



Value Orientations (VO)

Standard Report for ABC Company

STRICTLY CONFIDENTIAL

NAME:

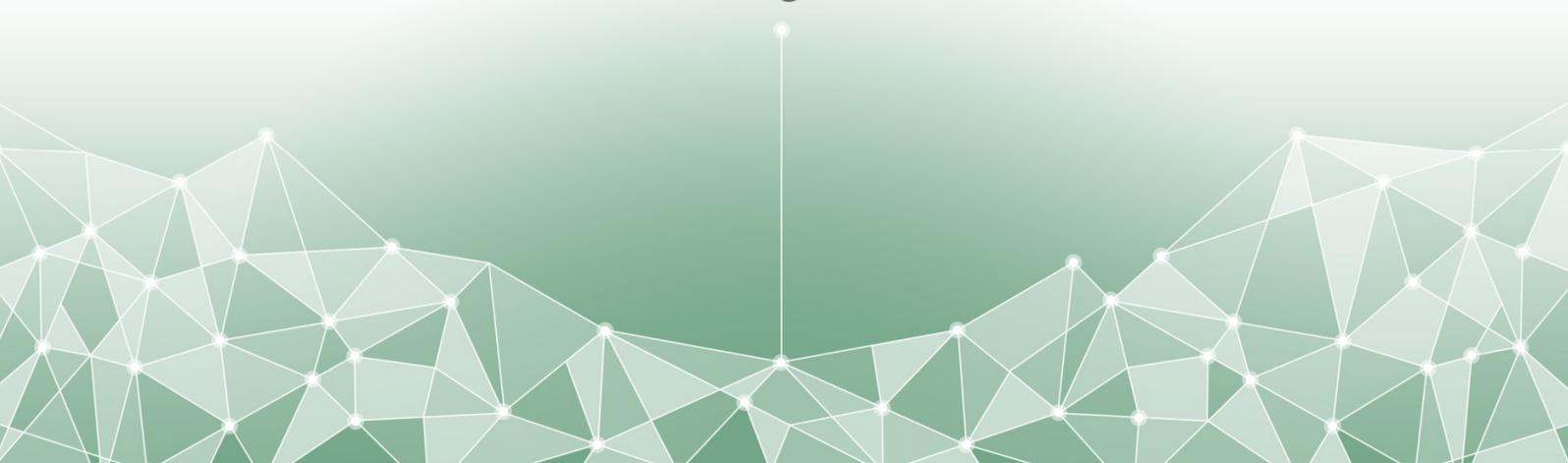
Jane Example

VO NUMBER:

VO7600

ASSESSMENT DATE:

6 January 2015



Introduction

The VO

The Value Orientations (VO) assessment measures your acceptance and rejection of particular valuing systems or worldviews. Value orientations can be likened to complex belief systems, specifically about what is desirable and important in life and what is not. These represent core intelligences, ways of perceiving the world and decision-making frameworks which guide a person's thinking, emotion and behaviour in different contexts. Although not necessarily consciously chosen, a value orientation acts as an organising principle according to which a person adapts to the world. Due to psychological and environmental factors, value orientations may gradually change and develop during a person's lifetime.

Exploring your value orientations often creates self-insight, a greater understanding of your relationships and your choices in life. It can also give an indication of why certain things frustrate you, what you believe success involves as well as how you would approach leadership roles and the workplace in general. Understanding your value orientation(s) and an awareness of the worldviews of other people can facilitate better communication and be useful in resolving conflict.

In this report, the valuing orientations accepted and rejected by Jane are identified and discussed in terms of the following: the worldview adhered to, typical behaviour to be expected, prime motivators and emotional manifestations. In addition, some implications for job functioning are also indicated by describing Jane's preferred organisational environment and leadership style.

Please note: The colours are used to simplify and understand the seven value orientations. They are used purely for clarification and classification purposes and do not have any extra meaning or connotations.

