

Person X

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.

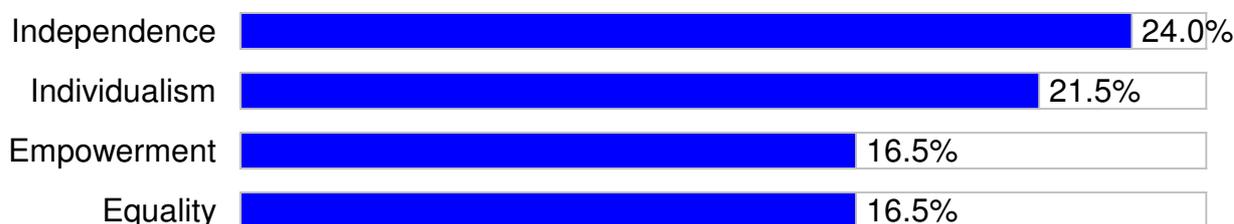
Values focusing on the self, within an environment of organisational freedom are defined by the *Independence* value type. Those focusing on the self within an environment of organisational constraint are defined by the *Authority* value type.

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.

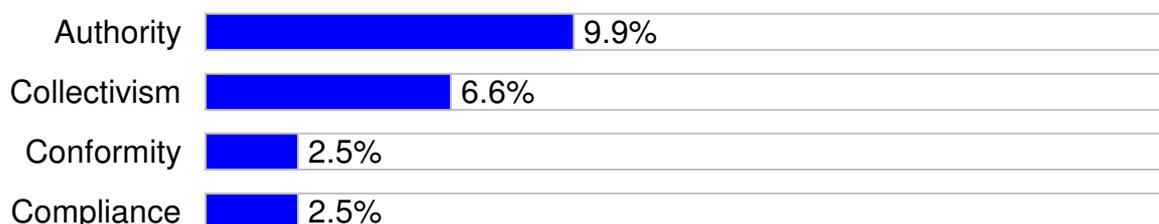
YOUR RESULTS

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:



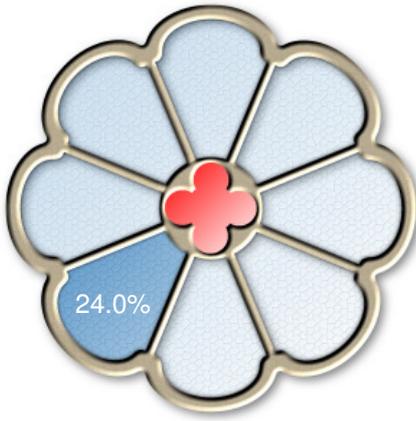
Values less important to you are:



The *Self-Focus* value types (Independence, Individualism and Authority) account for 55.4% of your scores whereas *Group-Focus* value types (Equality, Collectivism and Conformity) account for 25.6% of your scores. This indicates the greater importance you place on your own needs rather than the needs of others.

The *Organisational Freedom* value types (Independence, Empowerment and Equality) account for 57.0% of your scores whereas *Organisational Constraint* value types (Authority, Compliance and Conformity) account for 14.9% 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.



INDEPENDENCE

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

Independence is a guiding 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 essential 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 perhaps work best as a 'solo operator' with the freedom to pursue your own ideas, make your own decisions and stand by your actions.

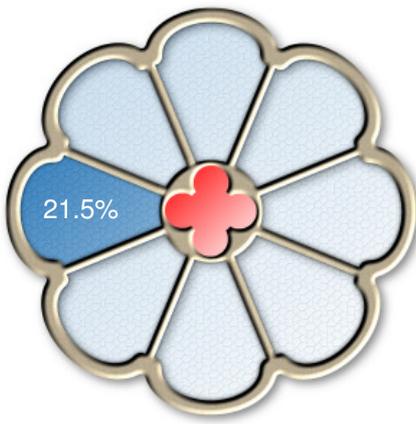
You will not always respect the organisational hierarchy, particularly if senior management hold views strongly opposed to yours. Some people may even say you are a 'non-conformist'. Workplace issues such as security and safety, while seen as important, are not necessarily areas in which you would want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



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.

