



## The Values Index

WHAT

WHY

HOW

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tyler goelz

April 1, 2015

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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.

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## 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.

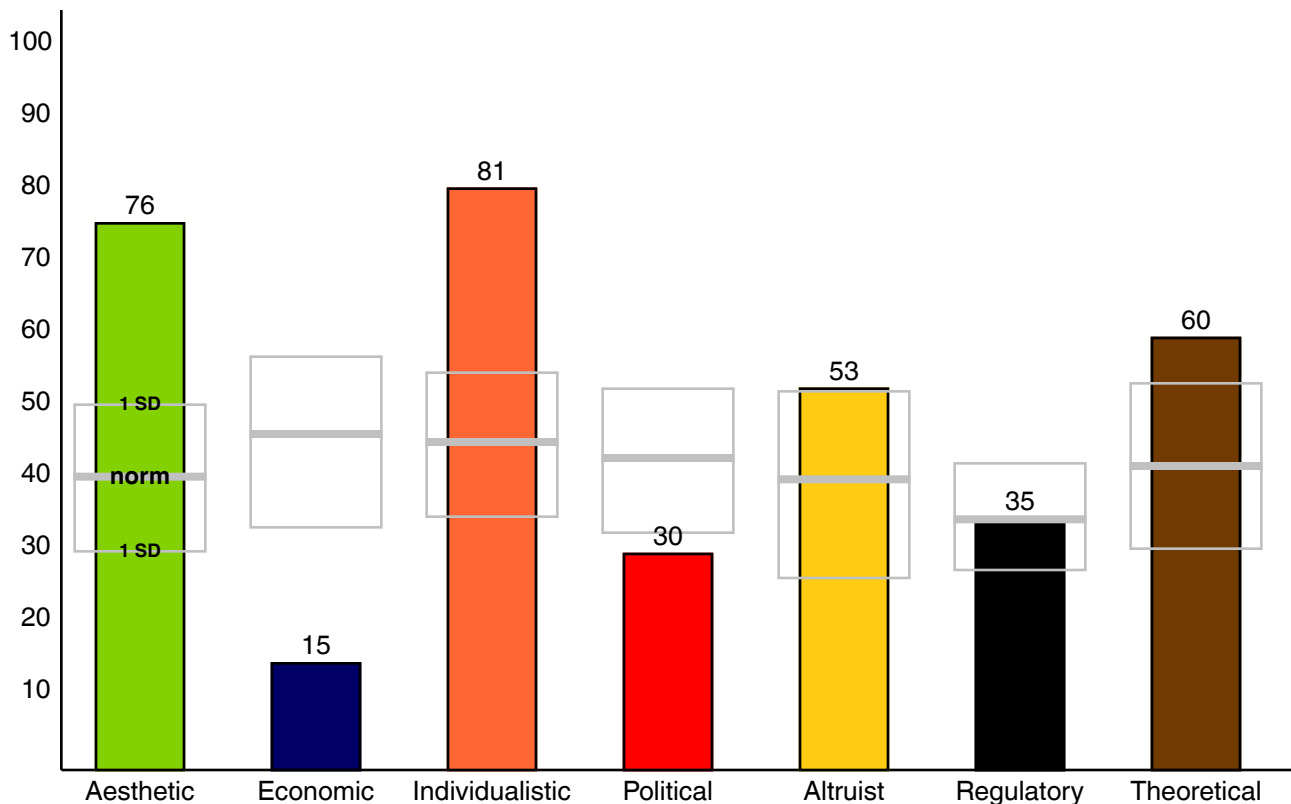
Value	The Drive For
<b>Aesthetic</b>	Form, Harmony, Beauty, Balance
<b>Economic</b>	Money, Practical results, Return
<b>Individualistic</b>	Independence, Uniqueness
<b>Political</b>	Control, Power, Influence
<b>Altruistic</b>	Altruism, Service, Helping others
<b>Regulatory</b>	Structure, Order, Routine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

