



The Values Index

WHAT

WHY

HOW

joe espindola

September 6, 2014

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.

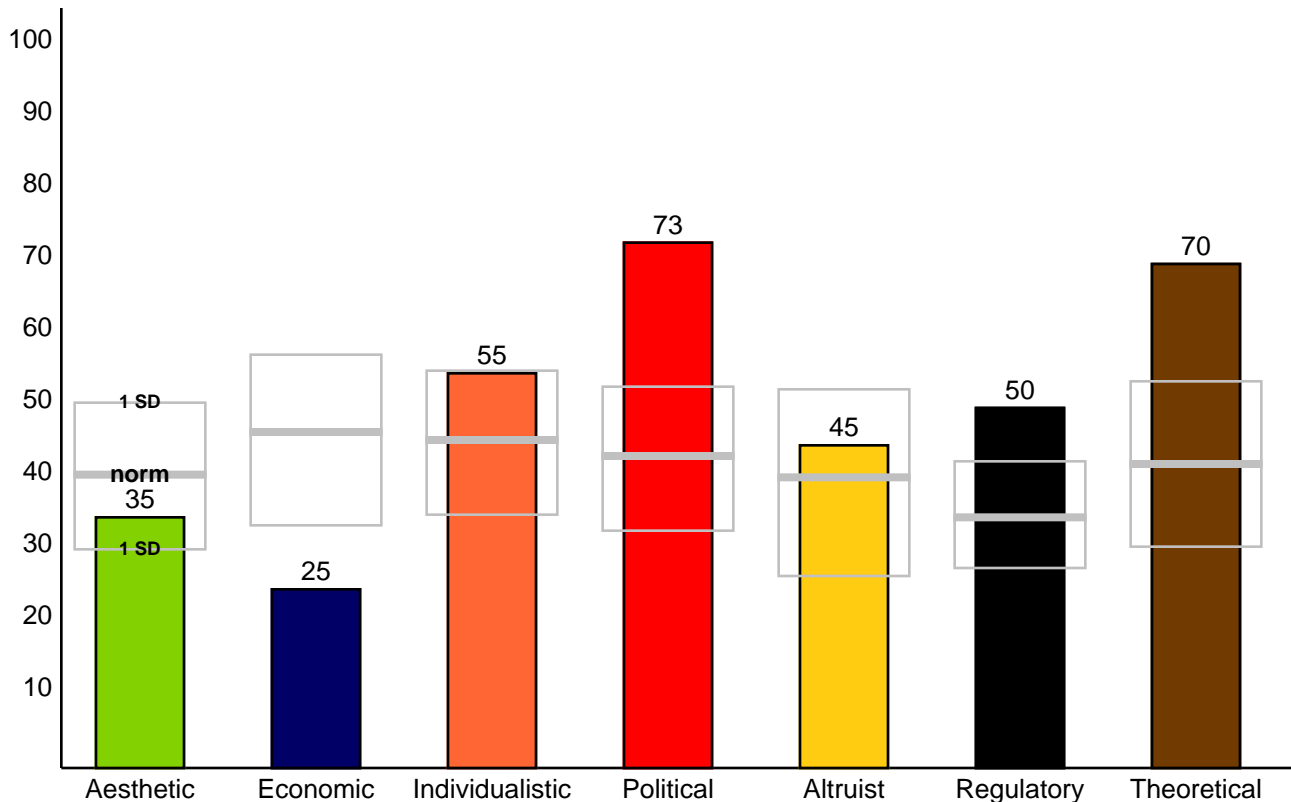
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