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 important for you to be recognised for your intelligence and competence. You will probably 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 are more likely to do 'exactly as you please', believing that you, personally, know what is best. Consequently you are less likely than others to develop strong lasting friendships at work. Your desire to be part of a group is more likely to be restricted to business or professional needs. Personal relationships are more likely to be developed outside work.

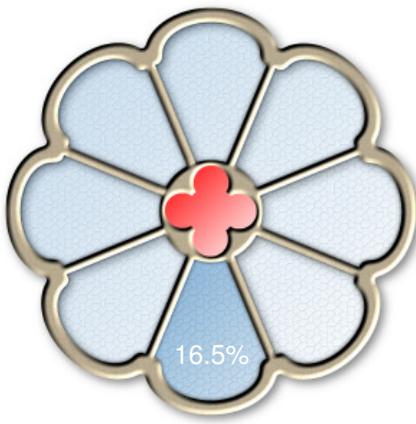
Some people may view you as a bit of a 'lone ranger' as you don't always take advice from others, particularly from colleagues at a similar or lower level in the organisation. You will probably consider that the value of *Individualism* has contributed to your success and it probably has. However, you may need to be careful that others don't perceive you as using them for your own advantage. You should also be aware that the skills you have acquired from working in *Individualism* cultures may not add value when you work or interact with cultures that are primarily *Collectivist*.

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. You may often try to put others first but the ingrained value of seeking what is best for you, can be difficult to overcome.

You may find that people who score high on *Collectivism* are rather wary of you. You may misread their intentions unless you take time to understand their guiding principle of doing what is collectively best for the team rather than acting in a way that benefits only yourself.

Therefore the following key points might help you if you need to interact with people who have scored strongly on *Collectivism*.

- Be patient as they will need time to consult with other members of the team or group to ensure that everyone's needs are discussed, before agreeing to decisions;
- Spend time building lasting relationships, as they are unlikely to give of their best unless there is a strong bond between you and them;
- Appreciate and praise the work of the whole group wherever possible, rather than singling out individuals;
- Remember that *Collectivists* never act in a way that causes a member of the team or group to lose 'face' in front of others.



EMPOWERMENT

You scored in the moderate range 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 where high levels of accountability and responsibility are delegated to you and your team.

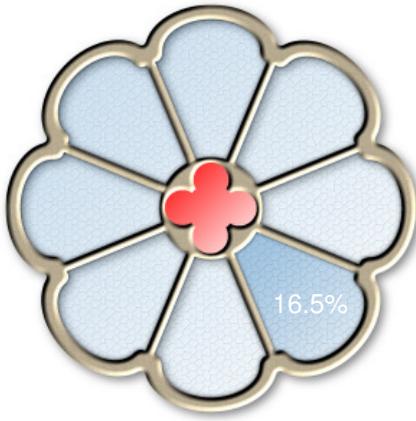
You are unlikely to be motivated solely by remuneration and material rewards and ‘working for a higher purpose’ is at least equally important. For you, work is to be enjoyed and rewards also come through the relationships you develop and the personal growth that comes through stretching your abilities 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. 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 existing organisational procedures;
- They value stability and are unlikely to respond well to people who want to change things.



EQUALITY

You scored in the moderate range on the *Equality* value type. This is the part of the *Window on Work Values* model that focuses on values pertaining 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 reasonably tolerant person and one who accepts the different viewpoints of people in the workplace.

Support of the weak and disadvantaged is likely to be of some importance to you, although it may not be a guiding principle. However you may well want to defend any members of your team or group whom you consider to be disadvantaged by the actions of others.

You may also be seen as a considerate person, and are generally willing to give time to others to help them with their work. You will probably be sensitive to the views of others and will want to be seen as 'someone who cares'.