Constructs reported on by the VO

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 - Accepted value orientations
 - Rejected value orientations
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- Work implications
- Summary of VO results

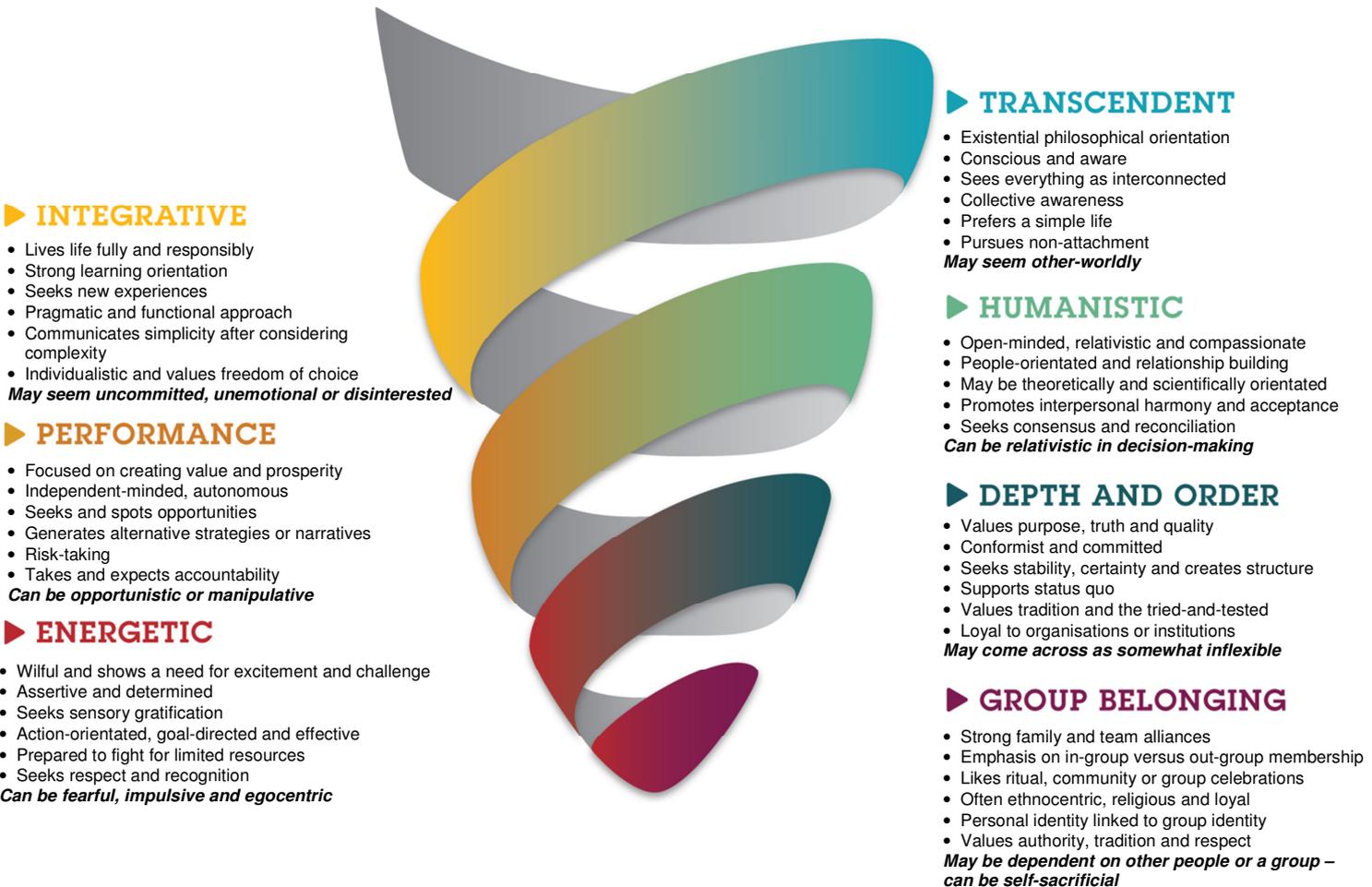
Biographical Information

Full name:	Jane Example
Gender:	Female
Date assessed:	14 December 2014
Report date:	6 January 2015
Unique test number:	VO7600
Date of birth:	18 August 1987
Nationality:	South African
Ethnicity:	White / European
Highest education:	Degree
Discipline:	Medicine / Healthcare
Functional area:	Management

Theoretical model

The VO assessment is based on the value orientations theory by Graves, Beck and Cowan in their Spiral Dynamics model. It also incorporates Wilber's AQAL model, May's Whirl model, Myss's work on the structures of consciousness reflected by various spiritual traditions, Kohlberg's work on moral development and other consciousness theorists such as Loevinger, Gebser, Perry and Piaget. All the above models essentially reflect the same theoretical structure and can be arranged into a spiral. This is the structure that is assessed and reported on.

The Spiral Dynamics model



Individualistic

Collectivistic

Jane's VO assessment results

	Yellow	Orange	Red	Purple	Blue	Green	Turquoise
Accepted							
Rejected							

Accepted value orientations

Jane accepts the red value orientation.

