



Challenge Report

Values-based Indicator of Motivation

Delia Demonstration

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introduction

Values are those things that are most important to us – they guide us in the way we live and work. Living according to our values makes life more satisfying. Not living according to our values feels wrong and makes us feel less energised and less connected. When our values are clear to us, making decisions becomes easier – they are the ‘road signs’ of our lives. When we get lost they help us to get back on track.

Nevertheless, many people find it hard to articulate their values – or at least to identify those that are really important and fundamental. When people are asked to express their values they often quote ideas that are based on social norms or historical pressures (from parents or peers).

The VbIM questionnaire is designed to clarify and challenge some of your ideas, to question whether some of what you say is more superficial and to help you identify what is more fundamental. Making this a conscious effort helps people determine their priorities and decide how much life is turning out the way they want it to be.

Remember that most value from this report will come from the thoughts that it generates rather than directly from the values identified.

Remember that the values identified in this report are based on how you answered the questions at this point in time. By reflecting on the results you may ‘update’ your ideas about what is most important to you now.

When reading this report bear in mind that:

The results are only suggestions – consider how true they are now and whether you would like to make them more prominent in the life you are leading

The results may invite a process of change – values are not necessarily fixed and different things become important at different stages of our lives

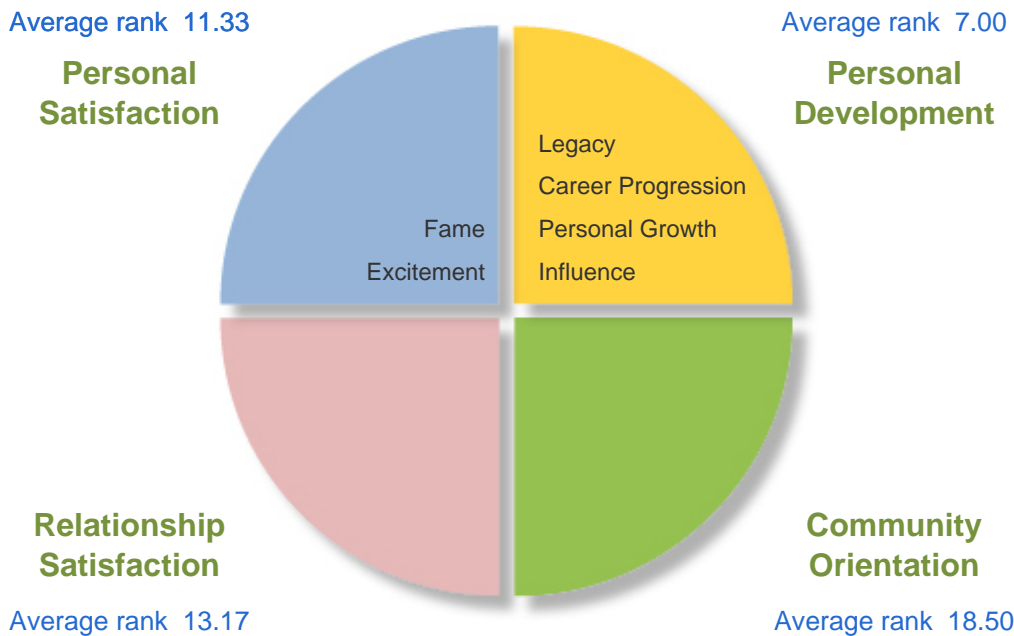
If you feel inclined to reject any of the suggestions in the report, consider firstly whether they might possibly contain some truth (whether currently or in the past or potentially in the future) and, if that were so, what would be the implications.

The report is part of a process of exploration which can reveal the obvious as well as discover what was hidden

a summary of your results



The diagram below shows the six values which you ranked most highly when completing the first part of the VbIM questionnaire. Each value is placed within its appropriate area in the circle.



This diagram will help you to see which of the four values themes are currently most important to you.

A full ranking of all twenty-four values which are assessed by the questionnaire is shown on the following page.

The chart below shows your ranking of the 24 values, separated into four columns. The columns correspond to the four value themes described at the beginning of this report.

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

On the next few pages the values which you ranked most highly and also those which you ranked least highly will be described in more detail. You will also be given some food for thought which comes from a more detailed analysis of the results from the questionnaire.



what is important to you

Before continuing, it should be explained that the VbIM questionnaire ranks your values in three different ways. You may remember that in the first part of the questionnaire you were asked to indicate your level of agreement with a large number of detailed statements. This provides an insight into what really is important to you, based on how you feel about very specific issues. Note however that this may not always correspond to what you actually think is important at a more conscious level.

