

- SELECT
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**HOGAN**LEAD

# VALUES

## CORE VALUES AND MOTIVATORS FOR LEADERSHIP ROLES

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## 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.

**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.**



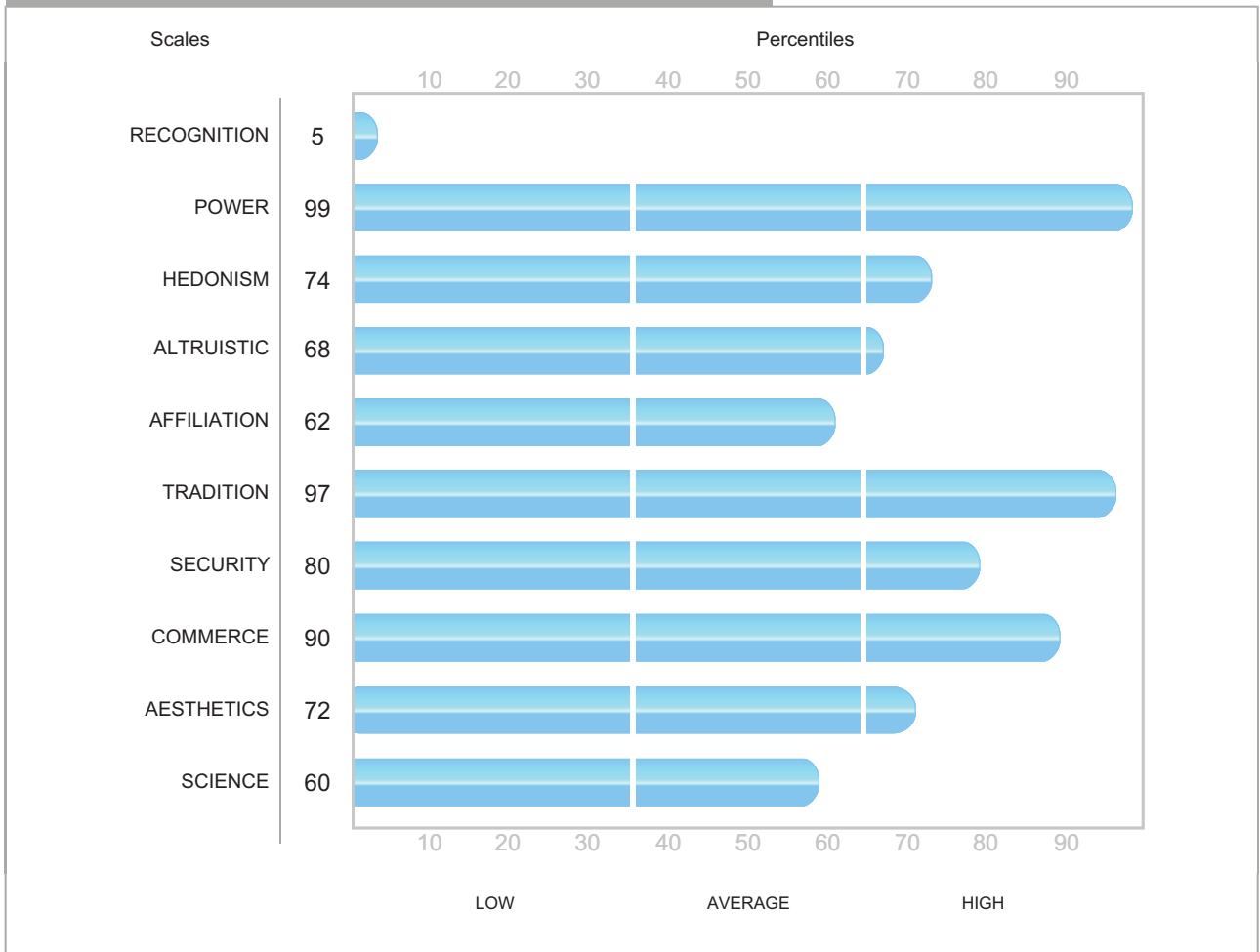
**DEFINITIONS**

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

<b>Recognition</b>	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.
<b>Power</b>	A desire to succeed, make things happen, make a difference and outperform one's competition.
<b>Hedonism</b>	The pursuit of fun, excitement, pleasure, and a lifestyle organized around eating, drinking, and entertaining.
<b>Altruistic</b>	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.
<b>Affiliation</b>	Concerns needing and enjoying frequent and varied social contact, and a lifestyle organized around social interaction.
<b>Tradition</b>	A belief in and dedication to values such as family, church, thrift, hard work, appropriate social behavior, and a lifestyle that reflects these themes.
<b>Security</b>	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.
<b>Commerce</b>	An interest in earning money, realizing profits, finding new business opportunities, and a lifestyle organized around investments and financial planning.
<b>Aesthetics</b>	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.
<b>Science</b>	Concerns being interested in science, comfortable with technology, and preferring data-based -- as opposed to intuitive -- decisions, and wanting to know how things work.



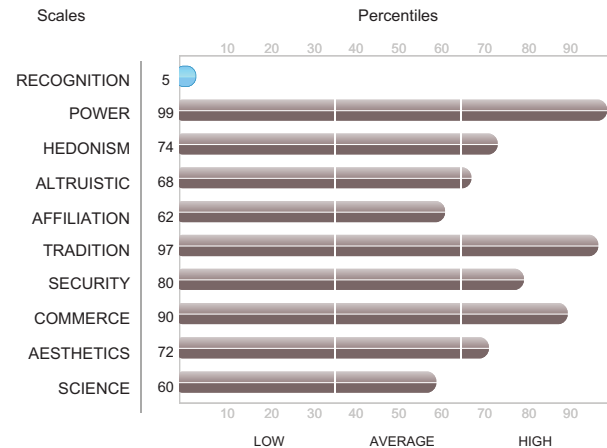
**LEADERSHIP VALUES PROFILE**





# RECOGNITION

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

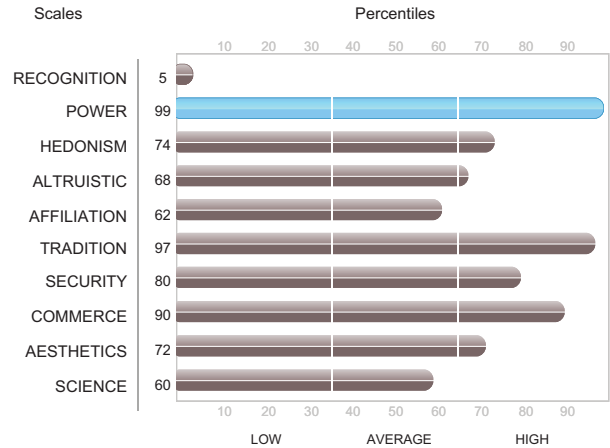
## ENVIRONMENTAL FIT

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.



