



Leadership ForecastTM
Values Report

Report for:

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936

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CONFIDENTIAL

I NTRODUCTION

BACKGROUND

The Leadership Forecast Values Report identifies a person's core values and goals, and the activities that he/she enjoys and that give meaning to his/her life. These values, goals, and activities are part of a person's identity.

Consequently, they are a person's key drivers--they are what a person desires and strives to attain. In addition, people prefer to work with others who share their values, dislike those who do not, and are happiest working in environments that are consistent with their values. Conversely, people find it stressful to have to act contrary to their values. A person's values cannot be easily or directly inferred from his/her personality because values concern a person's private agenda, something he/she may not always care to share.

This report is based on the Motives, Values, Preferences Inventory (MVPI). It summarizes your values and describes the type of culture you will create as a leader. The results of this report are based on a sample of over 4,000 executives and managers based on research conducted over the last 10 years.

The next page presents a graphic representation of your values profile. The following pages present a scale-by-scale interpretation of your scores. Please note that scores between the 66th and 100th percentile are high, scores between the 35th and the 65th percentiles are average, and scores between 0 and 34th percentiles are low. High scores indicate core business drivers, average scores indicate interests, and low scores indicate a theme that is not a driver for you.

WAYS TO USE THIS INFORMATION

This information can be used in three ways. First, it can be used to evaluate the fit between your identity and your current occupation. People often take jobs for non-strategic reasons. The Leadership Forecast Values Report is a way to evaluate the wisdom of your current occupational choice. Second, the report can be used to evaluate the fit between your core values and the corporate culture. No matter how talented you might be, if your values are inconsistent with those of the culture, you will rarely succeed in that culture. And finally, certain values enhance and certain values impede a person's performance as a leader. This report directly concerns that issue.

CORPORATE CULTURE

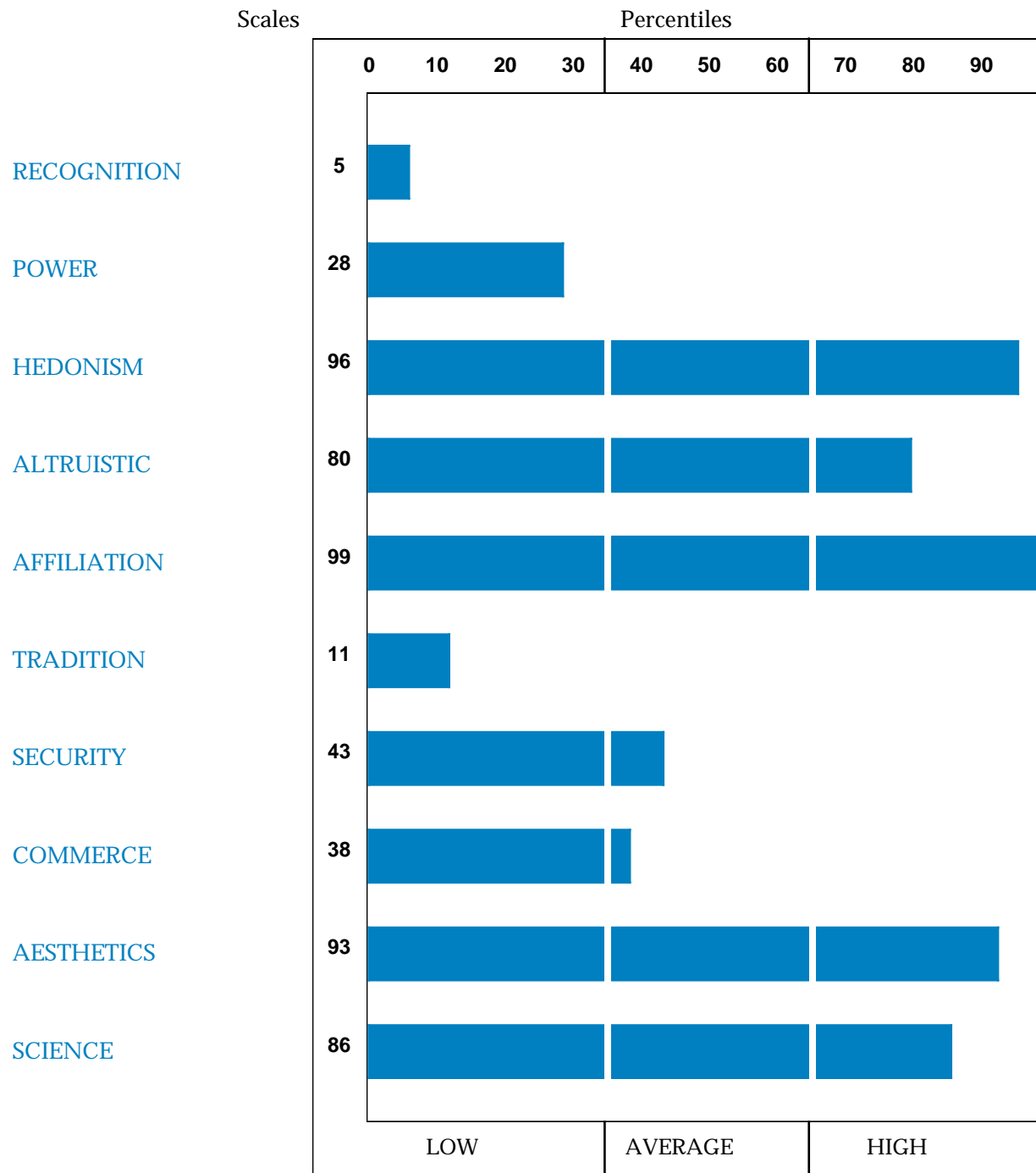
It is also important to note that the values of the senior management in an organization define the corporate culture. The Leadership Values Report is the best single way to specify corporate culture. Simply look at the average Leadership Forecast Values Report profile for the management team. That is the corporate culture -- what is valued, what is not valued, and what is actively discouraged.

