



VALUES

CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

Report for: Patrick Ropella

ID: HG643886

Date: 11.19.2019



Introduction

The Leadership Forecast Values Report describes your core values and goals and how they can affect your career. Values are an essential part of your identity—they describe who you are, what you stand for, and the environments in which you will flourish. Values powerfully shape the choices that you will make about work, play, and relationships; they will impact your career in four ways.

- 1. Drivers:** Your values are your key drivers—the things in life that motivate you. Values determine your aspirations and symbolize what you strive for and hope to attain. Your values define what you desire in your work and life.
- 2. Fit.:** Your values determine how well you will fit with any organizational culture. Organizational cultures typically reflect the values of senior management. People are happy and productive in cultures that are consistent with their values, and they are distressed and unhappy working in cultures defined by values that differ from their own.
- 3. Leadership Style and Culture:** Your values reflect what you find rewarding and pay attention to or what you dislike and avoid. Thus, your values define the behavior that you like and reward and the behavior that you ignore or dislike. Consequently, your values shape the kind of culture that you, as a leader, will create for your staff and subordinates.
- 4. Unconscious Biases:** Values influence the decisions you make—about people, projects, plans, and strategy. Values filter perceptions of experience, especially about what is desirable or undesirable, good or bad. Values typically operate outside conscious awareness and bias both thought and action.

Ways to Use this Information.

As you review this report, you may find that your values are inconsistent with your career or the demands placed on you by your role in your current organization. In addition, your day-to-day behavior may not help, and sometimes may even hinder, your ability to realize your career goals. You should not try to change your values if they don't fit with your career or organization. Rather, by becoming aware of your values and unconscious biases, you can begin to adapt your behavior in ways that will create a more productive working situation for yourself and your team.

This report is based on your scores on the Motives, Values, Preferences Inventory (MVPI). The report summarizes your key drivers, the kind of culture you will create as a leader, the organizational cultures that you will prefer (or should try to avoid), the factors that may unconsciously bias your decision making, and possible strategies for minimizing your biases and leading productively.





Ways to Use this Information.

The next page defines the ten MVPI scales and the following page presents a graphic representation of your values profile. This is followed by the report, which describes the meaning and implications of your score on each scale along the dimensions described above. Finally, the end of this report contains values-based development suggestions designed to help you to increase your leadership effectiveness. Please note that scores between the 65th and 100th percentile are considered high and represent goals towards which you strive on a daily basis. The higher the score, the more important a value or driver is to you in your work and personal life. Scores between the 36th and 64th percentile are average and represent values that are of mixed importance to you. In this range, you may find values that are pleasure points in your life or values where you are fairly indifferent. Scores between the 0 and 35th percentile are considered low and represent values that are not core drivers for you. The lower your score on a dimension in this report, the higher the likelihood that you are indifferent to that value.

High and low scores on every scale have important implications for careers.

The information in this report will help you better understand yourself and your values-driven tendencies. Armed with this information, you can capitalize on your strengths and minimize your tactical miscues. You can become more aware of the culture that you create and use this information to interact more successfully with others in your organization. In a competitive business environment, self-awareness and effective self-regulation are important assets that will allow you to become a more successful leader.



