



## The Values Index

WHAT

**WHY**

HOW

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### Alexander Moore

October 29, 2012

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

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## About This Report

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

This report measures seven dimensions of motivation. They are:

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

## The Elements of the Values Index

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

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

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

## A closer look at the seven dimensions

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

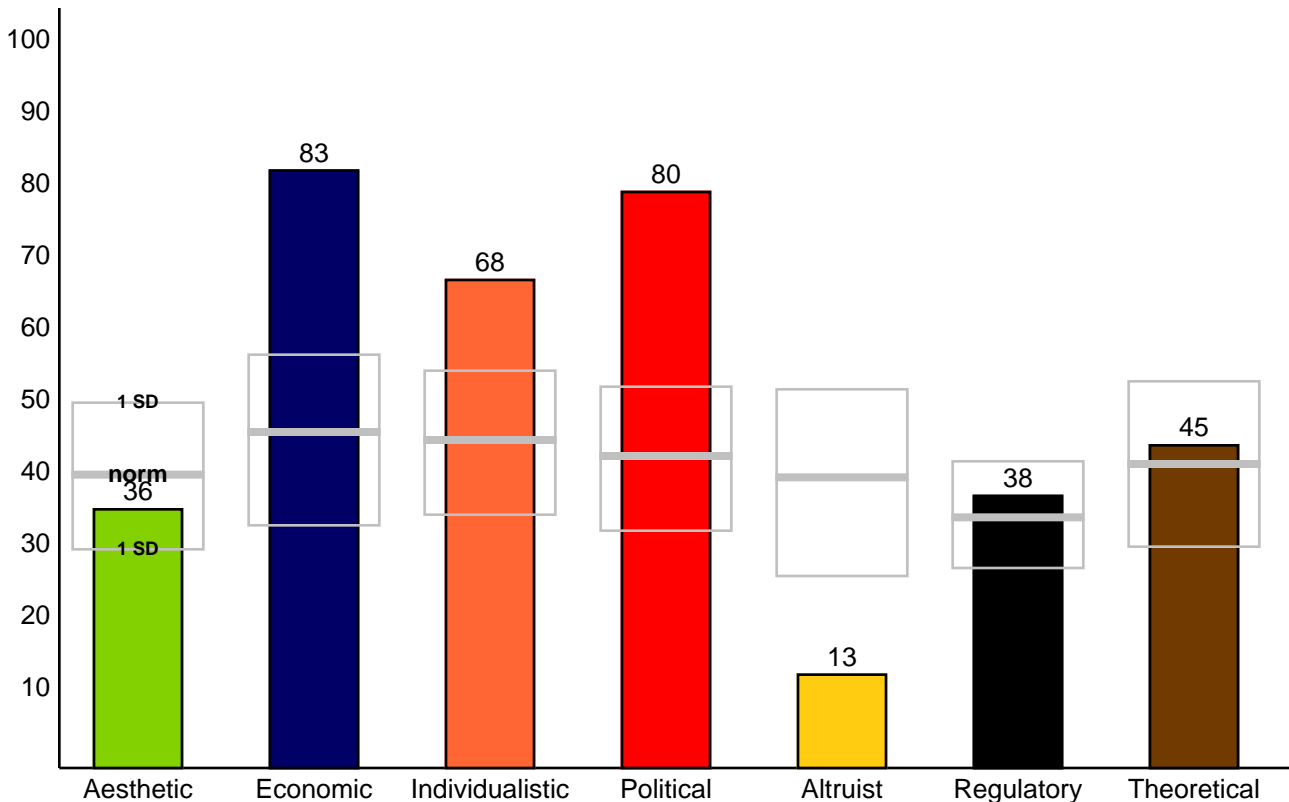
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

