

VALUES PREFERENCE INDICATOR



Identify the values that are most important to you and learn why they are. Understand how to increase your fulfillment and happiness in life. Develop a specific action plan that will move you toward living your most important values.

Name of Participant:
Sample Report
Date of Assessment:
Jan 01, 2019

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What is the Values Preference Indicator?

The VPI is a simple yet powerful process to help measure personal values preferences. It was intended to be a self-awareness and educational tool, while helping users gain a deeper understanding of the values that are most important to them. The exercises in this Indicator have been designed so that participants can systematically examine fundamental values for the purpose of self-learning and group discussion.

The VPI is one way of looking at your values and only part of a holistic personal or professional development plan. We acknowledge that the VPI values list is a good place to start and that other values not represented in this instrument can and will be important to you.

The VPI can assist you to do the following:

1. Determine your personal and professional values preferences
2. Provide a process to help you prioritize your values
3. Confirm that what you THINK are your most important values really reflect what you actually value
4. Understand how all your interpersonal relationships are affected by your top values
5. Design a work/career life that best reflects your values and needs
6. Outline a development plan to better align your life with the needs of your values
7. Create a roadmap to help you make values-based decisions
8. Make more intentional life choices
9. Establish where you can increase your fulfillment and purpose in life
10. Reduce conflict and increase harmony as others become aware of the needs and wants of your top values
11. Accept others more easily as you recognize the different needs of others' values
12. Increase your overall confidence and clarity in all areas of your life



Development Factors Model

Your values are only one part of your personality. We must acknowledge that human beings are more complex than just their values. Even though they are an important part of your personality, your values represent only one facet of you.

To simplify and explain this complexity, CRG created the Personality Development Factors Model. (See illustration below.) All these Factors at various levels have and are contributing to your Personality Development. Each factor is self-evident, except perhaps Emotional Anchors, where a past experience of a positive or negative nature stirs an emotional reaction within.

To learn more about the Personality Development Factors Model, buy the book, *Why Aren't You More Like Me?* available from CRG.



21 Values with their Brief Definitions

Accomplishment

To complete tasks, get results

Acknowledgment

To be appreciated and rewarded for your efforts

Challenge

To live an active and exciting life

Cooperation

To get along well with others, influencing family harmony and teamwork in the workplace

Creativity

To be able to experiment with and develop new ideas and things

Expertise

To be an expert in a special subject or skill area

Friendship

To have valuable friendships

Honesty

To be--and have others be--truthful

Independence

To have freedom of action, to be primarily responsible for making decisions about your life

Instruction

To acquire new information and share it with others

Intimacy

To share close companionship and/or deep affection with someone

Organization

To plan and carry out logical and structured procedures

Pleasure

To be happy, contented, and comfortable with life; to have fun

Quality

To maintain a high standard of work with only a few errors

Recognition

To become well known, obtain awards, and attain a special status

Responsibility

To be in charge, lead others, organize events, and make decisions

Security

To have protection in personal and financial situations

Spirituality

To have inner peace, an understanding of life and death, and communion with God

Tranquility

To enjoy peace and quiet and a life with few personal conflicts

Variety

To have a life with many different experiences but few rules and set routines

Wealth

To achieve financial independence and control in personal and business settings

Your top 7 values in order of importance to you (as determined by your assessment responses).

Top 7 Values	
1	Independence
2	Responsibility
3	Wealth
4	Cooperation
5	Pleasure
6	Spirituality
7	Friendship

What is a Value?

A value is something that has great desirability or worth to you—it is important enough that you spend time trying to obtain or keep it as part of your lifestyle. A value is simply a label for something that is imperative to you. For the purposes of the VPI, values are internal and personal to you. You will find you have embraced certain values from your environment and/or social factors; other values seem part of your genetic makeup. Regardless of the potential source or circumstances, the key is to understand that your values are uniquely yours.