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. As a leader, you value success, and you evaluate yourself in terms of what you have accomplished. You work hard and are strategic in pursuing your goals. You look for opportunities to make a difference and achieve results. These most often occur in sales, management, politics, marketing, consulting, and entrepreneurship. Because you are so achievement-oriented, you may be impatient with others who lack your drive and focus. You are motivated by a sense of achievement and you value healthy competition. Make sure you identify opportunities for collaboration and focus more on external competition and less on internal competition to benefit the whole organization.

## ORGANIZATIONAL IMPLICATIONS

You enjoy authority and control, and you believe your staff will respond to challenges and tough assignments. Your interactions will concern persuading, guiding, and influencing coworkers and staff to adopt business strategies. You will also sell a vision that includes achievement-oriented values. Although you set high expectations and work hard to meet them, be sure to delegate and encourage teamwork. The environment you promote will:

- Expect people to take on challenging assignments
- Require people to be industrious and produce results
- Emphasize winning and beating the competition
- Stress driving projects to completion

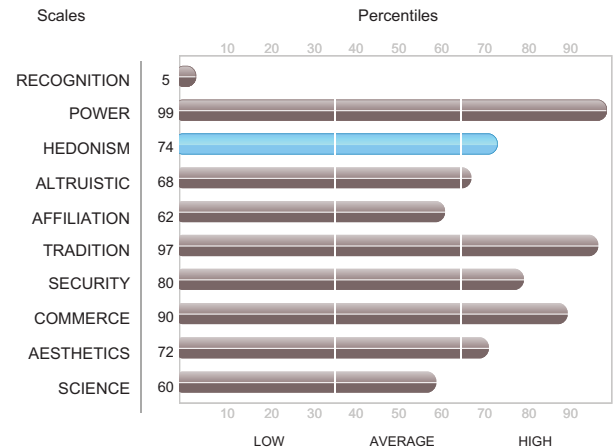
## ENVIRONMENTAL FIT

You will be most satisfied working in organizations that value high performance, productivity, and achievement and where it is possible to contribute and make a difference. You will enjoy leadership positions and opportunities to motivate and empower others. Also, you will prefer to work with people who take initiative, get things done, and pursue their objectives in a persistent and strategic manner. You will not enjoy working in organizations where there are no opportunities to make a mark and make a difference.



