

A SAMPLE

INTRODUCTION TO WINDOW ON WORK VALUES

This profile gives you feedback on eight core value types that form the basis of behaviour in the workplace.

Values are concepts or beliefs which people use to guide their behaviour in the workplace. Values will drive our decision making and cause us to summon up energy to preserve what we believe in. They go beyond specific situations and determine how we view people, behaviour and events. Often major sources of conflict and disillusionment are due to mismatched values.

THE MODEL

The different values explored in your Profile are displayed in the *Window on Work Values* model which has been developed by Dr Dick McCann from his extensive workplace experience and comprehensive research with individuals and teams. The model has been validated within a rigorous testing process and has good structural validity, meaning that values close to one another in the window are related whereas those on opposite sides of the window are unrelated. The feedback in this report is presented in a practical and accessible way but you can be confident that it is backed by the appropriate statistical research.

The model consists of eight core work value types depicted as window panes, rather like those in the rose windows of many European cathedrals. It is divided into quadrants, each containing a core value type as follows:

Self Focus: Value types that put personal goals ahead of group goals. *Individualism* is the core value type in this quadrant.

Group Focus: Value types that put group wishes ahead of individual need. *Collectivism* is the core value type.

Organisational Constraint: Value types that require strictly-adhered-to guidelines to ensure the smooth running of an organisation. *Compliance* is the core value type.

Organisational Freedom: Value types where individual behaviour is unrestricted and people are free to choose their pathways, unfettered by organisational constraints. *Empowerment* is the core value type.

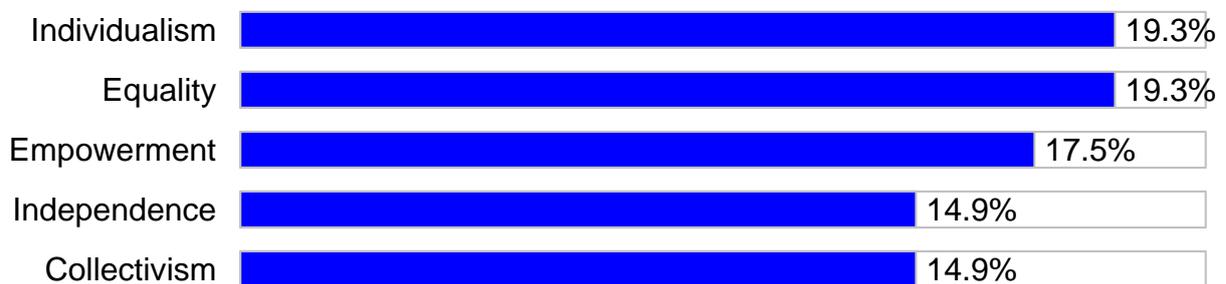
Values focusing on the self, within an environment of organisational freedom are defined by the *Independence* value type. Those focusing on the self within an environment of organisational constraint are defined by the *Authority* value type.

Values focusing on the group, within an environment of organisational freedom are defined by the *Equality* value type. Those focusing on the group within an environment of organisational constraint are defined by the *Conformity* value type.

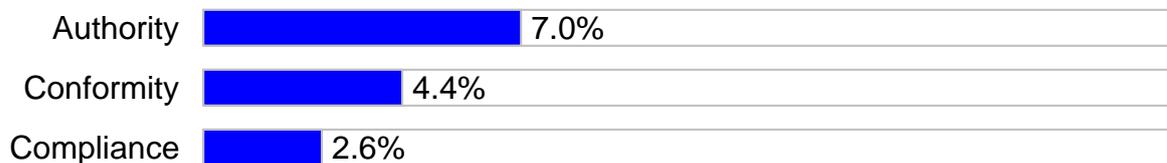
YOUR RESULTS

Your responses to the questionnaire have been distributed across the eight panes of the *Window on Work Values*. Scores above 12.5% indicate work value types that are more important to you whereas scores below 12.5% indicate value types that are less important to you. Your hierarchy of value types (adding up to 100%) is as follows:

Values more important to you are:



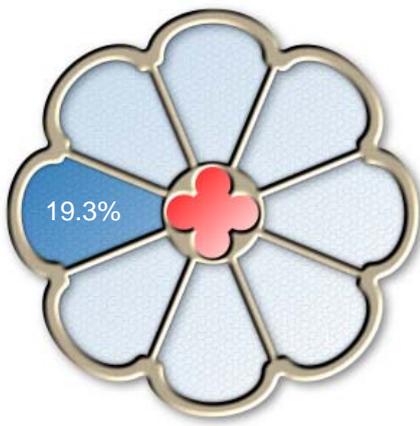
Values less important to you are:



The *Self-Focus* value types (Independence, Individualism and Authority) account for 41.2% of your scores whereas *Group-Focus* value types (Equality, Collectivism and Conformity) account for 38.6% of your scores. This indicates the importance you place on balancing your own needs with the needs of others.

The *Organisational Freedom* value types (Independence, Empowerment and Equality) account for 51.8% of your scores whereas *Organisational Constraint* value types (Authority, Compliance and Conformity) account for 14.0% of your scores. This indicates the strong bias you have towards values that ensure you have freedom to work in your own way.

Your pattern of scoring in each of the eight window panes is described on the following pages.



INDIVIDUALISM

You scored quite strongly on the *Individualism* value type. This is the part of the *Window on Work Values* model containing values that primarily focus on the self. However your scores on *Collectivism* also indicate that, while maintaining your individualism, you will also value being a respected member of a work group.

Being an individual is important to the way you like to work. You are more likely to believe that it is through being a strong individual and making the hard decisions when they come, that you are doing your best for your team and the organisation. Although you will care about other people with whom you work, you are quite capable of taking individual action that may affect them adversely if it is in the best interests of the organisation. For you, getting results quickly is often the most important part of doing business.

It is probably important for you to be recognised for your intelligence and competence. More than likely, you will enjoy standing out from the crowd and being praised and rewarded for your individual success. Above all you will want to be seen as a capable person.

Because of your high reliance on yourself, you may not always conform to the wishes of others and prefer to work in your own way. However your moderate to high score on *Collectivism* means that you will balance this need with the needs of the team or group to which you belong. Relationships are important to you and you will probably have just as many outside work as you do at work.

Some people could view you as an 'individual' as you don't always take advice from others, particularly from colleagues at a similar or lower level in the organisation. You will probably consider that the value of *Individualism* has contributed to your success and it probably has. However, more than many others you try to strike the balance between your own needs and the needs of your colleagues, even if you don't always succeed.

You will understand the importance of being part of a team and may even wish you placed a stronger emphasis on the values of team harmony and loyalty. The balance between doing what is best for you and what is best for others is something you will try hard to get right.

Your moderate to high scores on *Collectivism* are likely to impact how you actually use your *Individualism* value type in practice. Most likely you will value having close supportive colleagues who form a harmonious team, provided you are free to pursue goals that allow you to advance yourself. You will probably also support group decision making and consensus but could be reluctant to bow to group pressures if you see decisions going against you. However there may be, at times, competing demands on you and it could be difficult for you to get the right balance between your need to be an individual and the concessions you may have to make in the interest of what's best for the team.



EQUALITY

You scored quite strongly on the *Equality* value type. This is the part of the *Window on Work Values* model that focuses on values relating to the establishment and maintenance of the work group in a way that allows you individual freedom.

Treating everyone equally and fairly is a guiding principle in the way you approach work. You are likely to be a tolerant person and one who readily accepts the different viewpoints of people in the workplace.

Support of the weak and disadvantaged is likely to be important to you. You may well defend any members of your team or group whom you consider to be disadvantaged by the actions of others.

You will prefer to be in a conflict-free environment and therefore may be seen as someone who is a 'peacemaker'. When possible, you will try to smooth over differences by diffusing potential conflict situations.

You may also be seen as a caring person, one who is willing to help others and work for their benefit. For you, it is important to feel that people appreciate you.

If you are in a leadership position you may well have a reputation as someone who puts people first and gives equal opportunities to all.

You may have difficulty in working with people who scored high on the *Authority* value type. You will see them as being into 'power' and wanting to control people's lives. Your low to moderate score on the *Authority* value type means you understand the importance of a hierarchy at work but you do not value those who make a show of it and who seek to dominate others.