Definitions

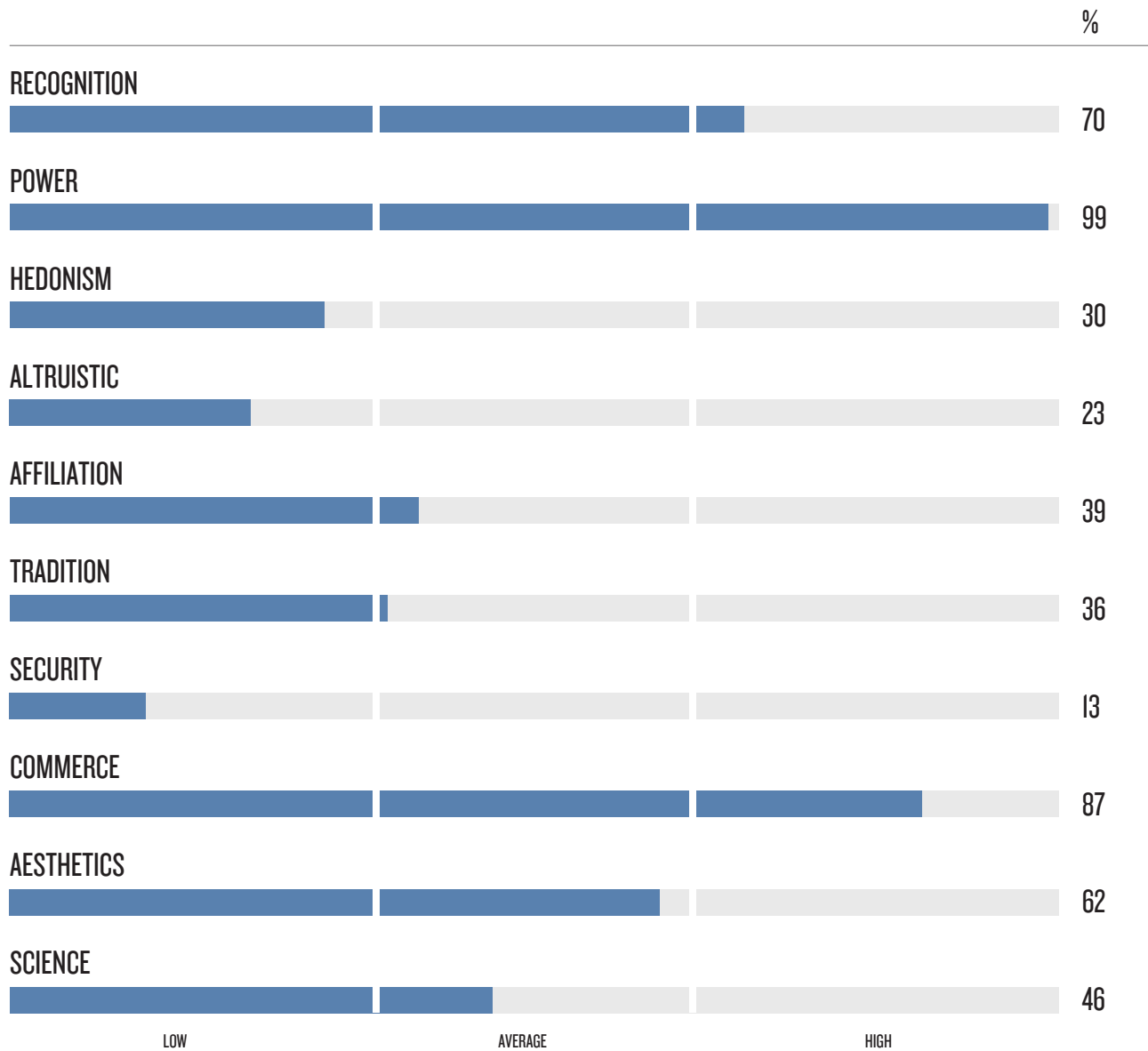
The Leadership Forecast Values Report is based on your scores on the ten scales of the MVPI. Those scales are defined below.