(wilful; assertive; energetic; sets clear boundaries; could be reactive)

Worldview adhered to

Jane's dominating valuing system suggests that she tends to view the world as having limited resources, whilst functioning in terms of a survival of the fittest principle. That is, the world is perceived as harsh and dangerous, and life itself is seen as a conquest.

Typical behaviour

Consequently, presenting a tough image, being in control, and relying on own willpower, will form cornerstones in Jane's approach to life. Those operating from this principle often show an abundance of inner energy. Furthermore, they tend to establish clear boundaries and usually strive for recognition. Pleasure-seeking behaviour can also be quite typical.

Motivators

In addition to fighting for her share, individuals living in accordance to this valuing system, often show a pronounced need to receive respect and to avoid shame / losing face.

Emotional manifestations

Individuals showing a preference for this valuing system can be expected to be very proud, energetic, assertive and imaginative. Although the energy associated with this valuing system can be very creative and liberating, emotional factors associated with this valuing system also have a shadow side. That is, they can also manifest themselves in a somewhat more negative way, for example, by being reactive, lacking consequential thinking, seeking instant gratification, being very determined, being egocentric and/or self-protective and by exhibiting a strong need for attention and respect. These individuals often want to prove themselves and may easily become defensive. The shadow side of this value system can be linked to identity issues.

Organisational environment preferred

In the organisation, Jane is likely to attach importance to position and rank. Those in higher positions are viewed as having authority, and a strong pecking order is usually regarded as acceptable. This emphasis on strong leadership and unquestionable authority stems from the view that human nature can be regarded as fundamentally selfish and untrustworthy. In fact, the world is seen as a jungle operating in terms of an eye-for-an-eye principle. It follows that people need to be coerced to work, and that their natural inclinations are often in conflict with that of the organisation.

Implications for leadership

This rather cynical view of human nature will prompt Jane to adopt a specific leadership style if/when she has to fulfil a leadership position: one of dominance, of outsmarting others, of coercing them, and of pursuing what she wants with determination.

Rejected value orientations

Jane rejects the yellow valuing orientation.

(rejects intellectualisation; critical of an overly individualistic and emotionally detached approach; possibly not pragmatically or functionally inclined)

Worldview adhered to

Jane's approach to life is not characterised by a quest for an (intellectual) understanding of all its complexities. Awareness and an intellectual appreciation of the natural flows and processes of life, do not occupy central positions in her worldview. She is also unlikely to take an emotionally detached approach and may not appreciate the value of diverse and contextualised adaptive behaviour.

Typical behaviour

Jane is unlikely to engage with her world in an essentially intellectual manner. She also shows little interest in exploring different layers of meaning, in integrating complexities and in devising new pathways. Since she does not show particular concern for experiencing life from a number of angles, she may not seek explorative opportunities.

Motivators

Principles underlying the intricate interactive nature of the universe do not really intrigue and/or energise Jane. Personal satisfaction derived from doing "what comes naturally", is also not singled out as a necessity in her daily life.

Emotional manifestations

Jane's is not an emotional quest for individuality, understanding and independence. She also frowns upon the tendency of some to adopt an emotionally distanced approach in experiencing the world in all its complexity.

Organisational environment preferred

Jane may feel uncomfortable in an unstructured organisational setting, given that she does not appreciate uncertainty, paradox, change and ambiguity within the work environment. Furthermore, no special importance is attached to flexibility and adaptability as skills in the organisation. These individuals do not normally strive toward the creation of a learning culture in the organisation.

Implications for leadership

Jane may prefer an emotionally involved leadership approach to one characterised by an emotionally distanced, intellectual stance. She is likely to steer clear of seeing co-workers merely in terms of the roles they play in the interactive functioning of the organisation. Innovation based on a systems view is unlikely to be initiated.

Team functioning

Valuing orientations that Jane accepts

Jane's profile indicates that she accepts the following value orientation(s).

The value orientation(s) accepted by Jane indicates her likely behaviour and how she may be perceived by others who do not embrace the same value orientations.

