

DEMO REPORT -- NOT FOR RESALE

Value Systems Report Feedback Sheet.

Report for: Mihai Eminescu
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The VSQ, or Value Systems Questionnaire, asks various questions regarding personal values and social patterns. This report presents the results along with in-depth explanation and advice about using this new information at work. The test measured 18 patterns, which are divided into 8 value systems and 10 social pattern variables.

For this questionnaire, we used a standard group to put the results into context. The standard group is a range of scores that indicates the typical results for a group of people that answered this questionnaire. For each of the 18 patterns, a bar chart indicates how the standard group scored (the red zone), with the individual score indicated by a green line. Being in the standard group isn't good or bad, it is just a way to see how results compare. In this case, the test results are being compared to the following standard group: World 2013 [WW2013_].

Section 1: Graves' framework : A Spiral Model of Human Development

Already in the 1960's, Dr. Clare Graves was changing the way people understood human values. Graves pointed out that our worldview changes as human nature develops: *there is no such thing as a "mature" human being, humans keep evolving and psychological maturity is a function of man's conditions of existence (it's an infinite process)*. More recently, Ken Wilber researched a series of similar models, and concluded that our current worldview builds on all underlying worldviews. The Value Systems Questionnaire or VSQ measures to what extent you identify yourself with elements of these different worldviews. According to Graves (1965): *"The value system of managers determines many decisions management will make and the value system of employees determines to a considerable degree what reaction will be made to managerial decisions."*

PART A - Test Results

The following scores were obtained:



The color codes (between brackets) were added to Graves' Work by Chris Cowan. These codes are used in the book *"Spiral Dynamics"* (see further).

The graphical representation indicates how this score can be situated in relation to the score of other test-takers (the red area on the graph represents a standard group: average +/- 1 Standard deviation).

A person's cultural patterns will resemble those of the style(s) for which the person obtains the highest score. This is a description of the 2 or 3 value systems which are most relevant in this case:

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- 1. Level C-P: Power:** It's a jungle out there, only the strongest will survive. Everyone is competing for scarce and limited resources. There are power contests, e.g. between managers, between managers and the unions. People have to prove themselves through heroic deeds. A strong leader guides the army to victory. (Examples: organized crime (the Mafia), the organization of medieval kingdoms, some goeroes and sects).
- 2. Level B-O: Tribal:** Closed groups with their own culture and rituals. Preserving those rituals is seen as important. Prayer and shamans help us to safeguard us. Elders are treated with respect. Some things are taboo. (example: an inner city gang, a sports team, the rituals in religion).
- 3. Level A-N: Survival:** The basic biological needs are key. At this level one focuses on food, water and shelter, on being able to survive. There is little attention for differentiating between one's self and nature, there is no conscious value system. One is out there on one's own, one has to rely on one's instincts, there is only room for the basic emotions. (examples: young children, some stages of Alzheimer disease).

Further References

- Clare W. Graves: Levels of Human Existence (Transcript by William R. Lee, 2002)
- Don Beck & Christopher Cowan, 1996, [Spiral Dynamics](#)
- [Frequently Asked Questions about Spiral Dynamics from Don Beck's website](#)

PART B - Value Hierarchy

The Value Systems Questionnaire includes several questions asking to rank a set of values. Some of these values are incorporated into the Graves' framework, for which you have read the scores above. Some other value related questions are independent from those above. These were the top answers for the questions (the same words can appear several times):

-
-
-
-
-
-
-

One can further expand the list of values, by asking: "What else is important for you in a work context" or "What is MORE important to you than all this, in the context of work?". One can then ask how a person would rank these values.

PART C - Further Applications

Value Systems indicate how we think about issues, how we make decisions and which deep values flow beneath our motivation and our behavior.

A first application is **personal**: If you know which values influence your decisions, you should look for career opportunities that allow you to follow these values. On a personal level, one can use Value Systems to assess one's life, by asking the following questions:

- How do you fit in?

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- In what kind of environment or community would you be happy?
- Which values need to be “in the picture?”
- What are the necessary changes? Which value systems are involved?

Other applications are **management related**: Managing Human Capital means working with these differences in order to create positive energy. One of the issues is aligning a person's values with the job that needs to be done, and manage that person accordingly.

Value Systems help to solve management issues:

- How should Who Manage (lead, teach, etc.) Who has to do What, and When?
- What does motivate people? Which values need to be "in the picture"? How do we have to communicate?

Value Systems help to address change issues:

- FROM what TO what do we have to change?
- What kind of Change is appropriate, which value system is involved?

Section 2: Social Pattern Variables

The second set of variables that we measured are social patterns, or the pattern of values and thinking styles that one uses in social situations. We have grouped these 10 variables into 5 pairs of related patterns.

Type of Value-Orientation (Talcott Parsons)

How does one integrate one self with the reigning rule and value-system of the organization and society at large? This first set of variables measures whether one accepts rules as absolute (and submits to these rules) or whether one keeps some freedom and claims the right to judge oneself whether a rule applies or not. These variables are called universalism and particularism.

75% Universal
37% Particular



Scope of values and rules (Talcott Parsons)

How does one set boundaries in the world? Does one make clear boundaries between work and live outside of work? Does one make clear distinctions between different work tasks? Do you communicate in a transparent manner (within that boundary)? This second set of variables measures whether one makes clear boundaries or not. If boundaries are clear (*specific*), one can be direct (even blunt), precise and timed within the boundary. What one says within the boundary of work is independent of what happens outside that boundary. If one sees boundaries as *diffuse*, what happens in one context will be seen as interfering with other contexts as well. For instance, if a person is blunt in work context, this will influence the relationship outside work, or if someone is a friend, he'll be treated friendly at work.

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62% Specific
62% Diffuse



Thinking Style (Rodger Sperry)

In the 1960's, Nobel Prize winner Rodger Sperry stated that in most people the *left* cortex deals with logic, words, reasoning and linearity, while the *right* cortex deals with rhythm, dreaming, pattern recognition, images and imagination. While recent research has shown this a simplification of reality, nowadays this distinction in thinking styles is often used in popular work (e.g. Tony Buzan, Edward de Bono, ...).

31% Left Brain Thinking: logical thinking
50% Right Brain Thinking: creative thinking



Discussion Style (at ease with conflict)

How does our process of understanding and deciding function? These 2 variables describe to what degree one *matches* (looks for patterns, forms correlations) or one *mismatches* (looks for exceptions, counterexamples, ...). A matcher will try to avoid conflict, while a mismatcher will feel at ease during conflict, and may consider it a normal phase in decision making.

68% Match: searching for agreement, collaborative approach
43% Mismatch: pointing out disagreement (counter examples), approach of argument and conflict (polarity)



Efficiency & Flexibility

The last 2 variables of this section test what one's perception is about meetings (given that many of these questions were set in a meeting context) and how flexible one is with regards to the other 8 variables mentioned in this section.

50% In favor of efficient meetings (or no meetings)
40% Flexible, looking for combination of possible answers