RECOGNITION	<i>Indifferent to Visibility vs. Wanting to be Noticed</i> Seeking fame, appreciation, and acknowledgment. Low scorers are unconcerned about official attention; high scorers seek the spotlight.
POWER	<i>Indifferent to Achievement/Competition vs. Being Perceived as Influential</i> Driving to achieve results, control resources, and gain responsibility. Low scorers are willing to follow; high scorers want to take charge and make a difference.
HEDONISM	<i>Serious and Self-disciplined vs. Fun Loving and Enjoyment Seeking</i> Wanting fun, variety, and enjoyment in the workplace. Low scorers are restrained and self-disciplined; High scorers are fun-loving and want to enjoy work.
ALTRUISTIC	<i>Valuing Self-Help vs. Wanting to Help the Others</i> Wanting to help people who are struggling or in need. Low scorers believe in self-reliance; high scorers selflessly extend help to others.
AFFILIATION	<i>Independent vs. Wanting Social Contact</i> Seeking opportunities to build social networks and collaborate with people. Low scorers prefer to work alone; high scorers search for interaction and social acceptance.
TRADITION	<i>Valuing Progress and Change vs. History and Convention</i> Respecting structure, rules, and authority. Low scorers challenge the status quo and are open to change; high scorers respect hierarchy, authority, and the ways of the past.
SECURITY	<i>Risk Tolerant vs. Risk Averse</i> Wanting stability, structure, and order. Low scorers easily tolerate uncertainty and risk; high scorers value defined clarity and predictability.
COMMERCE	<i>Indifferent to Financial Matters vs. Focused on Commercial Outcomes</i> Seeking wealth and financial success. Low scorers have modest financial aspirations; high scorers pay close attention to financial matters.
AESTHETICS	<i>Practical vs. Creative</i> Creating work products with a focus on innovation, style, and appearance. Low scorers care about functionality; high scorers care about creative self-expression and the look and feel of their work.
SCIENCE	<i>Intuitive vs. Analytical</i> Preferring a rational, objective approach to decision-making. Low scorers prefer quick, intuitive decisions; high scorers prefer deliberate, data-based decisions.



LEADERSHIP VALUES PROFILE

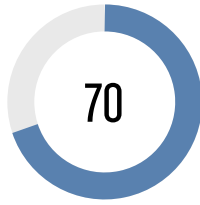
Scales





RECOGNITION

Seeking fame, appreciation, and acknowledgment.



Drivers

You tend to be personally motivated by a desire to:

- Stand out from the crowd
 - Have others notice your achievements
 - Be approved and respected by your peers
 - Be in the spotlight when you have a contribution to make
 - Create a legacy for which you will be known
-

Fit

You should be most comfortable working in environments that:

- Acknowledge good performance
- Encourage managers to praise successful performance
- Offer opportunities to work on high profile projects
- Reward individual contributions

And you tend to dislike environments that:

- Minimize status
 - Don't acknowledge the contributions of high performers
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Celebrate success often
 - Define tangible measures of achievement
 - Recruit high potential staff
 - Be upbeat, positive, and energetic
 - Ensure that your contributions are recognized
-

Unconscious Biases

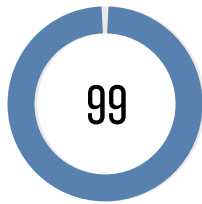
You may not be aware of the following aspects of your leadership style:

- You may encourage staff to seek your approval
 - You may demotivate more modest employees by overusing public praise and recognition
 - You tend to seek the attention of senior management
 - You tend to make decisions based on how they may play in public
 - You may not always share credit for accomplishments with colleagues and staff
-



POWER

Driving to achieve results, control resources, and gain responsibility.



Drivers

You tend to be personally motivated by a desire to:

- Make an impact and get things done
 - Be known for your accomplishments
 - Create a legacy
 - Be in charge of significant projects
 - Have freedom of your actions
-

Fit

You should be most comfortable working in environments that:

- Reward people who are bold and competitive
- Reward results with opportunities for advancement
- Empower people to get results
- Encourage individual initiative

And you tend to dislike environments that:

- Fail to reward individual achievement
 - Reward unproductive people
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize productivity and a drive for results
 - Focus on ways to beat the competition
 - Celebrate winners and winning
 - Base rewards and promotions on merit, not politics
 - Value innovation and creative problem solving
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

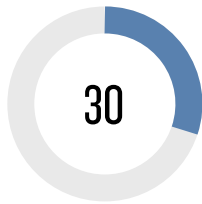
- You tend to frequently underestimate the competition
 - You may refuse to acknowledge the possibility of failure
 - You tend to prefer competition over cooperation
 - You may not share success with your subordinates or team members
 - You may be attracted to risky business propositions
-





HEDONISM

Wanting fun, variety, and enjoyment in the workplace.