Your values reflect a vital part of who you are. Knowing what is most important to you and why can be helpful for making meaningful decisions in all parts of your life. It is very difficult to make decisions about work, recreation, home, and interpersonal relationships without first knowing what is most important to you. People who are confused and unclear about their values often have difficulty making the bigger decisions in life because they do not know themselves well enough to decide what would be best for them. That is especially true today with all the mixed messages that pull us in various directions.

For instance, if you value organization, you will work best in an organized environment. If you value pleasure, you will value situations and people who create pleasurable experiences for you. Individuals tend to value different things and types of situations because they have different needs within them.



In our professional opinion, everything in your life is a reflection of the values you are embracing and living. As noted in our other CRG resources, the research is clear that the majority of individuals are, at some level, unhappy with their lives. Over 80% of the people in the work population dislike their jobs—from a feeling of mild irritation to downright loathing. In the area of relationships, a recent study identified that 93% of us feel we have settled for less than we want, desire, or deserve.

The Importance of Values Cuts Two Ways

As critical as it is to be clear about our own values, it is equally important to understand the values and related needs of the major interpersonal relationships in your life. People with different values tend to disagree more than individuals with similar values. Conflict in relationships, both at home and at work, often can occur because two individuals have opposite views on a situation. Their perceptions and viewpoints are largely influenced by their values. For example, a wife who values security may argue with her husband who values recreation because he wants to buy a speedboat but she prefers to use their resources to open a savings account.

Values by definition are intensely personal. That is true for you and for everyone you meet. It is key to remember that what you feel is important (value) might not even make the radar of another person and vice versa. Although that observation seems blatantly obvious, many individuals still do not acknowledge the various values that each of us holds and the deep implications that values have in ALL our interactions with others.

We suggest that you encourage the people with whom you interact—both personally and professionally—to complete the VPI and use the process as a center point for discussions so you can understand each other better. The power of the VPI is equally as profound for learning what other people value as it is for learning what you value.



What Do You Really Value?

Values should be anchor points for living our lives. After conducting values programs and processes for more than 25 years, with thousands of individuals, we are continually surprised by the high percentage of people who are unclear or uncertain about their values.

If you are willing to easily change or sell out on a value, we maintain that that value was not important to you in the first place. Although values do change and are revised throughout our lifetime, there is usually a solid foundation of core values that is non-negotiable. By the time you get to the end of the VPI process, you can lock your core values into place.

In Part One, you were required to prioritize your top 7 values from the list of 21. We call this window shopping; you simply get to pick your top 7 values. In Part Two, you ranked each value against every other value. If you are like the majority of those who complete the VPI, you would like to embrace most of the values listed. It is impossible, however, to have 7 values that are ranked as number one.



Whether we realize it or not, we are constantly choosing one value over another in our daily lives. In many cases, what we say is important to us is not always reflected in our life choices. Have you heard people say their family is important, yet they never spend time with them? That is a simple example of stated values being incongruent with actions.

Very important	
1	Independence
2	Responsibility
3	Wealth
4	Cooperation
5	Pleasure
6	Spirituality
7	Friendship

Somewhat important	
8	Accomplishment
9	Tranquility
10	Challenge
11	Variety
12	Honesty
13	Security
14	Intimacy

Least important	
15	Acknowledgment
16	Quality
17	Recognition
18	Expertise
19	Instruction
20	Creativity
21	Organization

Interpreting the Two Values Lists

Below in the left box, are the results of your first exercise: "Identifying Key Values." The results in the box on the right are from the second exercise: "Prioritizing Your Values."

Now look to see if they are the same values. Are they in the same order of preference? If not, how much have the two lists changed? Identify which values from the first list are not on the second list. How far have they fallen on the second list? (For example, number 2 on the first list may now be number 9 on the second list.) Which values replaced the ones that disappeared from your top seven? Why do you think there is a difference in how you valued the values the second time around?

The first time you were asked to complete the Values word list, you were just "window shopping." Some pressure was placed on you in that you could only pick seven; but all the values were in front of you to see, all of the time. You might say that the seven values you selected on the first list are what you would like to have if you won the lottery and could buy anything.

