

The Values

associated with asking people questions about their religious preferences in a business assessment, it skews the results. The VI has removed the religious references.

HISTORY OF VALUES

Allport believed that an individual's personality is largely founded upon people's values, or basic convictions that they hold about what is and is not of real importance in life. From this assumption, he began to work off of Spranger's findings outlining six major value types.

Working from Spranger's model, Allport and his two partners created the first values instrument to allow for measuring a person's value hierarchy (the Allport Vernon Lindzey Study of Values 1956). In so doing, Allport replaced Spranger's original Political dimension with the Individualistic dimension, which he felt was more accurate. It is important to note that this was more than simply a name change. The Individualistic dimension is its own dimension, separate and discrete, from the Political dimension hypothesized by Spranger. Allport took the original Political dimension out and inserted the Individualistic dimension in its place.

In creating the IMX Values Index, we decided that both Spranger's and Allport's work - each having merit - needn't be mutually exclusive, so the decision was made to have a profile that measured both dimensions independently. As a result, the new VI profile has seven dimensions instead of six.

Along with retaining both dimensions, the new VI also replaces Spranger's original Religious with the Regulatory dimension. Unlike the substitution of Individualistic for Political, this is not a replacement, rather a name and instrument change. To comply with contemporary EEOC demands, it is not favorable to have a profile that asks specific questions about one's religious preferences, nor is it really an accurate representation of what the dimension can be about anyway.

The new VI profile uses *Regulatory* in place of the older *Religious* title and removes any mention of religious preference in the instrument itself.

With these changes, the seven dimensions of values in the IMX Values Index profile include:

- Aesthetic (Original) – A drive for balance, harmony and form.
- Altruistic (Spranger's Social) – A drive for humanitarian efforts or to help others altruistically.
- Economic (Original) – A drive for economic or practical returns.
- Individualistic (Allport's) – A drive to stand out as independent and unique.
- Political (Spranger's) – A drive to be in control or have influence.
- Regulatory (Spranger's Religious) – A drive to establish order, routine and structure.
- Theoretical (original) - A drive for knowledge, learning and understanding.

From Drs. Spranger and Allport, here are expanded definitions for each dimension:

Aesthetic: The aesthetic person sees the highest value in form and harmony. Each experience is judged from the standpoint of grace, symmetry, or fit. He regards life as a procession of events; each event enjoyed for its own sake. He need not be a creative

Now for a more practical set of definitions for each dimension:

Aesthetic
<p>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.</p>
<ul style="list-style-type: none">• Artistic expression• Harmony• Form over function• Balance• Mutual respect• Creativity• Self-fulfillment• Subjectivity• Beauty

Altruistic
<p>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.</p>
<ul style="list-style-type: none">• Giving of self• Support of others• People orientation• Helping• Improving society• Generosity• Selflessness• Compassion• Caring

Political
<p>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.</p>
<ul style="list-style-type: none">• Power• Control• Influential• Governing• Leadership• Authoritative• Competitive• Status and esteem• Accountable

Regulatory
<p>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.</p>
<ul style="list-style-type: none">• Systemic• Governed• Orderly• Traditional• Regulated• Principled• Structured• Focused

incentivizing a high economic with promises of new relationships and improving society (assuming there is no obvious economic return) will not be a good way to motivate the person. Being aware of and understanding a person's natural motivation style helps ensure that goals are resonating with them maximally.

Job Selection: Much like creating an ideal role, placing a person in an ideal existing role requires the same level of awareness for four aspects of the role:

- What the job requires
- What the job provides
- What the person requires
- What the person provides

When you understand all four sides of this equation, you can make more informed decisions about who would be the best fit in which role. Understanding a person's motivations and drivers is one significant component in filling this need.

The statistical and validity evidence supporting psychometric quality of the Values Index

The reliability study of the IMX Values Index utilized a sample of 1983 individual profiles. These data were made up from 58% males and 42% females and accurately represent the diverse range of those who utilize this instrument. Respondents' age ranged from 20s through over 55 years of age. Occupations include leadership, management, customer service, manufacturing, banking clerk, accounting, attorney, education, entrepreneurs and postal workers. Thus, the sample represents a full range of individuals making use of the instrument in a variety of settings.

The IMX Values Index contains ten sets of seven phrases each. Each phrase is a proxy statement representing one of the seven dimensions of value as defined by Dr's Spranger or Allport. Respondents rank order the seven items from 1=Most like me, to 7=Least like me.

Scales are constructed by first reversing the values, then summing up all related item ranks, and finally adjusting the score upward to avoid zeros.

The scales are Aesthetic, Economic, Individualistic, Political, Altruistic, Regulatory and Theoretical.