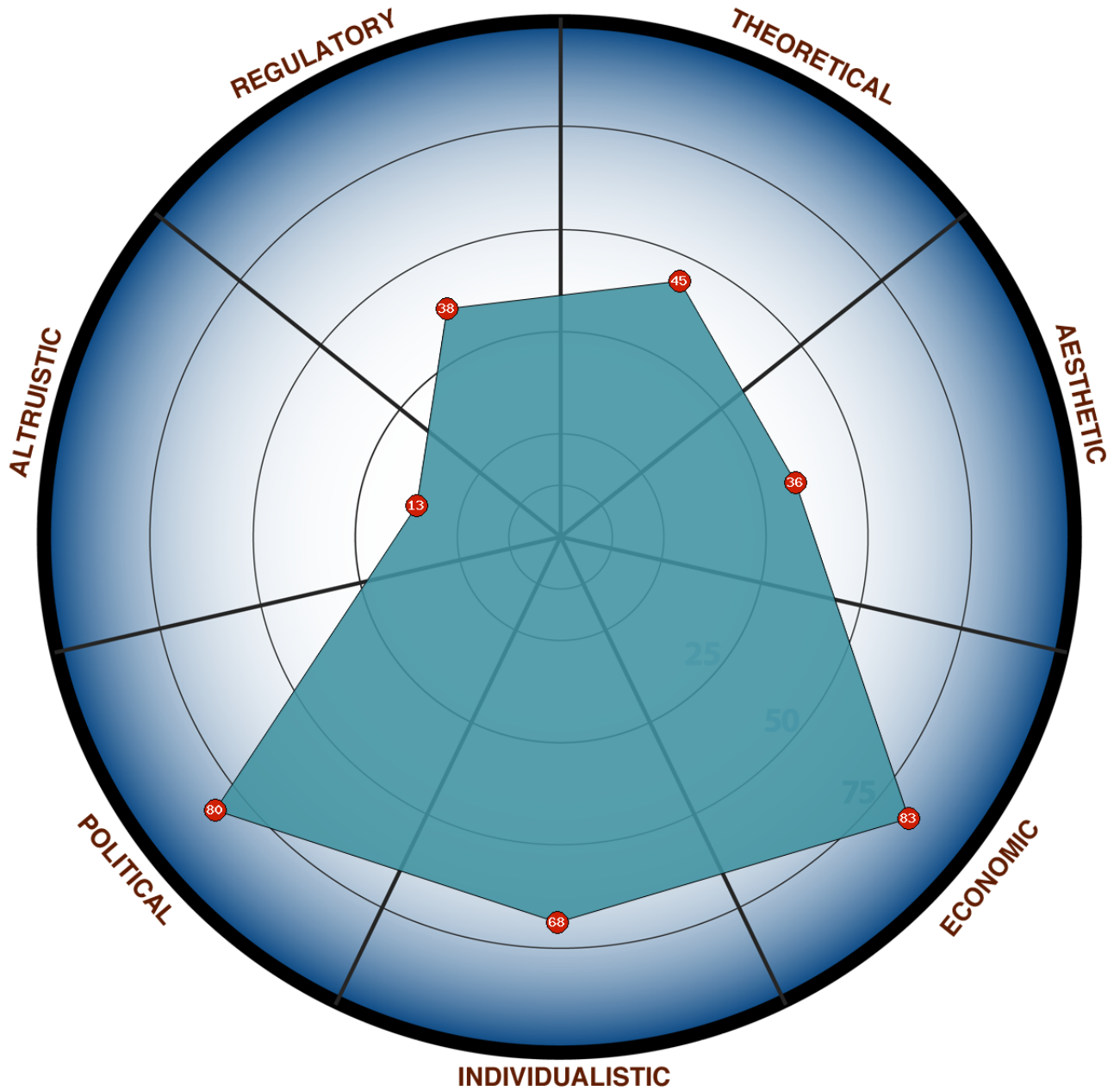
Value	The Drive For
<b>Aesthetic</b>	Form, Harmony, Beauty, Balance
<b>Economic</b>	Money, Practical results, Return
<b>Individualistic</b>	Independence, Uniqueness
<b>Political</b>	Control, Power, Influence
<b>Altruistic</b>	Altruism, Service, Helping others
<b>Regulatory</b>	Structure, Order, Routine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

## Executive Summary of Alexander's Values

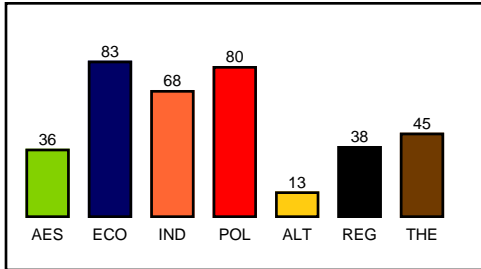
<b>Average Aesthetic</b>	You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things.
<b>Very High Economic</b>	You are very competitive and bottom-line oriented.
<b>High Individualistic</b>	You have no problem standing up for your own rights and may impart this energy into others as well.
<b>Very High Political</b>	You are a very strong leader, and able to take control of a variety of initiatives and maintain control.
<b>Very Low Altruist</b>	You guard your trust level so as not to get burned, either self or team.
<b>Average Regulatory</b>	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
<b>Average Theoretical</b>	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