DEFINITIONS

The ten scales for the Leadership Forecast Values Report are defined below.

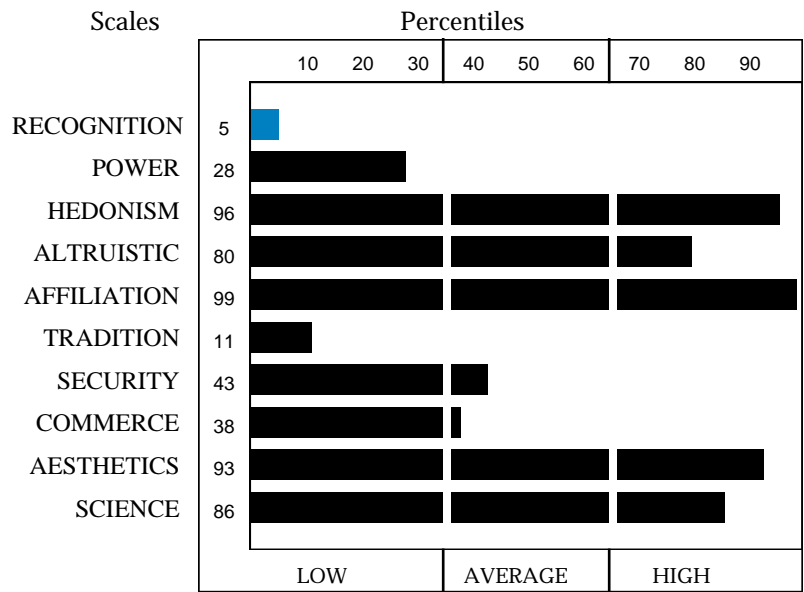
Recognition	A desire to be known, seen, visible, and famous, and lifestyle guided by a search for opportunities to be noticed and dreams of fame and high achievement, whether or not they are fulfilled.
Power	A desire to succeed, make things happen, make a difference and outperform one's competition.
Hedonism	The pursuit of fun, excitement, pleasure, and a lifestyle organized around eating, drinking, and entertaining.
Altruistic	A desire to help others, a concern for the welfare of the less fortunate in life, and a lifestyle organized around public service and the betterment of humanity.
Affiliation	Concerns needing and enjoying frequent and varied social contact, and a lifestyle organized around social interaction.
Tradition	A belief in and dedication to old-fashioned virtues such as family, church, thrift, hard work, appropriate social behavior, and a lifestyle that reflects these values.
Security	A need for predictability and structure, and efforts to avoid risk and uncertainty - especially in the employment area - and a lifestyle organized around minimizing errors and mistakes.
Commerce	An interest in earning money, realizing profits, finding new business opportunities, and a lifestyle organized around investments and financial planning.
Aesthetics	A need for self-expression, a dedication to quality, an interest in how things look, feel, and sound, and close attention to the appearance of work products.
Science	Concerns being interested in science, comfortable with technology, and preferring data-based -- as opposed to intuitive -- decisions, and wanting to know how things work.

LEADERSHIP VALUES PROFILE



R ECOGNITION

Desire to be recognized, visible, and famous.



