

Window on Work Values Profile

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CONTENTS

INTRODUCTION TO WINDOW ON WORK VALUES	2
THE MODEL	2
YOUR RESULTS	3
EMPOWERMENT	4
COLLECTIVISM	5
INDEPENDENCE	6
INDIVIDUALISM	7
COMPLIANCE	8
EQUALITY	9
CONFORMITY	10
AUTHORITY	11
DISCLAIMER	12





INTRODUCTION TO WINDOW ON WORK VALUES

This Profile gives you feedback on eight core value types that form the basis of behaviour in the workplace.

Values are concepts or beliefs which people use to guide their behaviour in the workplace. Values will drive our decision making and cause us to summon up energy to preserve what we believe in. They go beyond specific situations and determine how we view people, behaviour and events. Often major sources of conflict and disillusionment are due to mismatched values.

THE MODEL

The different values explored in your Profile are displayed in the *Window on Work Values* model which has been developed by Dr Dick McCann from his extensive workplace experience and comprehensive research with individuals and teams. The model has been validated within a rigorous testing process and has good structural validity, meaning that values close to one another in the window are related whereas those on opposite sides of the window are unrelated. The feedback in this report is presented in a practical and accessible way but you can be confident that it is backed by the appropriate statistical research.

The model consists of eight core work value types depicted as window panes, rather like those in the rose windows of many European cathedrals. It is divided into quadrants, each containing a core value type as follows:

Self Focus: Value types that put personal goals ahead of group goals. *Individualism* is the core value type in this quadrant.

Group Focus: Value types that put group wishes ahead of individual need. *Collectivism* is the core value type.

Organisational Constraint: Value types that require strictly-adhered-to guidelines to ensure the smooth running of an organisation. *Compliance* is the core value type.

Organisational Freedom: Value types where individual behaviour is unrestricted and people are free to choose their pathways, unfettered by organisational constraints. *Empowerment* is the core value type.

Values focusing on the self, within an environment of organisational freedom are defined by the *Independence* value type. Those focusing on the self within an environment of organisational constraint are defined by the *Authority* value type.

Values focusing on the group, within an environment of organisational freedom are defined by the *Equality* value type. Those focusing on the group within an environment of organisational constraint are defined by the *Conformity* value type.





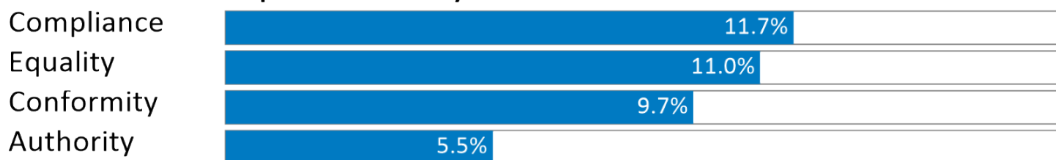
YOUR RESULTS

Your responses to the profile questionnaire have been distributed across the eight panes of the *Window on Work Values*. Scores above 12.5% indicate work value types that are more important to you whereas scores below 12.5% indicate value types that are less important to you. Your hierarchy of value types (adding up to 100%) is as follows:

Values more important to you:



Values less important to you:



The *Self-Focus* value types (Independence, Individualism and Authority) account for 34.5% of your scores whereas *Group-Focus* value types (Equality, Collectivism and Conformity) account for 36.6% of your scores. This indicates the importance you place on balancing your own needs with the needs of others.

The *Organisational Freedom* value types (Independence, Empowerment and Equality) account for 42.8% of your scores whereas *Organisational Constraint* value types (Authority, Compliance and Conformity) account for 26.9% of your scores. This indicates the strong bias you have towards values that ensure you have freedom to work in your own way.

Your pattern of scoring in each of the eight window panes is described on the following pages.





EMPOWERMENT

You scored strongly on the *Empowerment* value type. This is the part of the *Window on Work Values* model where people value a working environment where there is a degree of organisational freedom as to how people generate results.

For you, it is important to have the opportunity to contribute in a variety of ways to work projects and to be trusted that you will do your best to achieve the goals and expectations of the organisation. You will prefer situations where there is little supervision and high levels of accountability and responsibility are delegated to you and your team. However, you will want to comply with organisational guidelines and fit in with the corporate mission and vision.

