



*Leadership Forecast<sup>TM</sup>*  
*Values Report*

Report for:

John Doe

999999999

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CONFIDENTIAL

# I NTRODUCTION

## BACKGROUND

The Leadership Forecast Values Report identifies a person's core values and goals, and the activities that he/she enjoys and that give meaning to his/her life. These values, goals, and activities are part of a person's identity. Consequently, they are a person's key drivers--they are what a person desires and strives to attain. In addition, people prefer to work with others who share their values, dislike those who do not, and are happiest working in environments that are consistent with their values. Conversely, people find it stressful to have to act contrary to their values. A person's values cannot be easily or directly inferred from his/her personality because values concern a person's private agenda, something he/she may not always care to share.

This report is based on the Motives, Values, Preferences Inventory (MVPI). It summarizes your values and describes the type of culture you will create as a leader. The results of this report are based on a sample of over 4,000 executives and managers based on research conducted over the last 10 years.

The next page presents a graphic representation of your values profile. The following pages present a scale-by-scale interpretation of your scores. Please note that scores between the 66th and 100th percentile are high, scores between the 35th and the 65th percentiles are average, and scores between 0 and 34th percentiles are low. High scores indicate core business drivers, average scores indicate interests, and low scores indicate a theme that is not a driver for you.

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## WAYS TO USE THIS INFORMATION

This information can be used in three ways. First, it can be used to evaluate the fit between your identity and your current occupation. People often take jobs for non-strategic reasons. The Leadership Forecast Values Report is a way to evaluate the wisdom of your current occupational choice. Second, the report can be used to evaluate the fit between your core values and the corporate culture. No matter how talented you might be, if your values are inconsistent with those of the culture, you will rarely succeed in that culture. And finally, certain values enhance and certain values impede a person's performance as a leader. This report directly concerns that issue.

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## CORPORATE CULTURE

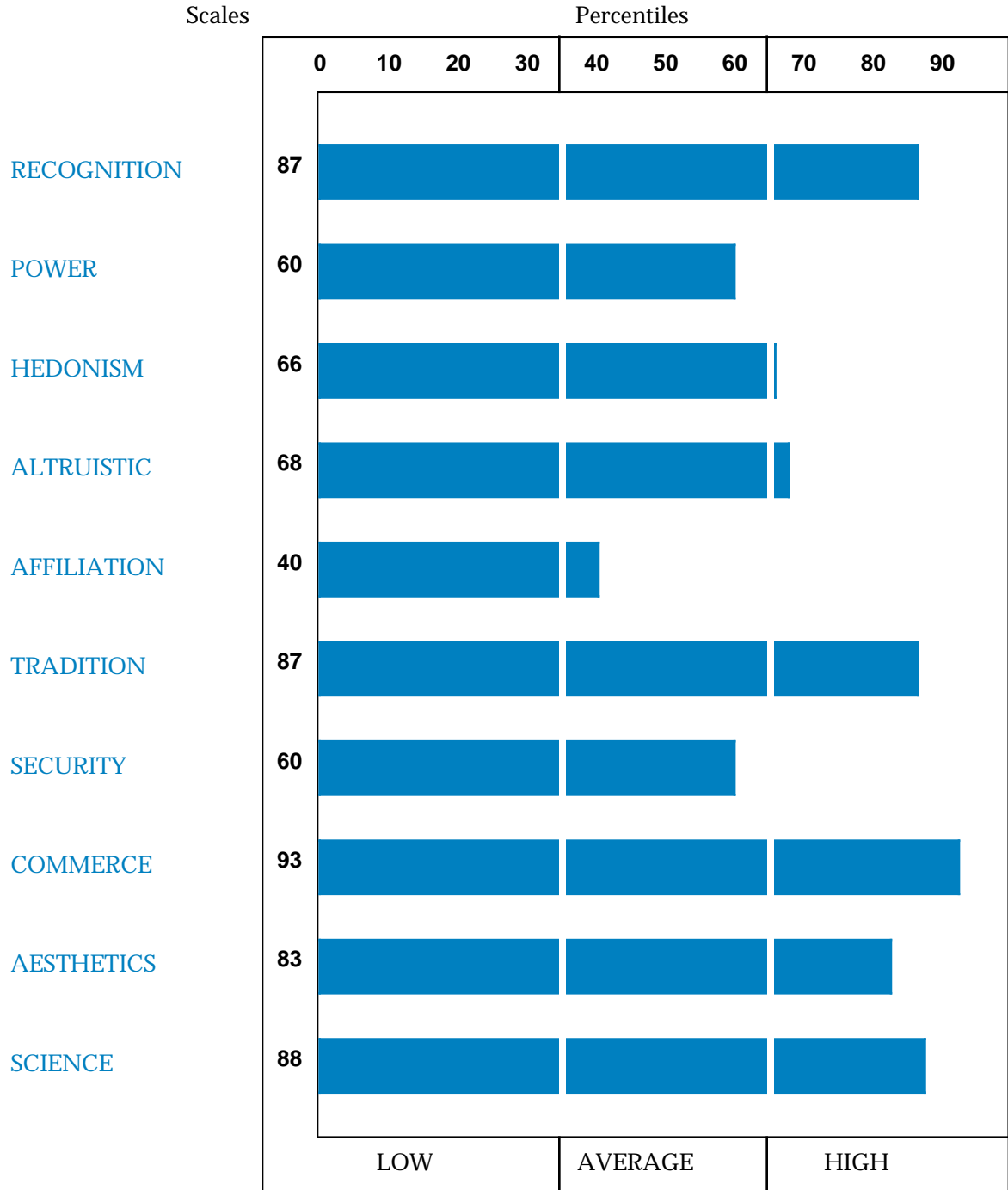
It is also important to note that the values of the senior management in an organization define the corporate culture. The Leadership Values Report is the best single way to specify corporate culture. Simply look at the average Leadership Forecast Values Report profile for the management team. That is the corporate culture -- what is valued, what is not valued, and what is actively discouraged.