Drivers

You tend to be personally motivated by a desire to:

- Be respected for your professionalism
 - Maintain a well-planned and organized workplace
 - Limit disruptions of standard routine
 - Promote civility and good manners at work
 - Put business before pleasure
-

Fit

You should be most comfortable working in environments that:

- Feature well-defined and well-structured roles
- Are serious, businesslike, and professional
- Develop leaders who are good role models
- Minimize frivolity and distractions

And you tend to dislike environments that:

- Are disorganized or spontaneous in their approach to work
 - Allow employees to behave in overly informal ways
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Maintain a businesslike demeanor
 - Minimize frivolity at work
 - Conform to proper processes
 - Treat people with respect
 - Ensure that workflow is organized and predictable
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

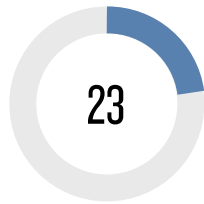
- You may prefer to make decisions based on standard operating procedures
 - You may tend to avoid self-indulgence and excess
 - You may prefer to observe status and hierarchy distinctions
 - You may prefer to complete tasks in standardized ways
 - You may resent those who don't give work the consistent attention it deserves
-





ALTRUISTIC

Wanting to help people who are struggling or in need.



Drivers

You tend to be personally motivated by a desire to:

- Persevere through tough times
 - Deliver on assigned tasks
 - Make decisions based on logic and facts, not sentimentality
 - Be seen as independent and self-reliant
 - Avoid hearing about other people's personal problems and issues
-

Fit

You should be most comfortable working in environments that:

- Cultivate a rational, task-oriented culture
- Minimize emotional displays
- Are metrics driven
- Emphasize taking personal responsibility

And you tend to dislike environments that:

- Seem sympathetic and coddle staff
 - Value "morale" over productivity
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Emphasize objectivity and task orientation
 - Demand results
 - Reward self-reliance
 - Minimize unnecessary discussion about morale
 - Feature top-down leadership
-

Unconscious Biases

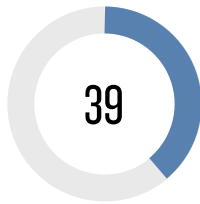
You may not be aware of the following aspects of your leadership style:

- You may evaluate people based on their performance and not their potential
 - You may discourage discussions of how people feel about their jobs
 - You may seem unconcerned about corporate social responsibility
 - You tend to make decisions based on results, not feelings
 - You may disapprove of people who don't try to solve their own problems before asking for help
-



AFFILIATION

Seeking opportunities to build social networks and collaborate with people.



Drivers

You tend to be personally motivated by a desire to:

- Find some private time at work
 - Solve problems by yourself
 - Be able to concentrate and focus
 - Work with known associates
 - Avoid interacting with strangers
-

Fit

You should be most comfortable working in environments that:

- Reward individual contributions
- Encourage people to stick to their roles
- Require minimal social contact with clients
- Minimize gatherings after work

And you tend to dislike environments that:

- Emphasize solving problems in teams
 - Expect interaction outside the group
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Require teamwork only when necessary
 - Permit people to get on with their own work
 - Keep meetings to a required minimum
 - Sponsor very few after work events
 - Limit committee work
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

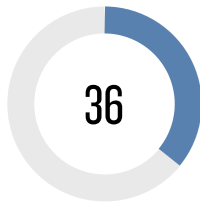
- You may assume that people will do their best work on their own
 - You may assume that everyone is (or should be) self-reliant
 - You may assume that solving problems in groups is non-productive
 - You may believe that highly social environments waste time
-





TRADITION

Respecting structure, rules, and authority.