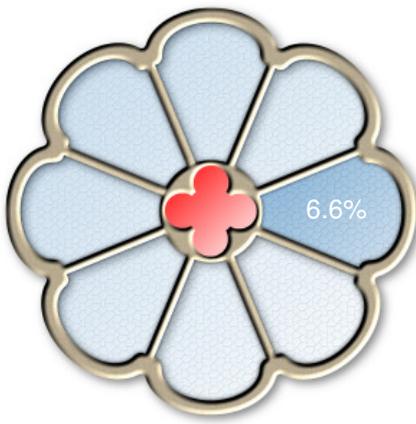
If you are in a leadership position you may well have a reputation as someone who puts people first and gives equal opportunities to all.

You may have difficulty in working with people who scored high on the *Authority* value. They could see you as being too occupied with people issues and not focusing enough on making the hard decisions. However you probably consider that you have the balance right. You may well enjoy the leadership role and have a reputation of people following you because you put them first.

When interacting with people who scored higher than you on *Authority*, consider these points 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.

are unlikely to be a major source of conflict in working with others.



COLLECTIVISM

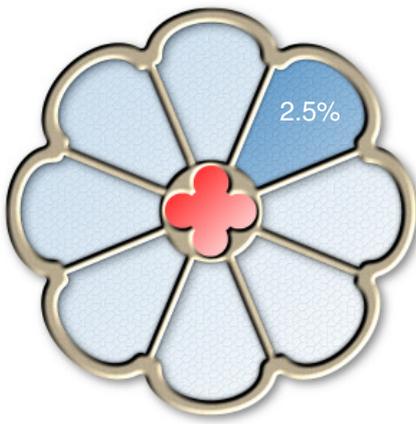
You scored in the lower range on the *Collectivism* value type. This is the part of the *Windows on Work Values* model containing values that primarily focus on the group.

Clearly, *Collectivism* is not a guiding principle in the way you approach work. You are unlikely to subordinate your own personal interests and desires to those of your group or team. For you the best collective interests of the group are not always paramount if it means that your own personal interests are disadvantaged.

While a harmonious work group is something you prefer, you will raise issues that are likely to promote conflict if you believe it is in your own best interests and those of the work group. Having close supportive work colleagues is not important to the way you live your life as you will more than likely be satisfied with the relationships you have outside work.

Loyalty, while valued by you, is not something that is necessarily a guiding principle in how you interact with others. Consequently some people may see you as someone who uses others to your own advantage.

You probably don't value consensus decision making and may well see it as an unnecessary process that delays taking decisions and getting into action. You probably prefer to take action by yourself or if the group needs to be involved you are more likely to advocate voting for a majority decision if it speeds things up.



CONFORMITY

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

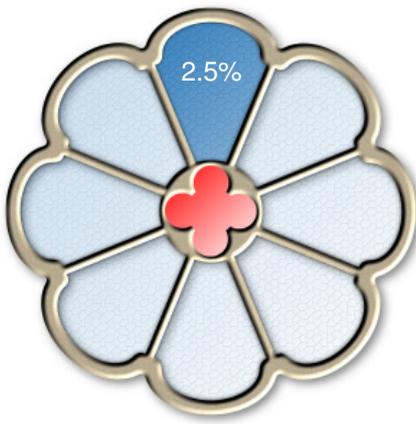
Conformity is not a value type that you rate as being particularly important. You are not concerned about conforming to other people's expectations of you, nor will you particularly want to conform to the rules and regulations when you can see how they need to be changed. Organisational security issues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

(c) Dick McCann 2006, Version 2.01. Produced on 20/10/2016. All rights reserved. No part of this report may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior permission of the copyright holder.

The profile descriptions given here relate to the information provided in the Window on Work Values Profile Questionnaire. While utmost care and attention has been taken, the author and publishers stress that each Profile is based on general observations and they cannot be held responsible for any decisions arising from the use of the data nor any specific inferences or interpretations arising therefrom.