Alexander Moore





Alexander Moore



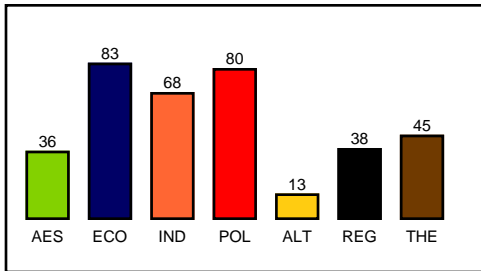
**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### General Traits:

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

### 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.

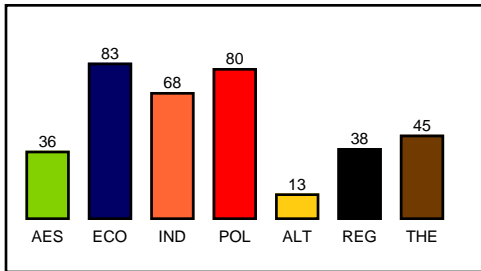
### Motivational Insights:

- 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.

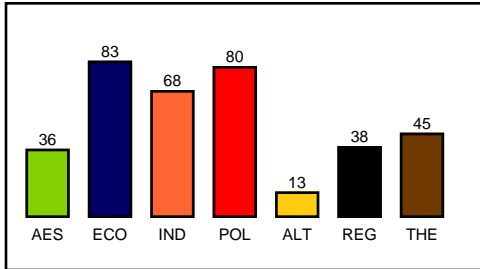




**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

### 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.



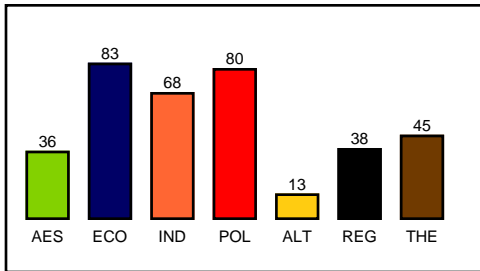
**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### General Traits:

- You are motivated by high pay, and attaches importance to high earnings.
- You may view knowledge for the sake of knowledge as a waste of time, talent, energy, and creativity.
- You are typically interested in what is practical and useful in meeting goals (usually economic ones).
- You need for education and training to be practical and useful, with a profit or economic motive.
- You may want to surpass others in wealth or materials.

### Key Strengths:

- Your decisions are made with practicality and bottom-line dollars in mind.
- You are profit driven and bottom-line oriented.
- You will protect organizational or team finances, as well as your own.
- You show a keen ear to the revenue-clock, your own and the organization's.
- You have high motivation to achieve and win in a variety of areas.



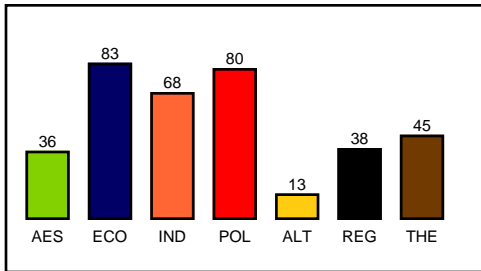
**The Economic Dimension:** This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

### Motivational Insights:

- You provide substantial room for financial rewards for excellent performance.
- You link training and meeting events to potential gains in business share or future income.
- You make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.
- Be certain you are balancing your professional and personal life.
- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.

### Training/Learning Insights:

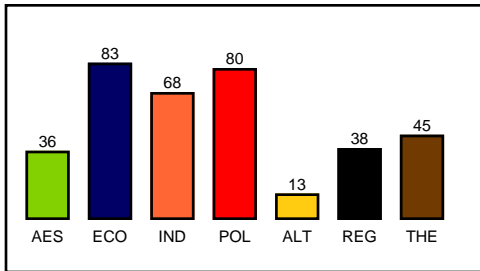
- If possible, you should build in some group competition as a part of the training activities.
- You should link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You should attempt to provide some rewards or incentives for participation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



**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 have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, or client.
- While this very high economic drive may be a significant motivating factor in achieving your goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.
- You may judge efforts of others by an economic scale only.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.



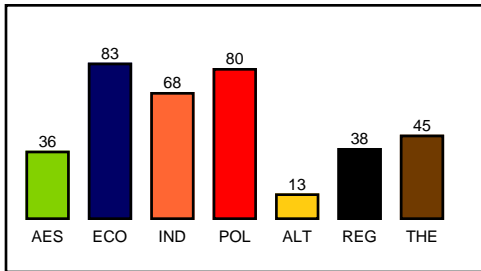
**The Individualistic Dimension:** The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### General Traits:

- You enjoy work and assignments, which gives you standing in the eye of others and evokes respect.
- You experience a feeling of accomplishment in being recognized for completing a tough assignment in a creative way.
- You sometimes surprise others with spontaneous ideas or responses.
- You may have a tendency to push-the-envelope a bit in situations where winning is desired.
- You prefer to make your own decisions about how an assignment or project is to be accomplished.