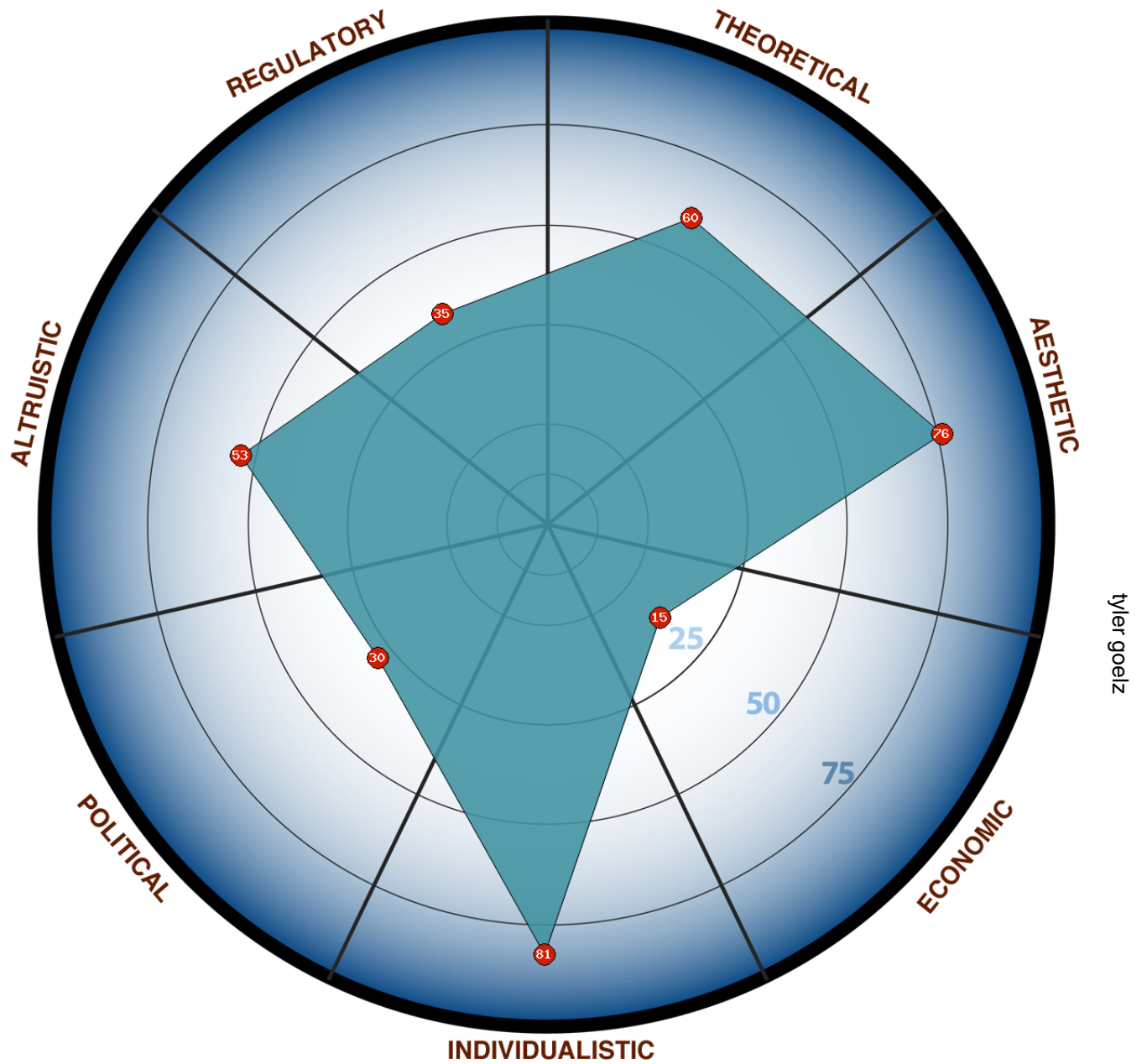
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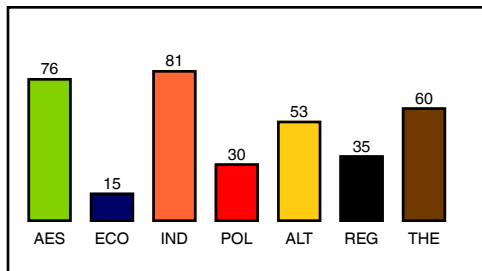
## Executive Summary of tyler's Values

<b>Very High Aesthetic</b>	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
<b>Very Low Economic</b>	You may try to help meet customers' needs (internal and external) before your own.
<b>Very High Individualistic</b>	You demonstrate high independence and project self-confidence.
<b>Low Political</b>	You are supportive of the efforts of the team; no hidden agendas. Willing to surrender control.
<b>High Altruist</b>	You have a high desire to help others learn, grow, and develop.
<b>Average Regulatory</b>	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
<b>High Theoretical</b>	You have a high interest level in understanding all aspects of a situation or subject.