# DEFINITIONS

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

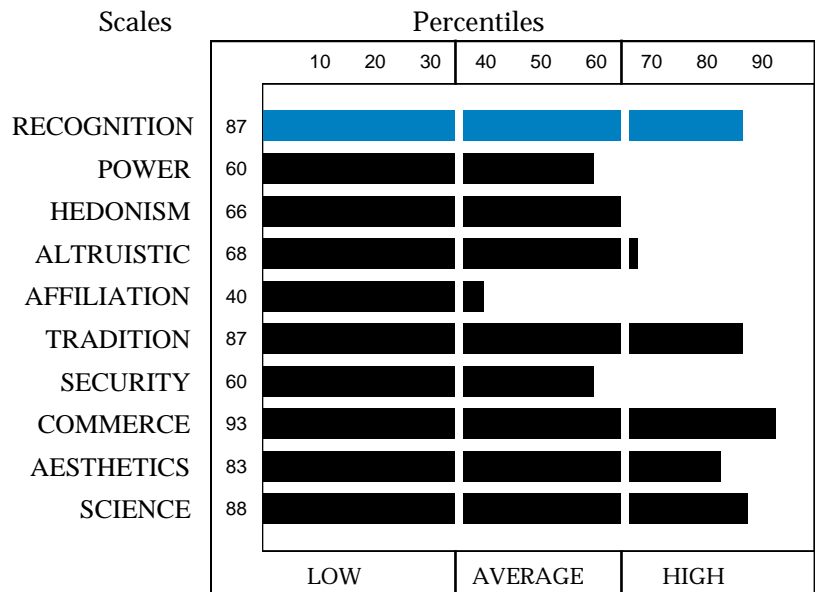
Recognition	A desire to be known, seen, visible, and famous, and lifestyle guided by a search for opportunities to be noticed and dreams of fame and high achievement, whether or not they are fulfilled.
Power	A desire to succeed, make things happen, make a difference and outperform one's competition.
Hedonism	The pursuit of fun, excitement, pleasure, and a lifestyle organized around eating, drinking, and entertaining.
Altruistic	A desire to help others, a concern for the welfare of the less fortunate in life, and a lifestyle organized around public service and the betterment of humanity.
Affiliation	Concerns needing and enjoying frequent and varied social contact, and a lifestyle organized around social interaction.
Tradition	A belief in and dedication to old-fashioned virtues such as family, church, thrift, hard work, appropriate social behavior, and a lifestyle that reflects these values.
Security	A need for predictability and structure, and efforts to avoid risk and uncertainty - especially in the employment area - and a lifestyle organized around minimizing errors and mistakes.
Commerce	An interest in earning money, realizing profits, finding new business opportunities, and a lifestyle organized around investments and financial planning.
Aesthetics	A need for self-expression, a dedication to quality, an interest in how things look, feel, and sound, and close attention to the appearance of work products.
Science	Concerns being interested in science, comfortable with technology, and preferring data-based -- as opposed to intuitive -- decisions, and wanting to know how things work.