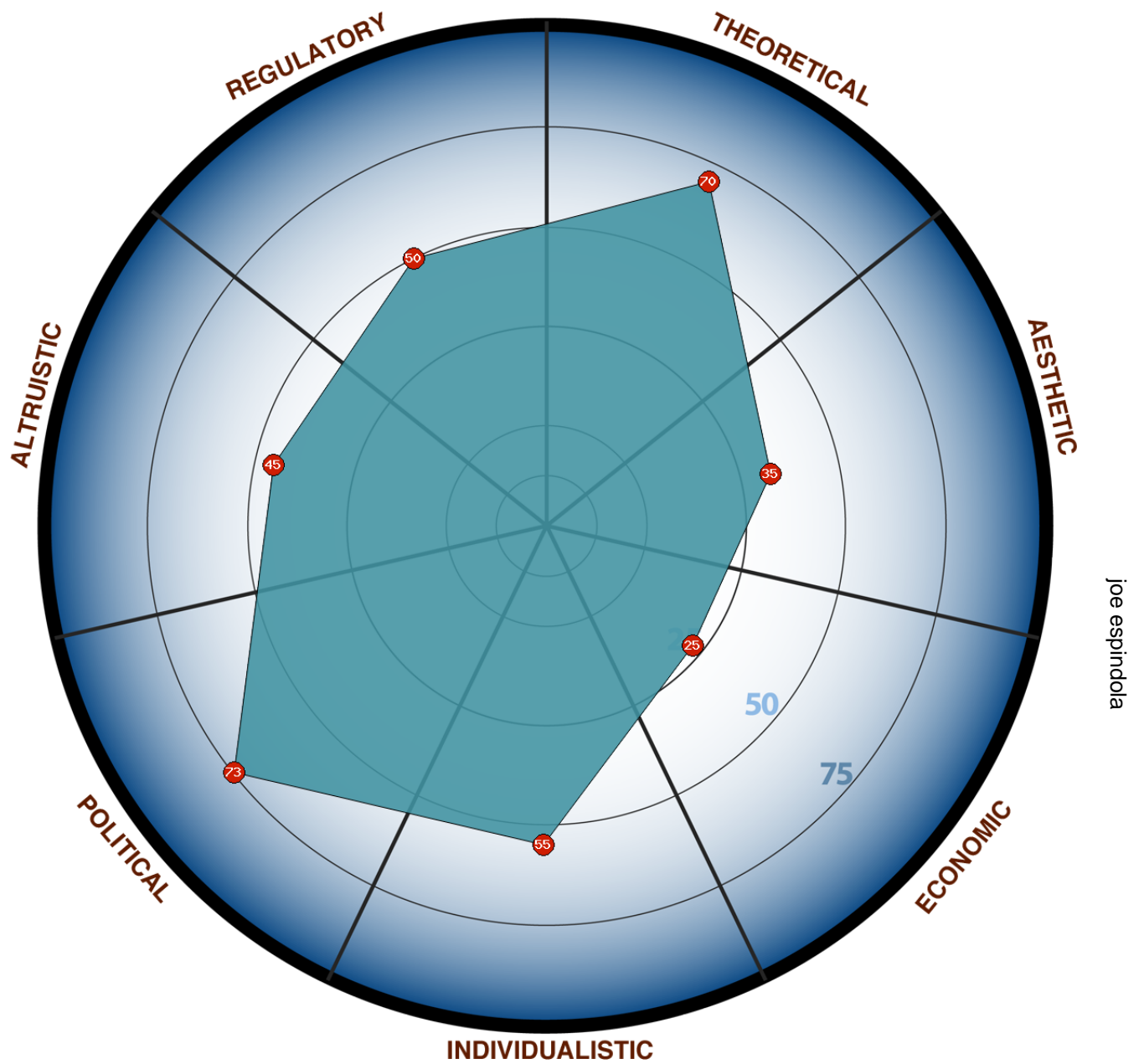
| Value | The Drive For |
|------------------------|-----------------------------------|
| Aesthetic | Form, Harmony, Beauty, Balance |
| Economic | Money, Practical results, Return |
| Individualistic | Independence, Uniqueness |
| Political | Control, Power, Influence |
| Altruistic | Altruism, Service,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

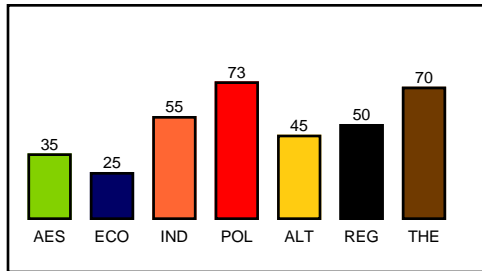
Executive Summary of joe's Values

| | |
|--------------------------------|--|
| Average Aesthetic | You are able to appreciate the benefit for balance and harmony without losing sight of the practical side of things. |
| 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. |
| Very High Political | You are a very strong leader, and able to take control of a variety of initiatives and maintain control. |
| Average Altruist | You are concerned for others without giving everything away; a stabilizer. |
| High Regulatory | You have a strong preference for following established systems or creating them if none present. |
| High Theoretical | You have a high interest level in understanding all aspects of a situation or subject. |

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

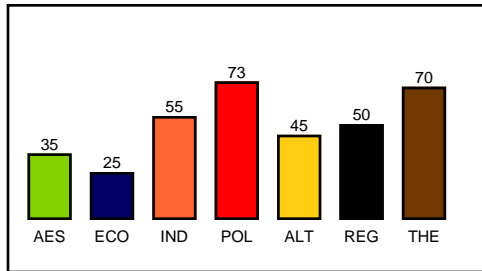
General Traits:

- You possess the average level of aesthetic appreciation, near the national mean.
- You can work well with others to create and innovate.
- 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.