### Key Strengths:

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



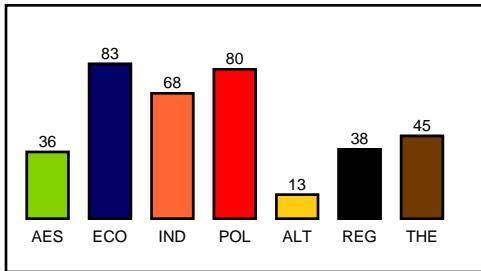
**The Individualistic Dimension:** The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

### Motivational Insights:

- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You should work with an idea, develop it, and run with it for a while before making a judgment.
- You should be allowed bandwidth to grow and experiment with new projects, ideas, and responsibilities.
- You will appreciate 'air-time' at meetings to share ideas with others on the team.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.

### Training/Learning Insights:

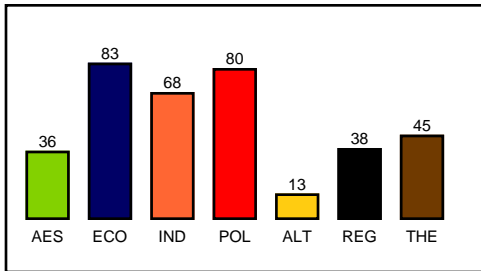
- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the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



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

### Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.



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

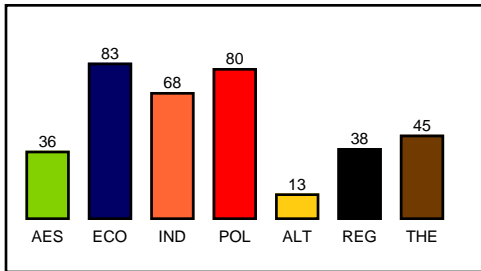
### General Traits:

- You have a bottom-line approach to getting things done.
- You are accountable for actions and decisions: Are ready to take the credit or the blame.
- You are a very active agent in tough decision-making roles.
- You enjoy winning.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.

### 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.





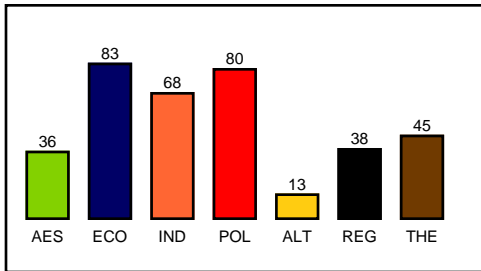
**The Political Dimension:** This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

### Motivational Insights:

- You score like others who may feel stifled if surrounded by many constraints.
- You may need to be more willing to share the attention and successes for wins.
- You appreciate public recognition and praise for successes.
- You enjoy status and esteem in the eyes of others.
- You may like to be seen as a catalyst for change.

### Training/Learning Insights:

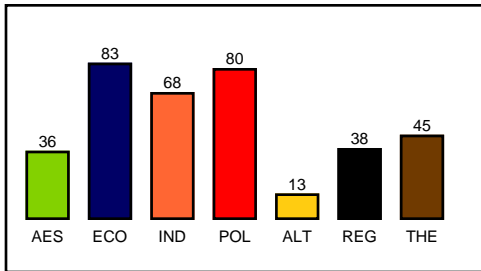
- You provide for individual recognition for exceptional performance.
- You provide for a variety of learning and personal development options.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.
- Your scores are like those who frequently show an interest in leading some training or professional development activities.
- If group activities are involved, you attempt to build in some competition and group leadership events.



**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.



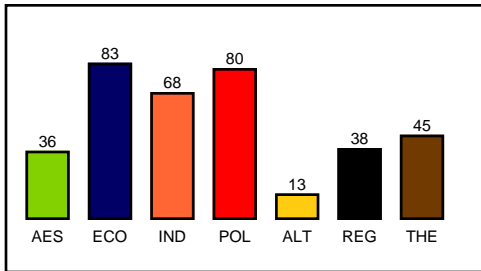
**The Altruistic Dimension:** This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

### General Traits:

- You have no problem saying "No" to requests for help that do not provide a practical return.
- You will remain at first guarded and reserved when it comes to others, but likely to open up as the relationship grows.
- You take a bottom-line approach to helping others. There needs to be mutual reward.
- You are not driven by a strong desire to be altruistic.
- You can become more concerned with personal concerns than those of others.