# LEADERSHIP VALUES PROFILE



# R ECOGNITION

Desire to be recognized, visible, and famous.



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. As a leader, you want your accomplishments to be recognized. You tend to take a high profile, enjoy being the center of attention, and look for opportunities to make an impact. You will value colleagues who give you feedback and you may tend to solicit their opinions. Be sure to share recognition with your team members, and listen as well as talk.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you understand the importance of individual credit and approval. Your coworkers will appreciate your willingness to speak up, encourage participation, and provide feedback. However, you need to be careful to listen and share credit with staff, and encourage them to share credit with each other. The environment you promote will:

- Emphasize public rewards for individual accomplishment
- Stress participation in high profile projects
- Encourage participation in highly visible, company sponsored activities
- Value networking and external relationships

## ENVIRONMENTAL FIT

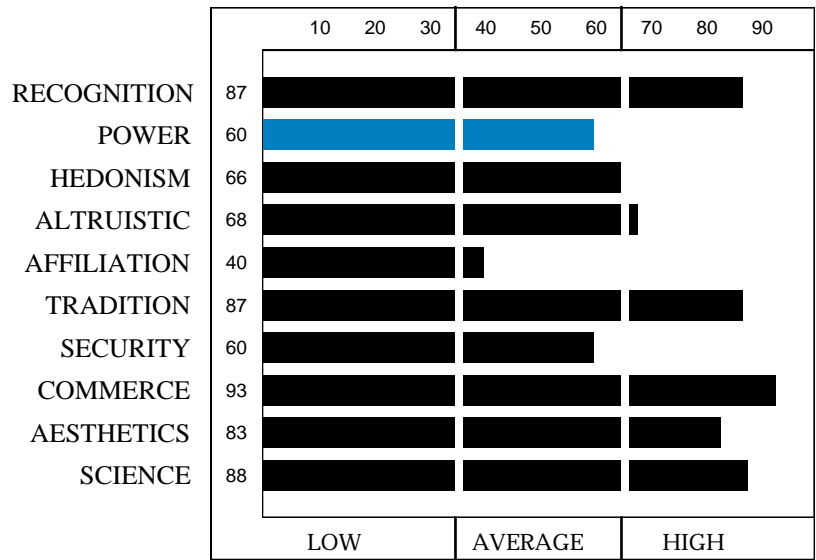
You will be most satisfied working in an organization that rewards high performance, productivity, and accomplishment. You enjoy leadership as well as opportunities to motivate and empower others. You will also appreciate people who can take initiative, get things done, and are enthusiastic in pursuing objectives.

# POWER

Desire for challenge, competition, achievement, and success.

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. As a leader, you prefer assignments that provide you with responsibility and opportunities to be in charge. You want to be successful and will work hard to get there. You prefer a work environment where you can make a difference, and dislike working with unambitious people. You prefer to lead an energetic group with a sense of direction. Although you take pride in your accomplishments, you also prefer to balance work and family. You are willing to listen, to let others be in charge, and to take a position on issues.