LEADERSHIP IMPLICATIONS

You received a LOW SCORE on this dimension. As a leader, you won't value being noticed. You are willing to share credit and will avoid deliberately calling attention to yourself. Because you tend to be indifferent to recognition, you may think others don't need it and you may not celebrate the success of others. You would prefer to lead an organization of people who are laid back and avoid the spotlight, and you will dislike working with people who are strong self-promoters. You may enjoy working by yourself. Others may want recognition when they perform well; consequently, you should make an effort to congratulate your team and superiors when they do a good job.

ORGANIZATIONAL IMPLICATIONS

As a manager, you may not understand the importance of praise for motivating your staff, and may be unconcerned about their receiving credit from management. You are generally more willing to share credit with your staff than claim credit for yourself. However, if you overlook the small successes of your team, they may think you are unconcerned, uninterested, or uncommunicative. You should make an effort to create an environment that acknowledges accomplishment. The environment you promote will:

- Respect the privacy of others
- Be calm with few disruptions
- Minimize self-promotion
- Value autonomy and self-motivation

ENVIRONMENTAL FIT

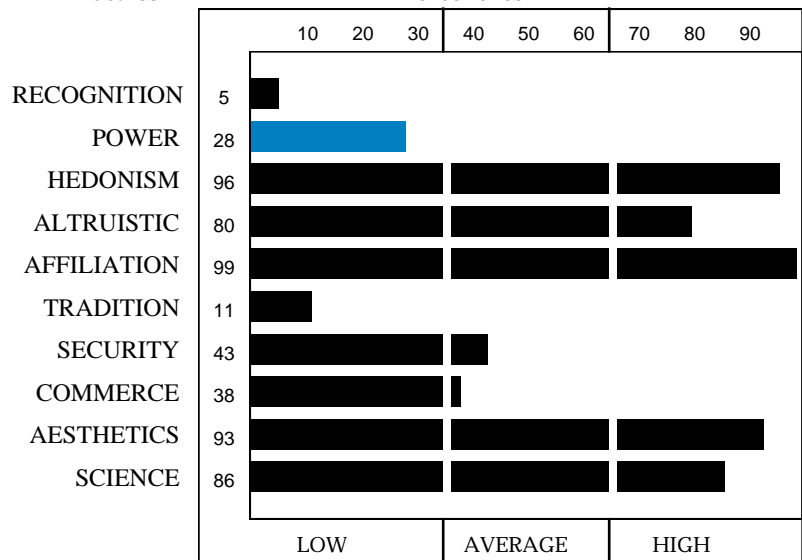
You appreciate it when others notice your achievements, but because you are a modest person, you will be happy working in organizations that assume good work is what is normally expected. You won't necessarily enjoy working in organizations that make a point of celebrating individual accomplishments in public.

POWER

Desire for challenge, competition, achievement, and success.

Scales

Percentiles



LEADERSHIP IMPLICATIONS

You received a LOW SCORE on this dimension. As a leader, you may prefer to let opportunities come to you, as opposed to actively pursuing status. You don't like to challenge authority or disagree with superiors. You will prefer an environment where you can be a team member rather than a team leader. You will dislike working with people who are aggressive and assertive, and will not enjoy pushing people for results. As a leader, you may not provide a clear vision or challenge others to achieve.

ORGANIZATIONAL IMPLICATIONS

As a manager, you seek consensus and cooperation, rather than competition and challenge. You may avoid pushing your staff. Some people will like your leadership style because they can work at their own pace, get things done without supervision, and choose work processes they desire. This approach will be effective if your staff is competent, skilled, and knowledgeable. Less capable staff will need more direction, advice, and feedback. Try to hold group meetings with specific agendas, talk daily with all staff members, and provide direction for getting things done. The environment you promote will:

- Emphasize a hands-off, laissez faire management style
- Lack focus on achieving results and beating the competition
- Seem relaxed about achieving business goals