Drivers

You tend to be personally motivated by a desire to:

- Question convention and authority
 - Minimize external controls
 - Seek novelty, change, and exploration
 - Generate novel solutions to problems
 - Pursue non-traditional work or careers
-

Fit

You should be most comfortable working in environments that:

- Are democratic and consultative
- Challenge, innovate, and experiment
- Tolerate diversity
- Encourage initiative

And you tend to dislike environments that:

- Are marked by authoritarian leadership
 - Treat employees as expendable commodities
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Tend to be relaxed and informal
 - Encourage spontaneity, openness, and initiative
 - Value new ideas
 - Seek interesting and novel projects
 - Empower staff
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

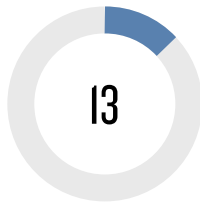
- You tend to challenge authority
 - You may dislike setting expectations for others
 - You tend to be concerned with finding new ways to do things
 - You may make decisions that promote autonomy and self-direction
 - You may make decisions that reduce hierarchy
-





SECURITY

Wanting stability, structure, and order.



Drivers

You tend to be personally motivated by a desire to:

- Make changes if things aren't working
 - Experiment in order to find better solutions
 - Experience events firsthand
 - Explore new possibilities by taking risks
 - Test the limits on projects
-

Fit

You should be most comfortable working in environments that:

- Encourage independent, entrepreneurial action
- Tolerate risk, experimentation, and innovation
- Offer fast paced, stimulating work
- Minimize bureaucracy

And you tend to dislike environments that:

- Seek to maintain the status quo
 - Are unwilling to test the limits of what is possible
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Endorse risk taking and limit testing
 - Be fearless about trying new methods and procedures
 - Endorse rapid change and adjustment
 - Not worry about honest mistakes and failures
 - Be biased towards action
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

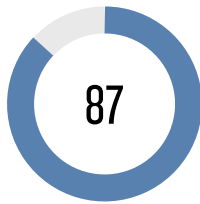
- You may tend to make quick and intuitive decisions
 - You may interpret data in a liberal, non-literal manner
 - You may make decisions with minimal consideration for risk
 - You may want to understand the meaning of events
 - You may believe that the greatest risks can offer the greatest rewards
-





COMMERCE

Seeking wealth and financial success.



Drivers

You tend to be personally motivated by a desire to:

- Achieve wealth and fame
 - Increase your compensation and net worth
 - Gain power and control
 - Win and beat the competition
 - Create a legacy and be remembered
-

Fit

You should be most comfortable working in environments that:

- Provide tangible rewards for performance
- Use metrics to evaluate performance
- Emphasize competition
- Have high aspirations

And you tend to dislike environments that:

- Cannot define success
 - Base rewards on seniority and not performance
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Value financial forecasting and cost benefit analysis
 - Be alert for competitive threats
 - Continuously evaluate productivity and performance
 - Be intolerant of complacency
 - Be driven by a sense of urgency
-

Unconscious Biases

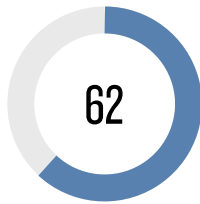
You may not be aware of the following aspects of your leadership style:

- You may see others as competitors
 - You tend to see staff as a tool for your own success
 - You may underestimate problems or threats
 - You might be constantly searching for competitive advantage
 - You might be averse to signs of sentimentality and tender-mindedness
-



AESTHETICS

Focusing on innovation, style, and appearance.