### 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.



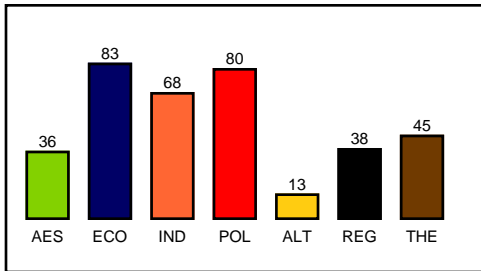
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### Motivational Insights:

- You leverage an individual benefit instead of a team benefit.
- You are motivated by goals and objectives and setting your own course.
- You prefer appeals presented in a practical, unemotional way.
- 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 stay unemotional and don't get paternalistic.

### Training/Learning Insights:

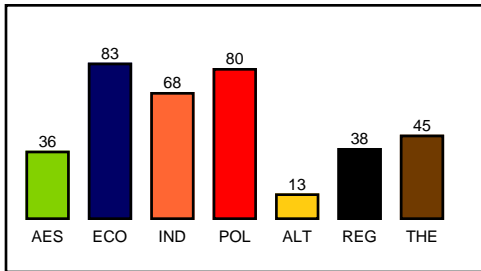
- You should make sure to link learning and professional development work to areas of personal interest.
- You should demonstrate the practical benefits of any training or learning.
- You connect all training or learning to the bottom-line business needs and how it will return personal results.
- You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



**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.



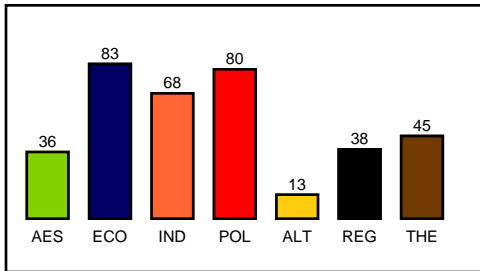
**The Regulatory Dimension:** The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

### General Traits:

- You can challenge the rules as long as it is done carefully and logically.
- You strike a good balance between respecting individual needs, and those of the group.
- You understand both sides of the argument for more and less rules and policies.
- You are right at the national mean when it comes to desire for stability or steadiness.
- You tend to be balanced and stable.

### Key Strengths:

- You act to stabilize those on a team.
- You are very flexible when it comes to dealing with very little or too much structure.
- You can challenge protocol and be creative if the situation demands it enough.
- You are good at providing order and structure where it is required.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.



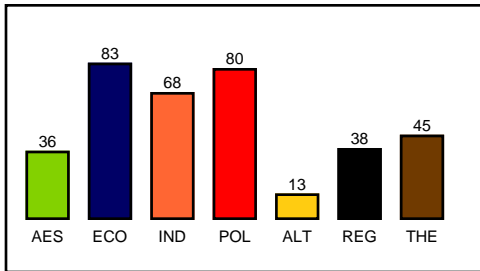
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### Motivational Insights:

- 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.

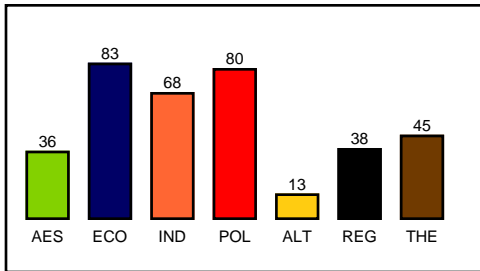


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### Continual Improvement Insights:

- 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.





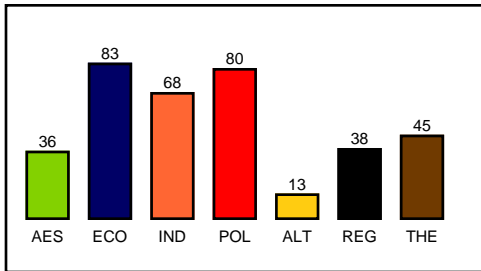
**The Theoretical Dimension:** The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

### General Traits:

- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- Your score in this range is near the typical businessperson's score.
- 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.



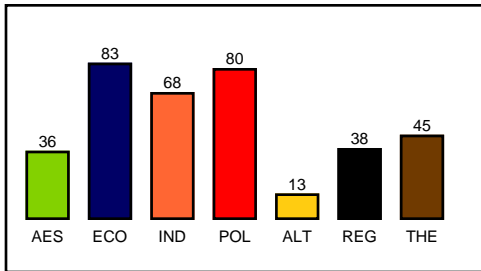
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### Motivational Insights:

- 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:**

Alexander Moore

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

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

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

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

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

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

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