



CENTER FOR  
APPLIED COGNITIVE STUDIES

A Customized Report for:  
Sample Person

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# The Values PROFILE™

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## INTRODUCTION

### What is a Value?

Put simply, something that is important to you. Not just saying that it is important, but behaving as though it is important. It is the difference between saying that your car is important to you and behaving as though your car were important to you. If your car is a true expression of your values, then you would keep it clean, conduct all required maintenance, drive it in a respectful manner, and park it in safe places. Some people buy a car and drive it until it dies, giving no attention to cleaning, maintenance, or respectful use. For them, the car is not a value—just a convenience. Our values require time, resources, energy, thought, and effort on our part. You must perform continuing maintenance, as it were, whether it is a human relationship or a physical object.

### Values are Different from Traits

Traits, such as sociability and trust, are unitary constructs. Typically they have only one meaning, and that meaning applies to a wide variety of settings. A highly sociable person typically enjoys being around all kinds of groups of people (meetings, conventions, rallies, services, games, reunions, and so forth). On the other hand, values, while they have a single abstract definition, are a plural construct. The value beauty, for example, has the abstract meaning of an appreciation for aesthetic pursuits, yet there are dozens of manifestations of this value, and they do not always look like one another. For example, a person who values beauty might value classical music, Renaissance painting, ballet, or national parks. But a person does not have to value all of these manifestations of beauty in order to have the value. Surely, in its purest form, the value of beauty would include all of its many manifestations. But one does not have to value any particular manifestation of beauty in order to be said to value beauty.

Traits are based on both genetics and experience, both nature and nurture. Values are based only on experience—they are learned. Therefore, they can be unlearned, replaced, or modified. True, one's values can be influenced by one's traits, but they are not dictated by them. For example, a strongly extraverted individual might express their outgoing nature by embracing the value of Helping. Or, they might express it through the value of Power or Activity. Similarly, a more introverted person might express their preference for quiet and solitude through the values of Spirituality, Intellect, or Beauty. The relative priority of one's values may change over one's lifetime.

### Values, Ethics and Morality

Values do not equate with ethics/morality. One can be a moral person almost regardless of one's values. One could be moral and value Beauty, or one could be moral and value Power. Interestingly, however, some of the 16 values should be construed as moral values. For example, the value of Justice clearly suggests moral behavior, as does the value of Spirituality. Contemporary scholars (e.g., Graham et al, 2011) map morality as comprising five areas. Each of these five areas is in fact a values area. Seven of our 16 values are so-called moral values, in that they correspond to the five moral domains identified by scholars. A section of this report identifies these five areas and how they relate to our 16 values.

### Why Assess an Individual's Values?

There is a "duh" element to the study of values. What's the big deal about what's important to whom? Don't we all know what is important to us? Can't we find out what's important to you by asking? Yes to both. However, there are two principle reasons for assessing an individual's values and reviewing the results with them:

Most of us are interested in how we compare to others - whether our values are similar to others, different, stronger, weaker, and so forth.

Most of us are open to becoming more mature, more effective, and more well-rounded as people. Studying our values allows us to make decisions about priorities in our lives.

## THE 16 VALUES: DEFINITIONS AND MOTTOS

VALUE	DEFINITION	MOTTO
<b>ACHIEVEMENT</b>	Successful, accomplished, respected, and perfect	"Get it done!"
<b>ACTIVITY</b>	Busy with a full schedule	"Idleness is the devil's workshop."
<b>BEAUTY</b>	Experiencing art and nature	"Beauty is the light that extinguishes the darkness."
<b>COMPETITION</b>	Dominant and always winning	"Winning isn't everything--it's the only thing."
<b>HEALTH</b>	Keeping one's body healthy	"The body is a temple--don't defile it."
<b>HELPING</b>	Altruistic and inclusive	"Service is the rent we pay for our stay on planet Earth."
<b>INDEPENDENCE</b>	One's own boss	"Be your own mapmaker."
<b>INTELLECT</b>	Analytical, creative, and curious	"The unexamined life is not worth living."
<b>JUSTICE</b>	Moral and playing by the rules	"Do the right thing."
<b>MATERIALISM</b>	Envied for luxury and fashion	"Having nicer things makes things nicer."
<b>PLEASURE</b>	Embracing the five senses and avoiding the unpleasant	"A day without sensory pleasure is like a day without sunshine."
<b>POWER</b>	Commanding and influencing	"To be in charge is to be alive."
<b>RELATIONSHIPS</b>	Intimate and nurturing	"Intimacy trumps winning."
<b>SPIRITUALITY</b>	Meditative, non-competitive, and de-emphasize the five senses	"Meditation, not predation."
<b>STABILITY</b>	Balanced and reliable	"Moderation in all things."
<b>STATUS</b>	Admired and popular	"To be envied is to have succeeded."

## YOUR VALUES SCORES:

RANK	VALUE	SCORE	CONSISTENCY
1	<b>COMPETITION</b>	73	Moderate
2	<b>POWER</b>	70	Consistent
3	<b>ACHIEVEMENT</b>	69	Moderate
4	<b>STATUS</b>	63	Conflicted
5	<b>INDEPENDENCE</b>	55	Conflicted
6	<b>MATERIALISM</b>	55	Conflicted
7	<b>JUSTICE</b>	53	Moderate
8	<b>PLEASURE</b>	52	Conflicted
9	<b>INTELLECT</b>	48	Moderate
10	<b>HEALTH</b>	47	Conflicted
11	<b>BEAUTY</b>	44	Conflicted
12	<b>SPIRITUALITY</b>	29	Moderate
13	<b>HELPING</b>	15	Conflicted
14	<b>ACTIVITY</b>	10	Consistent
15	<b>STABILITY</b>	7	Conflicted
16	<b>RELATIONSHIPS</b>	3	Consistent

### LEGEND

**> 65.49**  
 More important to you than it is to about 93% of the population.

**> 55.49**  
 More important to you than it is to about 2/3 of the population.

**> 44.49**  
 Of average importance to you in comparison to the rest of the population.

**> 34.49**  
 Less important to you than it is to 2/3 of the population.

**< 34.5**  
 Less important to you than it is to about 93% of the population.

### CONSISTENCY SCORE

**Consistent**  
 You tend to answer at the same level for each item measuring this value

**Moderate**  
 You tend to answer most of the items at the same level, but some aspects of this value do not appeal to you

**Conflicted**  
 While you feel strongly in favor of some aspects of this value, you feel strongly that other aspects are unimportant or even aversive to you

## INTERPRETATION EXAMPLE

### Value Score for Beauty:

As mentioned in the Introduction, the 16 values are general values and each score is determined by your responses to specific questions in the questionnaire. So for example, you may have responded indicating that you highly value certain items such as "Making or experiencing great classical music" and "Including the arts in all areas of my life," etc. But if you did not also respond indicating that you highly value other items such as "Experiencing the beauty of nature" and "Visiting museums," then Beauty may not be listed as one of your highest ranking values overall. That does not mean that you don't value certain aspects of Beauty; rather it means that in relation to the other 15 values, it is not the most important. The consistency score for each of the 16 values indicates how consistently you responded to the questions that make up each value.