Drivers

You tend to be personally motivated by a desire to:

- Make sense of the world around you
 - Understand other people
 - Create engaging personal narratives
 - Express your personality through your work
 - Interpret organizational culture and dynamics
-

Fit

You should be most comfortable working in environments that:

- Encourage experimentation and self-expression
- Take the time to consider alternative solutions
- Are open to a variety of outside influences
- Care about appearances

And you tend to dislike environments that:

- Discourage experimentation
 - Ignore the creative side of problem solving
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Pay attention to the look and the feel of the work place
 - Try new technologies and methodologies
 - Value quality and aesthetic experience
 - Support the eccentric people in your organization
 - Value the appearance of work products
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

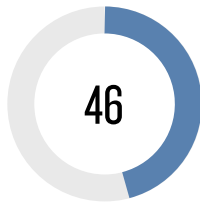
- You tend to not tolerate sloppy or low quality work
 - You may be prone to reinventing the wheel
 - You may make decisions quickly based on impressions about quality
 - May become impatient with people who worry about form rather than function
 - Your creativity may get in the way of practicality
-





SCIENCE

Preferring a rational, objective approach to decision-making.



Drivers

You tend to be personally motivated by a desire to:

- Make decisions and move on
 - Pay attention to the practical realities of business and life
 - Be specific, concrete, and functional
 - Trust your gut feelings
 - Avoid becoming overwhelmed by complexity
-

Fit

You should be most comfortable working in environments that:

- Are pragmatic, practical, and grounded
- Emphasize action over contemplation
- Mistrust hypotheticals
- Focus on what can be done with the resources available

And you tend to dislike environments that:

- Require extensive data-based justification for decisions
 - Are prone to “paralysis by analysis”
-

Leadership Style and Culture

As a leader, the culture you create tends to:

- Prefer quick and intuitive decision making
 - Favor action over reflection
 - Be practical and tactical
 - Avoid endless discussions of possible solutions
 - Be impatient with data-based decision making
-

Unconscious Biases

You may not be aware of the following aspects of your leadership style:

- You tend to be impatient with hypothetical problems
 - You may be impatient with overly careful decision-making
 - You may value intuition to solve most problems
 - You tend to emphasize the tactical over the strategic
 - You may desire clarity and simplicity
-





Development Opportunities

RECOGNITION

- Find ways for your staff and colleagues to gain recognition
- Ask others for feedback regarding your leadership performance
- Be sure to share credit for accomplishments
- Encourage others to share and contribute ideas

POWER

- Are realistic about the probable success of your projects
- Understand that others can contribute even if they lack your drive to win
- Don't turn every project into a competition for your subordinates; encourage them to cooperate
- Express appreciation to your staff for their contributions to projects

HEDONISM

- Recognize that your staff may be more productive if you allow them to relax once in a while
- Encourage “brainstorming” and creative problem solving
- Find ways to reduce your need to “take your work home”
- Allow subordinates to personalize their offices or workstations

ALTRUISTIC

- Remember that you can be interpersonally sensitive and still get results
- Periodically ask your staff how to help them enhance their productivity
- Pay attention to staff morale; it impacts performance
- Be sure your staff knows that they don't always have to agree with you

AFFILIATION

- Socialize more often with staff and clients—they will appreciate it
- Offer your staff multiple projects and roles; don't insist that they specialize in their work
- Use work teams to solve the problems that impact them
- Let subordinates know when they have done well and how they can improve





Development Opportunities

TRADITION

- Remember that some people like and need rules
- Show respect for company expectations by staying on schedule for your performance goals
- Remember that not all of your subordinates will be self-motivated; give them clear direction and guidance
- Give your staff specific feedback regarding success and areas for improvement

SECURITY

- Give your subordinates clear goals and expectations
- Take time to check relevant facts before making a decision
- Think about the long-term impact of your new projects and ideas
- Ask others for feedback regarding your solutions to problems and challenges

COMMERCE

- Avoid sacrificing long-term productivity for short-term payoffs
- Ask your staff for suggestions to enhance the quality of the workplace
- Remember that if your staff is happy, they will be more productive
- Listen to staff for ways to improve their connection to work