# HEDONISM

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



## 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

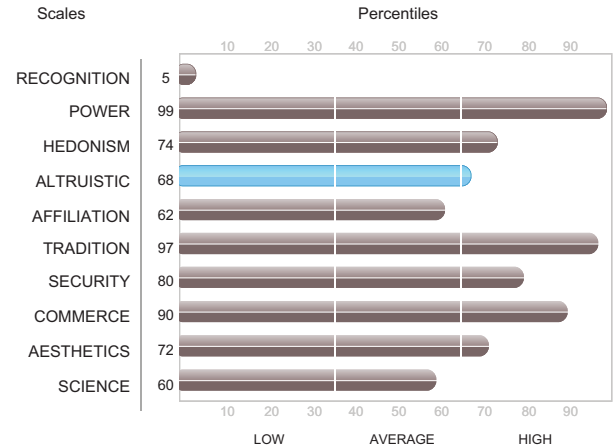
## ENVIRONMENTAL FIT

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.



# ALTRUISTIC

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



## 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

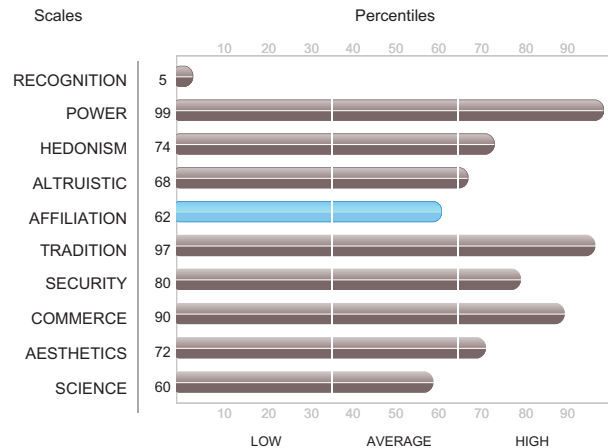
## ENVIRONMENTAL FIT

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 an AVERAGE SCORE on this dimension. As a leader, you will value staying in touch with your staff and giving them feedback. You will be comfortable working with people who are independent as well as those who need direction. You will prefer a work environment that requires some teamwork and group process, and will dislike working entirely alone for extended periods. You don't have a compulsive need for interaction; socializing with friends and colleagues is not your primary motivator. Whether you are outgoing or shy, you are still reasonably accessible to your staff. You probably value the importance of both independence and collaborative working styles.

### ORGANIZATIONAL IMPLICATIONS

You will foster an environment that considers both social needs and professional issues. You will work to develop alliances with others and will welcome people into your team. You will tend to keep others informed and will take time to discuss how the team is working together. The environment you promote will:

- Emphasize making external contacts
- Be open to working networks and outside alliances
- Support both team participation and independent work

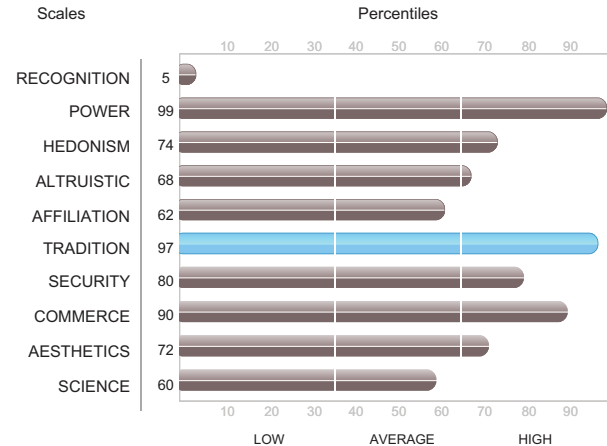
### ENVIRONMENTAL FIT

You will probably be most satisfied working in organizations where there are opportunities to work both alone and as part of a team, and where there are opportunities to interact with people outside the work group and organization. You seem equally comfortable working as an individual contributor and as part of a collaborative effort.