You are unlikely to be motivated solely by remuneration and material rewards and 'working for a higher purpose' is at least equally important. For you, work is to be enjoyed and rewards also come through the relationships you develop and the personal growth that comes through stretching your abilities and striving to extend your 'personal best'.

You are not necessarily a person who responds well to orders being given in a detached, compliant way and sometimes you may react badly to those who expect you to do as you are told without explaining the reasons. Sticking to procedures and respect for the organisational hierarchy are not necessarily guiding principles in the way you approach work although you will value them to some extent.

Interestingly, you scored moderately on the *Compliance* value type as well and this may impact how you actually use your *Empowerment* value in practice. Very likely you will want to ensure that your individual plan and goals align with those of the organisation as you will not want to be seen as a 'renegade'. There could at times be competing demands on you as you try to balance *Compliance* and *Empowerment*.





COLLECTIVISM

You scored in the high range on the *Collectivism* value type. This is the part of the *Window on Work Values* model that focuses on core values that enhance the working of groups or teams. However, your scores on *Individualism* also indicate that while you value being a respected member of a work group, you will want to ensure that your personal goals and work ambitions are well catered for.

Collectivism is a guiding principle in the way you approach work. Most often you will subordinate your own personal interests and desires to those of your group or team. For you, the best collective interests of the group are paramount in any decision-making process. However, you will act on your own without the approval of others if you are convinced it is in the best interests of your work group or team.

Harmony in the workplace is most likely of great importance to you and you will often act in a way that defuses conflict in your team or work group. Having close supportive colleagues is important in the way you live your life and therefore you will usually act so that you don't upset others.

You are a person who gives loyalty and will expect loyalty from others in return, particularly when you find yourself in difficulties. Because of this you are more likely than many to establish lasting friendships at work. However, your strong personal relationships may well be outside work.

Above all, you are a person who values consensus decision making and will have this as a high priority, even if it means delays in taking decisions and getting into action. You will realise that effective action will only occur when everybody is committed to the same solution. Voting for a majority decision is not the way you like to work, although you will do this if unnecessary delays grind action to a halt.

You are a person who strongly values the truth; therefore, you may have little time for those people who bend the truth to suit their needs. The issue of integrity is also important to you and you will always try to act in a way that is consistent with your views. You will not be a person who is swayed by others wanting expedient solutions to difficulties. You believe in openness and will enjoy working in a group where people honestly express their opinions and where there are no hidden agendas.

Interestingly, you had a moderate to high score on *Individualism* and this will affect how you actually use your *Collectivism* value in practice. Most likely you will value the *Individualism* characteristics of being recognised for your individual capabilities and competencies and being singled out from others for your contribution to the organisation. However, there may be, at times, competing demands on you and it could be difficult for you to get the right balance between putting your work group first while at the same time progressing your own career and acting in your own best interests.





INDEPENDENCE

You scored in the moderate range on the *Independence* value type. This is the part of the *Window on Work Values* model where people value working with a degree of organisational freedom in a way that allows them to focus on self-needs.

Independence is a reasonably important principle in the way you prefer to work. You will want to be left to 'do your own thing' and rely on your own ability to work your way through problems. While you are courteous in your dealings with others you will not always exercise self-restraint when you are expected to conform to principles which you oppose. For you, freedom of action and the ability to exercise your own creativity are important to your wellbeing at work. In general, you are a person who values self-sufficiency.

You appreciate the need to be a 'team player' but sometimes you prefer to be a 'solo operator'. While you can be comfortable working within a team environment, you can be just as effective in situations where you can pursue your own ideas, make your own decisions and stand by your actions.

You will not always respect the organisational hierarchy, particularly if senior management hold views strongly opposed to yours. Some people may even say you are a 'non-conformist'. Workplace issues such as security and safety, while seen as important, are not necessarily areas in which you would want to become personally involved.

You may not always react well to plans and goals which are imposed on you without your discussion and involvement. In these situations, you may well maintain your independence by insisting on increased levels of autonomy.

If you are working closely with people who score highly on the *Conformity* value type, you may well experience some difficulties in interacting with them. They will expect you to preserve the organisation's traditions and culture and to conform to the rules and regulations. While you appreciate the importance of this approach and can understand why people embrace such values, your high need for *Independence* dictates that you will not be a person who always conforms to the organisational norms.