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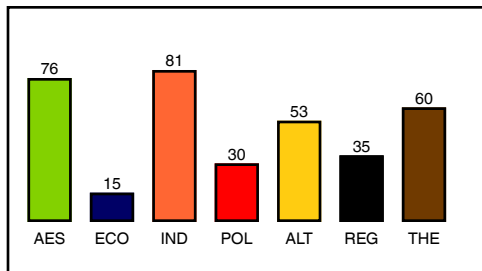
**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

## General Traits:

- You are very sensitive to "ugly" environments (e.g., poor aesthetics, negative attitudes, repressive conditions).
- You will look for harmony, form, balance, and an eco-friendly environment.
- You believe it is the experience that counts, not always the outcome.
- You show a very strong appreciation for nature, environment and harmony in life.
- You have a very strong drive to express creativity in artistic or inventive ways.

## Key Strengths:

- To you, any creativity is often only limited by external, not internal boundaries.
- You are very helpful in helping others find creative alternatives.
- You are a very creative problem-solver.
- You are enthusiastic and willing to work and contribute to the team efforts in creative ways.
- You demonstrate a very high personal and professional regard for the feelings and emotions of others on the team.



**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:

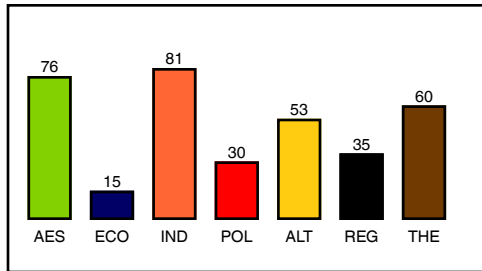
- You appreciate those who show a genuine interest in your ideas and solutions.
- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.
- You ensure that creativity doesn't get in the way of functional results.
- You may prefer to have some outlet for your creativity at a team meeting or event.
- You provide ample opportunity for creative self-expression.

## Training/Learning Insights:

- You should link new knowledge to new ways to be creative or achieve better harmony and balance in life.
- You have the ability to connect training and development to other's needs and interests, and to encourage their own imagination.
- To increase the meaning of training programs, you should try to link these to increased understanding of form, harmony, and the big picture.

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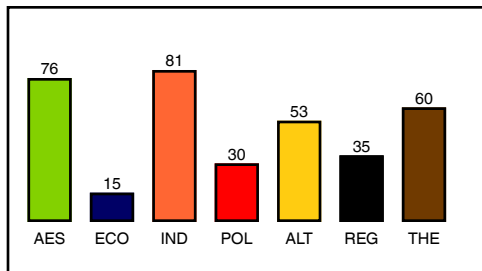




**The Aesthetic Dimension:** The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

## Continual Improvement Insights:

- You need to remember that sometimes function is all there is time for or all that is needed.
- At times, you may try to be too much of a non-conformist.
- You might tend to have work back up if you are too creative or inventive with how to do it.
- You could get lost in creativity if not kept somewhat reined in and on target.
- You may carry too great an emphasis on the artistic, or balance/form issues in the workplace.



**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.

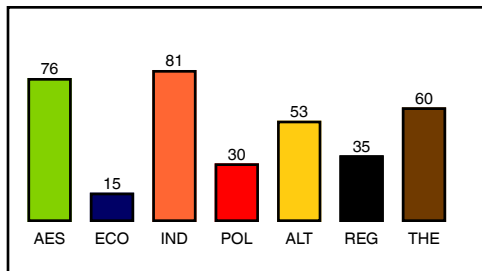
## General Traits:

- 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.
- 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.
- 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 score in a range that indicates a lower interest in materialistic things, or that you have already achieved a level of material security.
- Since this values area may help to determine one's money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).

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## Key Strengths:

- 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.
- You are sensitive and responsive to the "people-side" of work related activities.
- You are less concerned with monetary compensation, and find higher rewards in other (higher) value dimensions in this report.
- You see a wider spectrum of the picture, not just the economic view.