The second time you rated the values (prioritizing your values) was more stressful because it is more the way reality is. You can only see a few value choices at a time, and many more decisions have to be made. Too often in real life, we make choices different from what we think we would like if we really had the money to spend. The second situation is more like when "push comes to shove;" it forces us to decide what is really most important to us.

If both lists were exactly the same, it would indicate that you are very clear about what is important to you and what isn't. If both lists are completely different, it would indicate you are unclear about what is important in life. Many of you will have two to three values that only appear on one of your lists. Take a moment to think about what this may mean.

Identifying Key Values	
1	Independence
2	Responsibility
3	Spirituality
4	Cooperation
5	Challenge
6	Intimacy
7	Wealth

Prioritizing Your Values	
1	Independence
2	Responsibility
3	Wealth
4	Cooperation
5	Pleasure
6	Spirituality
7	Friendship

The values on the first list that didn't show up on the second top seven list are in red. These are values you thought were really important, but when the pressure was really on, they lost some of their importance. Look to see how far they dropped on the second list—a drop of five places or more is significant. For example, if your number 5 value on the first list is now number 20 on the second list that would be a significant drop. If your number 6 is now number 8—that would not be a big shift.

Large shifts can occur when you think certain values are important because someone, somewhere, told you they were. Perhaps they are more socially acceptable for whatever reason, but in fact, they are not what are most important to you.

The values on the second list that were not on your top seven list are in blue. These values are your "hidden" values. They are values that are really significant to you but you were less aware of their importance to you. Look to see how far they jumped up from the first list. Were they values that you even considered for the top seven when completing the first exercise? If not, the questions to be asked are: "Why did you rate them so high the second time around? Why are they so important to you now?"

Regardless of which top seven values you choose, when we put effort into acquiring something that is important to us, we often are not putting effort toward developing other value areas that are also important to us. In short, when we pick one value over another, one value has to suffer for it. By rating one value "high" on the second assessment, you were also rating the other values "low." The reality of this situation is that we only have so much time in life to acquire values.

What Makes One Value More Important than Another?

You don't have to take the VPI to realize that people often have different values. Why? What makes some values more important in your life than in the lives of others? Values are determined by people's primary needs. To function properly in life, we need certain things. Our primary needs must be fulfilled: air, food, water, clothing, and shelter. While our preferred needs are less essential, we really would desire to have them met as often as possible. Both primary and preferred needs strongly influence the way we behave and the decisions we make in life.

In most life situations, you evaluate your experience according to how well a situation meets your needs. Situations that meet your needs are more valuable to you than situations that do not meet your needs. That is why certain experiences in life seem more satisfying than others. Yet the situations that fulfill your needs may not meet the needs of someone else. For instance, one person's high need for independence may lead her to quit a steady job to start her own business, while another person's high need for security might influence him to work 20 years for the same organization.



Values Have Related Needs and Fears

Needs and fears are opposite sides of the same coin; they function like a balancing scale. When needs are adequately met, fears decrease. If needs are consistently unmet, fears increase. For example, if you have a high need for acceptance, you will have a greater fear of rejection than a person with a low need for acceptance. When we use the word fear, we are talking about fears common in everyday life that produce feelings of insecurity and stress and that reduce our levels of personal effectiveness and fulfillment.

Your values, needs, and fears are conveyed through your feelings and through your behavior and decisions. You have positive feelings when your needs are being satisfied and negative feelings when your needs go unfulfilled. For example, I feel better when I achieve a goal than when I fail. Negative feelings are signals to you and to others that you are not satisfied with something in a particular situation.

The chart below summarizes the needs and fears related to the values presented in the Values Preference Indicator. Remember: These are only a few of life's many values, needs, and fears.