ENVIRONMENTAL FIT

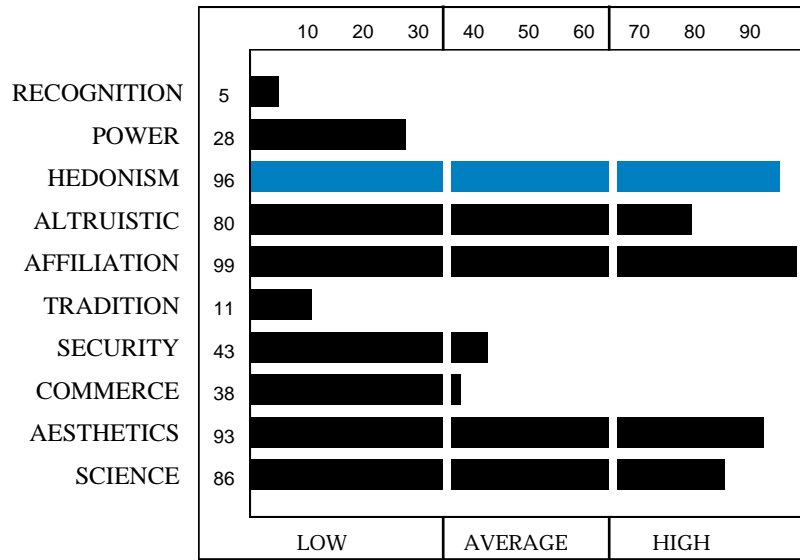
You don't need to prove yourself to others and may prefer to work in organizations that value teamwork and collaboration more than individual achievement. Being in an organization that trusts, respects, and supports you may be more important than having lots of opportunities for upward career mobility.

HEDONISM

Desire for fun, excitement, variety, and a lifestyle organized around good food, good drinks, and entertainment.

Scales

Percentiles



LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. As a leader, you enjoy keeping things interesting. You like to play, entertain, amuse others, and prefer work where there are opportunities to have a good time. Your primary challenge will be to stay focused on your career goals and put business before pleasure. You will choose team and staff members who are entertaining and fun-loving, and you will dislike working with people who do not know how to have a good time. You will tend to focus on those aspects of your job that you find enjoyable or allow you the opportunity to work with fun people. Although you believe that people should work hard and play hard, others may not share your beliefs. Nevertheless, your positive attitude and flexible outlook can be infectious and stimulate the climate of the organization.

ORGANIZATIONAL IMPLICATIONS

You appreciate opportunities for staff to unwind and to have fun, as a way of motivating them. You have a positive, playful approach to interactions with others. You expect to like other people and they will find you lively and interesting. You are probably not a strict disciplinarian because you believe in a relaxed and easygoing workplace. You will tend to promote a spontaneous environment that mixes business with pleasure. The environment you promote will:

- Encourage expression, spontaneity, and good will
- Emphasize entertaining and helping others have a good time
- Tend to be informal and relaxed

ENVIRONMENTAL FIT

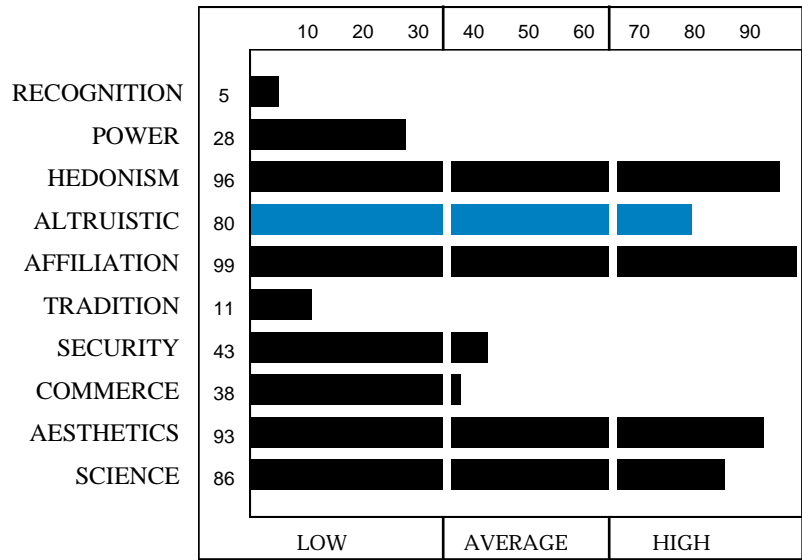
You will be most satisfied working in organizations where you can set your own priorities, where people know how to have fun, and which emphasize a balance between work and play. You should prefer to work with people who are informal, relaxed, and playful, and who like to travel and entertain. You will be uncomfortable working in organizations that are formal, bureaucratic, and inflexible.

A LTRUISTIC

Desire to serve others, to improve society, and to help the less fortunate.

Scales

Percentiles



LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. As a leader, you care about the morale and welfare of your staff, help the less fortunate, and feel concern for the well being of life's victims. You enjoy helping others. People with these interests often work in human services, charitable organizations, foundations, or the caring professions. Although you are a kindly person, there are two ways that you may make mistakes. First, you may not hold people accountable for their performance. Second, some people may try to take advantage of you. In any case, your colleagues will expect you to take a leadership role on issues of staff morale and to advocate for their needs. Your desire to please others and do the right thing will create team commitment.