Scale reliabilities were calculated using Cronbach's Alpha (α), which is considered to be the most appropriate statistical test for reliability given the ranking of responses used to construct the scales. This statistic models internal consistency, based on the average inter-item correlation, is a more rigorous test than a traditional split-half statistic. Cronbach's α is bounded from 0 to 1. In general an α equal to or greater than .6 is considered a minimum acceptable level, although some authorities argue for a stronger standard of at least .7.

Dimension	Reliability
Economic	0.81
Individualistic	0.83
Political	0.79
Altruistic	0.81
Regulatory	0.79
Theoretical	0.83

Scale Correlations

Ideally, instrument scales should measure independent characteristics, which are indicated by non-significant and minimal positive correlations. Examinations of the relationship among the IMX Values Index scales show only non-significant positive correlations and weak to moderate negative correlations, indicating an acceptable level of independence among the scales.

AES	Correlation Coefficient	1.000						
	Significance (2-tailed)	0.000						
ECO	Correlation Coefficient	-0.468	1.000					
	Significance (2-tailed)	0.001	0.000					
IND	Correlation Coefficient	-0.032	-0.282	1.000				
	Significance (2-tailed)	0.002	0.000	0.000				
POL	Correlation Coefficient	-0.218	-0.348	0.368	1.000			
	Significance (2-tailed)	0.000	0.000	0.000	0.000			
ALT	Correlation Coefficient	0.469	0.082	-0.164	-0.279	1.000		
	Significance (2-tailed)	0.000	0.002	0.001	0.000	0.000		
REG	Correlation Coefficient	0.248	0.363	-0.368	-0.256	0.082	1.000	
	Significance (2-tailed)	0.276	0.000	0.000	0.000	0.004	0.000	
THE	Correlation Coefficient	-0.098	-0.257	0.367	-0.409	-0.379	-0.323	1.000
	Significance (2-tailed)	0.193	0.000	0.000	0.000	0.004	0.000	

Values Index instrument protocols and utilization

STEPS OF VALUES INDEX INTERPRETATION

Unlike the behavioral dimension in the DI profile, the dimensions of Value in the VI do not mix or create patterns. Each is treated as a stand alone item. Yes, you do want to look at how they all play together, and which are the most and least motivational, but they do not merge to create a style in the way behaviors do. This makes the VI profile much easier to interpret and use for the end user and yourself.

The easiest way to debrief the report is to simply follow the layout of the report and work through the report from front to back cover. The layout and design of the report have been carefully crafted to support you in providing the best interpretation possible. Each page describes the type of information it contains as well as how it is useful. In doing so, there are a few things you should look for in each section.

- **Pages 1 – 4:** These are static educational pages that don't change from report to report based on the respondent's scores.
 - Key Objectives:
 - Educate them on the background theories of Values and the benefits of the Values Index profile.
 - Introduce them to the seven dimensions of value.

- **Pages 5:** this is a key page as it contains all seven dimensions along with their independent levels in each and comparative levels relative to the norms. The graphs on these pages are unique to the end user and reflect the users scores in each, the norm for each and a word descriptor for each that varies depending on the users level in each value dimension.
 - Key Objectives:
 - Review their levels for each dimension (descriptive words and sentences).
 - Identify their two highest value dimensions and *Merge* them
 - Identify their two lowest value dimensions.
 - Identify the three remaining value dimensions.

(Use the Merged Statements on page 32 of this manual to illustrate the meaning of their merged dimensions.)

- **Pages 6 – 19:** These pages contain five categories that repeat for each of the seven value dimensions. Review each page, starting with the highest two dimensions and working down. Those five categories are:
 - General Traits – typical characteristics or preferences associated with this dimension.
 - Key Strengths – top strengths associate with this dimension.
 - Motivational Insights – key things to keep in mind to achieve optimal motivation and drive.
 - Training/Learning insights – specific characteristics that affect gathering and sharing of knowledge or information.
 - Continual Improvements – ideas where the individual might benefit through self-awareness and authenticity.
 - Key Objectives:
 - Explore each bullet.
 - Qualify as pertaining to them or not.
 - Quantify how well that item is being satisfied or leveraged.

- **Relevance Pages:** The relevance pages are designed to help you connect the information in the report to the end users specific life. By asking targeted questions about each dimension, it provides you with a simple-to-follow list of questions you can use to spark healthy discussions about what behavior means to the respondent.

- **Success Connection Page:** These pages are designed to help you have discussions around how the overall combination of their value dimensions either supports or limits personal success.

Merging the top two values: One way to help the participant's better understand their top two values is to help them merge the two into a single, cohesive message. This starts by making sure they fully understand those two dimensions, and using the expanded definitions from the previous section (pages 25 – 29) will help them do that.

To take it one step further, use the combination statements below to help them create an image in their head of how the two merge. Below you will find the twenty-one merged statements that result from combining all seven dimensions. Once you have identified the participant's top two, select that combination from the list below and add its information to your interpretation.