When interacting with high *Authority* people, consider these points in order to help you communicate better with them:

- Realise that it is important for them to be seen to be right in front of others;
- They will have a lower tolerance for people with opposing beliefs and ideas;
- They will be ambitious and take every opportunity to push themselves forward for promotion;
- They will respond well to feedback that highlights their prowess in leadership activities.



EMPOWERMENT

You scored strongly on the *Empowerment* value type. This is the part of the *Window on Work Values* model where people value a working environment where there is a degree of organisational freedom as to how people generate results.

For you, it is important to have the opportunity to contribute in a variety of ways to work projects and to be trusted that you will do your best to achieve the goals and expectations of the organisation. You will prefer situations where there is little supervision and high levels of accountability and responsibility are delegated to you and your team.

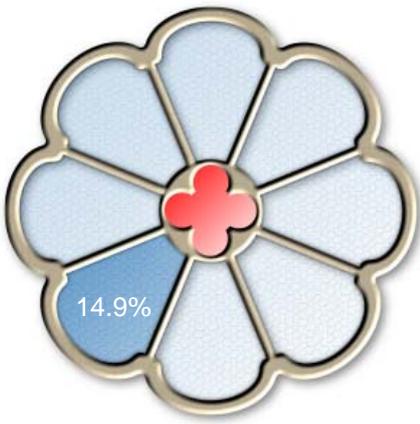
You are unlikely to be motivated solely by remuneration and material rewards and ‘working for a higher purpose’ is at least equally important. For you, work is to be enjoyed and rewards also come through the relationships you develop and the personal growth that comes through stretching your abilities and striving to extend your ‘personal best’.

You are not necessarily a person who responds well to orders being given in a detached, compliant way and sometimes you may react badly to those who expect you to do as you are told. Occasionally you may even act to ensure that the ‘orders’ given to you are unsuccessfully implemented. Sticking to procedures and respect for the organisational hierarchy are not necessarily guiding principles in the way you approach work.

In general, you will have some difficulties in working with people who score high on *Compliance*. You may see them as inflexible and resistant to change. You much prefer to be around people who also see the importance of empowering others to achieve their maximum potential.

When interacting with people who score highly on the *Compliance* value type, the following points could help you improve your interaction with them:

- They will expect people to respect the organisational hierarchy and obey orders;
- They may check up on you regularly to ensure that their orders have been carried out as they specified;
- They will usually insist on following the organisational procedures;
- They value stability and are unlikely to respond well to people who want to change things.



INDEPENDENCE

You scored in the moderate range on the *Independence* value. This is the part of the *Window on Work Values* where people value working with a degree of organisational freedom in a way that allows them to focus on self-needs.

Independence is an important principle for the way you prefer to work. You will want to be left to ‘do your own thing’ and rely on your own ability to work your way through problems. While you are courteous in your dealings with others you will not always exercise self-restraint when you are expected to conform to principles which you oppose. For you, freedom of action and the ability to exercise your own creativity are important to your well being at work. Above all, you are a person who values self-sufficiency.

You appreciate the need to be a ‘team player’ but sometimes you prefer to be a ‘solo operator’. While you can be comfortable working within a team environment, you may be even more effective in situations where you can pursue your own ideas, make your own decisions and stand by your actions.

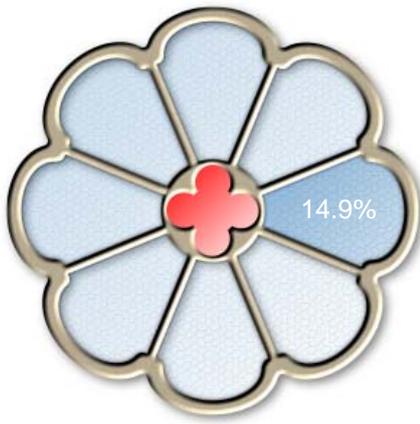
You will not always respect the organisational hierarchy, particularly if senior management hold views strongly opposed to yours. Some people may even say you are a ‘non-conformist’. Workplace issues such as security and safety, while seen as important, are not necessarily areas in which you would want to become personally involved.