When interacting with high *Conformity* people, consider the following points to help you communicate better with them:

- Make allowance for their needs to work within the defined rules and regulations of their organisation;
- Show respect for the hierarchy that may exist within any group;
- Recognise that stability is preferred and avoid 'rocking the boat' unnecessarily;
- Understand their need to avoid extremes of action and to accept the current situation rather than moving to change it.





INDIVIDUALISM

You scored in the moderate range on the *Individualism* value type. This is the part of the *Window on Work Values* model containing values that primarily focus on the self. However, your scores on *Collectivism* also indicate that, while maintaining your individualism, it is even more important for you to be a respected member of a work group.

Being an individual is reasonably important to the way you like to work. You are more likely to believe that it is through being a strong individual and making the hard decisions when they come, that you are doing your best for your team and the organisation. However, you will care about other people with whom you work and will often modify your own actions if you feel that too many people may be adversely affected. For you, getting results quickly is a very important part of doing business, but not if it alienates those around you.

It is probably important for you to be recognised for your intelligence and competence. More than likely, you will appreciate individual recognition for your contribution to team work and the praise and rewards that go with individual success. Above all you will want to be seen as a capable person. However, you will also want to see recognition for those team members that have helped you stand out.

Because of your strong reliance on yourself, you may not always conform to the wishes of others and are more likely to follow your own ideas, taking personal responsibility for any outcomes. You will want to lead other group members in the right direction but are probably aware that it is important to keep them involved in your thinking.

Some people could view you as an 'individual', as you don't always take advice from others, although you will always listen to them courteously. You will probably consider that the values of *Individualism* have contributed to your success and they probably have. However, you will work very effectively within a group context, and are probably well respected for your focus on success and competence.

Your high scores on *Collectivism* are likely to impact how you actually use your *Individualism* value in practice. This combination of higher scores on both ends of the *Individualism-Collectivism* pair is less common. Most likely you will value having close supportive colleagues who form a harmonious team, with little conflict. You will probably also support group decision making and consensus but may experience discomfort if you see decisions going against you. At times, you may experience internal conflict, trying to balance your 'group needs' with your principles of wanting to be seen as a competent, intelligent, successful individual keen to get on in the world. Values such as these will invariably compromise those associated with *Collectivism*.





COMPLIANCE

You scored in the moderate range on the *Compliance* value type. This is the part of the *Window on Work Values* model where people value a working environment where there are clearly-defined organisational constraints and expectations. However, you scored even more strongly on the *Empowerment* value type and therefore you have a less-common Profile where you value both *Compliance* and *Empowerment*.

You will have respect for people in senior positions and are likely to value those who follow your directions, without too many critical questions. However, you like people to be committed and take personal responsibility for their actions, and therefore you will probably understand the need for participative decision making. For you, obedience is a reasonably important principle to how you approach your work. However, provided people accept your general direction, you will be happy for them to be empowered and set their own plans.

For you, efficiency in the workplace results from people following organisational guidelines and doing things the right way. You may not always appreciate those people who want to use a different approach to the tried-and-tested methods that have usually worked in the past. However, you value the opportunity for people to contribute their own thoughts and generally you will listen to alternative views, provided they are not too radical.

You are a person who will meet your obligations and therefore you expect others to do the same. You may well be critical of those who don't follow orders but would probably accept their decisions provided there were good enough reasons.

Job security can be an important issue for you and will shape your decision making. You probably feel more comfortable in an organisation where you know where you stand and what is expected of you. Generally, you will value stability, which gives you the environment to do your best work.

Despite your concern for *Compliance*, you are someone who also values *Empowerment*. This combination of higher scores on both ends of the *Compliance-Empowerment* value pair is unusual. Very likely you will hold strongly the principles of giving responsibility to others and allowing them to find their own way of working, provided it does not conflict with the organisational norms and expectations. You probably like them to be self-reliant and accountable for their own actions as it will free you up to get on with your own work. However, you may need to reflect on the internal conflict you could sometimes experience when trying to balance these views with your principles of expecting other to follow orders and comply with organisational rules and regulations.





EQUALITY

You scored in the moderate range on the *Equality* value type. This is the part of the *Window on Work Values* model that focuses on values pertaining to the establishment and maintenance of the work group in a way that allows you individual freedom.