## ORGANIZATIONAL IMPLICATIONS

You maintain a balanced approach to challenge, competition, and status. Although you recognize the value of setting goals to motivate your staff, you also know how much work they can realistically handle. You prefer to exercise leadership by recruiting others to your vision and gaining their participation. Make sure to align your group's vision with that of the organization. The environment you promote will:

- Emphasize competence and interpersonal skill
- Balance cooperation with achieving results
- Allow others to participate in decision making
- Support your staff's ability to get things done

## ENVIRONMENTAL FIT

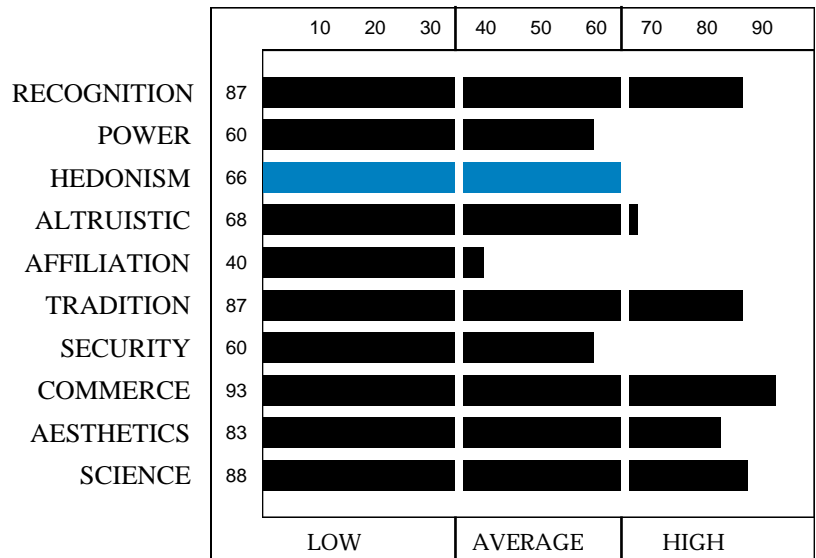
You will be most satisfied working in an organization whose vision and values emphasize performance, productivity, success, and accomplishment. This environment includes leadership roles as well as opportunities to motivate and empower others. You will also enjoy working with people who take initiative, get things done, and are enthusiastic in pursuing objectives.

# H EDONISM

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

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. As a leader, you enjoy keeping things interesting. You like to play, entertain, amuse others, and prefer work where there are opportunities to have a good time. Your primary challenge will be to stay focused on your career goals and put business before pleasure. You will choose team and staff members who are entertaining and fun-loving, and you will dislike working with people who do not know how to have a good time. You will tend to focus on those aspects of your job that you find enjoyable or allow you the opportunity to work with fun people. Although you believe that people should work hard and play hard, others may not share your beliefs. Nevertheless, your positive attitude and flexible outlook can be infectious and stimulate the climate of the organization.

## ORGANIZATIONAL IMPLICATIONS

You appreciate opportunities for staff to unwind and to have fun, as a way of motivating them. You have a positive, playful approach to interactions with others. You expect to like other people and they will find you lively and interesting. You are probably not a strict disciplinarian because you believe in a relaxed and easygoing workplace. You will tend to promote a spontaneous environment that mixes business with pleasure. The environment you promote will:

- Encourage expression, spontaneity, and good will
- Emphasize entertaining and helping others have a good time
- Tend to be informal and relaxed

## ENVIRONMENTAL FIT

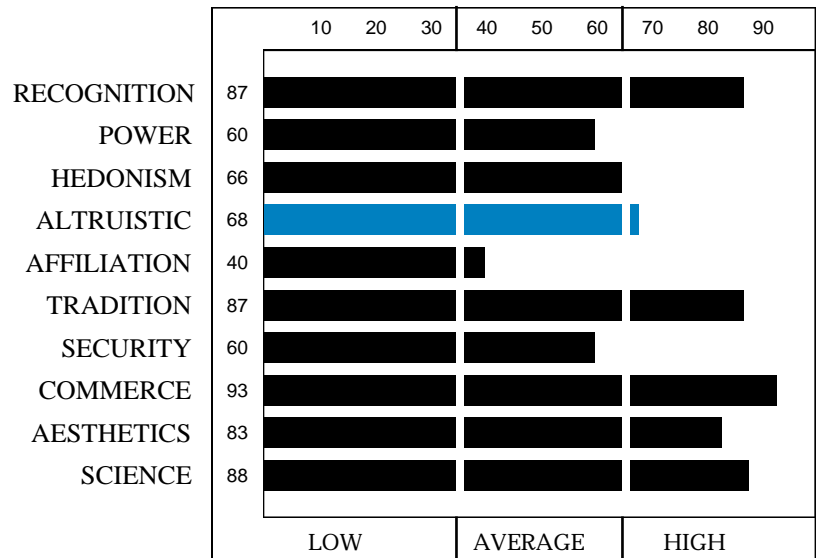
You will be most satisfied working in an organization where you can set your own priorities, and where people know how to have fun. This environment emphasizes a balance between work and play. You will prefer to work with people who are enthusiastic, playful, and who like to travel and entertain.