It is this detailed rating of specific issues which was used in the previous page to select out your six top values. The other ranking methods will be discussed later on in the report, but for the moment, the following descriptions focus on your top six and bottom three values from detailed ranking. Your top six values were 'Influence', 'Personal Growth', 'Career Progression', 'Legacy', 'Excitement' and 'Fame' and your bottom three values were 'Harmony', 'Culture' and 'Tradition'.

Your top six most important values

Influence

People who place value on Influence are motivated to make a difference - often by means of their work with and through others. This can drive them to seek positions where they have more opportunity to exert influence over people, policy or tasks. For this reason it is not unusual to find them in leadership positions. However, their style in such positions will be highly influenced by their other personal values as well as by their personality. Some express themselves by being quite forceful and persuasive. Others can be more subtle or democratic. Either way, they are drawn to the centre of things where they can gain satisfaction from controlling purpose and direction.

Your results suggest that Influence is the most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

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

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

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

Personal Growth

People who value Personal Growth seek new opportunities and challenges that they believe will enable them to develop their potential. They tend to take personal responsibility for their own development and they usually see this as a life-long process. Their search for new experiences may involve elements of fun and immediate satisfaction but there will usually be a strong focus on the potential for new skill acquisition. They have an agenda to both supplement and develop to a higher level the skills, competencies and experiences which they already possess.

Your results suggest that Personal Growth is the second most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

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

From a work perspective this thirst for learning can be extremely valuable. Some roles require someone who is hungry to learn new things and willing to stretch beyond their current level of experience or knowledge. However, it is also important

to recognise that other roles can emphasise the opposite - a need to consolidate and work within existing parameters. People high on this value may find such roles less attractive - at least in the longer term. It is also true that some organisations do not believe that they should provide the time and space for individual development and expect learning and growth to be achieved elsewhere. Such organisations may not therefore satisfy your needs for personal development.

Career Progression

People who are concerned with Career Progression are often extremely driven and ambitious. Their energy is focussed on making a success of their work life - although some may achieve this through activities that may not follow a traditional career. Either way, they seek significant challenges that require considerable effort and determination in order to succeed. Their drive can involve working hard to become an expert or working long hours to achieve perfection. It is therefore not surprising that such people are often described as driven, determined and highly competitive with a strong need to succeed at their chosen activity.

Your results suggest that Career Progression is the 3rd most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

This suggests that you put a good deal of energy and effort into your work. People are likely to see you taking on increasingly challenging projects and may describe you as driven or ambitious. At times this might lead you to neglect activities that you consider routine or unimportant since your drive is to 'get on' rather than 'stand still'. Some people with this kind of focus may end up focussing too much on their future career at the expense of their health and work-life balance.

From an employment perspective, those who get a high score usually like to see the next job move ahead of them, whether it is a promotion or an increased challenge. This would make an organisation with a flat structure with little opportunity for upward progression or one where there is a limit on the variety of projects that can be undertaken less attractive to you.

Legacy

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

Your results suggest that Legacy is the 4th most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

You are probably concerned about your reputation and want to be recognised for the contribution you make. You may spend a considerable amount of time questioning whether what you are doing is worthwhile - which may be in terms of whether it will be seen by the larger public or will outlive you or the immediate circumstance. This may detract from more immediate or spontaneous activities and you may lose sight of the present by dwelling on the past and how it will be seen in the future.

From an employment viewpoint this may mean that you wish to use your time and energy doing things that are important or memorable. Since this could make you less motivated to deal with day-to-day matters you consider to be trivial - at least within the bigger scheme of things - it is important that you find some intrinsic meaning and purpose to what you are doing.

Excitement

The primary goal of a person who values Excitement is to have a good time and to arrange life so that there are ample opportunities for fun and recreation. They may also have a need for excitement and variety, a wish to 'live for the moment' and not to delay gratification. Often fun-loving individuals are fast living, expect instant results and are usually not weighed down with the 'baggage' of the past.

Your results suggest that Excitement is the 5th most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

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

happens today than to making plans for the future.

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

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

Fame

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

Your results suggest that Fame is the 6th most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

Being in the spotlight then is probably either something you actively seek for yourself or that you admire in others who manage to achieve celebrity or are in the public eye. People with this value (and who also have the personal confidence to put themselves forward) can invest a good deal of energy in activities that have an audience - situations where people are likely to be present, to notice and to talk about what happens.

