



The Values Index

WHAT

WHY

HOW

Eleaza Rose Devillers

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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.

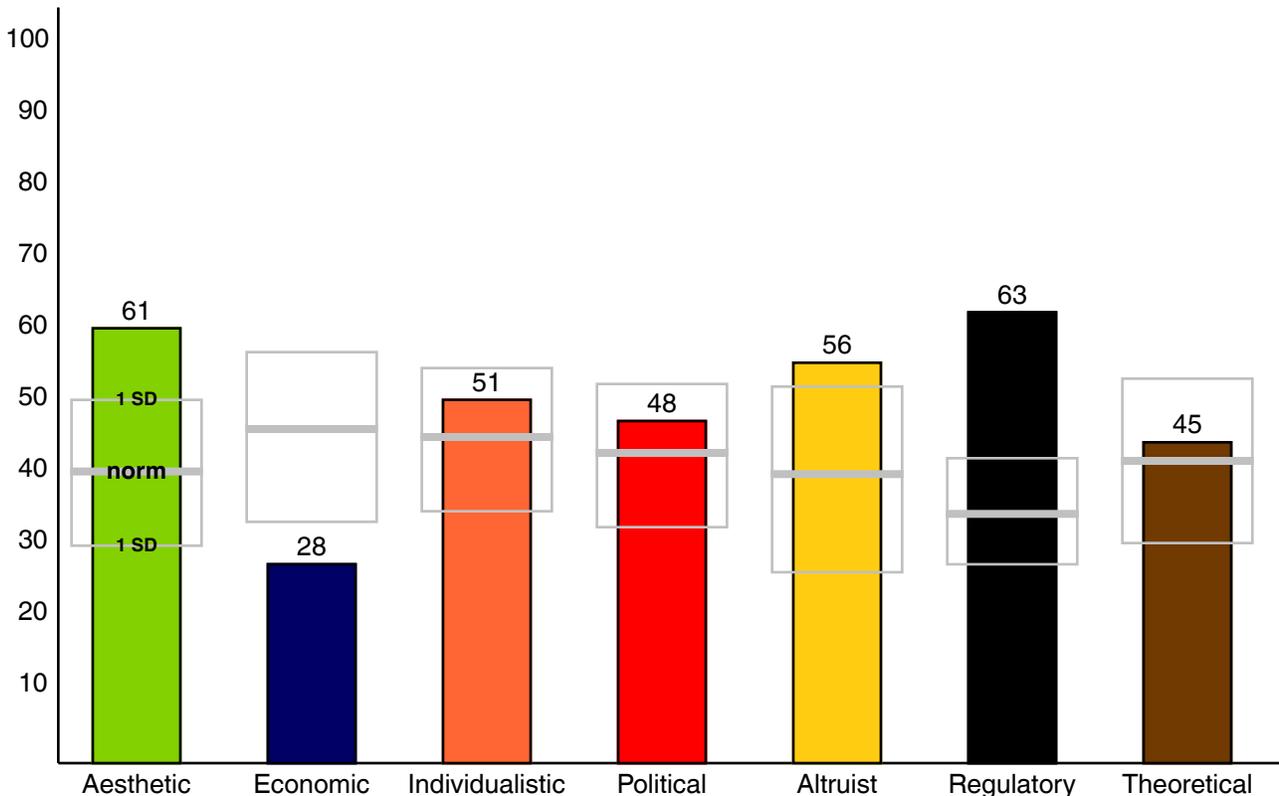
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