# A LTRUISTIC

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

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. As a leader, you care about the morale and welfare of your staff, help the less fortunate, and feel concern for the well being of life's victims. You enjoy helping others. People with these interests often work in human services, charitable organizations, foundations, or the caring professions. Although you are a kindly person, there are two ways that you may make mistakes. First, you may not hold people accountable for their performance. Second, some people may try to take advantage of you. In any case, your colleagues will expect you to take a leadership role on issues of staff morale and to advocate for their needs. Your desire to please others and do the right thing will create team commitment.

## ORGANIZATIONAL IMPLICATIONS

Others will see you as caring about social justice, the plight of others, and the future of the environment. You will solicit input about your team's and customers' needs, but in a low key way. In addition, some coworkers will appreciate your idealism and willingness to help junior people. The environment you promote will:

- Encourage coworkers to assist one another
- Emphasize morale in addition to accomplishment and results
- Value volunteering and giving back to the community
- Give staff flexibility when dealing with personal problems

## ENVIRONMENTAL FIT

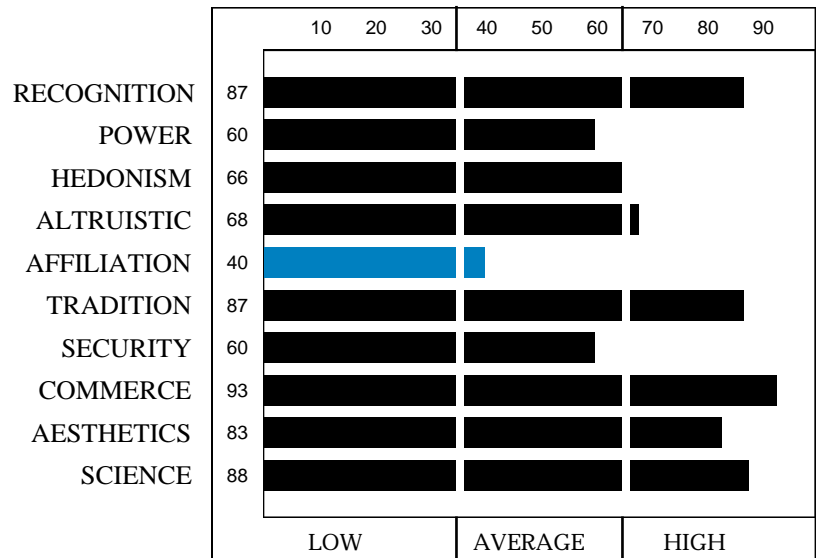
You will be most satisfied working in an organization whose culture emphasizes people and community responsibility. These values emphasize encouraging employee volunteerism and other activities that improve society and the environment. You will also enjoy working in an organization that values establishing balance between work and charitable initiatives.

# AFFILIATION

Need for frequent and varied social contact and a lifestyle organized around meetings and get-togethers.