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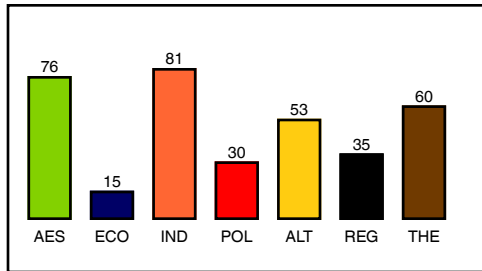
## Motivational Insights:

- Avoid measuring your performance by an economic incentive only.
- You need options for taking on tough challenges.
- You prefer praise for continued contributions to the job, sometimes even without highly visible recognition.
- You should avoid mundane tasks.
- You prefer sincere recognition for contributions.

## Training/Learning Insights:

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

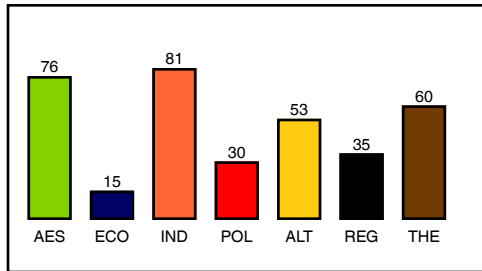
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## Continual Improvement Insights:

- 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 not hear the 'revenue clock' ticking on some projects.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.
- You may tend to over commit both on and off the job, such as with community organizations, etc.



**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.

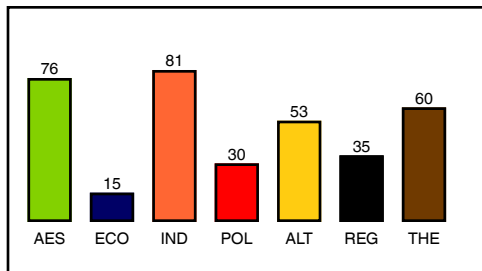
## General Traits:

- You enjoy work and assignments, which give you standing in the eyes of others and evokes respect.
- You may enjoy maintaining the image of being a maverick at times.
- You like freedom in your own work area.
- Your high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.
- You can sometimes surprise others with spontaneous ideas or responses.

## Key Strengths:

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

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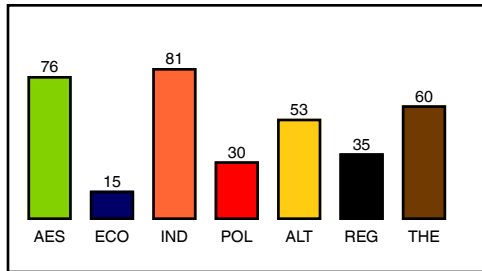
## Motivational Insights:

- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You should remember that even as attention from others is important, you may also desire some independence from team organization and protocol at times.
- Be patient in allowing for expression of your uniqueness and sense of humor.
- You may like to work apart from the team and independently at times.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.

## 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 the benefits of learning new things to a personal ability to enhance your performance.

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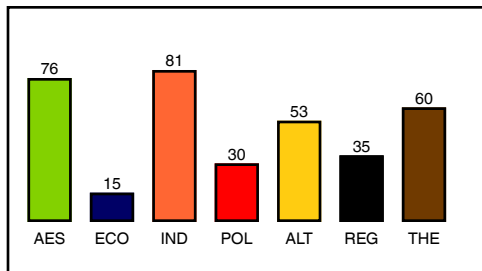


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## Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- 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.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.

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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.

## General Traits:

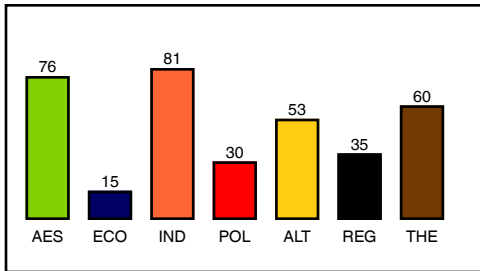
- You provide effort and energy for a project or a cause and is supportive of team efforts.
- You respond favorably in an open and honest professional environment.
- While not always standing up in the limelight, you still appreciate sincere recognition for contributions made.
- You tend to prefer to support rather than lead, but will take a leadership role if asked.
- You tend to prefer to be side stage rather than center stage on a project or assignment.