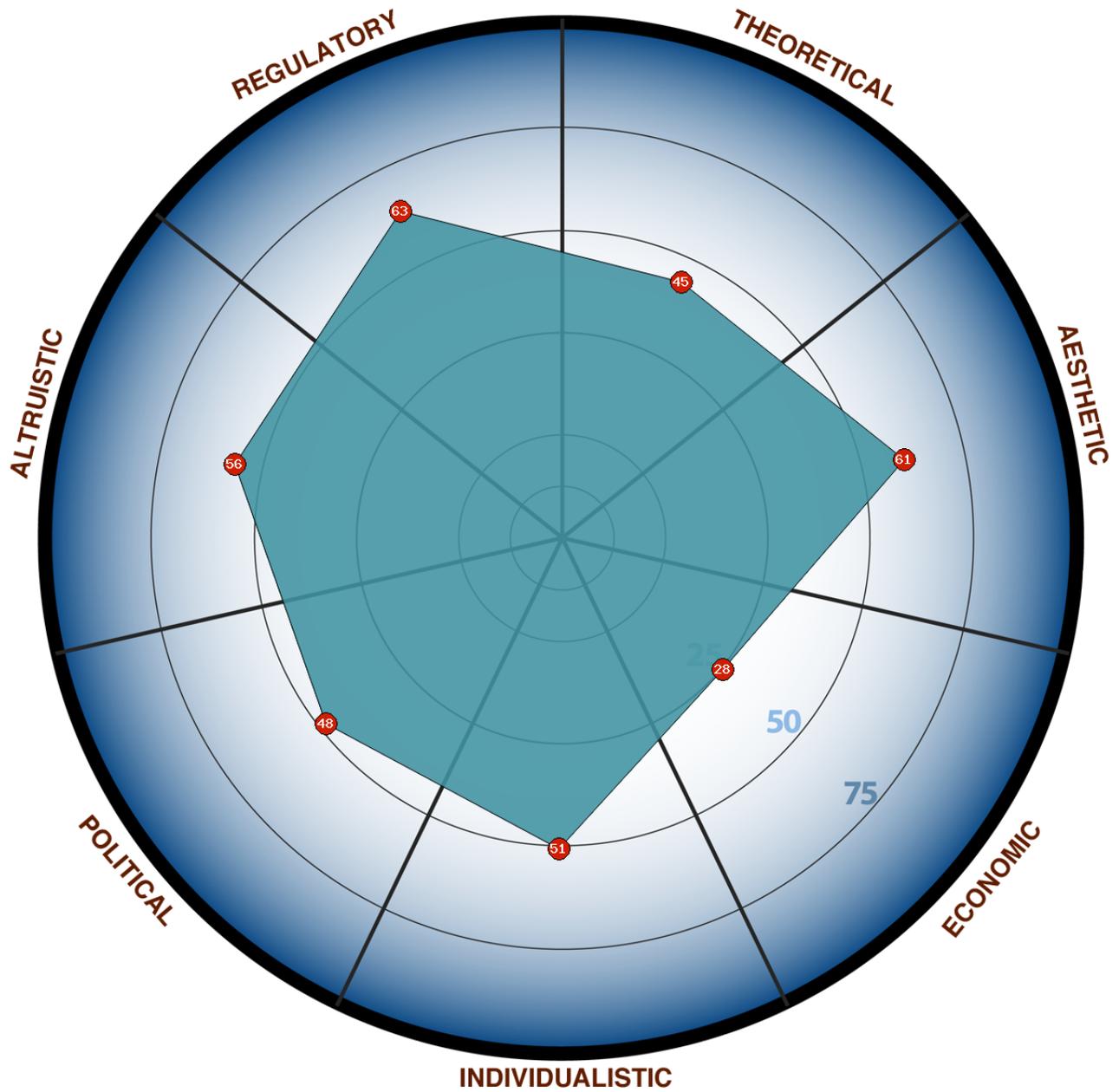
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

Executive Summary of Eleaza Rose's Values

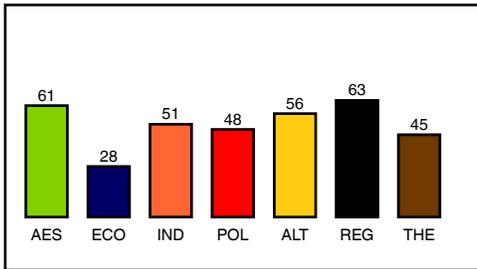
High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
Low Economic	You are a team player and may put others' needs before self.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
High Altruist	You have a high desire to help others learn, grow, and develop.
Very High Regulatory	You are well disciplined, and follow standard operating protocol and traditional ways.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

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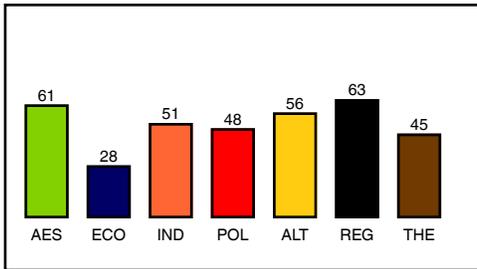
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You prefer an enjoyable and visually pleasing work environment.
- You work better in surroundings that are pleasant aesthetically or environmentally responsible.
- You have a strong appreciation for nature, beauty and the environment.
- You may like rewards that are not always attached to economic rewards, and may include other types of appreciation.
- You possess an awareness and desire to understand the moods, beliefs, and values of others.