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

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

## ORGANIZATIONAL IMPLICATIONS

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

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

## ENVIRONMENTAL FIT

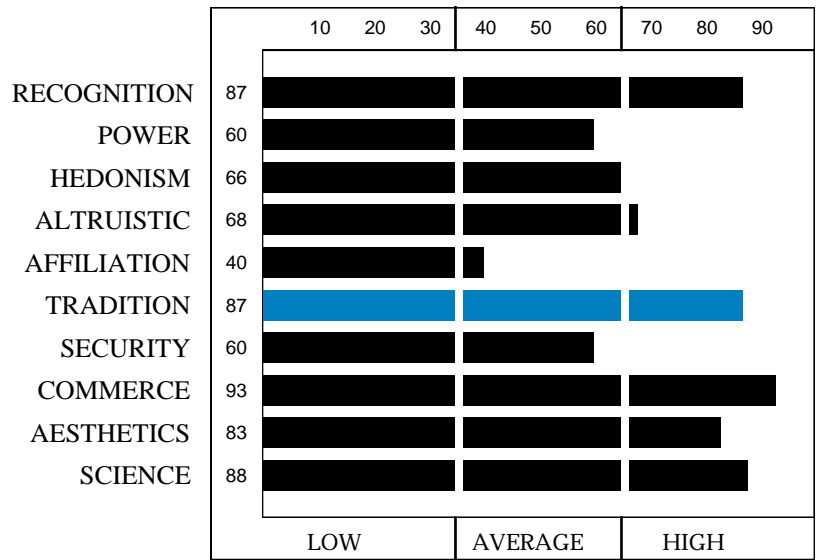
You will be most satisfied working in an organization whose culture emphasizes a mix of team orientation and independence. This environment includes working on joint projects, working on group goals, and collaborating with others. In addition, you will appreciate individual contributions. You will also enjoy working in an organization that values people who communicate well, listen, and respect others' needs to express opinions.

# T RADITION

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

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

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

## ORGANIZATIONAL IMPLICATIONS

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

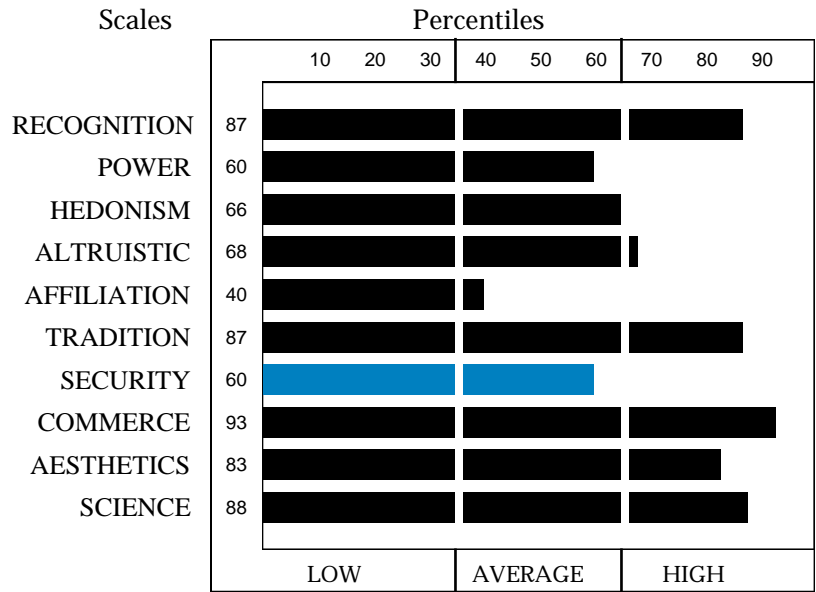
- Require disciplined behavior
- Endorse old-fashioned values
- Emphasize right and wrong

## ENVIRONMENTAL FIT

You will be most satisfied working in an organization whose culture emphasizes integrity, respect, dignity, principles, and family values. Such an environment encourages expressing a commitment to hard work, discipline, and organizational loyalty.

# SECURITY

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



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. You tend to strike a nice balance between taking appropriate, and avoiding inappropriate, risks. That is, you would rather be safe than sorry. You will prefer to work with people who are disciplined, careful, realistic, who stay on task, and do not push the limits. Superiors will appreciate your practicality; subordinates will value not having to deal with surprises.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you believe in maintaining a stable work environment, yet you also appreciate the importance of offering people opportunities to advance their careers. You will tend to create a climate that values taking calculated risks. In other words, seem prepared to take some risks when you consider them appropriate. Your steadiness and willingness to respect organizational policies will create a “good citizen” reputation for you and your staff. However, if you are too cautious, you may hamper progress and frustrate your more eager staff members. The environment you promote will:

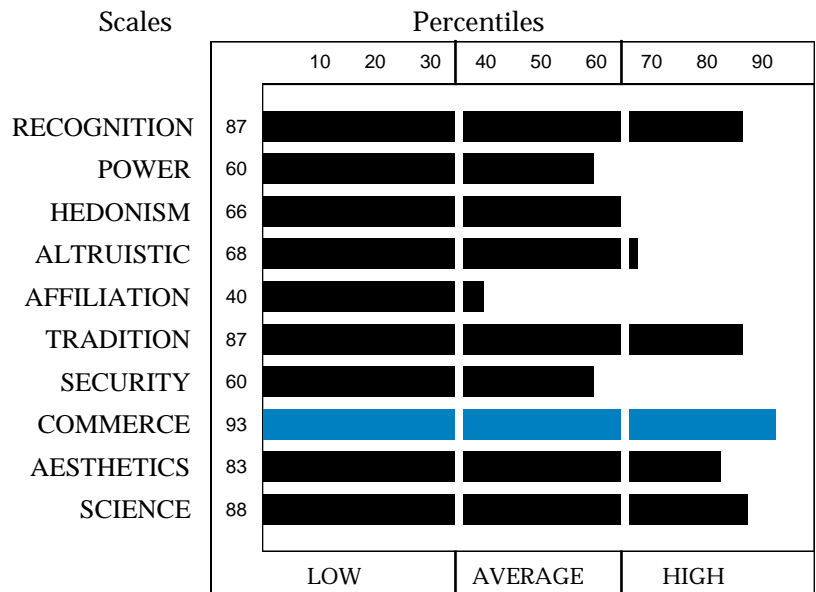
- Minimize financial risk taking
- Encourage staff to plan for their career future
- Provide feedback using formal procedures
- Innovate when it is sensible, and not just fashionable

## ENVIRONMENTAL FIT

You will be most comfortable working in an organization that values established procedures. This includes a commitment to policies and oversight. You will also enjoy working in an organization with a stable, predictable environment, and a veteran management team.

# C OMMERCE

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



## LEADERSHIP IMPLICATIONS

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

## ORGANIZATIONAL IMPLICATIONS

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

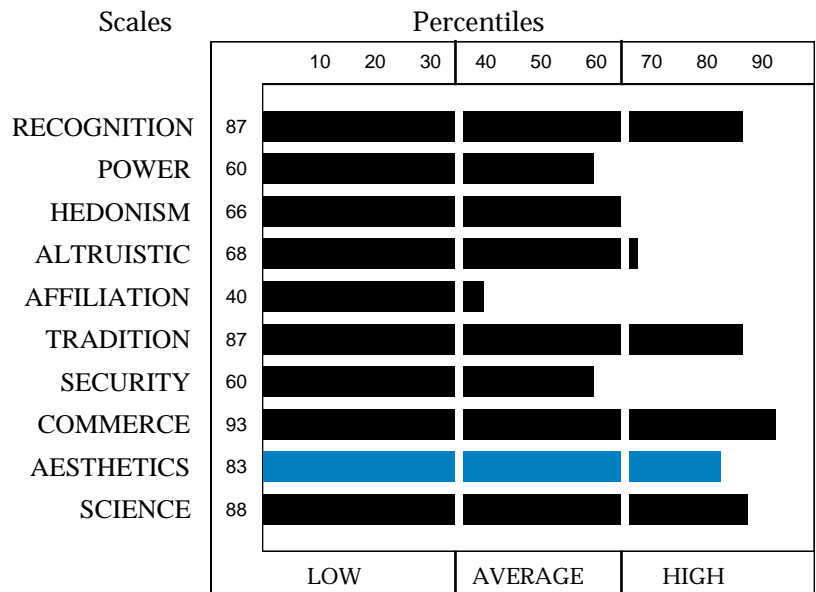
- Emphasize profitability
- Put a premium on expanding business for financial gain
- Measure success in financial terms

## ENVIRONMENTAL FIT

You will be most satisfied working in an organization that values commercial success and making money. This environment provides financial incentives and opportunities to achieve rewards consistent with bottom-line contributions.