# TRADITION

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



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. You value rules, standards, and a lifestyle based on tradition and appropriate behavior. People with similar profiles tend to be principled in their approach to life and to care about right and wrong. You seem even-handed, but you may be somewhat resistant to change. Your conservative tendencies may make you feel uneasy working with people who follow different and/or alternative life styles.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you care about the morality and ethics of work practices. You will encourage hard work and organizational loyalty from your staff. You are considerate of others' concerns and try to build a sense of community and family. You will create a conservative work environment that values tradition and hard work as cornerstones to success. The culture will be strong and somewhat formal. As such, your staff will either be satisfied or dissatisfied with the environment depending on their own style. You will tend to make mistakes by being inflexible about issues of lifestyle and diversity. The environment you promote will:

- Require disciplined behavior
- Endorse traditional values
- Emphasize right and wrong

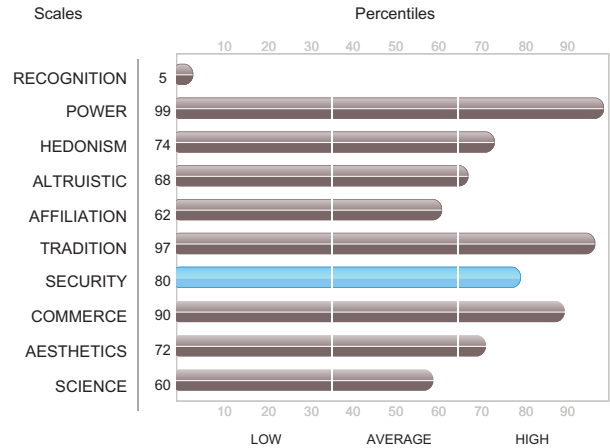
## ENVIRONMENTAL FIT

You will be most satisfied working in organizations that emphasize honesty, integrity, and respect for authority, tradition, and family values. Such cultures are characterized by organizational loyalty, self-discipline, and that observe a traditional work ethic. You will be less comfortable working in organizations that value diversity, experimentation, radical innovation, and disregard for traditional values.



# SECURITY

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



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. Security appears to be important to you; you will prefer a stable and predictable work environment that promises good job security. You usually avoid taking unnecessary risks and work well with people who are organized and plan their agendas in advance. There may be a conflict between your need for job security and your desire to advance. People with strong security needs are reluctant to take the chances that may enhance their earnings and status.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you believe in structure, stability, and security. You will value subordinates who do their jobs without creating problems. As a result, others may think you do not encourage innovation. Your leadership style will emphasize conservative decision making and formal procedures. This will be viewed positively by superiors, but your staff may question your decisiveness. The environment you promote will:

- Emphasize rule compliance
- Encourage safety and using standard procedures
- Focus on job security
- Minimize financial risk taking

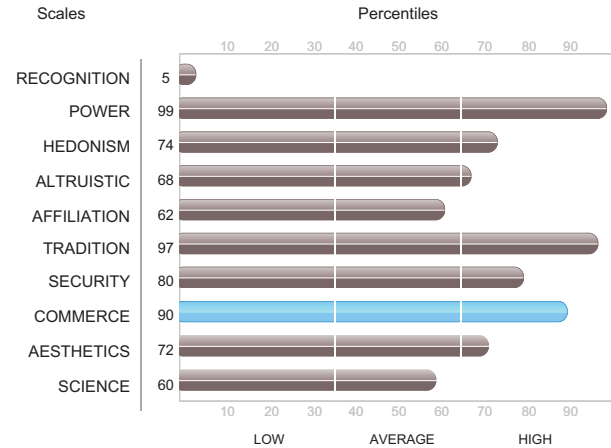
## ENVIRONMENTAL FIT

You will be most satisfied working in organizations that emphasize planning, careful decision-making, and risk analysis, and that develop and follow well-considered policies and procedures. You will be most comfortable participating in organizations with a history of stability, financial responsibility, and a veteran management team. You will be less comfortable working in organizations devoted to risk-taking, innovative financial practices, and extensive use of management consultants.