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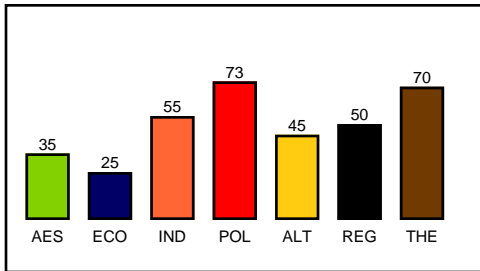
Motivational Insights:

- 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.

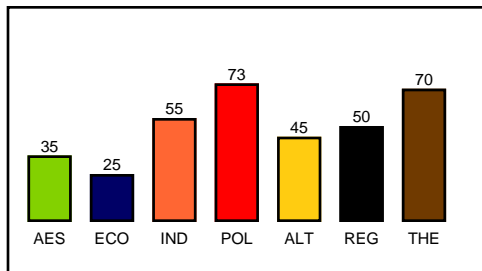
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The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

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.

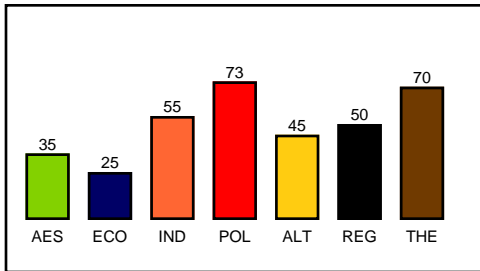
General Traits:

- You score in a range that indicates a lower interest in materialistic, or that you have already achieved a level of material security.
- 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.
- The lower Economic drive here may also indicate that you may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.
- You tend to be easy-going and supportive of others on the team.
- Using money or materials as a yardstick to measure or impress others is not important to you.

Key Strengths:

- You are sensitive and responsive to the "people-side" of work related activities.
- 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 have an attitude of "We're all in this together, so let's work together."
- You are an excellent team player and team member.

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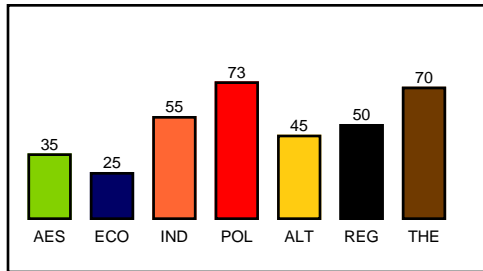
Motivational Insights:

- You should avoid mundane tasks.
- You should remember that 'helping hands' behind the scenes are as important as the highly visible ends of a work project.
- You should structure job enrichment strategies into the reward system, not just economic rewards.
- You should allow time in the schedule for helping others as well.
- You should provide options for taking on tough challenges.

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.

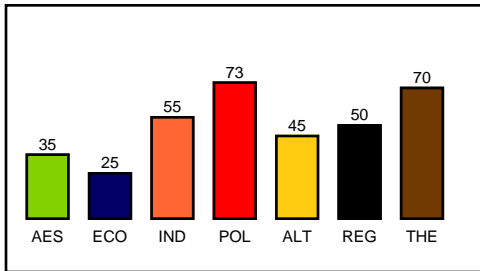
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Continual Improvement Insights:

- You may not hear the 'revenue clock' ticking on some projects.
- You may need coaching to increase revenue awareness or profit motivation.
- You may need to learn to say "no" more often.
- You may need training on tools to help you do the job more effectively.
- You may avoid making tough decisions that may negatively impact others on 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.

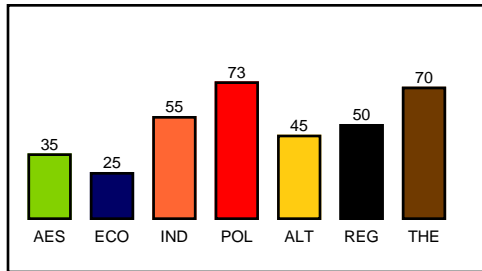
General Traits:

- You have the ability to take or leave the limelight and attention given for special contributions.
- 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.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You show the ability to take a leadership role when asked and also to be supportive team member when asked.

Key Strengths:

- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- 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 are able to follow or lead as asked.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.

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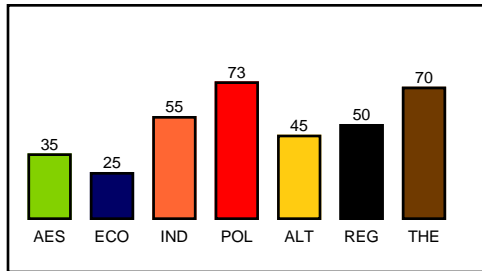
Motivational Insights:

- 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.