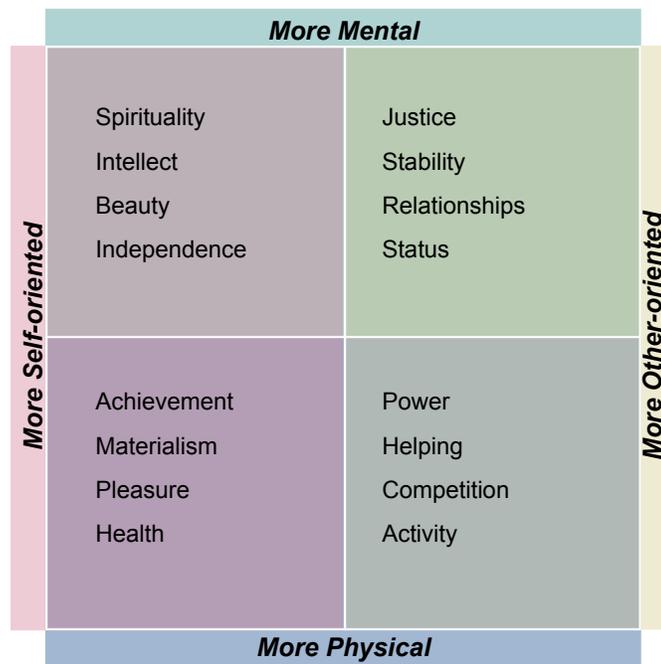
Note that even if you are conflicted (inconsistent) in your response to the questions that make up a value score, if several of the responses were strong enough, it could still be a very highly ranked value for you.

## THE VALUES MODEL

### Model Explanation

Values may be described as falling somewhere along two continua: from those that are more self-oriented to those that are more other-oriented and from values that are more mental to more physical. Accordingly, "Health" is more self-oriented and "Helping" more other-oriented, while "Spirituality" is more mental and "Activity" is more physical. Of course, two otherwise opposite values can blend to make such distinctions less meaningful. For example, someone who values Health could also value Helping, and express the two by becoming a medical missionary (or some similar vocation that combines the two values). Likewise, someone who values Intellect could also value Activity, and go on the public speaking circuit (or some other vocation that blends activity and intellect).

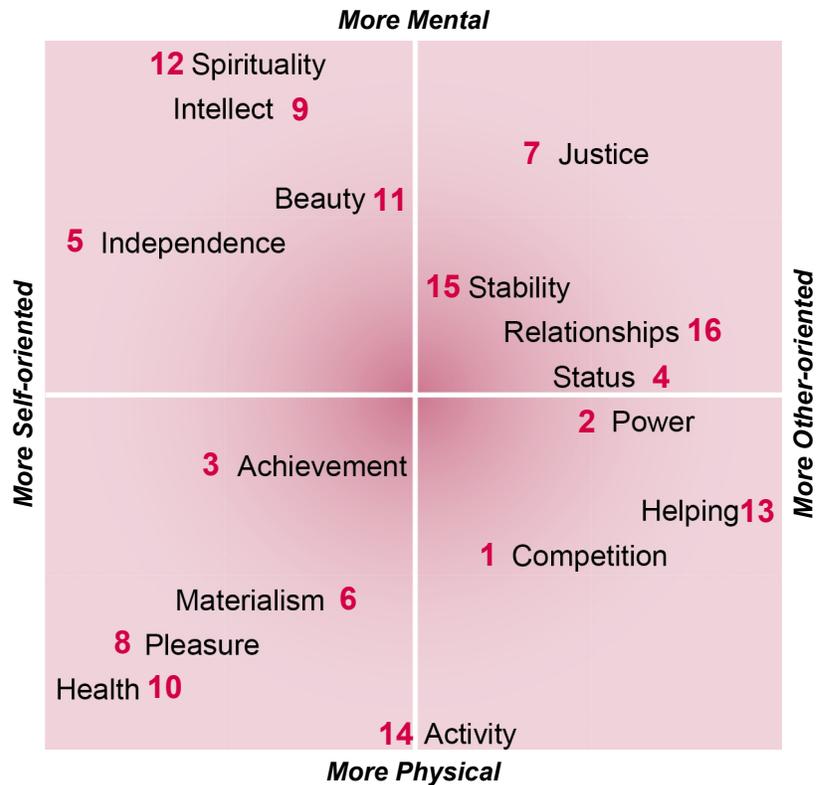
Our research suggests that the 16 values may be arranged equally in four different quadrants, as depicted in the chart below:



## YOUR VALUES PROFILE

In the model below, the sixteen values are arrayed within the four quadrants according to their rank on the two dimensions of self/other and mental/physical. Note that the most mental - Spirituality, is topmost, the most physical - Activity, is bottommost, the most self-oriented - Health, is leftmost, and the most other-oriented - Helping, is rightmost. The number in each box is the rank (1 through 16) of that value based on how you answered the questions, with a "1" assigned to your most important value.

The purpose of the model is to assist you in determining the degree of balance among your values. One might consider that having at least one of your top five values in each of the four quadrants would reflect balance, or well-roundedness, while having four of your top five values in one quadrant might reflect imbalance, or specialization. By reflecting on your distribution, you may, or may not, wish to reconsider your relative priorities, values-wise.



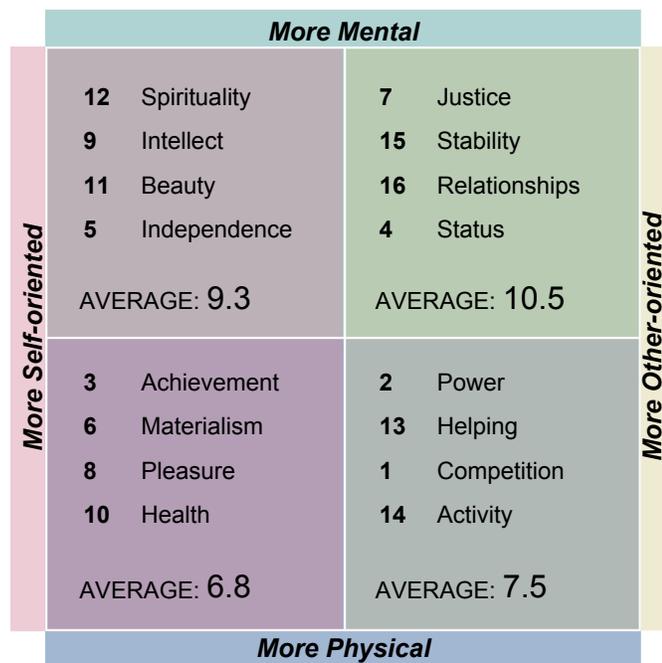
# THE VALUES BALANCE

## GRAPH INTERPRETATION

Not everyone is expected to have their values equally distributed among the four quadrants of self-oriented, other-oriented, mental, and physical. An entrepreneur may emphasize the self-oriented values, while a social worker may emphasize other-oriented values. A professor may emphasize the mental, while a soldier may emphasize the physical. On the other hand, regardless of one's career or special interests, one might decide that balance among the four quadrants is preferable.

On this page, we evaluate your 16 scores as they fall on the two-dimensional graph of the previous page. First, we find your average scores for each of the four areas, and then rank them from highest to lowest. In order to calculate these averages, we simply add your rank scores for the four values in a quadrant, and then divide them by four.

Then we calculate your balance score. The four areas are said to be in balance for you if your four area scores are all close together. When the average difference between these four areas' average ranks is less than .5, we conclude that the four areas are in balance. As the average difference in the areas' ranks increases beyond .5, one's values are said to be increasingly out of balance. First we calculate and interpret your overall balance score, with an accompanying legend that explains the numbers. Then we interpret your balance score.



YOUR OVERALL BALANCE SCORE: **1.4**

### LEGEND

< .5  
Your values are balanced

=> .5 to 1.49  
One or more areas is somewhat higher or lower than the others

=> 1.5  
One or more areas is much higher or lower than the others

### Interpretation of Results

Your values appear to be reasonably well balanced among the four areas, with no one single area having an average rank that is significantly higher or lower than the others.

## HOW YOUR LEVELS OF THE 16 VALUES APPEAR IN EVERYDAY LIFE

This section provides computer-generated text that attempts to explain how your 16 value scores are likely to influence your workplace behavior. For each value, we will print one of five paragraphs of narrative text, describing the likely effect of your score.

Keep in mind that these scores are standardized, with 7% of the population associated with both the Very High and Very Low areas, 24% with both the High and Low areas, and 38% with the midrange. Towards the end of each paragraph, we summarize by specifically addressing how your score on that value might affect your role as leader on the one hand, and your role as individual contributor on the other.