Characteristics of the Red value orientation	
The Red value orientation is typically characterised by the following:	Those who reject the Red value orientation may perceive it as:
<ul style="list-style-type: none"> • Competitive, hard-driving culture • Goal achievement • Energetic / adrenalin driven • Reality / external world orientation • Focused on power and achievement • Task and action focus • Driven to overcome obstacles • Linear sequences to achievement • Critical and discerning • Survival intuition • Potentially emotional • Focused on desire and sensation • Strong, passionate and inspirational leadership • Likely to have clear boundaries • Power, hierarchies, and authoritarian leadership 	<ul style="list-style-type: none"> • Domineering, overpowering, wilful • Egocentric / ego driven • Possible anxiety • Need for recognition and respect • Fear of failure • Lacking self-knowledge • Can be impulsive, unsophisticated or crass • Views opportunities as scarce • Conflict prone • External locus of control • Effective but sometimes misses nuances • Expects results, may hold grudges • Can be demanding, harsh or inflexible

Valuing orientation that Jane rejects

Jane's profile indicates that she rejects the following valuing system(s).

The value orientations rejected by Jane indicates how she is likely to perceive the behaviours of those who accept the value orientation.

Characteristics of the Yellow value orientation	
The Yellow value orientation is typically characterised by the following:	You may perceive people who accept the Yellow value orientation as:
<ul style="list-style-type: none"> • Flexible and open • Individualistic and responsible • Seeks experience and depth • Authenticity and freedom of choice • Focus on learning, experience and self-improvement • Emphasis on pragmatic-functional solutions • Aware of contextual requirements and varies personal approach • Awareness, wisdom and intuition • Integrative approach and systems thinking • Long-term, interactive effects • Balances past-present-future considerations • Low need for power, status, security • Insight into emotional responses • Change agent and innovative • Facilitative leadership • Practical, functional approach • Internal locus of control 	<ul style="list-style-type: none"> • Seems uncommitted and uninvolved • Solutions may appear simplistic • Inconsistent • Emotionally withdrawn and uncaring • Critical • Not status driven • Unaware of immediate pressures, risks or threats • Unfocused, abstract • Dismissive • Low team orientation • Materialistically unsuccessful • Unimpressed and unimpressive

Leadership implications

A person's value orientations and / or worldviews largely determines how one would approach leadership roles. Possible developmental guidelines are provided for those in leadership positions.

Leadership qualities of the Red value orientation Psychological theme: personal identity

Requirements for optimal performance

You are likely to have an abundance of emotional energy which you seem to focus on your work and family. Your sense of identity, self-esteem, personal power, personal standards honour and ego integration are dependent on achieving your goals and creating a satisfying life within the tangible and everyday world.

Expected leadership behaviour

As a leader, your intuition and abundant energy is aimed at achieving goals and establishing an identity and can effectively be used to manage people and projects, persuade others and structure / organise situations. It may involve a reliance on gut feel, especially within familiar environments. The effective and constructive application of this orientation often leads to the person becoming a role model.

Anticipated difficulties

If you are not in the position to exercise your power or leverage success and status, it may make you feel personally blocked and trapped. This may result in you developing an egocentric orientation, narcissism or have an excessive need for fame and attention. It may also result in inappropriate emotional responses such as passive or explosive anger and other forms of emotional self-sabotage. In addition, it may trigger fear and impulsivity, all of which have certain health implications. You could rise above these destructive emotions by acknowledging and confronting your fears.

Effective leadership

According to Graves, who conceptualised the Spiral Dynamics model, leaders should practice Politeness, Openness and Confidence (Autocracy) as these leadership characteristics accommodate and empower those with any of the value orientations in different ways.

Politeness

(being civil, sensitive, considerate, respectful, low ego-involvement, shows interest in others)

When someone is polite, the different value orientations are likely to perceive it in the following manner:

- ▶ **YELLOW**
Welcome the positive climate and non-intrusiveness
- ▶ **ORANGE**
Appreciate the tact, political skill and sophistication
- ▶ **RED**
Sense respect and recognition



- ▶ **TURQUOISE**
Feel free to explore, experience and to be
- ▶ **GREEN**
Welcome the empathy and compassion
- ▶ **BLUE**
Appreciate the decency and substance
- ▶ **PURPLE**
Feel safe and included

Openness

(being transparent, honest and straightforward, sharing information, listening to and considering different perspectives)

When someone is open, the different value orientations are likely to perceive it in the following manner:

- ▶ **YELLOW**
Have the freedom to initiate possible changes
- ▶ **ORANGE**
Feel free to disagree and offer alternative solutions
- ▶ **RED**
Feel free to take ownership / initiative without being judged



- ▶ **TURQUOISE**
Appreciate the full range of insights
- ▶ **GREEN**
Reassured that everyone is being legitimised
- ▶ **BLUE**
Be enabled to take a moral stand and motivate it
- ▶ **PURPLE**
Feel safe to express fears