## Key Strengths:

- You enjoy working for a mission or cause and supportive of the team leadership, as long as sensitivity to your own personal needs is maintained.
- You like to work with and toward consensus.
- You are ready and willing to assist peers and others on the team when they encounter an obstacle to progress.
- You treat each person on the team with equal respect, and expects the same for yourself.
- Your personal sense of accomplishment exceeds the need for recognition of that accomplishment.

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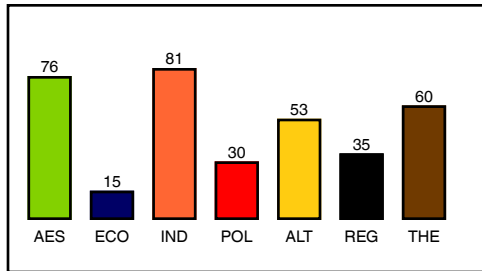
## Motivational Insights:

- Look for training options to help develop new talents and skills.
- Ask for input when input is needed. Don't waste time asking for input when the decision has already been made.
- Maintain an honest and sincere work environment.
- You are a stabilizing force on a project or team.
- While you may not seek the spotlight on a project, you look for appreciation for the hard work, professional insight, and creativity you bring to the table.

## Training/Learning Insights:

- You prefer team-oriented training or development activities.
- Your increased motivation and participation may come from group accomplishments where each member contributes something to the group learning effort.
- You may prefer slightly more structured professional development activities than unstructured or ambiguous ones.
- You may prefer more team events than independent study activities.
- You may appreciate more cooperative group activities than competitive ones.

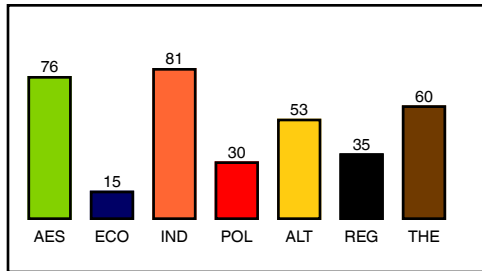
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## Continual Improvement Insights:

- You may sometimes be taken advantage of by others, then become angry off-line.
- You appreciate others' needs to be more involved in situations, issues, and sometimes conflicts when on the job.
- You may not pro-actively confront others (in a positive way) when conflicts emerge.
- You may need to step up to the plate a bit more and be recognized for your professional contributions.
- You should try to take a visible stand on some important work or mission-related issues.



**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.

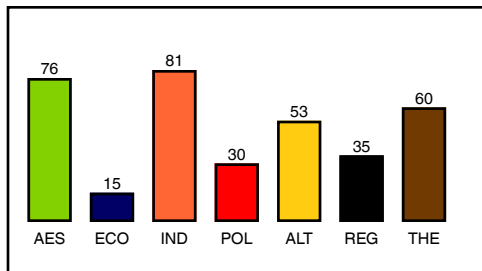
## General Traits:

- You find value in work, beyond just a paycheck, especially when it aids others.
- You care about the feelings of others on the team.
- Your philosophy is "Better to give than receive," sometimes even in an organizational environment.
- You have a strong desire to help others grow and develop as professionals.
- You have a high need to help and support others on their own pathway to success.

## Key Strengths:

- You are a very good team player.
- 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 treat others with high personal regard and respect.

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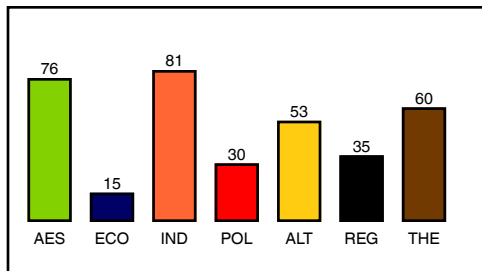
## Motivational Insights:

- You should treat yourself with the same level of sincere concern and interest that you give others.
- You keep sincerity as a primary focus in communication.
- Self-monitor to make sure your giving doesn't become too much or impractical.
- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- You should remember that you tend to be a very 'giving' person, and enjoy helping 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.

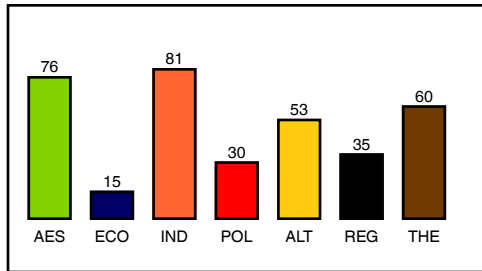
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**The Altruistic Dimension:** This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

## Continual Improvement Insights:

- You can lose focus on personal work in favor of helping others with theirs.
- You need to watch to ensure that your giving nature is not abused or taken advantage of.
- You need to remember that support and service efforts need to be practical as well.
- You can give away too much time, talent and energy.
- You may need to say "no" more often.