ORGANIZATIONAL IMPLICATIONS

Others will see you as caring about social justice, the plight of others, and the future of the environment. You will solicit input about your team's and customers' needs, but in a low key way. In addition, some coworkers will appreciate your idealism and willingness to help junior people. The environment you promote will:

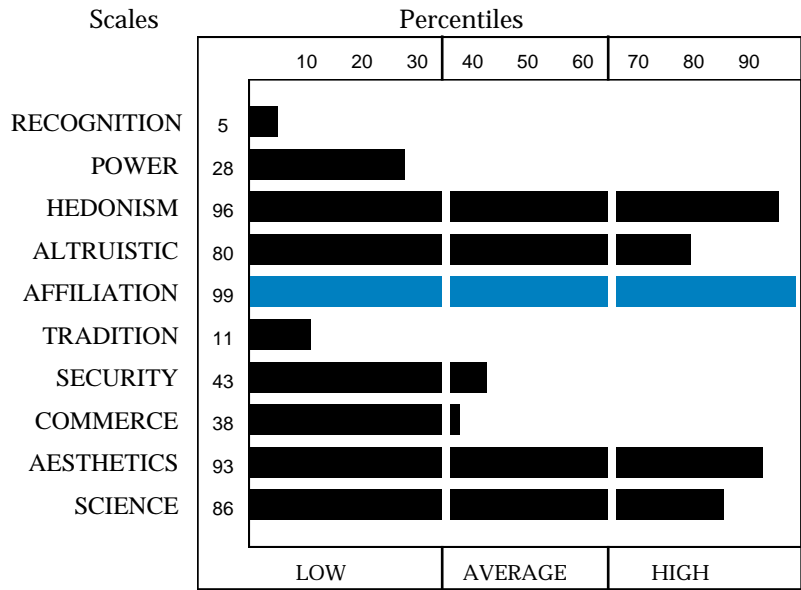
- Encourage coworkers to assist one another
- Emphasize morale in addition to accomplishment and results
- Value volunteering and giving back to the community
- Give staff flexibility when dealing with personal problems

ENVIRONMENTAL FIT

You will be most satisfied working in organizations that emphasize concern for people and community responsibility, and that encourage employee voluntarism and other activities that benefit society and enhance the environment. You should prefer to work with people who care about staff morale, training, and development. You will not be comfortable working in organizations that are driven by financial goals at the expense of the rights and welfare of individual employees.

AFFILIATION

Need for frequent and varied social contact and a lifestyle organized around meetings and get-togethers.



LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. As a leader, you will enjoy meeting new people and renewing old ties. You will prefer work where there are opportunities to network and develop relationships. Conversely, you will not be happy working alone or with a limited amount of face-to-face contact. You place a high value on being accessible and socializing with your colleagues. Although you support group decision making, you may tend to rely on it too much. You may make mistakes in two ways: (1) by sending inconsistent signals to your staff and (2) by confusing activity with productivity. You may also focus more on personal, rather than business, relationships with colleagues and subordinates. If so, you may find it difficult to provide objective negative feedback to staff.

ORGANIZATIONAL IMPLICATIONS

As a leader, you will place a high value on an 'open door' policy and will enjoy socializing with colleagues. Your staff will appreciate your accessibility, approachability, and willingness to take time to discuss how the team is working together. In addition you will enjoy meetings and dislike working by yourself. The environment you promote will:

- Emphasize the importance of staying in contact with people
- Encourage development of networks and external alliances
- Foster teamwork and collaboration