Confidence

(autocracy, taking charge, accepting responsibility, willingness to put oneself on the line)

When someone is confident, the different value orientations are likely to perceive it in the following manner:

- ▶ **YELLOW**
Appreciate the competence, responsibility and direction
- ▶ **ORANGE**
Agree with the individual initiative, image management, and self-empowerment
- ▶ **RED**
Respect the assertiveness and power



- ▶ **TURQUOISE**
Understand the power of intention
- ▶ **GREEN**
Accept this if it seems to benefit everyone involved
- ▶ **BLUE**
Welcome the clear voice of authority
- ▶ **PURPLE**
Appreciate the protection of a strong leader

Developmental guidelines

The value orientations are arranged as holons. A holon is a structure where each successive level includes and transcends the previous one(s). It can also be described as a soft hierarchy. The higher levels in the spiral include increasing levels of awareness. The key factor for effective functioning involves a match between a person's value orientation and the nature of contextual challenges. Given this contextualised nature of value orientations, higher order value orientations are thus not necessarily more beneficial. However, developing an understanding of all the value orientations is useful within interpersonal contexts.

Growth of awareness is dynamic in nature given the complex interactive variables involved. These may include the individual's personality, cultural and educational background, opportunities, significant life events as well as the impact of the physical and social environment.

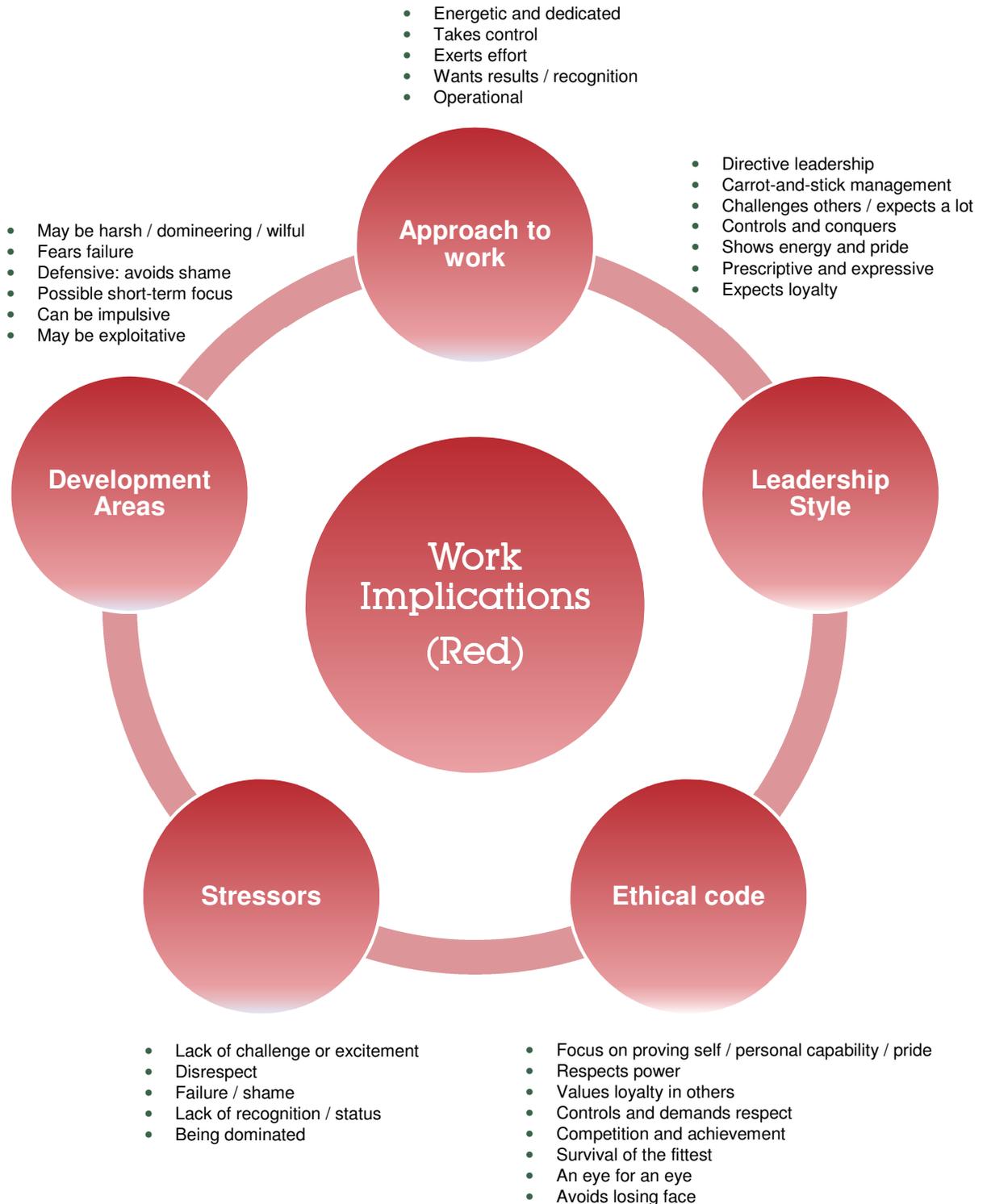
The following are prerequisites for growth:

- any discomfort, pain or trauma that the person perceives to be associated by adhering to a particular value orientation needs to be understood and constructively resolved
- exposure to and understanding of all the various value orientations
- a conscious choice to act in accordance with a different and contextually appropriate value orientation
- an awareness of and symbolic interpretation of messages, coincidences and synchronicities in the external environment
- opportunities for quiet reflection and meditation
- a compassionate and understanding approach towards oneself, others and the environment need to be adopted

Personal choices that impede growth lead to stagnation and a loss of energy and adaptability.

Work implications

The value orientations accepted by Jane show how she is likely to come across in the work environment.



Summary of Jane's VO results

	Acceptance	Rejection	Conflict (both acceptance and rejection)
Purple	Values group belonging. Finds safety and security in the familiar. Tends to be attached to traditions or customs. May have an us-versus-them orientation	Questions the tendency to be too reliant on in-groups. Not concerned with the preservation of traditions / customs. Sceptical of the us-versus-them mentality	Values group belonging, but is not dependent on group support. Values traditions or customs but will not necessarily resist change. May reject an us-versus-them mentality in others
Red	Energetic, driven, but could be impulsive. Self-focused and wants to be recognised and respected	Rejects a forceful, impulsive and dominant approach. Does not see life as battle to secure an own share. Questions self-centred behaviour	Can be forceful and dominant, but mindful of the possible negative consequences of selfish behaviour. May try to control emotional reactions to situations. Dislikes being subjected to powerful others
Blue	Self-controlled, ordered and disciplined. Dutiful and diligent in tasks. Strives to do the right thing and values the ultimate truth	Rejects the overemphasis on conformity, order, discipline and authority. Guards against absolutist and judgemental inclinations	May adhere to an internalised code of conduct while rejecting externally imposed rules and regulations
Orange	Achievement / performance oriented. Self-reliant, values success and the good life. Works with perceptions. Motivated by challenge and opportunity. May take calculated risks	Rejects an overemphasis on personal achievement, status symbols, competition and material wealth. May find the quest for the good life superficial. Dislikes manipulation	Not indifferent to the lure of personal achievement and the good life, but careful not to see these values as ends in themselves. Recognises the importance of perceptions but avoids manipulative behaviour
Green	Humanistic and energised by interpersonal relationships. Likely to be sensitive, compassionate, philosophical, relativistic, open-minded and idealistic	Questions an over-emphasis on the human factor. Not energised by interpersonal relationships and not motivated by charitable endeavours.	Values interpersonal interaction but decisions are not determined by it. People oriented but mindful of overly idealistic views on humanity
Yellow	Individualistic and may have an intellectual perspective. May seem somewhat emotionally detached. Has the capacity to deal with unstructured situations. Likely to use systems thinking and focus on practical utility	Not particularly learning oriented. Not comfortable with disorder and unstructured situations. Unlikely to be very individualistic or take a detached, intellectual stance	May have an emotional need for structure. Can be emotionally detached at times, but also use a more emotionally involved approach
Turquoise	Self-transcendent, reflective, holistic thinker, spiritual and guided by a higher consciousness. Seeks deep connection. Planetary concerns. Focuses on the human experience	Rejects an essentially spiritual / other-worldly and abstract approach to life. Not inclined to adopt a philosophical-existential view on reality. Not interested in the meta-physical realm	May be collectively inclined, but questions a view on reality that is too abstract. May experience difficulties with self-transcendence

Final comments

The VO is a psychological assessment technique distributed by Cognadev. For more information on the VO and other assessments offered by Cognadev, please visit the website:

<http://www.cognadev.com>

The VO is a complex instrument that requires comprehensive training. Feedback on this report should always be done by an accredited VO practitioner.

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