If this applies to you, then you are unlikely to "hide your light under a bushel" and this could make you quite an 'exciting' person. However, some people may find your behaviour too dramatic or self-focussed. Perhaps, at times, your need for visibility and personal recognition overshadows the need to work in co-operation with others and may have consequences for how you are seen as a team player. At times the value you place on visibility could feel a little 'high-risk' since being in the limelight can be rewarding but it can also leave you exposed.

On the other hand, if you do not have the personal confidence to live and express

this value in your own behaviour, you may find people who do very appealing. This may show itself in the way you admire or become jealous of certain people who succeed at being in the limelight. You may like to consider how you feel towards friends who are more extrovert or exhibitionist than yourself or towards celebrities of one kind or another.

Your least important values

Libertarian

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

Your results suggest that Libertarian is the 21st most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

It seems from this that you believe that society needs to constrain individual freedom for the greater good. You appear to believe that society needs rules and regulations and accept that this will necessarily curtail individual freedom to some degree. Whilst you may agree with the principle of free will and individual choice, you seem to believe that if this is allowed free reign, society could not operate effectively. You strongly believe that people cannot always do just what they want.

In a work context you accept the need for regulations, control structures and authorities which makes you more prepared than most to accept and enforce adherence to the rules and systems.

Harmony

Those who value Harmony believe that, as a society, we need to develop understanding and tolerance. This involves the appreciation of difference and an interest in the 'common good'. They believe that people should make an active attempt to get on with each other and to live in a non-judgemental manner. Harmony implies give-and-take and aspects of respect, but does not necessarily imply authority, or indeed passivity - rather a conscious attempt to amiably cohabit in a complex world.

Your results suggest that Harmony is the 22nd most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

You appear to have your own opinions about many if not most matters and may be

less willing than others to accept and co-exist with people of different persuasions. You may not show as much interest in trying to understand different kinds of people since you seem to have developed your own opinions about what makes a good society.

In an organisational setting you may not always appreciate the way that diversity can bring useful new ideas and viewpoints. In fact, you may be a little intolerant of different opinions and styles, which may lead you to take a stand and disrupt the harmony of the group at times. You may even promote a certain amount of friction in human relationships, and in society as a whole, based on the belief that the 'pearl in the oyster' is formed from a degree of irritation.

Culture

Some people have a great love of cultural expression in its various forms such as painting, music, drama, dancing etc. Such things may not have great practical or functional value, but people who value culture feel that there are more important things that reside in human imagination and sensitivity. They appreciate aesthetic expression but they also usually value self-expression and people who dare to be different. People with such values are likely to promote the importance and richness of human imagination which they see as an important pillar of society. They may see culture as an 'educational' and aesthetic force for good, as a source of intellectual and emotional meaning or as a high form of freedom of expression.

Your results suggest that Culture is the 23rd most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

This suggests that you are less interested in various forms of 'the arts' (whether this be painting, music, drama, architecture, dance and so on) than most people. Indeed, you may even be puzzled as to what others see in many cultural expressions. Whilst you may still appreciate certain forms of artistic expression you are unlikely to see it as central to people's lives. Your view could be that it is either peripheral or even downright fanciful and that people should place greater emphasis on things that are more practical or functional. From a work perspective you may find it hard to identify with an organisation that is centred on artistic or cultural activities but where you cannot see the practical benefits.

Tradition

Tradition is a powerful value that reinforces the norms and acceptable principles of society. It involves the idea that there are rules of conduct that regulate behaviour and that sets of values are at the heart of a good society. It can also involve the idea that we should show more respect for the past and our heritage. Those who value tradition are likely to be supporters of the established order of things and of the notion of authority and are likely to place particular emphasis on groupings such as the family or various traditional authority figures and institutions.

Your results suggest that Tradition is the least important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

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

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



As explained in the previous section, the VbIM report ranks your values in three different ways. The report so far has dealt with those values that are most likely to be important to you based on your answers to each of the questions in the first part of the questionnaire.

It is possible that some of these come as a surprise since your more ‘conscious’ values (i.e. what you are more likely to say if asked) would be reflected by the order in which you placed in the second part of the questionnaire (where you were asked to rank the 24 values by reading the definition and dragging each to its appropriate position).