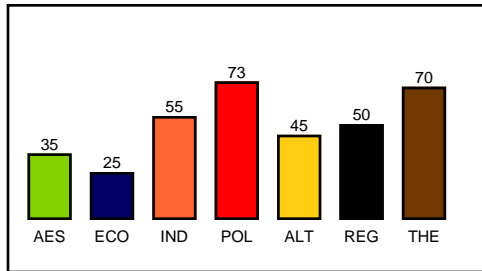
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Continual Improvement Insights:

- 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.



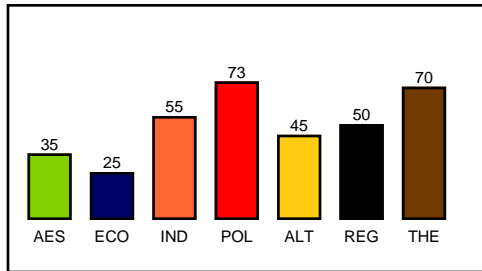
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You have a bottom-line approach to getting things done.
- You desire leadership and are ready for the accountability that comes with it.
- You are a very active agent in tough decision-making roles.
- You seek competition.
- 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.



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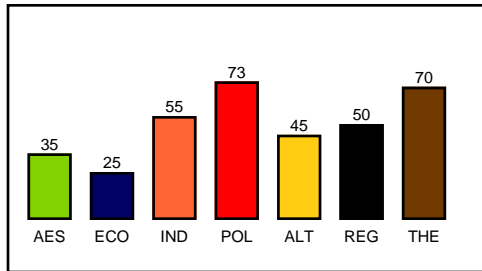
Motivational Insights:

- You score like others who may feel stifled if surrounded by many constraints.
- You may like to be seen as a catalyst for change.
- You appreciate public recognition and praise for successes.
- You enjoy status and esteem in the eyes of others.
- You should provide freedom to take risks, but also indicate the boundaries and limits to the risk-taking freedom.

Training/Learning Insights:

- You provide for individual recognition for exceptional performance.
- Many who score like you, may prefer independent study instead of group or team activities.
- 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.

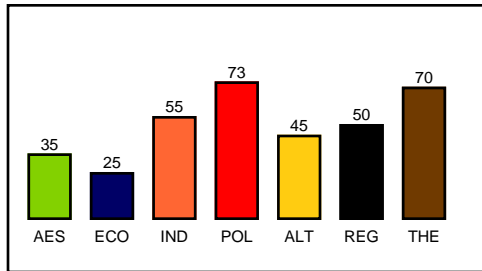
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The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

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.

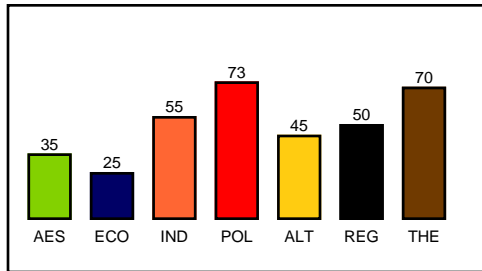
General Traits:

- You are very much in line with the average level of altruism seen in business environments.
- You will not create an imbalance between your own needs and those of others.
- You balance helping others with personal concerns very effectively.
- You can be a good mediator between those who give too much and those who don't give enough.
- You are able to see the points of view from both the higher and lower Altruistic score locations.

Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value pitch in others through personal actions.

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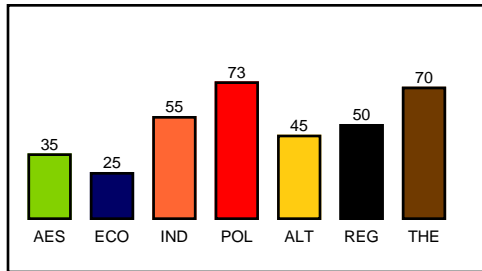
Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be a good judge of how much to involve others versus making the command decision.

Training/Learning Insights:

- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.