You may not always react well to plans and goals which are imposed on you without your discussion and involvement. In these situations you may well maintain your independence by insisting on increased levels of autonomy.

If you are working closely with people who score highly on the *Conformity* value, you may well experience some difficulties in interacting with them. They will expect you to preserve the organisation’s traditions and culture and to conform to the rules and regulations. Your high emphasis on *Independence* may cause you to sometimes say ‘rules were made to be broken’.

When interacting with high *Conformity* people, consider the following points to help you communicate better with them:

- Make allowance for their needs to work within the defined rules and regulations of their organisation;
- Show respect for the hierarchy that may exist within any group;
- Recognise that stability is preferred and avoid 'rocking the boat' unnecessarily;
- Understand their need to avoid extremes of action and to accept the current situation rather than moving to change it.



COLLECTIVISM

You scored in the moderate range on the *Collectivism* value. This is the part of the *Window on Work Values* model that focuses on core values that enhance the working of groups or teams. However your scores on *Individualism* also indicate that, while you value being a respected member of a work group, it is even more important for you maintain your individualism.

Collectivism is important in the way you approach work. For you the best collective interests of the group are important in any decision-making process. However you are unlikely to subordinate your own personal interests and desires to those of your group or team as you are aware of the need to focus on issues that advance yourself in the organisation and in your career. You are constantly seeking the best balance between what is good for you and what is good for the group.

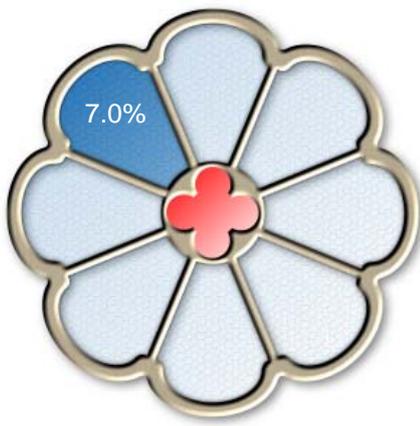
Harmony in the workplace is most likely important to you and you will often act in a way that defuses conflict in your team or work group. Having close supportive colleagues is important in the way you live your life and therefore you will try to act so that you don't upset others. However your tendency towards *Individualism* could cause you, on occasions, to act in ways that put your own needs before those of the group. In these situations you are prepared to cope with any negative reactions that may result.

You are a person who gives loyalty and will expect loyalty from others in return, particularly when you find yourself in difficulties.

Above all, you are a person who values consensus decision making and will have this as a priority, even if it means some delays in taking decisions and getting into action. You will realise that effective action will only occur when everybody is committed to the same solution. Voting for a majority decision is not the way you like to work, although you will advocate it if it gets the right result.

You are a person who strongly values the truth; therefore you may have little time for those people who bend the truth to suit their needs. The issue of integrity is also important to you and you will always try to act in a way that is consistent with your views. You are unlikely to be a person who is swayed by others wanting expedient solutions to difficulties. You believe in openness and will enjoy working in a group where people honestly express their opinions and where there are no hidden agendas.

Your high scores on *Individualism* are likely to impact how you actually use your *Collectivism* value in practice. This combination of higher scores on both ends of the *Collectivism-Individualism* pair is less common. Most likely you will value having close supportive colleagues who form a harmonious team, with little conflict. You will probably also support group decision making and consensus but may experience discomfort if you see decisions going against you. At times, you may experience internal conflict, trying to balance your need to be seen as a competent, intelligent, successful individual keen to get on in the world, with your principles of maintaining group cohesion and doing what is best for those around you.



AUTHORITY

You scored in the moderate to lower range on the *Authority* value type.

Being seen as an *Authority* figure is only moderately important in the way you approach work. You will like to be in control of others but only so that you can achieve the best results for your team and the organisation.

You will take on the leadership role when you have to and will work hard to be effective in this area. Most likely you will be reasonably interested in promotion possibilities and will actively pursue job prospects when they appear. You will look for job opportunities when they arise and will expect to be considered for any position. However you may not always actively push yourself forward but rather expect to be noticed for your past successes.