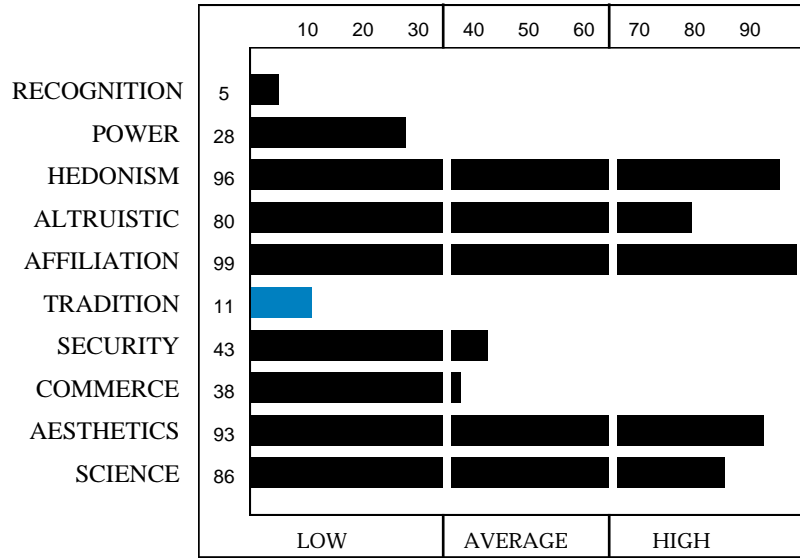
ENVIRONMENTAL FIT

You will be most satisfied working in organizations that emphasize team work, public discussion of goals, policies, and procedures, and that encourage working on projects with group goals, requiring collaboration. You will prefer to work in organizations that value good communication, listening, and respect for differing opinions. Conversely, you will be less comfortable working alone or on solitary tasks.

T RADITION

Concerns for traditional morality, family values, and a lifestyle guided by well-established norms of social behavior.

Scales Percentiles



LEADERSHIP IMPLICATIONS

You received a LOW SCORE on this dimension. You value diversity, experimentation, innovation, and are somewhat liberal in your views. You will prefer a modern, dynamic, flexible work environment, and will be uncomfortable with the tradition and routine that is part of many established business environments. People with profiles similar to yours tend to appreciate a wide range of viewpoints and are non-traditional in their beliefs. When dealing with others, you will tend to be casual, relaxed, and place little emphasis on formal business conventions.

ORGANIZATIONAL IMPLICATIONS

As a leader, you will create an informal, diverse, and tolerant atmosphere where people will feel comfortable challenging convention. You may not value traditional management methods and techniques, and will probably be open-minded about the lifestyles and conduct of your staff. You will tend to overlook organizational history and tradition, preferring to create a new vision as you move forward. This emphasis can cause some problems when communicating company values to your staff. Also, failure to model the "tradition" may be a mistake when dealing with seniors, directors, and trustees. The environment you promote will:

- Emphasize progressive behavior and endorse liberal values
- Be conducive to unconventional decision making
- Value diversity

ENVIRONMENTAL FIT

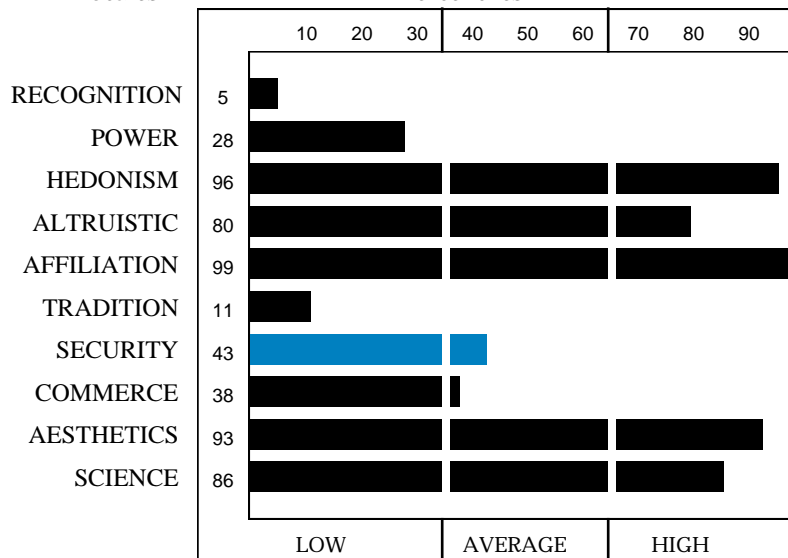
You are a forward-looking person who appreciates change, diversity, modernity, and progress. This suggests that you will not enjoy working in organizations that emphasize old-fashioned values, standardized procedures, cultural uniformity, and conservative decision-making.

SECURITY

Need for structure, order, and predictability, and a lifestyle organized around planning for the future and minimizing financial risk, employment uncertainty, and criticism.

Scales

Percentiles



LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. You tend to strike a nice balance between taking appropriate, and avoiding inappropriate, risks. That is, you would rather be safe than sorry. You will prefer to work with people who are disciplined, careful, realistic, who stay on task, and do not push the limits. Superiors will appreciate your practicality; subordinates will value not having to deal with surprises.

