



Robert Haasch

September 10, 2015

This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.



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About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.



The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.



A closer look at the seven dimensions

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

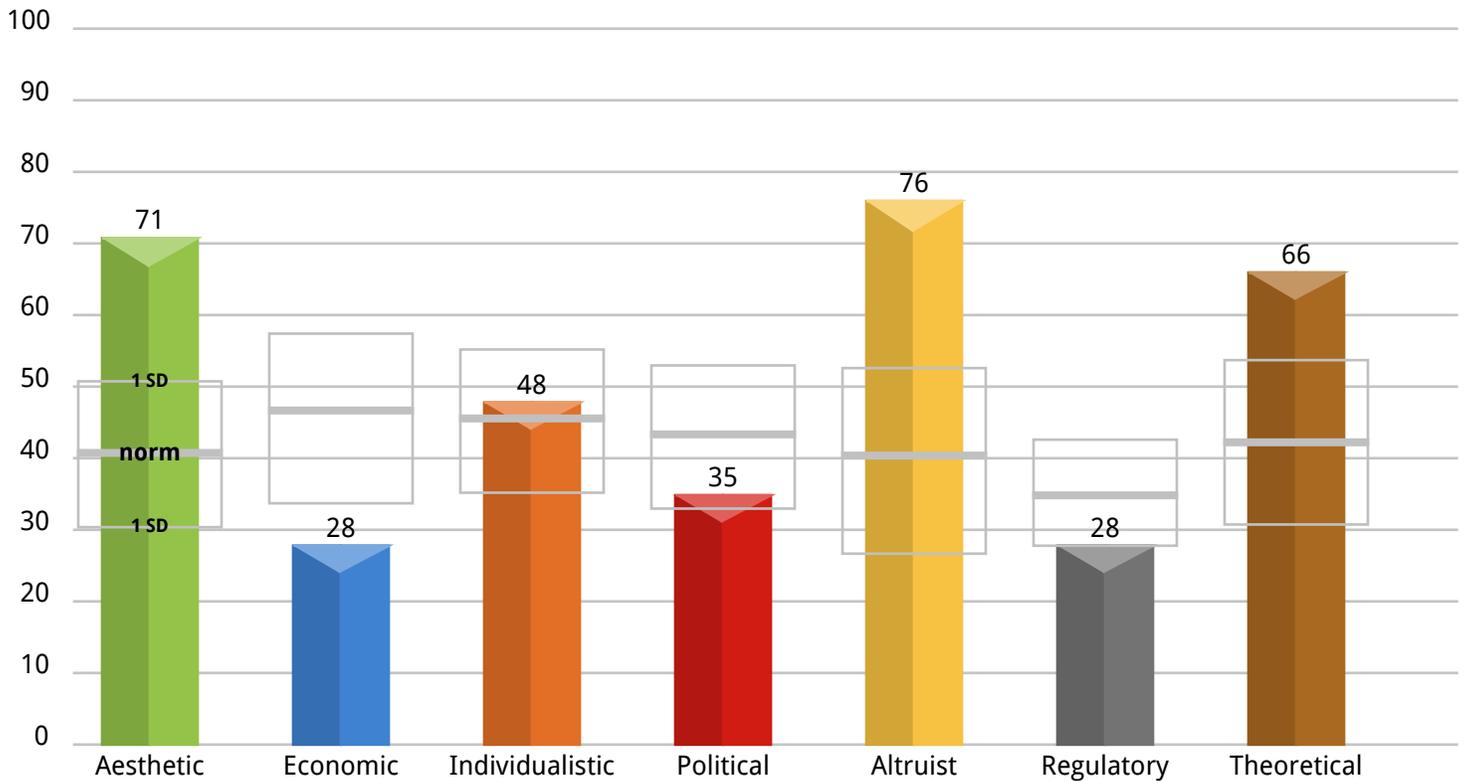
It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