AESTHETICS

- Don't allow your curiosity to interfere with finding solutions
- Establish clear processes for solving novel problems or situations
- Be patient with people who don't share your passion for quality
- Take the time to teach your staff about the importance of quality work

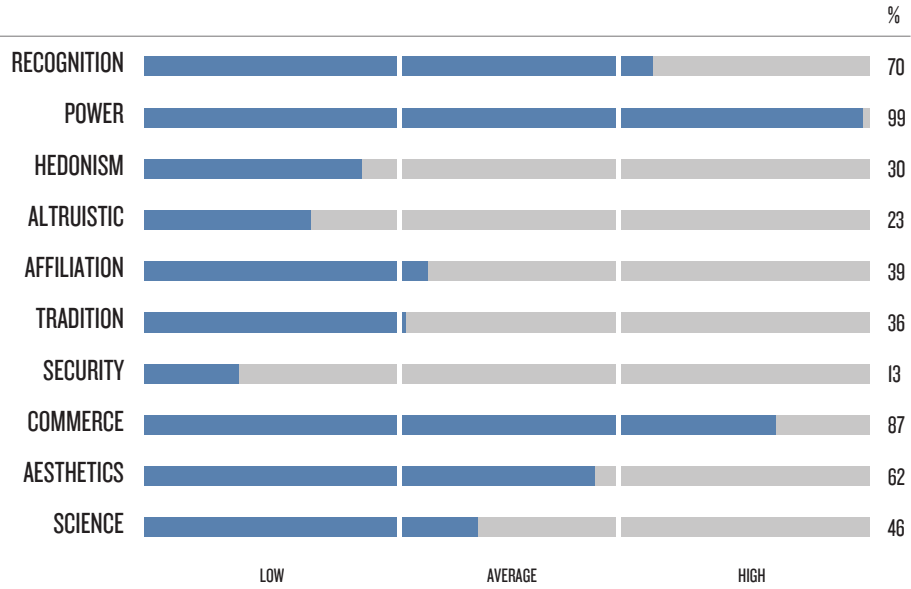
SCIENCE

- Stay up to date with the innovations in your industry
- Challenge the traditional assumptions guiding your business
- Ask your staff to provide data to support their ideas and recommendations
- Find objective ways to evaluate the productivity of your team



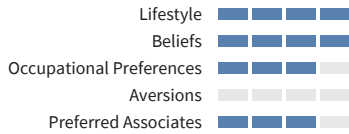


Scales

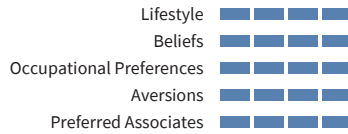


Subscale Scores

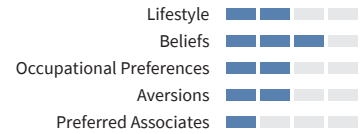
Recognition



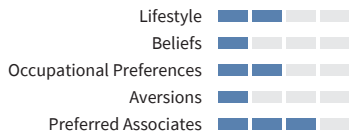
Power



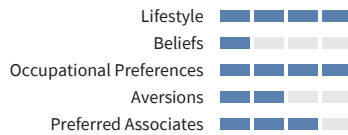
Hedonism



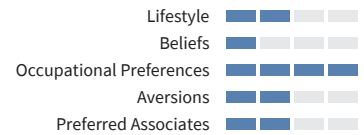
Altruistic



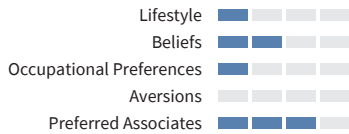
Affiliation



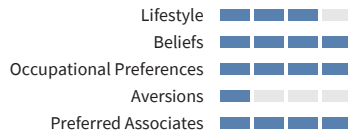
Tradition



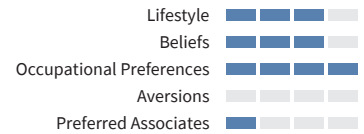
Security



Commerce



Aesthetics



Science