ORGANIZATIONAL IMPLICATIONS

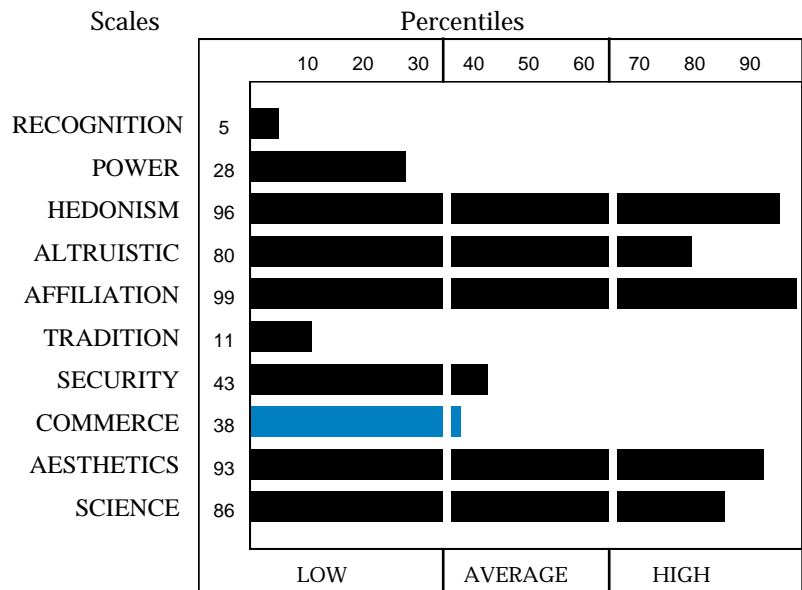
As a leader, you believe in maintaining a stable work environment, yet you also appreciate the importance of offering people opportunities to advance their careers. You will tend to create a climate that values taking calculated risks. In other words, seem prepared to take some risks when you consider them appropriate. Your steadiness and willingness to respect organizational policies will create a "good citizen" reputation for you and your staff. However, if you are too cautious, you may hamper progress and frustrate your more eager staff members. The environment you promote will:

- Minimize financial risk taking
- Encourage staff to plan for their career future
- Provide feedback using formal procedures
- Innovate when it is sensible, and not just fashionable

ENVIRONMENTAL FIT

You have the flexibility to allow you to take risks when advisable, and minimize risks when it is not. As a result, you should be most comfortable working in organizations where risk-taking is appropriately rewarded, but where caution is sometimes necessary.

Interest in earning money, realizing profits, finding business opportunities, and a lifestyle organized around investments and financial planning.



LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. You will try to maintain a balance between your private life and your professional life. Money is not your sole motivator. At work, other priorities will interest you as much as compensation. You are neither preoccupied with, nor indifferent to, money. You understand and take advantage of the fact that some people are motivated more by recognition than by money.

ORGANIZATIONAL IMPLICATIONS

As a leader, your realism and balanced interests allow you to structure an environment that emphasizes professional satisfaction as much as financial success. Although profit generation may be the dominant motive in other departments, it is unlikely to be your only strategy for motivating others. This is important because survey research shows that money is not the primary motivator for about half the people in the workforce. The environment you promote will:

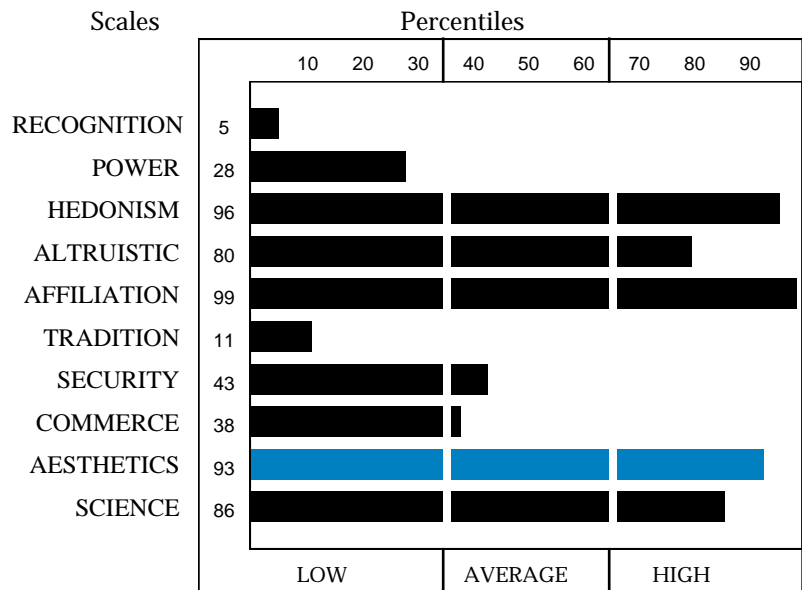
- Emphasize a balance between financial success and personal interests
- Use a variety of strategies for motivating people, including recognition
- Focus on both staff development and the bottom line

ENVIRONMENTAL FIT

Although you understand the value of money as a motivator and a reward, you also have your priorities in order, and you know some things are more important than profit. This suggests that you should be most comfortable working in organizations that know how to maintain a perspective on financial and people related issues.