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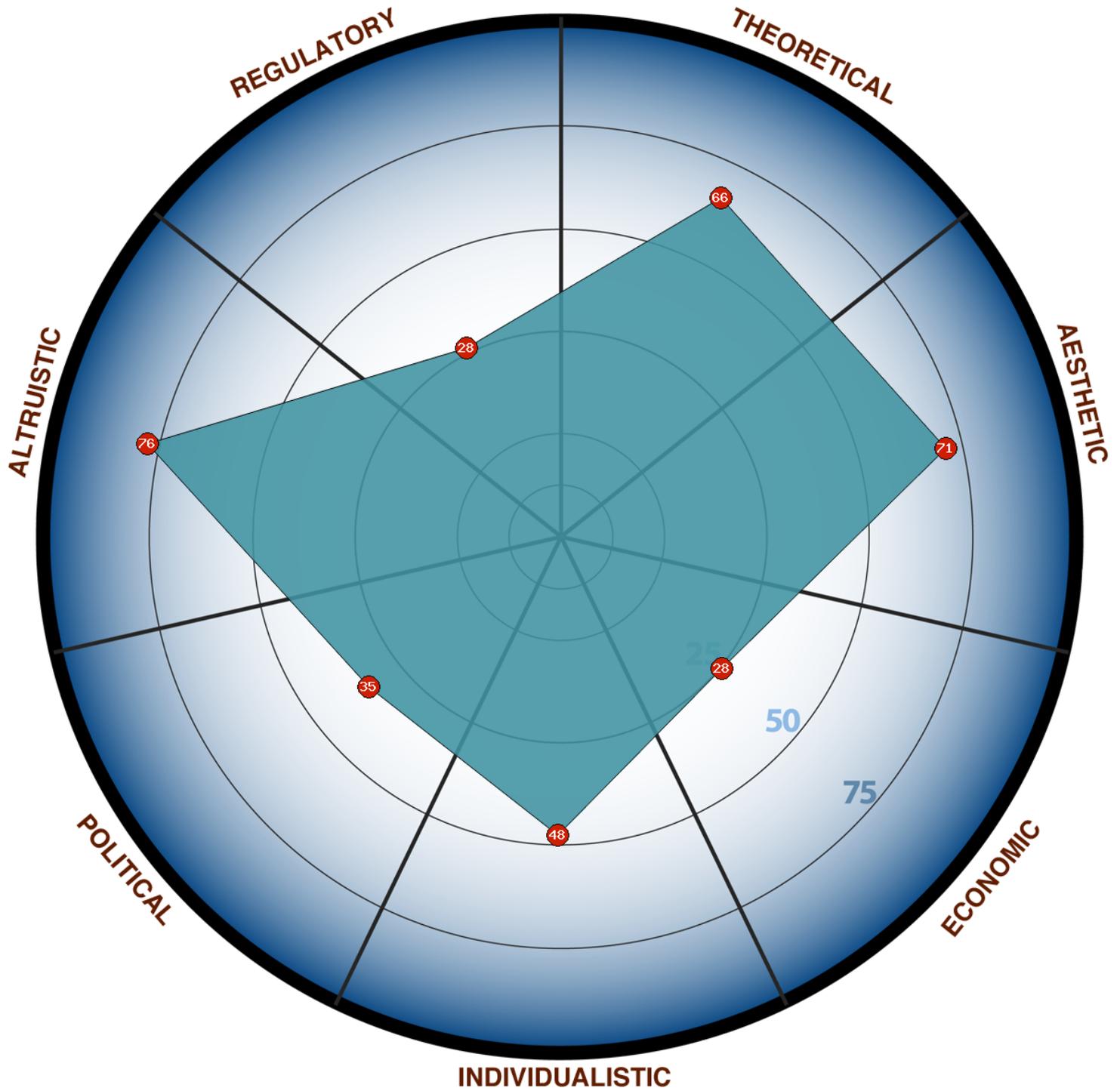


Executive Summary of Robert's Values

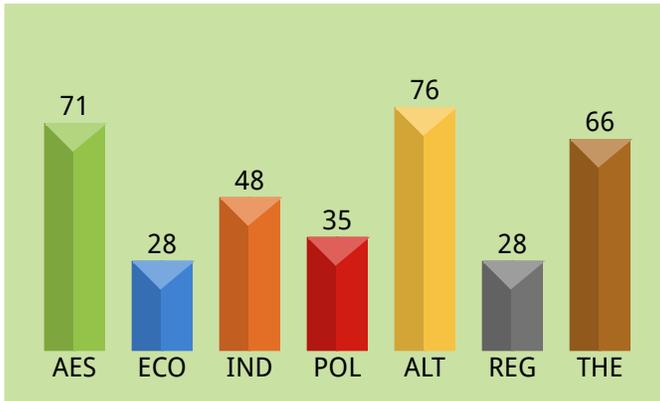


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Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
Low Economic	You are a team player and may put others' needs before self.
Average Individualistic	You are not an extremist and able to balance the needs of both others and self.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Very High Altruist	You have a very high sincerity-factor and a high empathy for others' needs.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.



Robert Haasch



The Aesthetic Dimension:

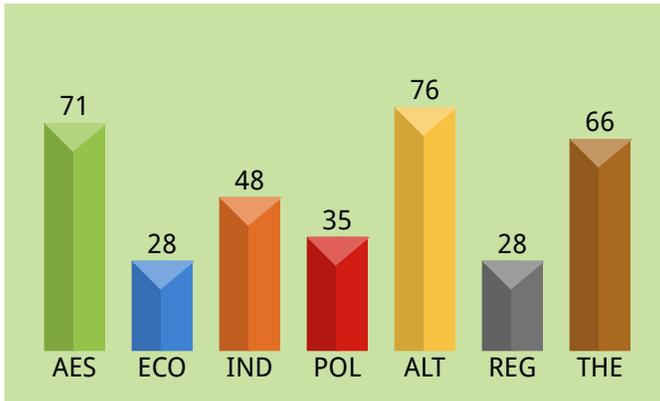
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You believe it is the experience that counts, not always the outcome.
- You are energized when others around share similar level of appreciation for beauty and form.
- You care about the feelings of others, and are sensitive to their emotions.
- You have a very strong drive to express creativity in artistic or inventive ways.
- You show a very strong appreciation for nature, environment and harmony in life.