# A ESTHETICS

Interest in art, literature, and music, a lifestyle guided by issues of style, culture, good taste, and a desire to entertain.



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. You prefer distinctive and attractive surroundings, the creative, and the innovative over the functional and practical. You should take the lead on issues of design and quality and your desire to solve problems in new and different ways will be an advantage. However, your imagination and enthusiasm for the new, original, and different may cause you to ignore the old, tried, and true--in short, the practical side of business.

## ORGANIZATIONAL IMPLICATIONS

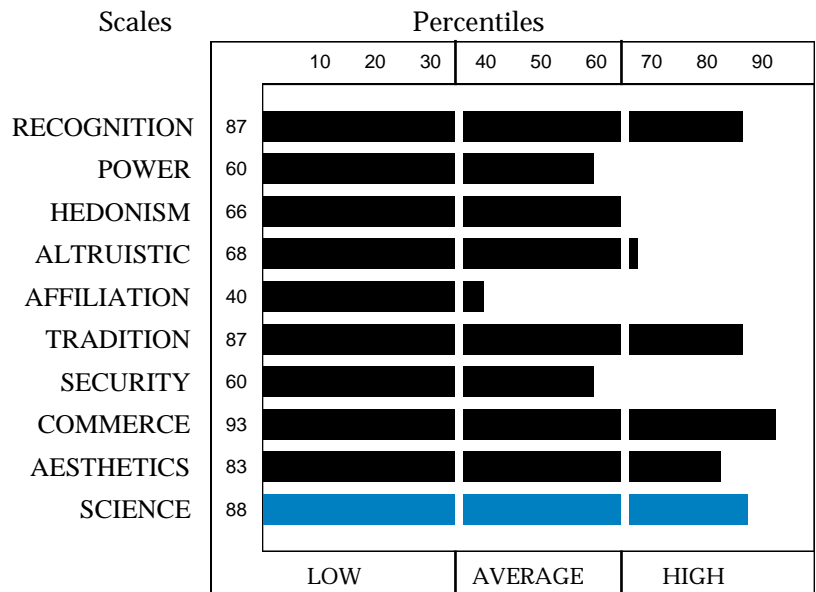
As a leader, you will encourage and admire innovation and imagination. You will be concerned about the appearance and quality of work products and the work environment. You will enjoy attractive surroundings and stylish design. Whether or not you are artistic yourself, cultural and aesthetic considerations are likely to influence your priorities, work products, and promotional materials. You may tend to make mistakes by becoming overly committed to the aesthetic appeal at the expense of actual results achieved. The environment you promote will:

- Value attractive surroundings over business efficiency
- Reward innovation
- Value creativity over practicality
- Promote the appearance of the company's public image

## ENVIRONMENTAL FIT

You will be most satisfied working in an organization that values quality and innovation. This includes high standards for products, services, and employees. You will also enjoy working in an organization that appreciates creative and innovative people who can contribute to a stimulating, inquiring, and problem-solving environment.

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



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this scale. You enjoy analyzing problems, understanding how systems work, and identifying and interpreting recurring patterns of events. You prefer to use data to find trends, solve problems, or create meanings. You prefer to work with analytical people, and will dislike working with people who draw conclusions quickly. Because you are curious and analytical, you may have problems coming to rapid conclusions, insisting that you need more data or better analytical methods.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you tend to be on top of new technical and business trends and you prefer data-driven problem solving. You will support strategic planning and long range forecasting. You are likely to encourage your staff to use research and new technology as tools in their operations. You will emphasize the power of technology and promote innovation as a way of doing business. When dealing with others, you will focus more on problem identification than on interpersonal relations. Others will see you as technically competent and will want to use you as an expert resource. The environment you promote will:

- Prefer data-driven rather than intuitive decision making
- Expect people to use and understand technology
- Rely on analysis and investigation as opposed to impulse, intuition, or "gut" feeling
- Emphasize the use, power, and advantages of technology

## ENVIRONMENTAL FIT

You will be most satisfied working in an organization that values using the latest knowledge, technology, and analytical strategies. This environment fosters quality in product development, service delivery, and employee training. You will also enjoy working in an organization that values rational, data-driven problem solving as well as future-oriented thinking and long range planning.