A ESTHETICS

Interest in art, literature, and music, a lifestyle guided by issues of style, culture, good taste, and a desire to entertain.



LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. You prefer distinctive and attractive surroundings, the creative, and the innovative over the functional and practical. You should take the lead on issues of design and quality and your desire to solve problems in new and different ways will be an advantage. However, your imagination and enthusiasm for the new, original, and different may cause you to ignore the old, tried, and true--in short, the practical side of business.

ORGANIZATIONAL IMPLICATIONS

As a leader, you will encourage and admire innovation and imagination. You will be concerned about the appearance and quality of work products and the work environment. You will enjoy attractive surroundings and stylish design. Whether or not you are artistic yourself, cultural and aesthetic considerations are likely to influence your priorities, work products, and promotional materials. You may tend to make mistakes by becoming overly committed to the aesthetic appeal at the expense of actual results achieved. The environment you promote will:

- Value attractive surroundings over business efficiency
- Reward innovation
- Value creativity over practicality
- Promote the appearance of the company's public image

ENVIRONMENTAL FIT

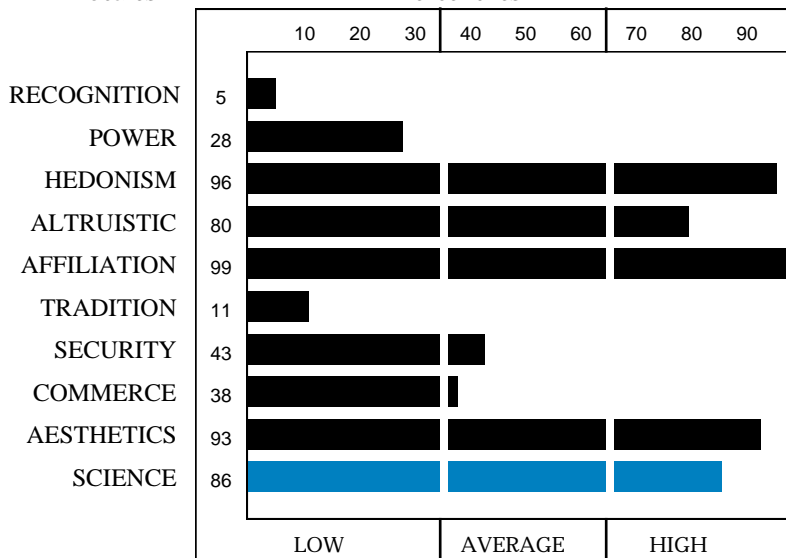
You will be most satisfied working in organizations that value quality, style, innovation, and an attractive working environment, where people are encouraged to challenge traditional ways of doing business, and where they understand the importance of pleasing clients with attractive products, even at the expense of functionality. On the other hand, you will be less comfortable working in organizations that focus on delivering functional products and have little or no concern with the aesthetic qualities of the products.

S CIENCE

Interest in new ideas, technology, and a rational and data-based approach to problem solving.

Scales

Percentiles



LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this scale. You enjoy analyzing problems, understanding how systems work, and identifying and interpreting recurring patterns of events. You prefer to use data to find trends, solve problems, or create meanings. You prefer to work with analytical people, and will dislike working with people who draw conclusions quickly. Because you are curious and analytical, you may have problems coming to rapid conclusions, insisting that you need more data or better analytical methods.

ORGANIZATIONAL IMPLICATIONS

As a leader, you tend to be on top of new technical and business trends and you prefer data-driven problem solving. You will support strategic planning and long range forecasting. You are likely to encourage your staff to use research and new technology as tools in their operations. You will emphasize the power of technology and promote innovation as a way of doing business. When dealing with others, you will focus more on problem identification than on interpersonal relations. Others will see you as technically competent and will want to use you as an expert resource. The environment you promote will:

- Prefer data-driven rather than intuitive decision making
- Expect people to use and understand technology
- Rely on analysis and investigation as opposed to impulse, intuition, or "gut" feeling
- Emphasize the use, power, and advantages of technology

ENVIRONMENTAL FIT

You will be most satisfied working in organizations that value using the latest thinking, technology, and analytical strategies to do their work. You prefer environments that insist on quality in their product development, service delivery, and employee training. Also, you will enjoy working in organizations that value rational, data-driven problem solving as well as future oriented thinking and long range planning. Conversely, you will be less comfortable working in environments that take an intuitive approach to decision-making, that ignore modern technology, and that avoid long range planning.