Key Strengths:

- You show the ability to see common things in new ways, and can bring creativity to the team as a result.
- You are often seen as one who shows interpersonal empathy in dealing with others.
- You will enthusiastically get involved in supporting artistic, or environmental initiatives in the workplace.
- For you, form may hold more interest than function.
- You like to believe that anyone can be creative - in their own way.



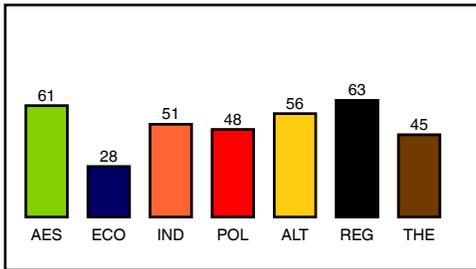
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.
- You show a genuine interest in the expressed thoughts or emotions of others.
- You limit constraints on creativity or flexibility and allow freedom of expression.
- You don't allow others to over-use or abuse your creative nature.
- You will be highly motivated by aesthetically pleasing activities (e.g., creativity, beautification, more balanced, green initiatives, etc.)

Training/Learning Insights:

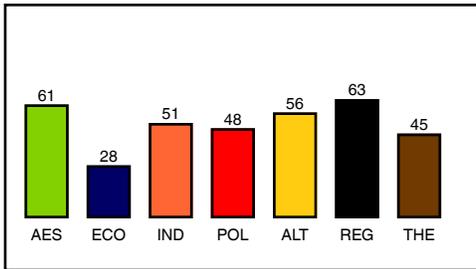
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



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:

- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You could benefit from being a little more pragmatic.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).



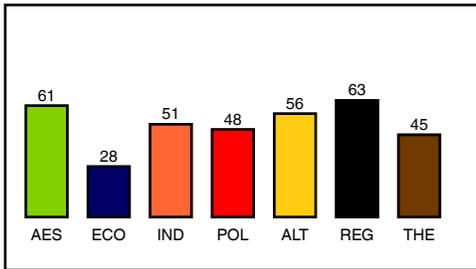
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You are motivated by money to have needs met, but money itself is not a primary driving factor.
- The lower score here may also indicate that you may have already begun to reach your own level of financial security, to the extent that things other than money may now become motivating drives.
- Since this values area may help to determine your money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).
- You should check the full results and graph of the inventory to determine those values that were ranked in a higher field than the Economic area.
- While not driven by money, you may be sensitive to perceived inequities in wages and salaries, and do not want to be taken advantage of in that process.

Key Strengths:

- You have an attitude of "We're all in this together, so let's work together."
- To you, monetary compensation is a basic function, but look to higher levels of value in the report to connect with where your real passion lies.
- You see a wider spectrum of the picture, not just the economic view.
- You rarely (if ever) look at a project with a "what's in it for me" perspective.
- You are an excellent team player and team member.



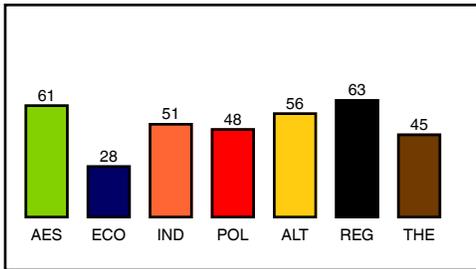
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should consider the strengths of the "total person" when considering rewards and incentives. Perhaps consider non-tangible or environmental rewards.
- You should provide a variety of work projects or tasks.
- You should structure job enrichment strategies into the reward system, not just economic rewards.
- You need recognition for innovative, creative work; not just for doing your assigned responsibilities.
- You should remember that 'helping hands' behind the scenes are as important as the highly visible ends of a work project.

Training/Learning Insights:

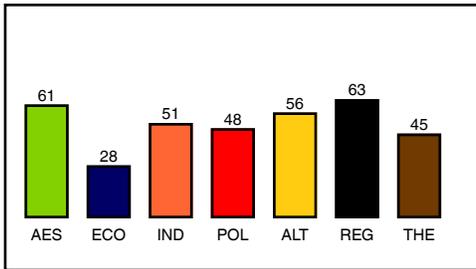
- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You may prefer team-oriented activities, to work and share ideas with others.
- You score like those who enjoy a more cooperative learning style.
- You may prefer less competition between learning groups.



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 need to be aware of others who may have a stronger Economic drive and respect the differences.
- You may avoid making tough decisions that may negatively impact others on the team.
- You may need to learn to say "no" more often.
- You may tend to over commit both on and off the job, such as with community organizations, etc.
- You may need coaching to increase revenue awareness or profit motivation.



