Your scores are like those who frequently show an interest in leading some training or professional development activities.
- You link learning successes with potential to increase personal credibility and motivation of teams when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



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.



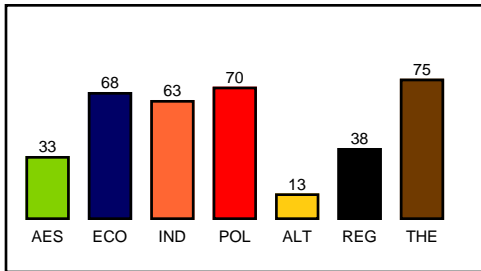
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You have no problem saying "No" to requests for help that do not provide a practical return.
- You may not be seen as the most generous person when it comes to donating free time or services.
- You are not strongly motivated strictly by benefiting others alone.
- When you are dealing with others, it is very much about business and function.
- You take a bottom-line approach to helping others. There needs to be mutual reward.

Key Strengths:

- You have a very pragmatic, bottom-line approach to business transactions.
- You are a very strong survivor in chaotic situations.
- Purely emotional arguments or pleas do not convince you very effectively.
- You have a rational-steady business focus.
- You work just fine alone, and don't need continuous team interaction.



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.

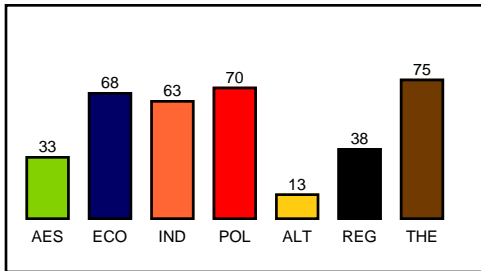
Motivational Insights:

- You leverage an individual benefit instead of a team benefit.
- You should remember that you will likely migrate towards independent work, even within a team, so try to pre-set some areas for independence.
- You should try not to get assigned for coaching or counseling duties, as these activities may not be your forte, and will take away from your attention to business matters.
- You stick to the bottom line, and don't lead off on tangents.
- You prefer appeals presented in a practical, unemotional way.

Training/Learning Insights:

- You should make sure to link learning and professional development work to areas of personal interest.
- You should demonstrate the practical benefits of any training or learning.
- You connect all training or learning to the bottom-line business needs and how it will return personal results.
- You may like to train or learn independently, apart from others.

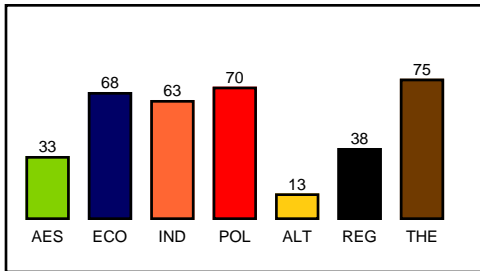
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The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Continual Improvement Insights:

- Some could consider your very pragmatic approach as self-centered if 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.



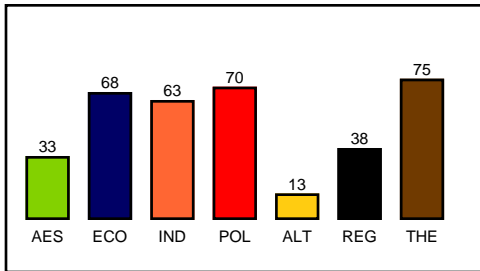
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You can challenge the rules as long as it is done carefully and logically.
- You are right at the national mean when it comes to desire for stability or steadiness.
- You appreciate some structure, but not too much.
- You are accepting of authority, but not bound by it blindly.
- You understand both sides of the argument for more and less rules and policies.

Key Strengths:

- You act to stabilize those on a team.
- You are good at providing order and structure where it is required.
- You can challenge protocol and be creative if the situation demands it enough.
- You are situationally aware of when rules must be followed and when they should not be.
- You are very flexible when it comes to dealing with very little or too much structure.



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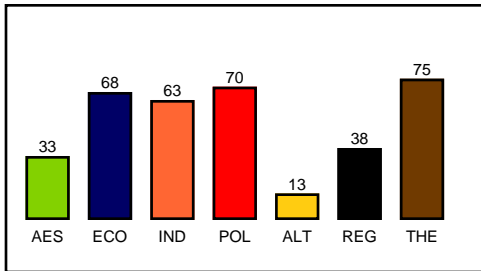
Motivational Insights:

- 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.

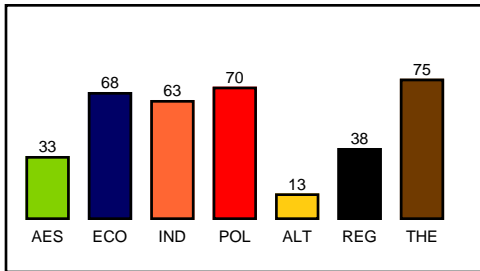
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The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

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.



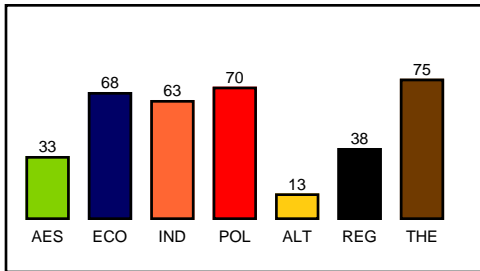
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You have a strong personal belief in life-long learning.
- You are willing to take risks to learn something new.
- You show a very strong trend toward a pursuit of knowledge even for its own sake.
- You enjoy visiting bookstores, and may frequently make unexpected purchases.
- You have a very high knowledge-base and credibility-base.

Key Strengths:

- You have a very high interest level, always questioning, and always learning more.
- You know a little about most everything, and are conversant about it.
- You score as a very active problem-solver.
- You ask many of the necessary questions in order to gain the maximum amount of information.
- Others may seek out you to answer their questions because they know of your strong knowledge base.



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.

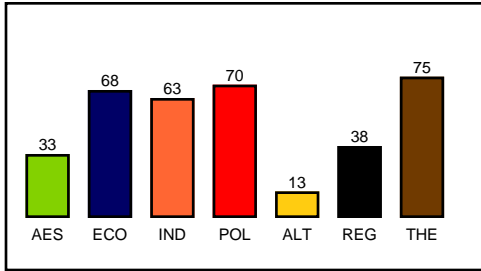
Motivational Insights:

- Realize that as much as you have learned, you still want to learn more.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- You prefer knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- 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.
- You prefer to be involved in future development projects that draw on your expertise.

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.

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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.

Continual Improvement Insights:

- You may prefer to wait on a project, believing that helpful information may be forthcoming if more time is allowed.
- You shouldn't rush from one learning experience to another. Make certain there are some practical applications.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- Your sense of urgency may vacillate depending on the level of mind-share you are willing to invest.
- You may sometimes be selfish in sharing ideas with others, until your technical credibility has been established.

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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?

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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