Value Orientations (VO)

Holistic. Insightful. Effective.
A psychological assessment tool:

It measures a person’s level of awareness, worldviews as well as the perceptual and organising frameworks on which their perceptions, decisions, emotional responses and behaviours are based.
Typical HR Purposes

- Organisational culture
- Talent management
- Diversity
- Personal and team development
- Person-job matching
- Employee engagement
Applications:

• Selection and placement
• Identification of Leadership potential
• Team compilation
• Diversity management
• Organisational culture initiatives
• Personal and team development
• Organisational transformation
The VO measures:

- levels of consciousness and awareness
- worldviews
- perceptual systems
- decision making frameworks
- valuing systems (what is/is not regarded as good, true, beautiful, important)
- core intelligences
- cultural memes
Impact of values

One’s values / worldviews determine one’s goals, perceptions, decisions and behaviour

It underlies group and organisational culture

Values guide one’s adaptation to the world
Theoretical foundation of the VO:

- Clare Graves: Spiral Dynamics
- Ken Wilber: AQAL & spiritual development
- Loevinger: Ego states
- Gebser: Structure of human consciousness
- May: Whirl consciousness model
- Kohlberg: Moral development model
- Perry: Model of ethical development
- Piaget: Model of intellectual development
- Kegan & Torbert: Psychological development
- Myss: Models of spiritual awareness
The Spiral Dynamics model

Expressive (I) value systems
- I learn
- I perform
- I control

Sacrificial (we) value systems
- We experience
- We relate
- We conform
- We protect
The Spiral Dynamics model

- Transcendent
- Humanistic
- Depth and Order
- Group Belonging
- Energetic
- Performance
- Integrative
The VO assessment: item

Here is an example:

What would you do when threatened?

- a. I would run away
- b. I would fight back
- c. I would not respond at all
- d. None of the above
The VO report - graphic

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<th>Orange</th>
<th>Red</th>
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<th>Blue</th>
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Features:

- Automated and web-enabled: online assessment
- Takes 30 minutes to complete
- Non-transparent, questionnaire cannot be manipulated
- Not based on “self-insight” but “altitude” and “resonance”
- Metric properties well researched
- Sound theoretical foundation
- Cross-cultural application
- Comprehensive report
- Clear indication of a person’s worldview and perceptual systems
- Developmental guidelines provided
Benefits:

- Valid and reliable (A Technical Manual is available)
- Quick and easy
- Assesses value orientations of people
- Assesses the organisational / team culture
- Required for talent management purposes
- Applicable across cultures
- Optimises employment and placement decisions
- Enhances team cohesion and productivity
- Improves the agility of organisational responses
- Ensures employee engagement
- Aimed at identifying leadership potential
The VO Technical manual reports on the following metric qualities of the VO:

- Concurrent validity
- Predictive validity
- Reliability
- Descriptive studies of samples across
  - Regions
  - Career groups
  - Career levels
  - Industries
  - Divisions in one organization
VO case study 1: Execs, manufacturing

Organisational culture based on VO results of executives globally (n = 400)
VO case study 2:
Execs & specialists: Regulatory body

Executive (Yellow-Green) versus Operational (Blue-Red) value orientations in a Public Regulator
VO practicalities:

<table>
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<th>Duration</th>
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<tr>
<td>Responses</td>
<td>Sliders to indicate degree of preference</td>
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<tr>
<td>Material</td>
<td>Online assessment</td>
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<tr>
<td>Administration</td>
<td>Online nomination, non-proctored / assessment</td>
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<tr>
<td>Test language</td>
<td>English, French, Russian, Mandarin, Spanish</td>
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<tr>
<td>Report</td>
<td>Automated full and brief reports available in specific languages</td>
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<tr>
<td>Accreditation</td>
<td>Required for interpretation and feedback</td>
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References:

“In both corporate HR succession planning and executive coaching, I have repeatedly witnessed how the VO and MP has transformed people and reshaped lives. It is simple, fun and powerful instrument for personal insight and lasting impact.”

- Selena Betton, Executive Coach - Zurich, Switzerland
References:

“The Company has in the past capitalized on costly interviews and assessment center methodologies for executive selection, placement, personal development and succession purposes. Cognadev has, however, offered the organization an innovative and holistic leadership assessment approach which has been well received by the executives assessed, the Executive Committee and the Board. Based on the value add of the Cognadev approach we were able to extend the scope of the assessment initiatives.”

- Holcim Group Services Ltd, Willie Smit, Group Head Human Resources (2014)
  (use of the CCM, CPP, VO, MP, ICR)
References:

• "We have used Cognadev’s services extensively for more than a decade. They have always given us efficient service and their staff have always maintained high levels of professionalism. We use the CPP throughout PwC ZAR and are expanding its use into other regions in Africa. We have found it to be an invaluable tool that validates itself over and over. The VO also provides us with important insights into what motivates staff."

- Dr Portia Maphala, Senior Manager HR, PWC (ZAR & Africa) (2015)
Contact information

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