**Note:**

Do not be overly concerned if some of the text in your report seems contradictory or not applicable. When describing predicted behavior based on values, the text is selected based on a set range of scores. If your scores fall near the edge of the range, the text may not sound exactly like you.

### LEGEND

< 34.5	VERY LOW
34.5 - 44.49	LOW
44.5 - 55.49	MEDIUM
55.5 - 65.49	HIGH
> 65.49	VERY HIGH

## HOW YOUR LEVELS OF THE 16 VALUES APPEAR IN EVERYDAY LIFE

RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
1	<b>COMPETITION</b>	73	<p>Very high scorers on Competition typically strive to be number one in all that you do, both personally and professionally. Coming in second is not acceptable, as you wish to be the dominant force in all that you take on. You enjoy winning and clearly have the fire in the belly associated with the constant desire to come in first. As either an independent contributor or as leader, you would be a natural in sales, where competition is at the heart of the sales culture. However, other careers emphasize competition, such as sports, commercial television programming, and politics. On the other hand, most careers have niches that allow strongly competitive persons to strive to be the dominant force, such as competing for prizes in architecture, the arts, journalism, science, and education. Valuing competition is different from valuing achievement in the same way that playing sports is different than exercising. You can exercise without trying to win, but in sports the point is to try to win. With exercise, your goal is fitness and feeling good, while with sports your goal is winning. Competitors don't just want to be good at what they do - they want to be the best. We once knew a highly competitive publisher in England who reacted to a statement we made about being competitive with an intense "I don't want to just beat my competitors - I want to destroy them." Extreme, yes, but typical of many high scorers on Competition.</p>
2	<b>POWER</b>	70	<p>Very high scorers on Power clearly value being the boss, being in charge of the work of others. Accordingly, you would eagerly take on the roles of delegating, controlling, coordinating, commanding, influencing, and communicating with others around you. It is not uncommon for persons who value power to also value competition, achievement, and status. However, one can take naturally to power without necessarily being competitive, achievement-oriented, and seeking status. One can be in charge yet not be strongly competitive - a supervisor of a night shift crew comes to mind, one who relishes being the boss but who is not out to outdo the other supervisors. Or one can relish being in charge without having major goals in life, such as a religious leader who rules their staff but who is content to remain with their current congregation for a lifetime with no goals other than attempting to meet the congregation's needs. Or one can delight in being the boss with little if any need for others to look up to them - they're just humble shepherds. Those valuing power tend to place less emphasis on relationships. Leaders very high on power tend to handle the maintenance aspects of management with alacrity, with little if any need to do their own independent technical work, as in a managing architect who takes naturally to managing other architects and support staff while not needing to do actual design work themselves. An individual contributor who is very high on power is unlikely to stay out of a management role for very long! They can be spotted showing initiative, making suggestions, offering to help with training, orienting, coaching, and other management roles.</p>

RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
3	<b>ACHIEVEMENT</b>	69	<p>Very high scorers on Achievement tend to manage your lives by single-mindedly pursuing your goals, be they professional, spiritual, familial, or personal goals. For leaders, this could cause problems if your personal goals are not consistent with your organization's goals. We once knew a regional sales manager who regularly entered ski competitions. The time and energy required for racing put a cap on the energy he had available for achieving company sales goals. This manager placed very high importance on achievement, but his personal goals were not synergistic with his corporate goals. On the other hand, Lee Iacocca, Chrysler turnaround CEO, had synergistic personal and corporate goals—save Chrysler and write a book about the experience. In this case, his personal goal (i.e., writing a book) did not detract from his focus on his corporate goal—rather, one supported the other. For individual contributors who score very high on Achievement, it is desirable for your personal goals to coincide with organizational goals, but it is not as critical as it is for leaders. We know a non-manager whose personal goal was to publish a screenplay and have it staged or made into a movie. This limited her energy for pursuing work goals, but her nine-to-five work as a television studio assistant was not affected by this private pursuit of hers. On the other hand, it would have been ideal if the television studio could have built on her writing interests. As it was, she ended up leaving the television studio to pursue her other goals full time.</p>
4	<b>STATUS</b>	63	<p>High scorers on Status typically find it important to have salary, perks, powers, and connections that are the envy of those around them. You consider it important to "make it big" so that others might look up to you. You are likely to have popular role models that you use as inspiration for your achievements. Your choices and decisions are influenced by what you consider is the 'in' thing to do. You are normally driven to own and enjoy sought-after possessions and experiences. "What's there in a title?" Yes, this is a slightly changed version of the familiar Shakespeare line. If you were to ask this question to a high scorer, they would most likely avow that titles are very important - your title communicates your sense of worth. Considering the significance you place on your job title, you are normally fascinated by prestigious-sounding job titles. High scorers are well aware of and fashion your growth compared to where you are in relation to your peers. Leaders with a high score are motivated to ascend the corporate ladder and relish being popular and being envied for their stature within the corporate structure. As an individual contributor, you expect to be part of a work department or team or organization with a high prestige quotient.</p>

RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
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5	<b>INDEPENDENCE</b>	55	<p>Midrange scorers on Independence tend to be comfortable with working under a boss and taking orders from them, but not to excess. You prefer a certain amount of latitude and free reign to go along with being directed and controlled. You like some input into setting your agenda and like to do things your own way as appropriate. Typically when others tell you what to do or how to do it, you are comfortable taking their suggestions so long as they are courteously given. Highly independent individuals tend to be imaginative, competitive, and comfortable with complexity, as they need all three qualities to make their way in the world without having a boss. You are likely not so extremely imaginative and comfortable with complexity. We knew a four-year-old who once barked "You're not the boss of me!" This early staking out of her territory at a tender, no, tough young age announced a lifetime pattern of independence and rejection (or ignoring) of bosses, resulting four decades later in a middle-aged career woman who has grown her own successful business. And, she's the boss! With your moderate score, you are not likely to identify closely with that story, as you typically value more give-and-take. A grocery store chain once instituted a program whereby so long as a store manager met their goals they did not have to report to a district manager. You likely would feel indifferent towards this policy, as you are comfortable with appropriate supervision. Moderately independent leaders can flourish in a large organization so long as your goals and values match those of the organization - otherwise, there is a chance that you could work at cross purposes with the organization. Individual contributors who are moderately independent will not work well with managers who "micro-manage" to a high degree, as you prefer a certain amount of leeway in how you do things with only moderate monitoring and supervision.</p>
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RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
6	<b>MATERIALISM</b>	55	<p>Midrange scorers on Materialism typically have a moderate desire to have nice things, but are not necessarily driven to be the envy of others. In order to acquire some nice things, you need to shop in the finer venues and to be seen by others as somewhat fashionable. Closely associated with having nice things is living in relative luxury, so your preferred environment is likely to be characterized by a certain amount of comfort. If your work and/or home environment is does not meet your need for comfort, it is likely that one of your goals is to increase your level of luxury. While there is often a pejorative association with the term "materialistic," it is important to understand that materialism is often contrasted with mentalism or spiritualism. In this sense, more materialistic individuals place an emphasis on their possessions, while mental people place an emphasis on their mental life (e.g., the absent-minded professor who appears to care about nothing but their subject matter) and spiritual people place an emphasis on their spiritual life (e.g., the renunciate monk or nun who has no possessions and lives in a bare room or communal area). However, these three categories are not mutually exclusive, for it is possible to have nice possessions and an active mental life (e.g., a professor married to a wealthy partner and who enjoys the possessions acquired through the money, be they first edition books, paintings, Louis XIV furniture, or whatever), to have an active mental life and an active spiritual life (e.g., one who takes holy orders and eschews possessions yet who teaches in a university), and to have an active spiritual life along with nice possessions (e.g., the successful business person who lives in luxury while exhibiting great discipline in their personal life by eschewing ostentation and engaging in constant prayer and study). Some would call the latter hypocritical, but that clearly is just a matter of one's opinion. The excesses of televangelist Jim Bakker gave the combination of wealth and religiosity a bad name when he declared that "God don't like no junk!" in defense of his gold-plated bathroom fixtures and loose living. The Philippine's Imelda Marcos provides equally good evidence of materialism around the world—estimates have placed her hoarding of shoes as high as a collection of 3,000, but it is more likely closer to 1,000. Moderately materialistic leaders will spend some, but not a lot, of their money on fine furniture, art work, elaborate exhibits of the firm's accomplishments, impressive buildings and grounds, and other tangible evidence of success. Moderately materialistic individual contributors may feel some slight discomfort when working in shabby digs and would likely be willing to help management spend some money on appearances and comfort.</p>

RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
7	<b>JUSTICE</b>	53	<p>Midrange scorers on Justice place moderate importance on playing by the rules and fairness. Once you accept a set of rules of conduct - the Ten Commandments, a code of ethics, the Laws of Leviticus, the commandments of Mohammed, the military code of conduct, the International Olympic Committee's Code of Ethics, the United Nations Declaration of Human Rights - your tendency is to adhere to the rules within reason, but to question them when they do not seem right to you. To be seen as a moral person is to be flexible - adhering to rules when appropriate, and bending them when the situation calls for it. As a leader you will likely make it clear to others what the rules are and that you expect everyone to abide by them, and you will set the bar high by adhering to them yourself. However, you will also make it clear that all rules have exceptions, and will provide a process for departing from the rules. You may embrace principles of behavior that are more nebulous, such as "love one another" or "show compassion to the poor," and use these as a balance for the more rigid, clear-cut statements, such as "do not steal" or "equal pay for equal work." As an individual contributor, you will likely play by the rules that make sense to you, regardless of whether your organization espouses such a set of rules. In the absence of a code of conduct, you may provide your own rules, whether from religious, secular, or purely personal sources. It should be understood that codes of behavior can also depart significantly from mainstream norms. Hence, if you are in the Mafia, "doing the right thing" can mean keeping your mouth shut about killings, yet if you are in a religious or sports organization it would mean speaking up about child abuse. Thus, one who plays by the rules could be a very good or a very bad person in the eyes of the public, but within their individual context they are always viewed as very good.</p>
8	<b>PLEASURE</b>	52	<p>Midrange scorers on Pleasure will enjoy stimulation of the five senses but not necessarily go out of their way to do so. For you and others similar to you, it is not particularly important for you to be known as a gourmet and as a seeker of intense sensory experiences. You'd just as soon be known for other pursuits, such as various forms of achievement - wealth, business success, sports prowess, the arts. Pure pleasure-seekers tend to have a more sedentary lifestyle, in that the pleasures of the five senses do not typically entail physical activity, but rather such activities as viewing, tasting, hearing, touching, and smelling. Some might regard outdoorsy activities (such as backpacking) as pleasurable, but in our scheme of things we regard such outdoor activities as falling under the "Activity" value. Certainly the two may be coupled, as in hiking a mountain trail, and stopping or not stopping to smell the flowers, look at the vistas, listen to the lowing of animals, taste the dewy honeysuckle, or touch the woolly texture of the Great Mullein. A backpacker who focuses on the trekking alone and stops minimally to indulge the senses in this manner exhibits a preference for Activity and not Pleasure, while the trekker who fully enjoys the sensory banquet on the trail exhibits both Activity and Pleasure. Leaders who are midrange on Pleasure are likely to occasionally do business over intense meals in visually arresting settings, perhaps with music or babbling fountains in the background. However that is not their norm. Individual contributors who are midrange in Pleasure are likely to get their modest sensory appetites satisfied "after five," unless the workplace provides opportunities for sensory delight.</p>

RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
9	<b>INTELLECT</b>	48	<p>Midrange scorers on Intellect place moderate importance on living a life of the mind, which includes creating what has never before existed (i.e., thinking it up) as well as analyzing complex entities in search of patterns, causes, errors, answers, and other kinds of emergent information and insights. However, you prefer to balance a life of the mind with less cerebral pursuits - balance strategy with tactics, creation with maintenance, building with repair, planning with execution, and so forth. You and others like you balance learning, whether through conversation, reflection, reading, experimentation, observation, experiencing, writing, debate, seminars, degree programs, professional associations, license and certificate programs, continuing education, independent study, coaching and mentoring relationships...the list goes on, with execution, whether through building, assembling, doing, serving, performing, lecturing, teaching, writing (note that writing can serve both learning and execution), acting, physical labor, making music, or selling. Your moderate love of learning may or may not be linked to specific goals or ambitions, depending on your other values. In other words, you may enjoy a moderate amount of learning for its own sake, or you may love it to the degree that it serves other priorities. A professor may appear to love learning for its own sake by publishing dozens of books and hundreds of articles, but they may in fact go through these tasks because it provides them with status - being the envy of their peers, who hold them in awe. Or, a business person may appear to love learning for its own sake, yet in their minds the true reward of intensive learning is to maintain their relationship with a partner, spouse, or other close relation who is also in fact a lover of learning. As a leader, you will likely pursue a balance between strategy, product research and development, and market research on the one hand, and sales, distribution, and operations on the other. As an individual contributor, you are likely to prefer a balance of more creative and analytical activity (as in planning, research, advertising, and product development), with more operational activity (as in sales, distribution, assembly, and maintenance).</p>
10	<b>HEALTH</b>	47	<p>Midrange scorers on Health are about average on the emphasis you place on avoiding behaviors and practices that pose health risks. You try to eat wisely but likely do not make a big issue out of it. You likely exercise with moderate regularity, whether through a sports program such as soccer or tennis, or through an exercise program such as jogging or weightlifting. You likely try to get plenty of sleep and rest but are not particularly consistent in this, and while you do your best to minimize sources of stress in your life, they often can affect you. Count Leo Tolstoy proposed what he described as the "ethic of love," which was defined as preserving the natural state of alertness for all living beings. This led him to become a vegetarian, and to avoid all mind-altering agents, including caffeine, alcohol, and recreational drugs. Anything that altered one's natural state of alertness he described as evil. This is a doctrine with which you may agree, but one which you would not likely adhere to on a consistent basis. As a leader or as an individual contributor, you will of course find the demands of work in conflict with maintaining health, so you will more often than desirable find yourself short on sleep and exercise and long on calories and stress. The further you depart from a healthy lifestyle, the more important it is to have annual physical checkups in order to monitor variables critical to sustaining health, such as cholesterol and sugar levels.</p>

RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
11	<b>BEAUTY</b>	44	Low scorers on Beauty often have only a modicum of interest in beauty: music and dance, the literary arts including poetry, drama, their siblings, the visual arts of sculpture, painting and media, and Mother Nature. You likely show a preference for practicality rather than loftiness of thought and action, a preference for the necessities and orderliness of life over the passions of art and nature. As a leader, your goals typically reflect practical and not aesthetic concerns, with cultural arts philanthropy taking a back seat to more practical causes. As an individual contributor you will generally prefer rolling up your sleeves in the service of necessity and practicality rather than of preservation and creation. Your work and living areas are unlikely to exhibit aesthetic features, but are more likely to be functional and practical.
12	<b>SPIRITUALITY</b>	29	Very low scorers on Spirituality are highly unlikely to wish to be known as a person of faith. You typically place more importance on more secular matters, whether they be matters of intellect, social action, consumerism, or relationship building. You are much more likely to value physical matters (i.e., your own buildings, clothing, wining and dining, and so forth) than spiritual matters (e.g., prayer, meditation, charity). Persons scoring very low on Spirituality tend to be less trusting of others and tend to focus more on one's own needs than on those of others. Less spiritual persons typically are comfortable with being their own boss, and are less likely to exhibit the deferential behaviors associated with "Whither thou goest, I will go." However, exceptions abound. Clearly someone may be prayerful yet independent, prayerful yet powerful. Mohatma Gandhi and Martin Luther King, Jr., come to mind. Two of the prophet Mohammed's core principles were compassion for others and charity for the poor. Jesus said (in Aramaic!) "It is easier for a camel to go through the eye of a needle than for a rich man to enter the kingdom of heaven." Both speak of a focus on others' basic needs as the result of the spiritual life. Keep in mind, however, that one can be altruistic and not prayerful, service-oriented and not spiritual. Leaders who score very low on Spirituality are not likely to exhibit qualities of servant leadership, but are more likely to exhibit either transactional (i.e., more authoritarian and traditional) or transformational (i.e., more democratic and visionary) leadership styles. Individual contributors who score very low on Spirituality are much less likely to expect their work to serve basic human needs, feeling comfortable instead with work that appeals to secular (e.g., education, enrichment, leisure) and material (e.g., possessions and wealth) motives.

RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
13	<b>HELPING</b>	15	<p>Very low scorers on Helping focus primarily on personal needs and those of their company. While you can sometimes appreciate what is unique in other people and provide money, time, and energy to those who need it, your overriding concern is more focused on personal and business success. You are much more likely to plan and make decisions with the company's needs in mind (or your own personal needs) than with others' needs in mind. While you can include others on some occasions, you are clearly capable of acting without their involvement. You can build bridges on occasion to those who have become isolated, but you are not likely to toady to them. It is typical of those with very low scores to engage in a modest amount of public service. Charles Lindley Wood, 2nd Viscount Halifax and British ecumenist, is credited with having proposed that "Service is the rent that we pay for our room on earth." This is a sentiment with which you may or may not agree, as your priority is more a matter of making sure to have ample energy and resources for personal pursuits. As a leader, you will be likely to guide your organization into profitability as its driving force, while looking after employees is subservient to the profit motive. Your leadership style is likely more transactional than transformative, more a traditional authoritarian leadership than a democratic involvement of others. As an individual contributor, you will likely feel out of place in an organization that is driven exclusively by addressing the needs of others as its core mission - especially the needs of the poor or those who lack resources.</p>
14	<b>ACTIVITY</b>	10	<p>Very low scorers on Activity tend to be very sedentary and casual with respect to schedules and calendars. Your ideal day is minimally scheduled with mostly unplanned time for engaging in activities that don't need to be scheduled (such as reading, experimental cooking, hobbies, conversation, practice, and so forth). You would find distasteful the classic "soccer parent" syndrome of one who hurries from one appointment to the next. That syndrome springs from a tendency to skepticism, such that one's busy-ness comes from a reluctance to trust others to get things done—"if it is to be, it is up to me." You tend to be much more trusting than that and, hence, allow others more free reign in doing things that a less trusting person might feel the need to do oneself. Leaders as well as individual contributors with very low Activity scores generally allow plenty of time to explore opportunities for the future. You should find it natural to take "time outs" in order to evaluate whether you are providing sufficient attention to priorities that you hold dear.</p>

RANK	VALUE	SCORE	IMPACT ON DAILY LIFE
15	<b>STABILITY</b>	7	<p>Very low scorers on Stability are unlikely to value and maintain a balanced life. You may spend most of your time and energy on your job and neglect your family and friends because you are too wrapped up in a project or are never satisfied with the balance in your bank account. You may not trust others to do as good a job as you and therefore will not rest until it is done exactly as you want it, leading to late nights and weekends at the office with no time to tend to your personal health or cultivate a life outside of work. As an individual contributor you may be the top performer but have no one with whom to celebrate your success, if you even take time to celebrate. You may be the kid with the coolest toys but have no one to play with. Your coworkers may view you as dependable while your friends and family have learned not to rely on you to attend social engagements or meet their emotional needs. As a leader, you could possibly set a dangerous example for your employees that they are required to sacrifice everything for the job, which typically leads to burn out and high turnover. It is okay to be driven to succeed or to do your job well, but it is important to take personal time in order to maintain some sense of healthy balance because no one can go full throttle all the time. It is much less traumatic to get a minor tune-up than to clean up after a major wreck. As Abraham Maslow describes in his famous Hierarchy of Needs, failure to meet the first several needs (physiological, safety, belonging, love) makes it far less likely that one will progress to the higher levels of achievement and self-actualization. It is important to maintain some type of balance to ensure the basic needs, including relationships and community, are met in order to achieve our more lofty personal goals.</p>
16	<b>RELATIONSHIPS</b>	3	<p>Very low scorers on Relationships place a low importance on having intimate, long-term, close relationships. Should push come to shove, and you had to make a decision between coming in first and preserving an important relationship, the relationship would typically lose out. This does not mean that you do not value relationships, but rather that you keep them in perspective. It is interesting that those valuing relationships also tend to place a somewhat higher value on getting a good night's sleep, probably because 1) they enjoy spending maximum time with their partner, and 2) they want to feel rested and at their personal best when with the people who they value. This is not likely to apply to you, as other considerations are more important to you rather than whether you are rested. As a general rule, you tend to focus much more on your personal needs and less on the needs and interests of others, and you typically do not shy away from conflict and disagreements. In many behavioral models, persons are characterized as to the importance they place on preserving relationships compared to the importance they place on achieving personal work success. These two are not mutually exclusive, but it is more common for persons who place very low importance on relationships to also place somewhat higher importance on power, achievement, and competition. Leaders scoring low on Relationships are much more likely to exhibit a more authoritarian, or traditional, leadership style. Individual contributors who score very low on Relationships are much less likely to be self-disclosing around others and much more likely to place less value on friendships with office associates.</p>

## SUGGESTIONS FOR EXPLORING THE VALUES

If you feel perfectly fine about how you express your values, then this section is not for you! This section is an invitation for you to consider ways in which you might increase, decrease, or otherwise modify your behavior around one or more of your values.

VALUE	TO ELEVATE THIS VALUE:	TO DE-EMPHASIZE THIS VALUE:
<b>ACHIEVEMENT</b>	Emphasize goal formation and attainment.	Emphasize developing relationships with family, associates, and/or friends.
<b>ACTIVITY</b>	Volunteer - with schools, arts groups, Habitat for Humanity, religious organizations; set new goals and pursue them.	Take on new intellectual challenges, from learning a new language to learning new bodies of knowledge and skills.
<b>BEAUTY</b>	Take internet or classroom courses on painting, music, the national parks; become active in "green" groups and causes; join a music/drama/painting group.	Start a new business, club, support group, or other organization and develop yourself as the person in charge.
<b>COMPETITION</b>	Enter competitions, elections, and contests whether in sports, the arts, social games, or some such.	Practice the art of defining your own standards, whether in sports, the arts, etc., and work towards them; work on developing relationships, with family, associates, and friends.
<b>HEALTH</b>	Commit to a health plan with specific goals - perhaps find one or more partners to join you with the purpose of supporting each other.	In the spirit of "I'd pick more daisies," identify one or more sensory pleasures that you particularly enjoy and begin investing more time, money, and energy in pursuing them; e.g., become a chocolate connoisseur.
<b>HELPING</b>	Review "33 Kinds of Altruism" on Pierce Howard's Blog or in his The Owner's Manual for Happiness; select several new ways for you to practice being of service to others.	Develop your personal "bucket list" and begin checking them off one by one.
<b>INDEPENDENCE</b>	Start a new business, club, support group, or other organization, and develop yourself as the person in charge. Or take up a new interest, skill, or body of knowledge just because you're interested in it.	Review "33 Kinds of Altruism" on Pierce Howard's Blog or in his The Owner's Manual for Happiness; select several new ways for you to practice being of service to others.
<b>INTELLECT</b>	Set out to master a new body of knowledge, skill, foreign language, and prepare some way to share it with others, through blogging, writing a book, preparing a multi-media show, writing letters to the editor, or making speeches.	Write up/describe your own code of ethics and share it with others; become a student of the great ethical writers and thinkers; establish ethical goals and pursue them.