Key Strengths:

- To you, any creativity is often only limited by external, not internal boundaries.
- You have a willingness to think beyond the surface of a problem and bring a creative set of new ideas.
- You are very interested in seeing all sides of a situation.
- You demonstrate a very high personal and professional regard for the feelings and emotions of others on the team.
- You are enthusiastic and willing to work and contribute to the team efforts in creative ways.



The Aesthetic Dimension:

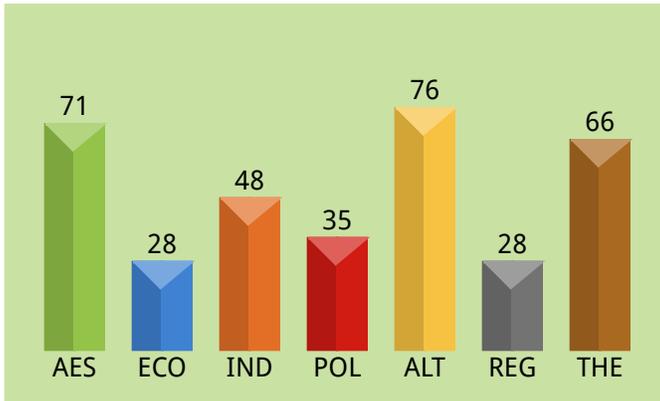
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You ensure that creativity doesn't get in the way of functional results.
- You should allow ample time for personal life balance.
- You provide an outlet for connecting artistic, balance or environmental benefits to work requirements.
- You provide ample opportunity for creative self-expression.
- You may prefer to have some outlet for your creativity at a team meeting or event.

Training/Learning Insights:

- You should link new knowledge to new ways to be creative or achieve better harmony and balance in life.
- You have the ability to connect training and development to other's needs and interests, and to encourage their own imagination.
- To increase the meaning of training programs, you should try to link these to increased understanding of form, harmony, and the big picture.

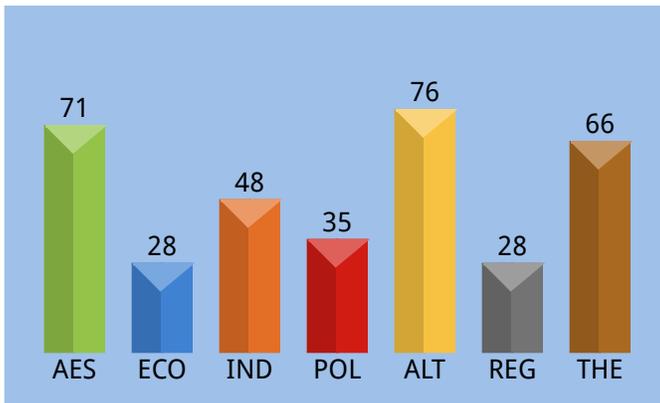


The Aesthetic Dimension:

The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Continual Improvement Insights:

- You need to remember that sometimes function is all there is time for or all that is needed.
- You may use the creative or aesthetic mode as a safety blanket to avoid other issues.
- You may end up with your own work behind schedule because of attempts for process over product.
- You could get lost in creativity if not kept somewhat reined in and on target.
- You may carry too great an emphasis on the artistic, or balance/form issues in the workplace.



The Economic Dimension:

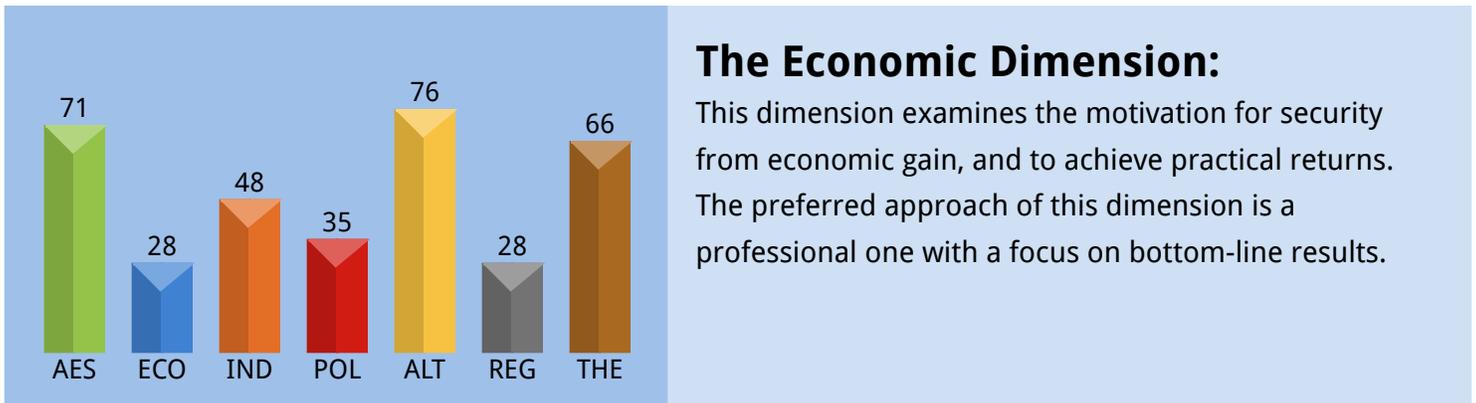
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- You score in a range that indicates a lower interest in materialistic, or that you have already achieved a level of material security.
- You tend to be easy-going and supportive of others on the team.
- While not driven by money, you may be sensitive to perceived inequities in wages and salaries, and do not want to be taken advantage of in that process.
- The lower Economic drive here may also indicate that you may not be solely motivated by competitive financial incentives such as accelerated commissions in the compensation plan.
- Since this values area may help to determine your money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).