Treating everyone equally and fairly is a guiding principle in the way you approach work. You are likely to be a reasonably tolerant person and one who accepts the different viewpoints of people in the workplace.

Support of the weak and disadvantaged is likely to be of some importance to you, although it may not be a guiding principle. However, you may well want to defend any members of your team or group whom you consider to be disadvantaged by the actions of others.

You may also be seen as a considerate person and are generally willing to give time to others to help them with their work. You will probably be sensitive to the views of others and will want to be seen as 'someone who cares'.

If you are in a leadership position you may well have a reputation as someone who puts people first and gives equal opportunities to all.

You may have difficulty in working with people who scored high on the *Authority* value. They could see you as being too occupied with people issues and not focusing enough on making the hard decisions. However, you probably consider that you have the balance right. You may well enjoy the leadership role and have a reputation of people following you because you put them first.

When interacting with people who scored higher than you on *Authority*, consider these points to help you communicate better with them:

- Realise that it is important for them to be seen to be right in front of others;
- They will have a lower tolerance for people with opposing beliefs and ideas;
- They will be ambitious and take every opportunity to push themselves forward for promotion;
- They will respond well to feedback that highlights their prowess in leadership activities.





CONFORMITY

You scored in the moderate to low range on the *Conformity* value type.

Conformity is of moderate importance in the way you prefer to work. You will try to conform to other people's expectations of you and will want to be seen as a reliable and valuable member of any team or organisation. You will not enjoy 'rocking the boat' but will if you are convinced that others are going in the wrong direction. You will be a loyal supporter to those who put their trust in you.

In general, you are prepared to accept whatever happens, provided you have freedom to explore your own creativity. You try not to show extremes of action and will generally try to fit in with those around you and not 'stand out' too much, although there may be times when you could take a more independent stand. You are probably more comfortable where there is some sense of security in your work environment as you like to know where you stand and what is expected of you.

You will usually enjoy being a team player although, if given the opportunity, you can be even more effective working independently and with a degree of autonomy. In making decisions you try to ensure that your actions conform to the organisational procedures and values, to which you will generally subscribe. You are probably to some extent, a supporter of the more important traditions and culture of your organisation.

You are a person conscious of the organisational hierarchy and will try to go through the proper 'channels' when undertaking important tasks and assignments, even if later you tend to 'do your own thing'. Exercising self-restraint will be important to you so that you do not 'lose face' in difficult situations.

Interestingly, you scored in the moderate to high range on the *Independence* value type and this may impact how you actually stick to your *Conformity* value in practice. You will probably enjoy a measure of self-reliance and set challenging goals for yourself. There may even be times when you are torn between the responsibility of conforming to the established norms of the workplace, while at the same time you may want to break out and exercise your own creativity and independence.





AUTHORITY

You scored in the moderate to lower range on the *Authority* value type.

Being seen as an *Authority* figure is only moderately important in the way you approach work. You will like to be in control of others but only so that you can achieve the best results for your team and the organisation.

You will take on the leadership role when you have to and will work hard to be effective in this area. Most likely you will be reasonably interested in promotion possibilities and will actively pursue job prospects when they appear. You will look for job opportunities when they arise and will expect to be considered for any position. However, you may not always actively push yourself forward but rather expect to be noticed for your past successes.

In general, you are a moderately ambitious person and will look for people in the organisation who can help you achieve your goals. You will consider it important to be able to influence others to accept your viewpoint and will work hard to develop skills in this area.

You will appreciate above-average remuneration and material rewards for the job that you do as this is a good way of being recognised for your contributions. You probably prefer to be 'offered' these rewards rather than having to negotiate a good deal for yourself.

You like to be seen as being 'right' in front of others and therefore you are likely to have developed strong communication skills. You will work hard to convince people that your views on a particular situation are correct, but usually you try to be polite and diplomatic as you do not enjoy dominating others or being an authority figure.

Interestingly, you scored in the moderate to high range on the *Equality* value type and this may impact how you actually use your *Authority* value in practice. You will try to treat people equally and may often consult them for their views. Although there may be times when you 'display' your *Authority* value, these are likely to be few and far between.

Having reasonable balanced scores on the *Authority-Equality* value pair means that these values are unlikely to be a major source of conflict in working with others.





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