VALUE	TO ELEVATE THIS VALUE:	TO DE-EMPHASIZE THIS VALUE:
<b>JUSTICE</b>	Write up/describe your own code of conduct and share it with others; become a student of the great philosophers; establish ethical goals and pursue them.	Develop your personal "bucket list" and begin checking them off one by one.
<b>MATERIALISM</b>	Make your possessions the focus of your goals and your maintenance activity - set goals to acquire complete sets of something (e.g., all the Beethoven recordings ever made) and commit yourself to providing ongoing maintenance on all of your possessions (oiling, adjusting, cleaning, updating, etc.).	Determine the needs of your family, associates, and friends, and commit yourself to helping them realize those needs. Decide on the acquisitive areas of your life in which "enough is enough" and abandon further efforts in those directions.
<b>PLEASURE</b>	In the spirit of "I'd pick more daisies," identify one or more sensory pleasures that you particular enjoy and begin investing more time, money, and energy in pursuing them; e.g., become a chocolate connoisseur.	Commit to a health plan with specific goals - perhaps find one or more partners to join you with the purpose of supporting each other. Focus on nutrition, exercise, and an environment-friendly lifestyle.
<b>POWER</b>	Start a new business, club, support group, or other organization and develop yourself as the person in charge.	Take internet or classroom courses on painting, music, the national parks; become active in "green" groups and causes; join a music/drama/painting group. Spend time, energy, and other resources on developing the quality of relationships with family, associates, and friends, based on experiences that are of mutual interest, not just your interest.
<b>RELATIONSHIPS</b>	Spend time, energy, and other resources on developing the quality of relationships with family, associates, and friends, based on experiences that are of mutual interest, not just on your interest.	Set goals for yourself and pursue them. Establish a personal bucket list and systematically begin pursuing them.
<b>SPIRITUALITY</b>	Learn the discipline/practice of yoga. Find an appropriate way to engage in prayer. Start a reading program and/or discussion group with a focus on matters of the spirit--meditation, kindness, listening, awe, restfulness, mindfulness, savoring (versus engorgement).	In the spirit of "I'd pick more daisies," identify one or more sensory pleasures that you particular enjoy and begin investing more time, money, and energy in pursuing them; e.g., become a chocolate connoisseur. Or, set out to become a collector in one or more areas and acquire an enviable set of possessions.
<b>STABILITY</b>	Determine the needs of your family, associates, and friends, and commit yourself to helping them realize those needs. Decide on the acquisitive areas of your life in which "enough is enough" and abandon further efforts in those directions.	Begin a bucket list that includes some stretch activities that involve some degree of risk, in the sense that you are unsure if you could actually pull them off. Plan how to go about accomplishing everything on your list.

VALUE	TO ELEVATE THIS VALUE:	TO DE-EMPHASIZE THIS VALUE:
<b>STATUS</b>	Decide on one field of endeavor (politics, music, art, volunteer work, a card game, a sport or exercise) and set out to become an expert.	Determine the needs of your family, associates, and friends, and commit yourself to helping them realize those needs. Decide on the acquisitive areas of your life in which "enough is enough" and abandon further efforts in those directions. Work on the quality of relationships with your family, associates, and friends.

## HOW VALUES RELATE TO JOB FAMILIES

The ACT World-of-Work Map (visit <http://www.act.org/wwm/>) identifies 26 job families. Each family comprises many different jobs. The jobs within a family tend to share several core qualities. CentACS' Career Guider Report provides a detailed analysis of how an individual's personal qualities (such as traits, abilities, and work attribute preferences) match up with each of the 26 job families. In this section, we will take a look at how one's values point to specific job families. This is based on the assumption that each of the jobs within a family tend to share one or more specific values. For example, Marketing and Sales jobs (insurance agent, sales representative, and so forth) share Activity and Competition, in that persons are most likely to thrive in these roles if they value being competitive and active.

It should be noted, however, that each of the 16 CentACS' values has the potential of thriving in almost any job. One can certainly value Health, or Materialism, or Spirituality, for example, regardless of one's job. So, when we identify a value with a specific job family in the following table, we don't mean to exclude the other values. Rather, we are attempting to give you a sense of which job families have core values that you share.

ACT JOB FAMILY	JOB FAMILY CORE VALUE:	YOUR SCORE ON THE CORE VALUE:
<b>EMPLOYMENT RELATED SERVICES</b> human resources jobs, including both management positions and specialty jobs as trainer, employee benefits specialist, salary administration, recruiter, interviewer, job analyst, coach, and consultant	<i>Relationships Helping</i>	<b>9</b>
<b>MARKETING AND SALES</b> insurance agent, real estate agent, travel agent, buyer, sales representative, manufacturer's representative, retail salesworker, telemarketer, route driver, stock broker, counter sales (e.g., auto/medical/etc. supplies.)	<i>Activity Competition</i>	<b>41</b>
<b>MANAGEMENT</b> executive, executive secretary, purchaser, general manager, property manager, financial manager, office (medical/legal/etc.) manager, retail store manager, hotel/motel manager, food service manager	<i>Power Achievement Status</i>	<b>67</b>
<b>REGULATION AND PROTECTION</b> customs inspector, food/drug inspector, police officer, detective, park ranger, security manager, guard	<i>Power Activity</i>	<b>40</b>
<b>COMMUNICATIONS AND RECORDS</b> receptionist, secretary, legal assistant, medical assistant, court reporter, billing clerk, hotel clerk, order clerk, librarian	<i>Stability</i>	<b>7</b>
<b>FINANCIAL TRANSACTIONS</b> accountant, auditor, cashier, bank teller, budget analyst, credit analyst, tax preparer, ticket agent, check-out clerk, insurance underwriter	<i>Stability</i>	<b>7</b>
<b>DISTRIBUTION AND DISPATCHING</b> shipping/receiving clerk, warehouse supervisor, mail carrier, flight/cab/etc. dispatcher, air traffic controller, operations specialist, cargo agents	<i>Stability</i>	<b>7</b>

ACT JOB FAMILY	JOB FAMILY CORE VALUE:	YOUR SCORE ON THE CORE VALUE:
<b>TRANSPORT OPERATION AND RELATED</b> driver (truck, bus, cab, limo, courier), locomotive engineer, ship captain, sailor, aircraft pilot, chauffeur, forklift operator, merchant marine officer	<i>Activity Independence</i>	<b>33</b>
<b>AGRICULTURE, FORESTRY, AND RELATED</b> farmer, nursery manager, pest controller, forester, logger, athlete, groundskeeper, land developer, animal caretaker, zoo/museum staffer, rancher, gardener, pet shop attendant, tree surgeon/arborist	<i>Activity Stability</i>	<b>8</b>
<b>COMPUTER AND INFORMATION SPECIALTIES</b> programmer, systems analyst, information systems manager, computer repairer, desktop publisher, actuary, web designer, typist/keyboardist, network administrator	<i>Stability</i>	<b>7</b>
<b>CONSTRUCTION AND MAINTENANCE</b> carpenter, electrician, bricklayer, tile setter, painter, plumber, roofer, custodian, firefighter, sheet metal worker, bulldozer/crane operator, building inspector	<i>Activity</i>	<b>10</b>
<b>CRAFTS AND RELATED</b> cabinetmaker, tailor, chef, baker, butcher, jeweler, silversmith, hand crafter, shoemaker, musical instrument repair and tuning	<i>Beauty Independence</i>	<b>50</b>
<b>MANUFACTURING AND PROCESSING</b> tool & die maker, machinist, welder, bookbinder, printing press operator, photo process operator, dry cleaner, sewing machine operator	<i>Activity</i>	<b>10</b>
<b>MECHANICAL AND ELECTRICAL SPECIALTIES</b> auto/aircraft/train/etc. mechanic, heating and air conditioning mechanic, electrician, office machine/appliance/tv-video/audio repair, dental lab	<i>Activity</i>	<b>10</b>
<b>ENGINEERING AND TECHNOLOGIES</b> aerospace/agricultural/civil, nuclear, computer/etc. engineers, electronic/mechanical/laser/etc technicians, surveyor, drafter, architect, technical illustrator, quality control	<i>Intellect</i>	<b>48</b>
<b>NATURAL SCIENCE AND TECHNOLOGIES</b> physicist, astronomer, biologist, statistician, soil conservationist, food technologist, crime lab analyst, ecologist, agronomist, geologist, mathematician	<i>Intellect</i>	<b>48</b>
<b>MEDICAL TECHNOLOGIES</b> pharmacist, optician, prosthetist, surgical/medical lab/EEG/etc. technologist, dietician	<i>Intellect</i>	<b>48</b>
<b>MEDICAL DIAGNOSIS AND TREATMENT</b> physician, psychiatrist, pathologist, dentist, optometrist, veterinarian, physical therapist, audiologist, physician's assistant, athletic trainer	<i>Intellect Health</i>	<b>47</b>