Key Strengths:

- You are sensitive and responsive to the "people-side" of work related activities.
- You have an attitude of "We're all in this together, so let's work together."
- To you, monetary compensation is a basic function, but look to higher levels of value in the report to connect with where your real passion lies.
- You see a wider spectrum of the picture, not just the economic view.
- You rarely (if ever) look at a project with a "what's in it for me" perspective.



The Economic Dimension:

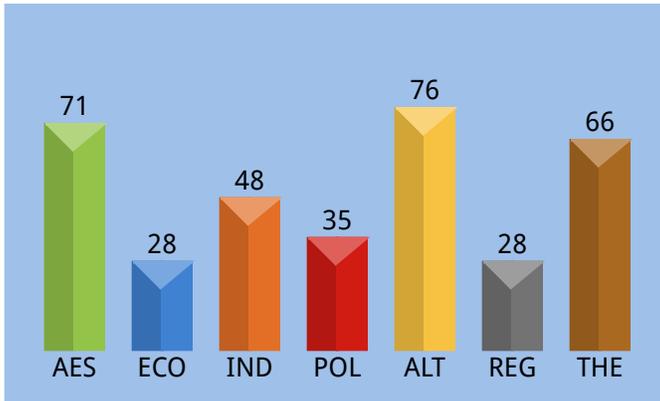
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should avoid mundane tasks.
- You should allow time in the schedule for helping others as well.
- You should remember that 'helping hands' behind the scenes are as important as the highly visible ends of a work project.
- Avoid measuring your performance by an monetary incentive only.
- You should structure job enrichment strategies into the reward system, not just economic rewards.

Training/Learning Insights:

- You come to a training or development function typically without a 'What's in it for me?' attitude.
- You may prefer team-oriented activities, to work and share ideas with others.
- You score like those who enjoy a more cooperative learning style.
- You may prefer less competition between learning groups.

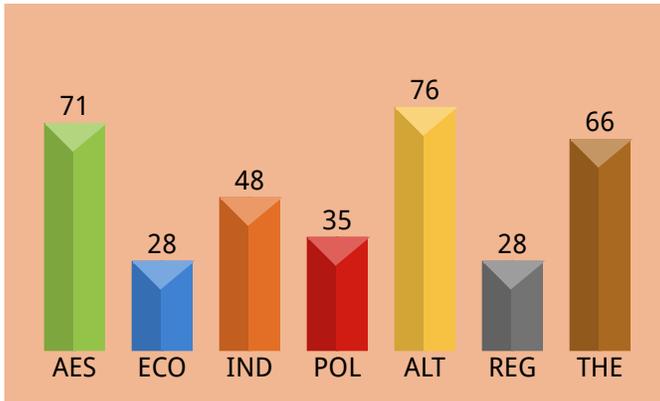


The Economic Dimension:

This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

- You may not hear the 'revenue clock' ticking on some projects.
- You need to be aware of others who may have a stronger Economic drive and respect the differences.
- You may avoid making tough decisions that may negatively impact others on the team.
- You may need to learn to say "no" more often.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.



The Individualistic Dimension:

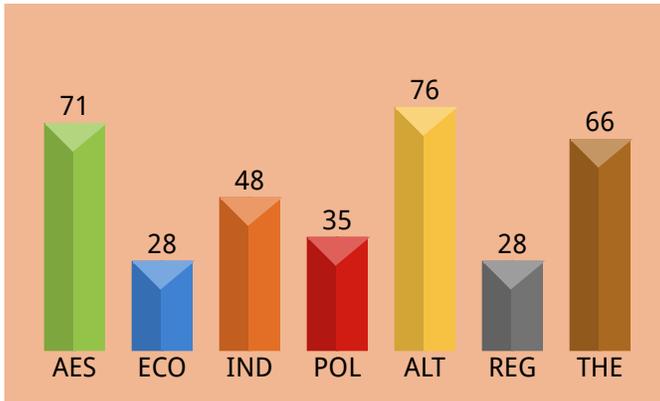
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You have the ability to take or leave the limelight and attention given for special contributions.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.
- You are generally not considered an extremist on ideas, methods, or issues in the workplace.