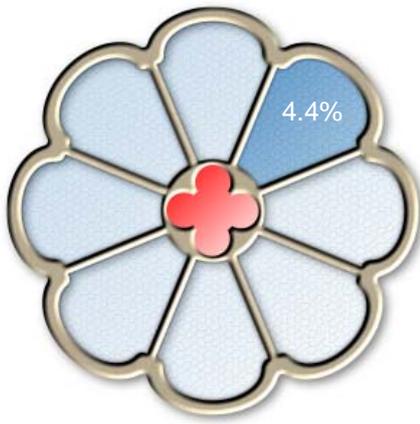
In general you are a moderately ambitious person and will look for people in the organisation who can help you achieve your goals. You will consider it important to be able to influence others to accept your viewpoint and will work hard to develop skills in this area.

You will appreciate above-average remuneration and material rewards for the job that you do as this is a good way of being recognised for your contributions. You will usually try to get a good deal for yourself when discussing potential benefits that might come your way.

You like to be seen as being 'right' in front of others and therefore you are likely to have developed strong communication skills. You will work hard to convince people that your views on a particular situation are correct, but usually you try to be polite and diplomatic.

Interestingly, you scored in the high range on the *Equality* value type and this will have a strong mitigating influence on how you use your *Authority* value in practice. Very likely you will hold strongly the principles of treating everyone fairly and being tolerant of differing viewpoints. You may even be prepared to regularly forgive others for their mistakes and to support the

disadvantaged. However you may need to reflect on the internal conflict you could sometimes experience if you are forced to act in an authority role that treats people unfairly. This could cause you to become stressed.



CONFORMITY

You scored in the lower range on the *Conformity* value type.

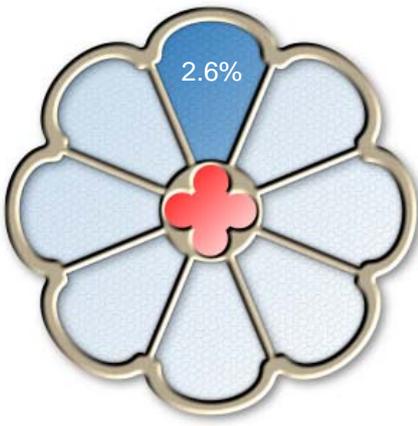
Conformity is not a value type that you rate as being particularly important. You are not concerned about conforming to other people's expectations of you, nor will you particularly want to conform to the rules and regulations when you can see how they need to be changed. Organisational security issues such as safety, while important, are not areas that you would necessarily want to be involved in.

In general, you are not willing to accept whatever happens without raising questions. This is probably due to the emphasis you place on independence of thought and action. If contentious issues arise, you may not always 'toe the line' but will make your thoughts known through your actions.

You are not averse to standing out in a crowd and sticking up for your own views. You probably won't encourage conflict; more than likely you will express your point of view and then continue to work in your own way, on what interests you.

You will usually enjoy being both a team player and an independent operator, although you may well prefer the latter. In making decisions you will not be particularly worried whether your actions conform to the organisational procedures and values, so long as the right result is achieved. You may not always support the important traditions and culture of your organisation, and may challenge the status quo when you strongly believe that changes should be made.

Although you will accept the established organisational hierarchy system, you may not always go through the proper 'channels' when undertaking important tasks and assignments. You will try to exercise self-restraint where possible but are not concerned if you have to 'lose face' in difficult situations.



COMPLIANCE

You scored in the lower range on the *Compliance* value type.

Being seen as a person who values *Compliance* is not the way you approach work. You may not always have great respect for people in senior positions, particularly those who tend to follow orders and impose restrictions on you. For you, while it is important to show respect for the organisational hierarchy, you may not always be as compliant and obedient as others might like, particularly with people who have let you down.

Working in a way that follows set-down procedures and policies is not something you necessarily value. You probably like people to follow your recommendations and guidelines but are well prepared for challenges and on occasions may actively seek them.

Job security and organisational stability are not really important to your well being at work. You probably have the temperament to cope with ambiguity and fit in with changing situations.

Above all you do not like constraints imposed on you and may on occasions react negatively to those who attempt this.

DISCLAIMER

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