ACT JOB FAMILY	JOB FAMILY CORE VALUE:	YOUR SCORE ON THE CORE VALUE:
<b>SOCIAL SCIENCE</b> sociologist, psychologist (clinical, experimental, industrial/organizational, sports, etc.), political scientist, economist, urban planner, criminologist	<i>Intellect</i>	<b>48</b>
<b>APPLIED ARTS (VISUAL)</b> artist, graphic artist, photographer, illustrator, floral/fashion/interior designer, merchandise displayer, commercial artist, landscape architect, computer graphics specialist	<i>Beauty</i>	<b>44</b>
<b>CREATIVE AND PERFORMING ARTS</b> writer/author, musician, singer, dancer/choreographer, music composer, movie/television director/actor, fashion model, entertainer/comedian, musician	<i>Beauty</i>	<b>44</b>
<b>APPLIED ARTS (WRITTEN AND SPOKEN)</b> reporter, columnist, editor, advertising copywriter, public relations specialist, radio/television announcer, librarian, interpreter, disk jockey, translator, lawyer, technical writer	<i>Beauty</i>	<b>44</b>
<b>HEALTH CARE</b> administrator, nurse, occupational therapist, psychiatric technician, dental hygienist/assistant, geriatric aide, physical therapist, orderly, speech pathologist, nutritionist, sports physiologist	<i>Health Helping</i>	<b>31</b>
<b>EDUCATION</b> administrator, preschool/elementary/secondary/university/special education/physical education/etc. teacher/aide (see other job families for teaching content), coaching, counseling, media specialist	<i>Helping</i>	<b>15</b>
<b>COMMUNITY SERVICES</b> social services director, social worker, lawyer, paralegal, home economist, career counselor, clergy, rehabilitation counselor, police officer, recreation leader, health/safety/etc. inspector	<i>Helping</i>	<b>15</b>
<b>PERSONAL SERVICES</b> waiter/waitress, barber, cosmetologist, flight attendant, household worker, home health aide, travel guide, butler, maid, day care worker	<i>Activity Health</i>	<b>28</b>

To explore the traits, competencies, work habits, and many other personal attributes associated with specific careers, we suggest that you visit the website for the US Department of Labor's O\*NET (Occupational Network) at: <http://online.onetcenter.org/>. The US Department of Labor maintains this site at no cost to the user. This resource contains thousands of job titles with pages full of diverse information. You may search it using not only job titles, but also personal qualities.

# MORALITY AND VALUES

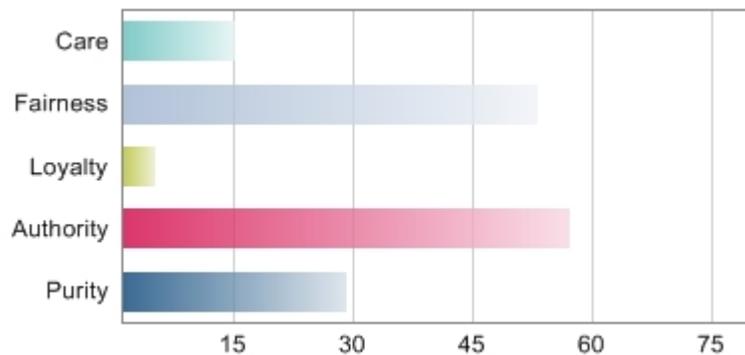
When discussing values, the question often arises:  
 What about morality or ethics?

This section attempts to describe how morality and ethics are related to values. To discuss morality, first we must define it. The simple definition we have chosen is: Morality is concerned with how people ought to relate to each other. Morals are components of values and they must be discussed together. As mentioned in the Introduction, this assessment ranks your values based on your preferences and behaviors as they emerge from your responses to the individual questions, so it is important to think about your profile in light of your responses (refer to the previous discussion on "consistency.") There are several components or foundations as we'll call them, of morality that can be mapped to certain values. The chart below briefly describes the five foundations of morality and lists their equivalent value(s).

## THE FIVE FOUNDATIONS OF MORALITY\*

FOUNDATION:	EQUIVALENT CENTACS VALUE:	YOUR SCORE:
<b>CARE</b> (caring, nurturing; compassionate; not inflicting emotional or physical harm)	HELPING	<b>15</b>
<b>FAIRNESS</b> (reciprocity; equality under the law; protective of everyone's rights)	JUSTICE	<b>53</b>
<b>LOYALTY</b> (pride in one's country, family, or organization; team player)	RELATIONSHIPS & STABILITY	<b>5</b>
<b>AUTHORITY</b> (respect for; conform to traditions, obedient; abhor chaos)	POWER & INDEPENDENCE (opposite of)	<b>57</b>
<b>PURITY</b> (standards of decency; avoids the unnatural; chastity; sanctity)	SPIRITUALITY	<b>29</b>

\*As found in the Moral Foundations Questionnaire developed by Graham, J., Iyer, R., Nosek, B.A., Haidt, J., Koleva, S., and Ditto, P.H. (2011)

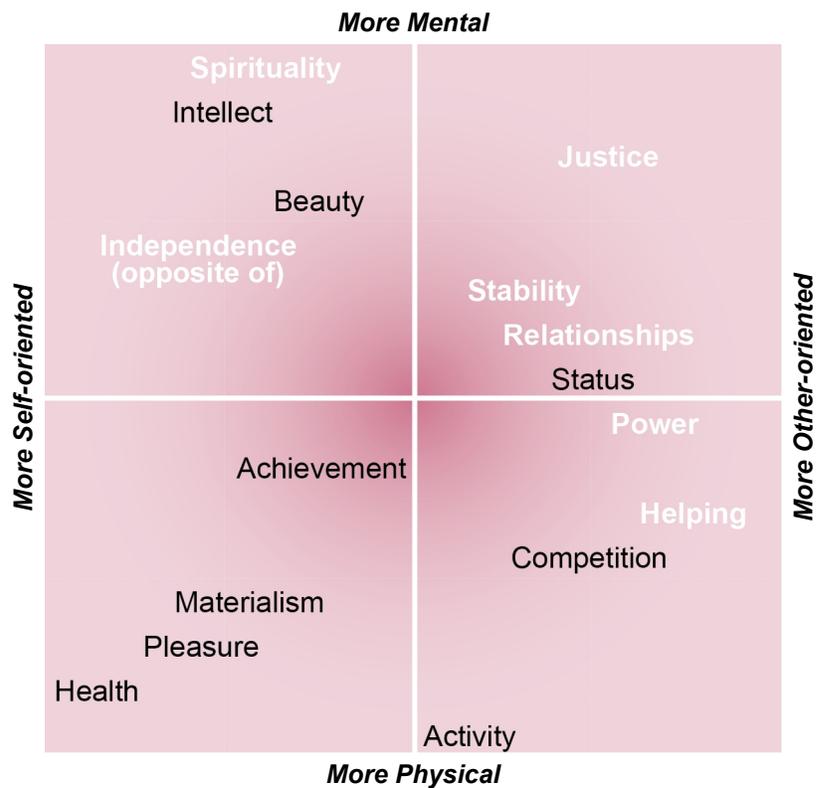


## MORAL VALUES VS. NON-MORAL VALUES

After mapping the five foundations of morality to their equivalent value(s), we can look at the seven "moral" values as a subset of the 16 values and refer to the other nine as "non-moral" values. Note that while Independence is listed as a "moral" value, it is actually the inverse of Independence that correlates with the Authority foundation. The opposite of the desire to be one's own boss or need to set one's own agenda is the equivalent of respect for authority and obedience that characterizes Authority. The graphic below demonstrates how the "moral" values are just a subset of the 16 values. So as you review your profile and distribution across the four quadrants, also consider the distribution of your top ranking values between the "moral" and "non-moral" when determining if you are satisfied with the distribution.