Key Strengths:

- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You are able to follow or lead as asked.
- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You may be seen as a stabilizing force in organizational operations and transactions.
- You may be considered flexible and versatile without being an extremist.



The Individualistic Dimension:

The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.

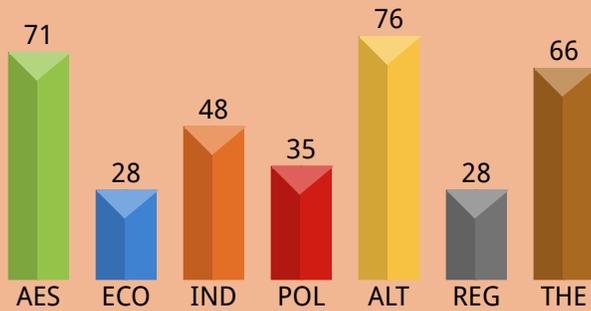
Training/Learning Insights:

- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.



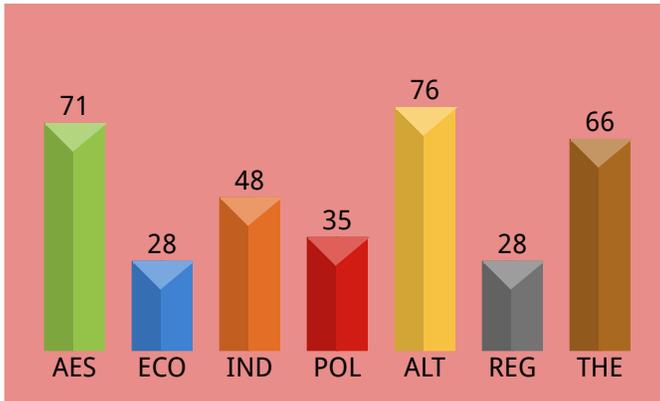
The Individualistic Dimension:

The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.



Continual Improvement Insights:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.



The Political Dimension:

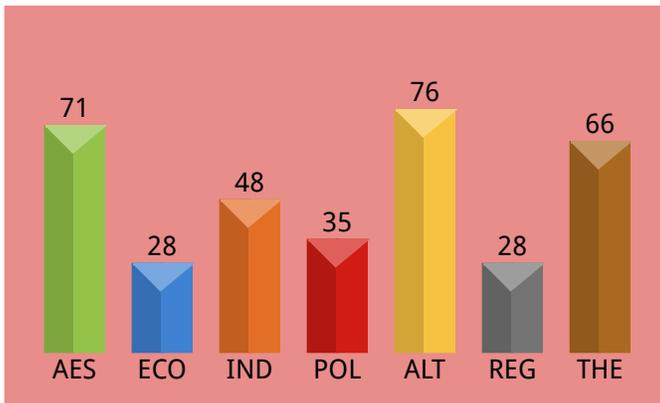
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- Your score in this range is near the typical business professional's score.
- You may be seen as a stabilizing force in day-to-day team operations.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.

Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



The Political Dimension:

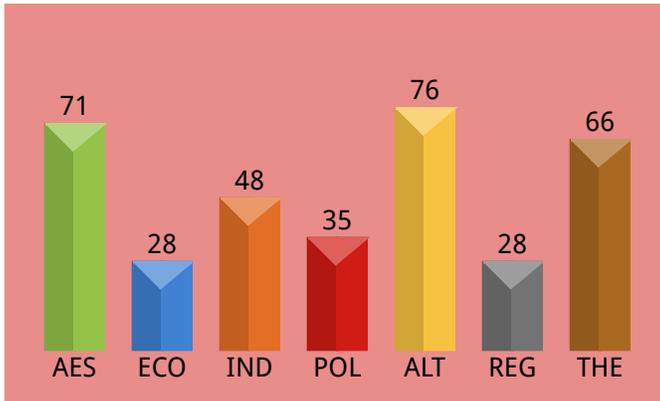
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

Training/Learning Insights:

- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.