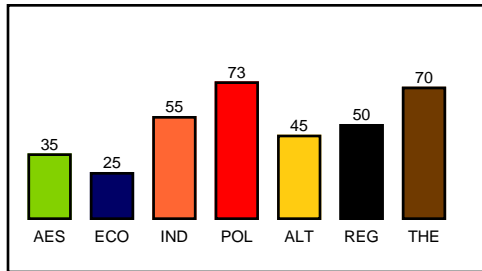
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Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



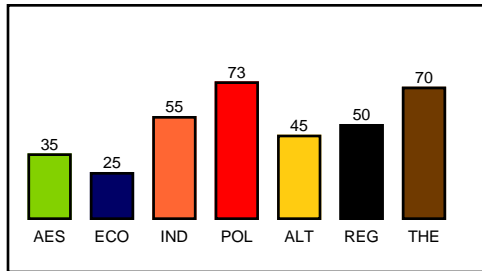
The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You prefer documenting activity and like lists.
- You think promises are extremely important to keep.
- You tend to be highly organized.
- You believe quality control is a vital part of accurate work.
- You see rules as a key to results.

Key Strengths:

- You provide a sound stabilizing base for dynamic situations.
- You produce detailed and accurate work.
- You have high attention to details.
- You achieve a sense of accomplishment based on the quality of the work.
- You maintain timelines and meet deadlines.



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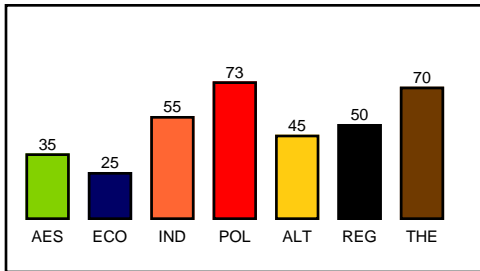
Motivational Insights:

- Ensure adequate information, resources and time to complete tasks.
- If you recommend changing the established way of doing things, it is probably a significant need.
- You prefer detailed, written and specific guidelines to follow.
- You prefer to receive personal criticism in a constructive manner and in private.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.

Training/Learning Insights:

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

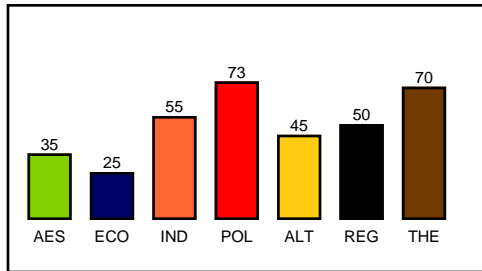
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Continual Improvement Insights:

- You should be consistent in enforcing rules for everyone.
- It might not hurt to let go sometimes and have no prescribed path to follow.
- You should try being a little more flexible.
- You could possibly be perceived by some to be too structured or rigid on certain issues.
- Explore a little. Discovering new ways to do things can be rewarding.



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

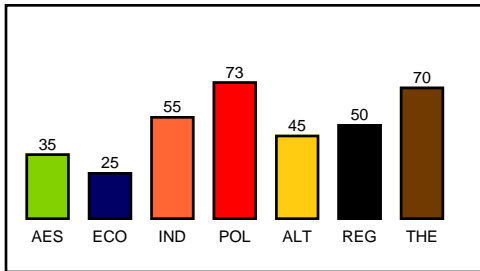
General Traits:

- You have a strong desire to learn and go beyond the required knowledge base.
- You are interested in new methods and how they can be applied to existing structures.
- You have a high knowledge base and credibility base in contributions to team efforts.
- You believe that continuous learning is healthy for the mind and body.
- Others may consider you a strong intellectual.

Key Strengths:

- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.
- You have strong and consistent analytical skills and ability.
- You bring a strong knowledge-driven ethic.
- You have a strong ability to read, study, and learn independently.
- You can usually answer new questions that hit the team or know where to find answers.

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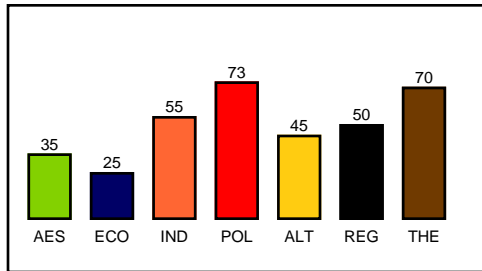
Motivational Insights:

- Realize that as much as you have learned, you still want to learn more.
- Classes, courses, conferences: go and learn.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- You need opportunities to explore a variety of knowledge-based areas and to act on them.

Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.

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

Continual Improvement Insights:

- You may have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- You need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You score like some who need coaching on time management.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.

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Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

Action Step: Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

| | Alignment | | | | |
|---------------------|-----------|---|---|---|--------|
| | Poorly | | | | Highly |
| Motivator #1: _____ | 1 | 2 | 3 | 4 | 5 |
| Motivator #2: _____ | 1 | 2 | 3 | 4 | 5 |

Legend:

- 2-4 = Poor
- 4-5 = Below Average
- 6-7 = Average
- 8-9 = Excellent
- 10 = Genius

Tally your score here:

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

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

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

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

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

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

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