### LEGEND

- (white) MORAL VALUES
- (black) NON-MORAL VALUES



## AGENCY AND COMMUNION

### Interpersonal Circumplex:

Harvard psychologist Timothy Leary is credited with having created the interpersonal circumplex—a fancy name for a simple but powerful model for understanding and evaluating relationships. Put simply, this two-dimensional model comprises two relatively independent dispositions—one towards nurturing the relationship itself and the other towards promoting one’s own goals. These dispositions today are typically referred to as “communion” (warmth, love, friendliness, tenderness, solidarity, intimacy) and “agency” (control, status, power, dominance, achievement).

As it turns out, five of the 16 CentACS’ values reflect the Agency theme, while a different set of five reflect the Communion theme:

<b>AGENCY:</b>		<b>COMMUNION:</b>	
Achievement	3	Helping	13
Competition	1	Justice	7
Independence	5	Relationships	16
Power	2	Spirituality	12
Status	4	Stability	15

By averaging the ranks of these two sets of five, we can estimate the likely degree of importance that the two relationship themes of Agency and Communion hold for you, as well as the degree to which you exhibit a balance between them. Just to keep things in perspective, here is a reminder of the six values that do not appear to relate primarily to either Agency or Communion. These six might relate equally to both, or perhaps to neither:

Activity	14	Beauty	11
Health	10	Intellect	9
Materialism	6	Pleasure	8

**YOUR AVERAGE RANK FOR AGENCY: 3**

#### Interpretation:

High value placed on the Agency values

**YOUR AVERAGE RANK FOR COMMUNION: 13**

#### Interpretation:

Low importance placed on the Communion values

#### LEGEND

**3 - 6.49** = Highest rank

**6.5 - 10.49** = Average rank

**10.5 - 14** = Lowest rank

## THE 16 VALUES DEFINITIONS:

**ACHIEVEMENT** What is important is success in its many forms: being the best in class, coming in first, accomplishing goals, being as perfect as possible, and accomplishing the most with every moment. This assumes a certain degree of adherence to the prevailing norms and standards of one's prevailing society or culture.  
*Traits typically associated with this value: welcomes engagement, perfectionism, and ambition.*

**ACTIVITY** The key here is staying busy and avoiding boredom and idleness. One is always doing something and at the same time looking forward to the next item on the schedule. Having lots of activities going on in one's life is essential.  
*Traits typically associated with this value: skepticism and interested in own needs.*

**BEAUTY** Aesthetics reign, in all forms: great painting, well-crafted writing, elegant dance, the rawness of unadorned nature, profound classical music. The arts are dominant throughout one's life, and museums of all kinds are high on one's list of priorities.  
*Traits typically associated with this value: comfortable with little to no organization.*

**COMPETITION** Winning is everything—doing it better and faster than others and endeavoring never to come in second or less. Being the dominant force is crucial, including a tendency to getting back at or even with those who have held one back.  
*Traits typically associated with this value: skepticism, interested in own needs, welcomes engagement, assertive, and ambitious.*

**HEALTH** Persons espousing this value place a strong emphasis on avoiding behaviors and practices that pose health risks. They endeavor to eat wisely and exercise regularly, to maintain their optimum weight, and to minimize or even eliminate unhealthy sources of stress.  
*Traits typically associated with this value: prefers to be physically active, and focused on needs of others.*

**HELPING** The focus here is on the needs of others, from simply appreciating what is unique in other people to providing money, time, and energy to those who need it. Attempts to include others whenever possible and builds bridges to those who have become isolated. Places a priority on doing one's share of public service.  
*Traits typically associated with this value: prefers working with others, trusting, tactful, focused on needs of others, uncomfortable with acknowledgement, and comfortable with little organization.*

**INDEPENDENCE** Setting one's own agenda and doing it one's own way set the tone for the person who wants and needs no boss, nor anyone telling them what to do, be, or say.  
*Traits typically associated with this value: creates new plans and ideas, seeks complexity, prefers a broad view and resists details, and welcomes engagement.*

**INTELLECT** Living the life of the mind includes creating what has never before existed as well as analyzing complex entities in search of patterns, causes, and answers. Places a high priority on learning, whether through conversation, reflection, reading, observation, or experience.  
*Traits typically associated with this value: tact, and comfort with little organization.*

**JUSTICE** Playing by the rules is important, as in adhering to one's code(s) of conduct. Being seen as a moral person involves always doing the right thing.  
*Traits typically associated with this value: calm and slow to anger, trusting, detail oriented, and focused on one task at a time.*

**MATERIALISM**

Having nice things that are the envy of others sets the tone for someone who treasures shopping in the finer venues, being seen as fashionable, and maximizing luxury in one's environment.  
*Traits typically associated with this value: change averse, wants acknowledgement, and perfectionism.*

**PLEASURE**

For those who espouse pleasure as a value, it is important to minimize unpleasant sensations and maximize pleasurable sensations that involve all of the senses. Being known as a gourmet and a pleasure-seeker is more important than acquiring wealth and involves a more sedentary lifestyle that minimizes exercise and physical activity. Doesn't enjoy being accountable to others but enjoys dreaming about the future.  
*Traits typically associated with this value: relatively sedentary and prefers a broad view and resists details.*

**POWER**

Enjoys being the boss, which entails delegating, controlling, coordinating, commanding, and influencing others.  
*Traits typically associated with this value: enjoys responsibility of leading and welcomes engagement.*

**RELATIONSHIPS**

People who place a high value on having intimate, long-term, close relationships tend to place a lower value on coming in first—i.e., high quality relationships are more important than winning. In addition, they also place a higher value on getting a good night's sleep, probably because 1) they enjoy spending maximum time with their partner, and 2) they want to feel rested and at their best for the people whom they value.  
*Traits typically associated with this value: are more interested in the needs of others and seeks harmony/is conflict averse.*

**SPIRITUALITY**

Being known as a person of faith and focusing on matters of the spirit tends to be associated with a prayerful, meditative way of being and a minimal involvement with life's more physical pleasures.  
*Traits typically associated with this value: trusting and more interested in the needs of others.*

**STABILITY**

Valuing stability entails maintaining a balance between resources allocated to work and home life. As such, acquiring increasing personal wealth tends to take a back seat to being a part of a like-minded community, being reliable, and honoring one's past and traditions.  
*Traits typically associated with this value: trusting, attentive to details, but is lower in perfectionism.*

**STATUS**

To persons who value status, it is important to achieve fame, prestige, popularity, and be the envy of others. They enjoy being looked up to and being sought after by others. They like to be seen as having "arrived."  
*Traits typically associated with this value: skepticism, more interested in own needs, wants acknowledgement, and craves achievement.*

## RESOURCES FOR FURTHER INFORMATION

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