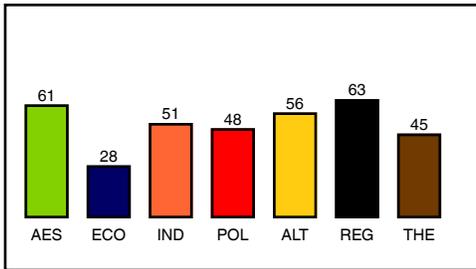
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.

Key Strengths:

- You are able to follow or lead as asked.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You may be considered flexible and versatile without being an extremist.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.



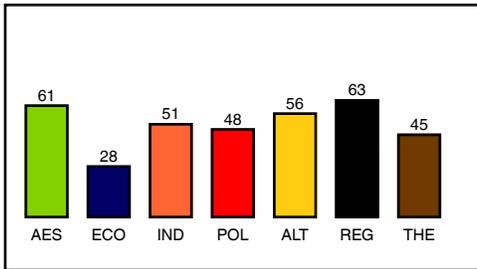
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.

Training/Learning Insights:

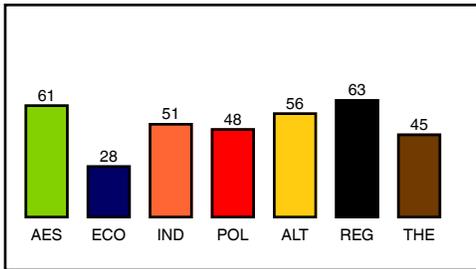
- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.



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:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



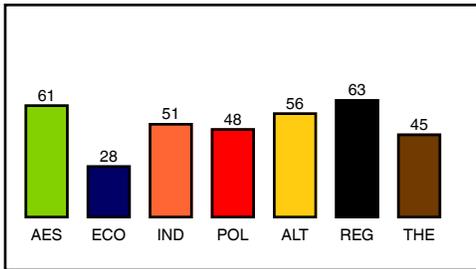
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You may be seen as a stabilizing force in day-to-day team operations.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.
- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.

Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



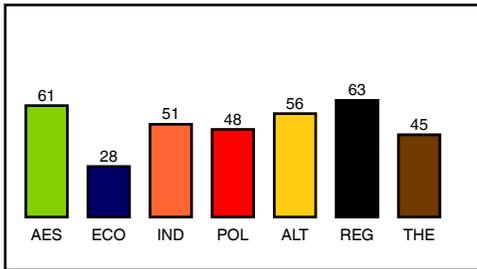
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

Training/Learning Insights:

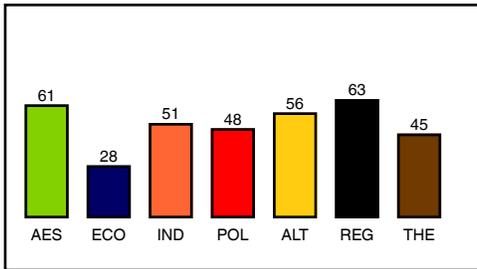
- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.



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 shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



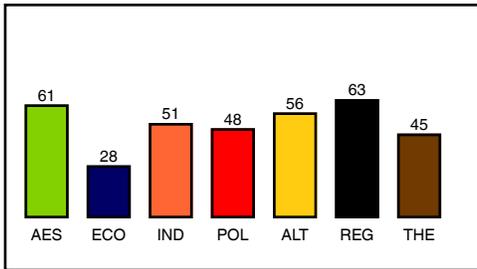
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You care about the feelings of others on the team.
- You find value in work, beyond just a paycheck, especially when it aids others.
- You have a strong desire to help others grow and develop as professionals.
- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.
- You tend to have the welfare of others frequently in mind.

Key Strengths:

- You are a proactive volunteer who steps in to aid others without being asked to.
- You are often very aware of what others need, even when not stated by them.
- You are enthusiastic and enjoy working in team environments or social settings.
- You have an empathetic attitude towards others.
- You have a high degree of willingness to give time to help, teach, and coach others.



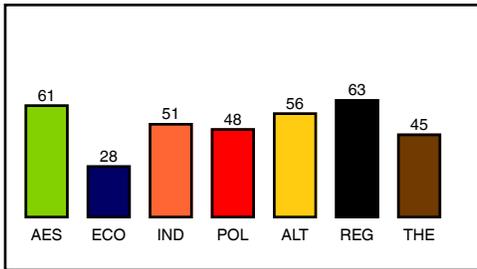
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You keep sincerity as a primary focus in communication.
- You should treat yourself with the same level of sincere concern and interest that you give others.
- You should remember that you tend to be a very 'giving' person, and enjoy helping others.
- You should provide flexibility to allow for helping others on the team.
- You should seek a professional outlet that allows you to help others.