1. **Aesthetic - Altruistic:** A person who believes in eliminating social ill in order to achieve greater social health and harmony. Helping others find beauty, harmony, and balance in their life. Peace and harmony for all. (The Peace Giver)
2. **Aesthetic – Economical:** Someone who believes that achieving harmony, form, and balance delivers the highest returns. The most practical use of resources is one that is sustainable and non-detrimental to the source. (The Practical Conservationist)
3. **Aesthetic – Individualistic:** A person driven to achieve balance and harmony in his/her own unique way. "I create my own definition of beauty." Prefers to be free to do things that bring beauty and balance to his/her life. (The Independent Artist)
4. **Aesthetic – Political:** Someone who likes to lead others in the pursuit of higher forms of beauty and harmony in life, and that the finer things can improve position, status, or influence. (The Aesthetic Leader)
5. **Aesthetic – Regulatory:** Someone who values beauty, form, and function, but feels there are traditional definitions or means that should be respected and followed. There are accepted norms for what is beautiful, "Beauty is in the eye of the populous." (The Traditional Artist)
6. **Aesthetic – Theoretical:** Someone who seeks to more fully understand what is beautiful and good, and to clarify, define, and classify it. (The Art Expert)
7. **Altruistic – Economical:** Believes that well supported people make for the most productive people; you must give in order to receive. There is giving, but with the expectation of some return. (The Social Investor)

8. **Altruistic – Individualistic:** Thinks, “When I give to others, I am benefited; I like to help others in my own unique way.” (The Freelance Humanitarian)
9. **Altruistic – Political:** Believes in leading others in a worthy cause or mission; prefer to be in charge of social aid programs or benefit. (The Humanitarian Leader)
10. **Altruistic – Regulatory:** Someone who thinks it important to create policies and regulations that govern social aid; social aid should be orderly and structured. (The Social Worker)
11. **Altruistic – Theoretical:** A person who prefers to use knowledge to help others; teaching others to fish. (The Mentor)
12. **Economic – Individualistic:** Someone who views himself as the commodity or brand; he is his own best investment; celebrity. (The Star)
13. **Economic – Political:** Believes that being in charge ensures the best results; leading the pursuit of profits. (The CEO)
14. **Economic – Regulatory:** A person who feels that the best results come from having a plan and sticking to it; careful planning and structured processes ensure optimal results. (The Manager)
15. **Economic – Theoretical:** Someone who believes that, “Knowledge is valuable in a monetary sense”; learning and understanding are the best investment there is; quoting Ben Franklin, “An investment in knowledge always pays the best interest.” (The Consultant)
16. **Individualistic – Political:** Being in charge ensures that I get to do things my way; believes in being his own boss. (The Entrepreneur)
17. **Individualistic – Regulatory:** Believes that there is a *right* way to do everything, and their way is that right way; thinks it important to follow rules and regulations but typically their version. (The Different Drummer)
18. **Individualistic – Theoretical:** “The more I know, the more I stand apart from the rest”; someone who seeks to possess a rare level of expertise or skill. (The Specialist)
19. **Political – Regulatory:** A person who will lead others in advancing a common cause or mission; prefers to be in charge of compliance to keep order and create regulations. (The Judge)
20. **Political – Theoretical:** Believes that knowledge is power; sees the acquisition of knowledge and understanding as the key to control and influence. (The Authority)

21. Regulatory – Theoretical: Seeks to identify, understand, and analyze the best way to do things so the right policies and systems can be put into place. (The Quality Assurance Person)

Quantity/Quality of the Scores: There are certain times when you want to know not only which two dimensions are the highest, but how strong they are. To understand the degree of their passion or motivation, it helps to compare their score against the norm for the rest of the population. To do this you use the norms that appear on page 5. Compared to those norms, an individual can be either:

- Negative motivation (to be avoided) = more than one standard deviation below the norm.
- Mainstream motivation = within one standard deviation above or below the norm.
- Passionate motivation = more than one standard deviation above the norm.

Understanding people's specific level of motivation for any given dimension can be crucial to helping them understand what power it has in their life and how that can benefit them or not. For example; knowing that someone has extreme motivation for the altruistic dimension, but only mainstream levels of motivation for the economic – would help explain why they keep giving away their valuable expertise or products.

The highest two dimensions are the most inspirational. These are the ones that should be focused on making a connection to their work and life. The middle three are situational and may become somewhat motivation at certain times, or in certain circumstances, but for the most part they apply the average amount of motivation and passion as would be seen in most people. The lowest two dimensions are actually more important than the middle three because these can become de-motivational (actually eroding passion and drive). It is important to understand these to make very sure that the person is not being motivated by either of these two means. If present in the environment, the bottom two could actually represent something that is de-motivating an individual.