**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.

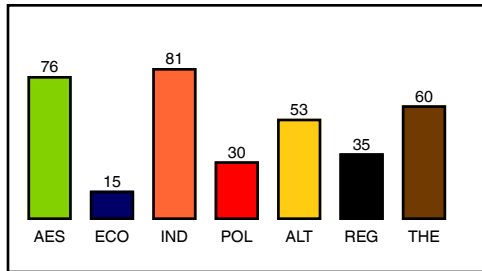
## General Traits:

- You can challenge the rules as long as it is done carefully and logically.
- You are right at the national mean when it comes to desire for stability or steadiness.
- You are accepting of authority, but not bound by it blindly.
- You appreciate some structure, but not too much.
- You understand both sides of the argument for more and less rules and policies.

## Key Strengths:

- You act to stabilize those on a team.
- You are good at providing order and structure where it is required.
- You are situationally aware of when rules must be followed and when they should not be.
- You can challenge protocol and be creative if the situation demands it enough.
- You are very flexible when it comes to dealing with very little or too much structure.

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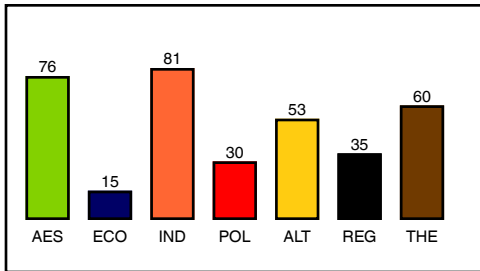
## Motivational Insights:

- 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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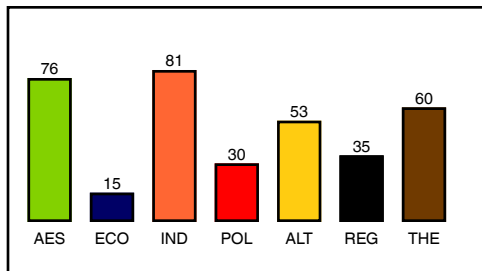


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## Continual Improvement Insights:

- 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.

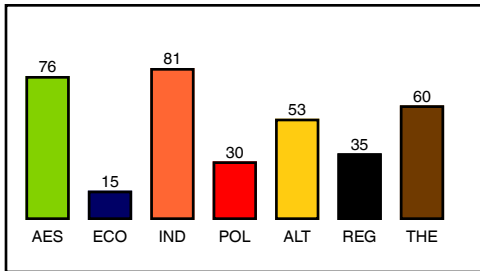
## General Traits:

- You have a strong personal belief in life-long learning.
- You like to go to trade shows and conventions in your area of interest and expertise to find new ideas and tools for the team and organization at large.
- You have a strong desire to learn and go beyond the required knowledge base.
- You have a high knowledge base and credibility base in contributions to team efforts.
- You may enjoy learning even for its own sake.

## Key Strengths:

- You gather the maximum amount of information on an issue because you ask the necessary questions.
- You provide an open-minded approach that comes from broad-based research.
- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.
- You bring a strong knowledge-driven ethic.
- You will work long, hard hours on the complex solution to a problem.

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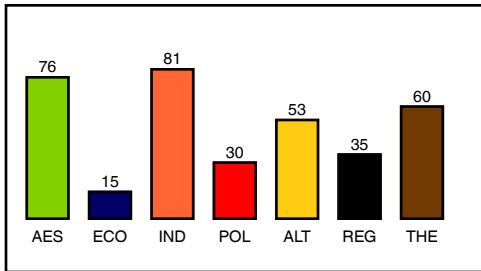
## Motivational Insights:

- You will provide technical credibility when dealing with customers or internal stakeholders who need detailed information for decision-making.
- Seek opportunities to teach as well as to learn.
- Realize that as much as you have learned, you still want to learn more.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.

## 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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## Continual Improvement Insights:

- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- You don't rush from one learning experience to another. You make certain there are some practical applications.
- 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 may sometimes bog down in details and minutia when needing to see the big picture.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.

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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:

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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