## COMMERCE

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



### LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. You are keenly interested in financial success -- salary increases, investment returns, and other ways of making money--primarily as a way of keeping score and evaluating your progress in the game of life. You will be happiest working in environments where there are opportunities to make money and to get ahead. Superiors may appreciate your financial drive but because you are so strongly focused on the bottom line, you may forget that success usually depends on the good will of others. Your focus on financial concerns may also lead you to overlook alternative ways to motivate your staff; not everyone is motivated by money. You need to understand what drives your staff and use their values to reward them.

### ORGANIZATIONAL IMPLICATIONS

As a leader, you will emphasize increasing revenues, realizing profits, and maintaining fiscal accountability. You will prefer to talk with others about business opportunities and financial strategies. You place strong emphasis on advancement, compensation, and personal gain, and you will support initiatives that target these outcomes. The environment you promote will:

- Emphasize profitability
- Put a premium on expanding business for financial gain
- Measure success in financial terms

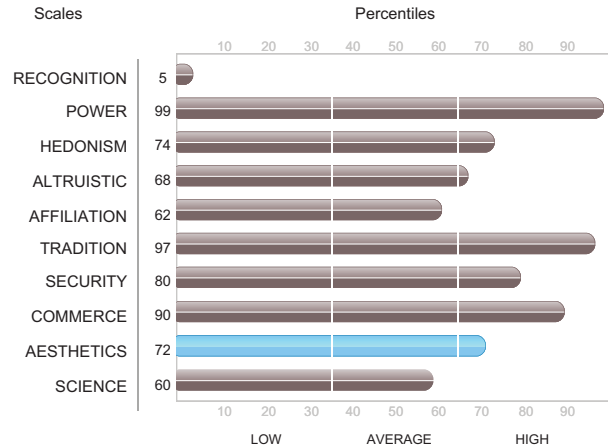
### ENVIRONMENTAL FIT

You will be most satisfied working in organizations that pay attention to profitability, commercial success, and the proverbial bottom line, and where salaries, benefits, and bonus opportunities are explicitly emphasized. Such organizations provide financial incentives and other rewards consistent with a person's bottom line contributions. Conversely, you will be less comfortable working in environments where there are fewer opportunities to make money and gain bonuses.



## AESTHETICS

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

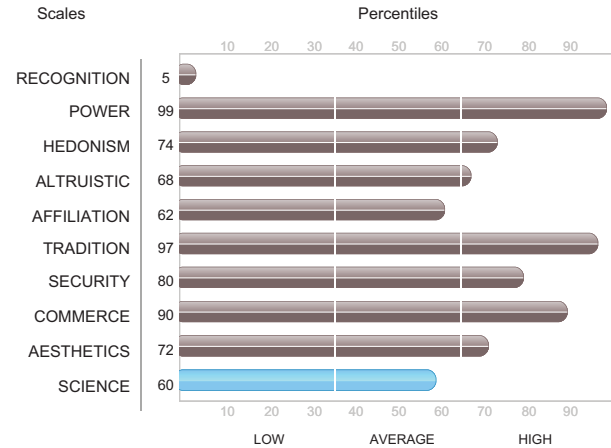
### ENVIRONMENTAL FIT

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.



## SCIENCE

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



### LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. You are comfortable with technology and enjoy problem solving. Although you may not take a leadership position on technology initiatives, you will not resist new systems. In addition, you are interested in understanding new technological approaches to business, particularly when the practical advantages are clear. You will strike a balance between analysis and action. Because you are comfortable with both data-driven and intuitive problem solving, you are likely to engage others in seeking answers as well as researching ideas on your own.

### ORGANIZATIONAL IMPLICATIONS

As a leader, you prefer to use both data and experience to make decisions. The approach you are likely to use with your staff involves finding a workable solution that takes into consideration time constraints, practicality, cost, and end results. You will use technology as a means of enhancing solutions rather than dominating the solution. Be sure to keep your group focused on which decisions need to be made, the best way to make them, and the organizational implications of the solutions offered. When dealing with others, you will focus not only on outcomes, but also on implementation and long term effects of the decisions you make. The environment you promote will:

- Value both data-driven and intuitive decision making
- Use technology to solve (not create) problems
- Apply different problem solving activities to meet company needs
- Not value technology for its own sake

### ENVIRONMENTAL FIT

You seem to understand the trade-off between rational, data-driven decision making on the one hand, and rapid decision making based on instinct and experience on the other. As a result, you should prefer working in organizations that value analytical decision-making, but also have a sense of urgency in the process.