Values / Needs / Fears Summary Chart

Main value	Primary need	Related fear
Accomplishment	Achievement	Failure
Acknowledgment	Appreciation	Being unappreciated
Challenge	Stimulation	Stagnation
Cooperation	Unity	Dissension
Creativity	To express self	Repression
Expertise	To feel competent, respected	Being incompetent, ordinary
Friendship	To influence others	Separation from others
Honesty	Trust	Deception, being lied to or used
Independence	To be in control of self	Being controlled by others
Instruction	Understanding	Confusion
Intimacy	To be deeply close to another person	Being emotionally alone
Organization	Order	Chaos
Pleasure	Play, entertainment	Boredom
Quality	High standards	Low standards
Recognition	Attention	Being ignored
Responsibility	To be in control of situations	Not being in control
Security	Peace of mind	Being in debt or feeling uncared for
Spirituality	Knowledge of God	Consequences of not knowing God
Tranquility	Harmony	Conflict
Variety	Experience	Routine
Wealth	Rewards	Poverty

Applying the Time and Energy Test to Your Top Values

Much of our personal and professional fulfillment in life comes from living and embracing our top values. You would think that the way people invest their time and energy would reveal what is important to them. But many people’s lives/actions are not congruent with their core values. Based on research, that is more common than we would like to think. Many individuals, for whatever reason, are living lives that do not reflect their core values and needs.

Many years ago in one of our seminars, a 23-year-old male became very emotional when we got to this point in the VPI. He shared that his life did not exhibit any of his top seven values. Why? He had always done what his parents asked—not what he preferred to do or what he personally valued. In his commitment to respect his parents’ wishes, he had relinquished his own personal values and needs. The result was a depressed and unfulfilled young man.

What about you? Have you been pro-active and intentional in all your values choices or have you been living someone else’s values? The only one who can confirm whether YOUR values are being met is you.

We suggest that you use two measures to ensure and confirm that your values and needs are being met—time and energy.

For example, even though two people value friendship, the amount of time required to feel fulfillment in this value is intensely personal. One individual may find that seeing good friends for a couple of hours once a week is enough to satisfy that value and have his or her needs met. Another person might need double or triple that amount of time to meet the friendship need. The energy we invest also influences our needs level. Going to a private dinner with close friends is much different than attending a large party or a BBQ with them.

As you proceed to the next step, please be as honest as possible in determining whether your personal needs and values are being met from the perspective of both time and energy. Carefully reflect on each value to establish whether you honestly feel that your needs related to that value are currently being met, from both a time and an energy perspective. Make sure you consider your entire life—not just work and/or home. If needs are being met, click on the + radio button. If not, then click on the - radio button.

Value		Needs Currently Being Met	If the needs of this value are being met (+), list the activities that will keep it that way. If your needs around this value are not being met, list what you need to do to change (-) to (+)
1	Independence	<input type="radio"/> Yes (+) <input type="radio"/> No (-)	
2	Responsibility	<input type="radio"/> Yes (+) <input type="radio"/> No (-)	
3	Wealth	<input type="radio"/> Yes (+) <input type="radio"/> No (-)	
4	Cooperation	<input type="radio"/> Yes (+) <input type="radio"/> No (-)	
5	Pleasure	<input type="radio"/> Yes (+) <input type="radio"/> No (-)	
6	Spirituality	<input type="radio"/> Yes (+) <input type="radio"/> No (-)	
7	Friendship	<input type="radio"/> Yes (+) <input type="radio"/> No (-)	



Designing Your Plan for Values, Clarity, and Effectiveness

The outline below provides you an opportunity to summarize what you have learned about yourself through the Values Preference Indicator.

You may enter your responses in the sections below. Remember to save your entries as they will be printed in your final report.

What insights have you gained about your values?

To be fully congruent with your values, what primary needs and potential fears must you think about and/or address?

What additional values (not on the VPI list) would you like to include as priorities?



Developing Your Action Plans

Using your comments and results from the entire VPI, identify three specific action items that will improve your personal and professional life through better fulfilling your values. Be realistic about these goals.

Remember: You cannot have 7 values that are each ranked as number one. Living in your values is always about choosing one value over another.

Your Goals for Improvement:

Goal #1
Description of Goal #1

Action steps for Goal #1

Goal #2
Description of Goal #2

Action steps for Goal #2

Goal #3
Description of Goal #3

Action steps for Goal #3