Differences in these two methods of ranking can be very useful to explore. It is possible that the second part of the questionnaire has identified your more conscious values – but that, in reality, you do not have as great a depth of commitment to them as you may have thought. The following section presents the values that change position using the two methods and which may therefore be worth considering in more depth:

Values which may be more important to you than you consciously think

There were some values which may actually be quite important to you but which you did not rank very highly when asked to sort the 24 values in the second part of the questionnaire. It may be that you have not yet got to the stage of consciously realising how important they are to you. These values include the following:

Influence

People who place value on Influence are motivated to make a difference - often by means of their work with and through others. This can drive them to seek positions where they have more opportunity to exert influence over people, policy or tasks. For this reason it is not unusual to find them in leadership positions. However, their style in such positions will be highly influenced by their other personal values as well as by their personality. Some express themselves by being quite forceful and persuasive. Others can be more subtle or democratic. Either way, they are drawn to the centre of things where they can gain satisfaction from controlling purpose and direction.

Fame

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

Openness

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

Values which may be less important to you than you consciously think

The values which you ranked quite highly in the second part of the questionnaire but which may not be as important as you consciously think were 'Transcendence', 'Integrity' and 'Wisdom'.

It is worthwhile spending some time thinking about these values. Is it that you say you value them because you have always said you value them? Or is it that you feel some sort of pressure (e.g. from your peer group, or from your family background) to continue to endorse these values? Or perhaps there is some ideology which you have always adhered to which makes you continue to endorse these values?

Comparing your values with those of other people

Your responses to the statements in the first part of the questionnaire were compared to the responses made by a large group of people who have taken the questionnaire in the past. This makes it possible to see if you place a greater importance on certain particular values than other people do.

For each of the following values, you rated them significantly more highly than other people tend to do: 'Fame', 'Excitement', 'Personal Growth', 'Career Progression', 'Influence', 'Legacy', 'Inclusion' and 'Accountability'.

Some of these have already been described above. Those which have not so far been described are described in the paragraphs which follow. You might want to spend some time thinking about these values and ask yourself whether these should also be incorporated into your conscious list of things which you think are important in life.

Fame

The definition of this value has already been given previously.

Excitement

The definition of this value has already been given previously.

Personal Growth

The definition of this value has already been given previously.

Career Progression

The definition of this value has already been given previously.

Influence

The definition of this value has already been given previously.

Legacy

The definition of this value has already been given previously.

Inclusion

Those who value Inclusion have a strong desire to feel part of something bigger. They seek a sense of belonging, either from joining or being part of a community. This has a longer-term focus than simply that of making social contact and it drives them to build allegiances with other people or groups who share their own values of loyalty, reliability and mutual support when needed. Some achieve this by staying close to where they were brought up. Others create a community of friends, whilst still others achieve this by joining groups that give them a sense of identity and continuity (e.g. joining a football supporters club, a local gang, the Women's Institute, a local Community Support Group etc.). The underlying need is to establish a sense of group identity, of belonging, of having 'roots' and being 'in' rather than 'out'.

Accountability

Those who value Accountability believe that people should take responsibility for their own actions and choices. This view can be seen as challenging the 'blame culture' in which people, in contrast, are often seen as victims of circumstance. Psychologically, the notion of Accountability is linked to a feeling of control over one's own destiny and not being at the mercy of chance, luck or other people. It implies the idea that a responsible society is one in which both the citizens and those in power have the moral integrity to be held accountable for their actions. This does not necessarily mean that all people should be blamed for whatever happens to them since valuing accountability and the taking of responsibility can still co-exist with the view that some people are unable to be responsible for their own behaviour and that society still needs to defend them.

Summarising your thinking



You have now considered your values from a number of different angles. This can make for a potentially complex picture and so this section is designed for you to summarise your thinking and pull it all together.

Using the blue ovals below, write down what you now consider to be your top three values. Then consider what needs or desires each of these three values fulfils for you and go on to answer the questions in the boxes in that row.

Top Value

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?

Value 2

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?

Value 3

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?



final remarks

We hope that you have found this report useful. It is intended to act as a mirror by reflecting your more conscious ideas but also to highlight areas that may be just under the surface.

The importance of our values cannot be under-estimated. Together with our personality, they are core to our sense of identity. They are sometimes buried deep in our history where the pressures of our upbringing and experience have resulted in them becoming shrouded in our stories that are part truth and part myth.

As mentioned earlier, clarifying our true values makes decisions easier and better and gives us a compass with which to navigate through life. Sometimes it's the smallest decisions that can change our lives forever.

Whether this report has helped you to gain radical insight or simply helped you to clarify what you already understand, it is worth contemplating the thoughts below:

We shall not cease from exploration,
and the end of all our exploring
will be to arrive where we started
and know the place for the first time.

T. S. Eliot

Knowing others is wisdom, knowing yourself is
enlightenment.

Lao Tzu