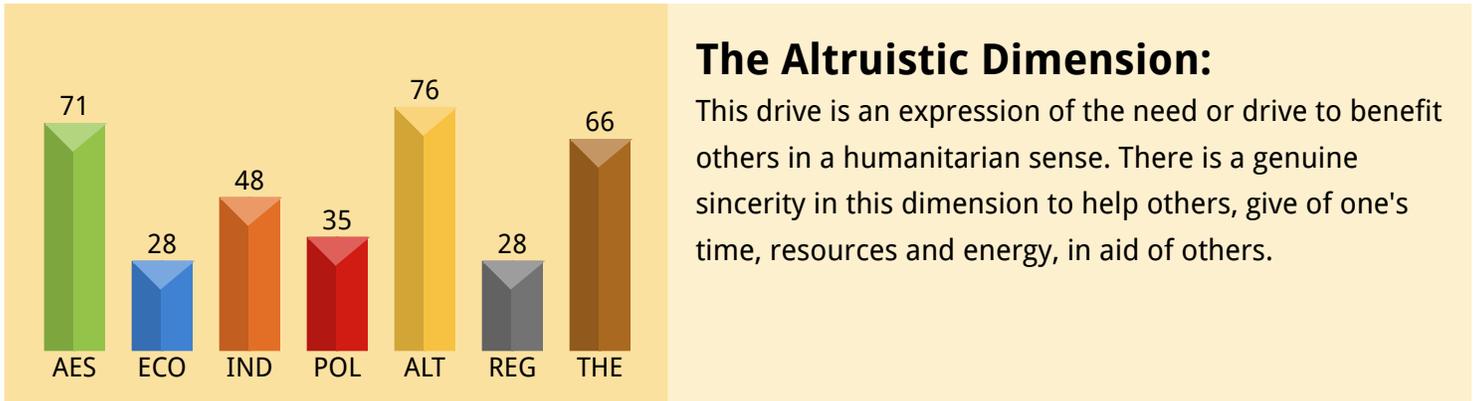


The Political Dimension:

This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



The Altruistic Dimension:

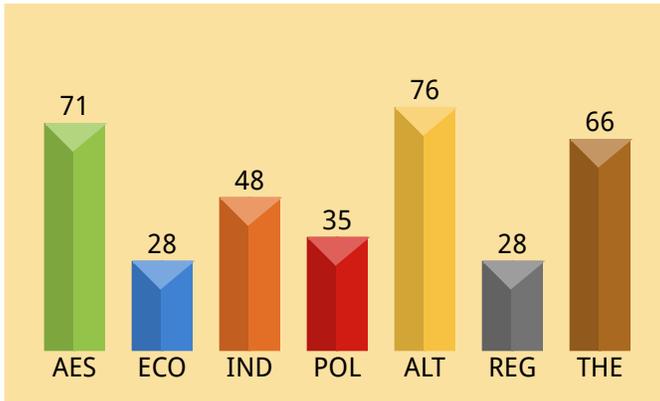
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You believe it's "Better to give than receive"
- You like helping, teaching, and coaching others.
- The welfare of others is constantly at the top of your mind.
- You have a very strong desire to help others grow and develop.
- You have a very strong need to help and support others.

Key Strengths:

- You are a very good team player.
- You provide time, talent, and tireless effort to help the organization or the team.
- You have a very high degree of willingness to give time to help, teach, and coach others.
- You treat others with high personal regard and respect.
- You are enthusiastic and enjoy working in team environments or social settings.



The Altruistic Dimension:

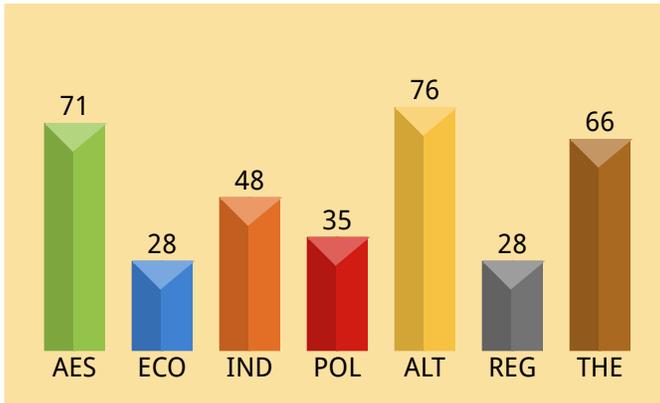
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- Be certain that your giving nature doesn't become too much or impractical.
- You should allow ample personal time for whatever giving activities exist outside of work.
- You should provide a professional outlet that allows for helping others.
- You provide an environment in which there is opportunity to help others.
- Remember that you tend to be a very 'giving' person, and enjoy helping others.

Training/Learning Insights:

- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- You should link training to increased personal knowledge - to be shared with others.

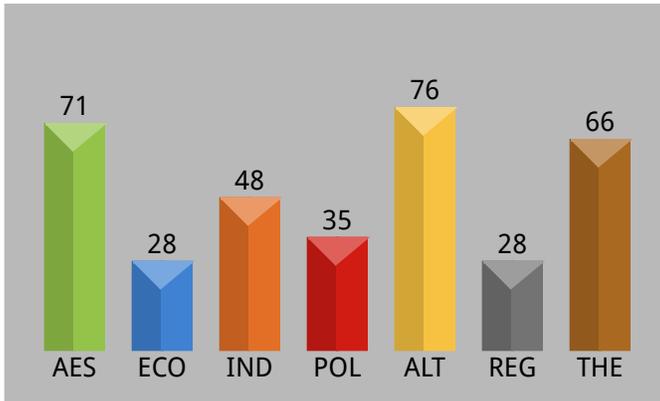


The Altruistic Dimension:

This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Continual Improvement Insights:

- You need to remember that support and service efforts needs to be practical as well.
- You should watch to ensure that your giving nature is not abused or actually supporting someone else's largess.
- You can easily lose focus on personal work in favor of helping others with theirs.
- You may give away too much time, talent and energy.
- You may need to say "No" more often.