Training/Learning Insights:

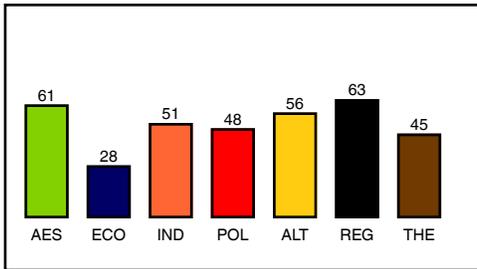
- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.



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:

- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You can lose focus on personal work in favor of helping others with theirs.
- You can give away too much time, talent and energy.
- You may need to say "no" more often.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.



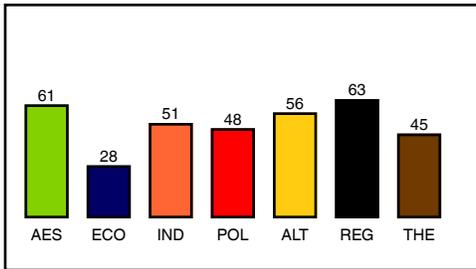
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You find security and certainty in structure and order.
- You are very structured, orderly and concise.
- You are very highly organized.
- You are very likely to have your own specific "way" of doing many things.
- You prefer documenting activity and like lists.

Key Strengths:

- You are very supportive of groups, national entities, honor and tradition.
- You are extremely effective at organizing.
- You are very reliable and dependable.
- You will stay very focused on completing the project or work.
- You always strive for high levels of accuracy and detail.



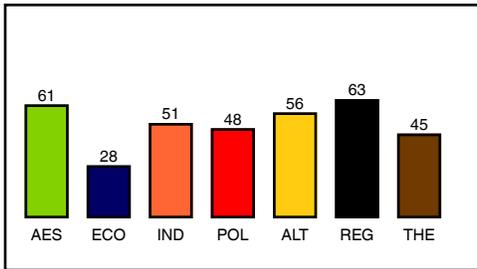
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

- You need ample time to adapt to changes and lots of supporting reasons for that change.
- You prefer to maintain lots of routine and certainty.
- You prefer to be provided the "why" behind the "what", including all the supporting reasons behind instructions or assignments.
- You should avoid deviating from a prescribed schedule or process unless absolutely necessary.
- If you want to alter rules or procedure, it is probably extremely necessary to do so.

Training/Learning Insights:

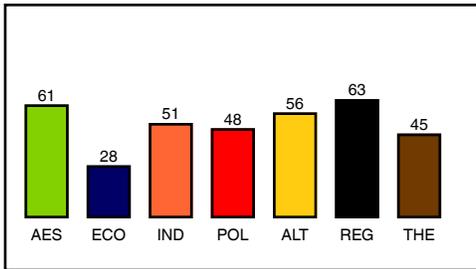
- You will prefer learning activities that are very structured and detailed.
- You are a very disciplined learner.
- You very much like to understand the "why" behind the "what" when learning new things.



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

Continual Improvement Insights:

- When in a high change environment, try to be as flexible as you can comfortably be.
- You know that change is inevitable and can actually be very good.
- You prefer to establish your "own way" of doing anything new asked of you.
- You should appreciate that others may have their own "right way" too, and you both might actually be right.
- It might not hurt to let go sometimes and have no prescribed path to follow.



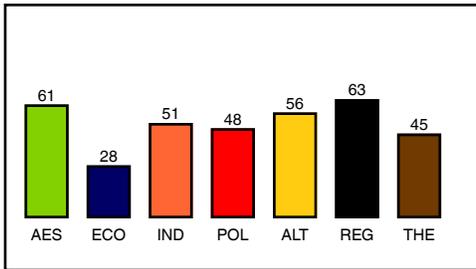
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Your score in this range is near the typical businessperson's score.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.

Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.



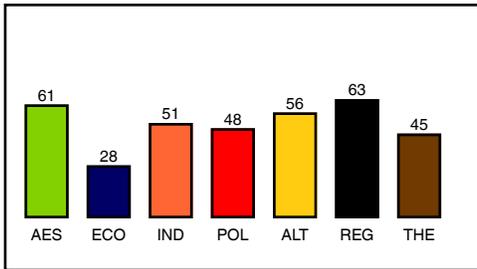
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.

Training/Learning Insights:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



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 need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.

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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