The Regulatory Dimension:

The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You can challenge the rules as long as it is done carefully and logically.
- You are good at seeing the details, but not likely to get lost in them.
- You tend to be balanced and stable.
- You appreciate some structure, but not too much.
- You understand both sides of the argument for more and less rules and policies.

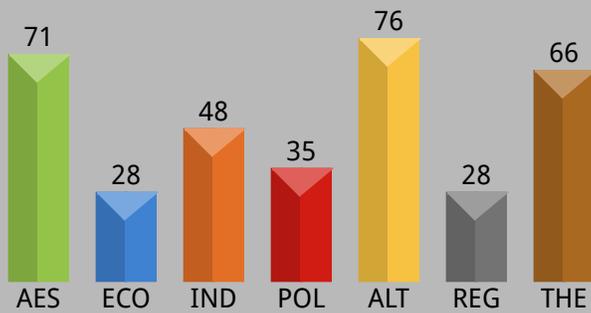
Key Strengths:

- You act to stabilize those on a team.
- You are good at providing order and structure where it is required.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.
- You can challenge protocol and be creative if the situation demands it enough.
- You are very flexible when it comes to dealing with very little or too much structure.



The Regulatory Dimension:

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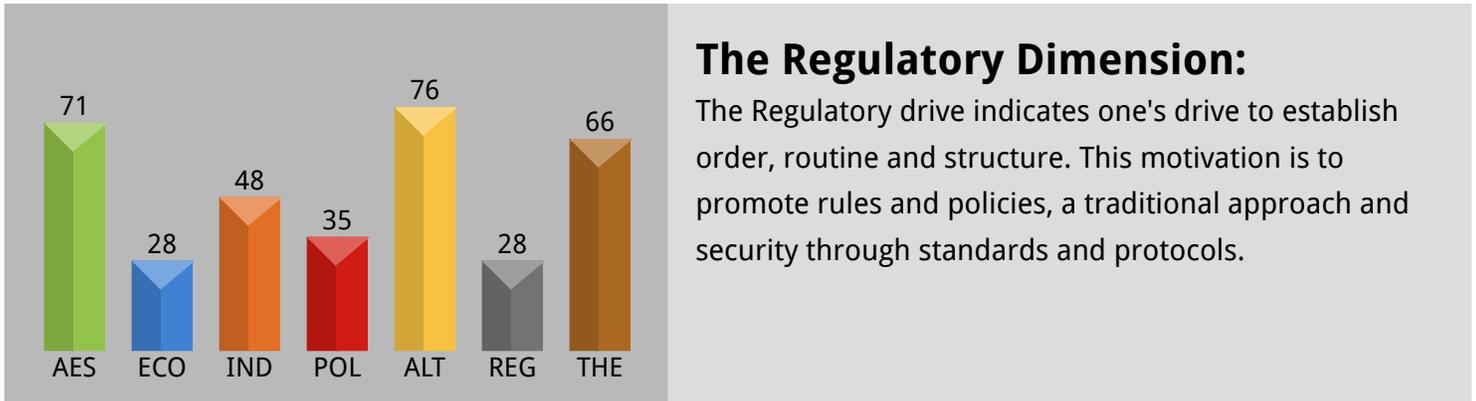


Motivational Insights:

- You can help bring order out of chaos without going overboard.
- You can be the mediator between those who support the old guard and those who want revolution.
- You can provide a balanced view for creating new policies, procedures and protocols that are effective.
- You will be good at helping maintain a stable environment.
- You can be a valuable asset when it comes to working in routine environments.

Training/Learning Insights:

- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.

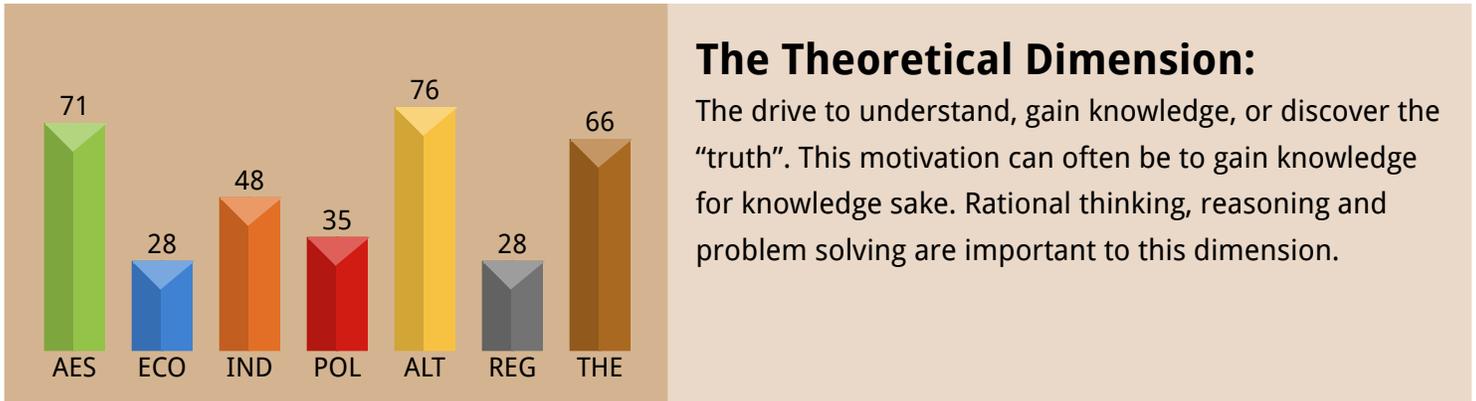


The Regulatory Dimension:

The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Continual Improvement Insights:

- You might benefit from exerting opinions freely in discussions of direction and planning.
- You could take a firmer stand on team issues involving dissenting opinions.



The Theoretical Dimension:

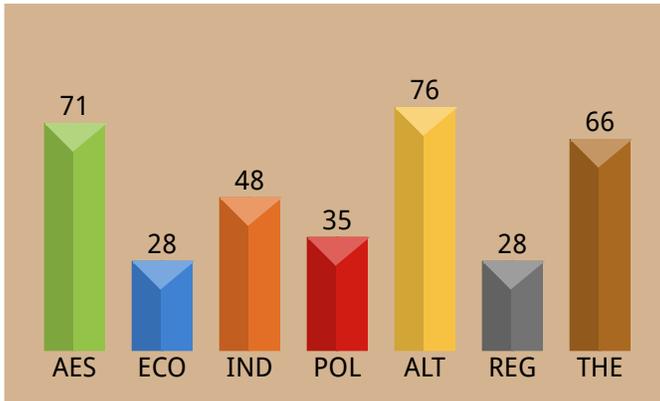
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You have a strong desire to learn and go beyond the required knowledge base.
- You are willing to take risks to learn something new.
- You are interested in new methods and how they can be applied to existing structures.
- You may enjoy learning even for its own sake.
- You have a high knowledge base and credibility base in contributions to team efforts.

Key Strengths:

- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.
- You know a little about most everything and are conversant about it.
- You have strong and consistent analytical skills and ability.
- You bring a strong knowledge-driven ethic.
- You score as an active problem-solver, seeking solutions.



The Theoretical Dimension:

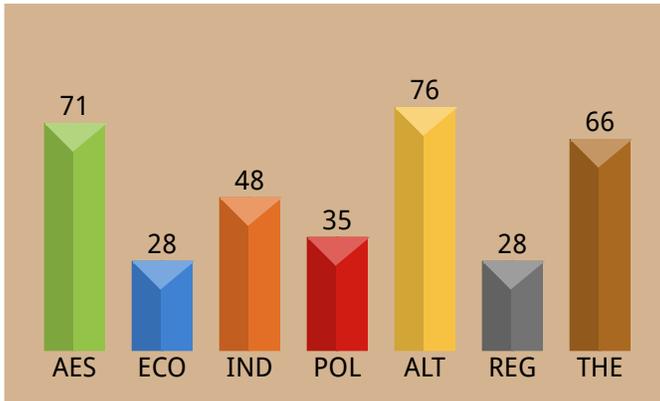
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Realize that as much as you have learned, you still want to learn more.
- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- Classes, courses, conferences: go and learn.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Provide your knowledge and expertise whenever possible at team meetings, and when in problem-solving mode.

Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



The Theoretical Dimension:

The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Continual Improvement Insights:

- You may have a tendency to wait on some projects, especially if more helpful information may be forthcoming if more time is allowed on the calendar.
- You don't rush from one learning experience to another. You make certain there are some practical applications.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You may be somewhat selfish at times in sharing ideas with others, until others have established their own technical credibility.



Use this sheet to help you track which motivators are well aligned and which are not and what you can do about it.

Action Step: Looking at your Values Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

	Alignment				
	Poorly				Highly
Motivator #1: _____	1	2	3	4	5
Motivator #2: _____	1	2	3	4	5

Legend:	
• 2-4 = Poor	• 8-9 = Excellent
• 4-5 = Below Average	• 10 = Genius
• 6-7 = Average	

Tally your score here:

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To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: What aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: What aspects of your company or role can you get involved in that would satisfy this motivator?



Your final step to making sure you really benefit from the information in this report is to understand how your values style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):
