



## Values Profile™

Analyzing corporate culture  
to achieve sustainability



### **MACHWÜRTH TEAM INTERNATIONAL**

**Training & Consultancy**  
Management & Leadership  
Marketing & Sales  
Customer Service  
Project Management  
Teambuilding & Outdoor  
E-Learning Programs

## Background and content

Only those who understand what motivates employees can achieve top performance. Employees' values and value structures form a durable and usually stable basis for what motivates them. Performance is achieved by addressing these values.

The Values Profile™ captures the value potential of employees in an organization and determines the extent to which an organization makes use of its employees' values. The Values Profile™ assumes that leadership, strategy and even change in an organization can only be successful if management takes sufficient account of their employees' inner motivations. Only by understanding what motivates one's employees can processes be sustainably designed and the potential of employees optimally realized by means of appropriate interventions.

**People's inner motivations and their motivating values largely determine the manner in which they can and want to get involved and become part of an organization.**



## How does the Values Profile™ work

### The Values Profile is an online tool.

- All you need is a browser and access to the intranet or internet.
- If requested, the process of answering the questions, which requires about 20 minutes, can be kept anonymous.
- The test person chooses from various terms that are offered in different contexts (own view, organization).

It is sufficiently validated that these terms indicate the respective motivating values or value system. (Since there are more validated terms than the standard application online can cover, a few (customer) context-specific terms can be added to the questionnaire if necessary).

The Values Profile™ generates output for individuals, teams, departments and the entire organization; and a first individual result is immediately available online (including for the participants).

### Example of a question:

#### Question A1

Which terms do you like the most in the context of your work, considering your capacity?

Select the 3 most important terms for you, and scale these in order of decreasing importance from 1 to 3 by clicking the appropriate fields (1 = the most important term)

	1	2	3
Cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comprehensiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creative freedom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect for previous generations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Immediate implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## What are the advantages of using Value Profile™



### **For deployment of personnel, teamwork and project work**

- You are in a position to observe employee attitudes with regard to communication, cooperation and distribution of tasks, and make according adjustments.
- You can select employees in such a way that their motivating values match the tasks at hand and that their value structures do not interfere with each other.



### **In crises and conflicts**

- You receive information on the underlying causes of conflicts, instead of merely remedying the symptoms superficially.



### **When organizing strategy, leadership and change**

- You are given access to the strongest personal structure and performance parameters for organization and leadership.
- You get a clear picture of whether employees, culture and strategy are harmonized.
- You organize change processes that take into account employees' values profiles.

## Starting situation

The Value Profile™ is based on the motivational research of the American psychologist *Clare W. Graves*. He showed that the presence of certain accumulations (clusters) of values indicates the dominance of certain value systems. According to *Graves*, humankind has, in the course of its evolution, developed eight consistent value systems in order to respond adequately to the challenges of its environment. Value system and environment are in dynamic interrelationship.

**Sustainable World**

**Synergy**

**Community**

**Success**

**Order**

**Energy and Power**

**Identification**

**Survival**



Building upon the work of *Graves*, the Dutchman Egbert Kinds demonstrated in further research that the dominance of certain value systems can also be described in terms of the dominance of individual motivating values (temporally stable value system that affects the current situation). Motivating values are also clusters of values (for example, virtues, and attitudes) that shape human behavior in certain situations and at certain times. Unlike fixed personality traits, they are thus changeable. They can also be expressed differently in a professional context (in the attitude to work, for example) than in private life.

An organizational culture always represents a mixture of several value systems. The key is to determine the extent to which this mixture and its dynamics is the best response to the current problems, or how to appropriately intervene and coordinate.

## Value system/value structure

Turquoise

Strives to connect with the living environment

Yellow

Prefers understanding things with the help of facts and experiences

Green

Strives to find a balance between giving, taking, and sharing

Orange

Performing, comparing oneself with others, competition

Blue

Belief in an absolute truth, principled

Red

Conquering and defending one's place

Purple

Identifying with something, feeling of belonging



**Yellow** always wants something new and fun, likes to be seduced. **Blue** wants order and to do everything correctly. **Yellow** wants to see associations, **blue** wants to focus on something.



**Orange** would like to be better than the others and gives own goals higher priority than social aspects. **Green** prefers equality and wants social aspects to be prioritized.



**Green** would like to harmonize points of view and seeks solidarity. **Yellow** looks for new ideas and is provoked by a lack of alternatives.



**Blue** sees rules as being important and thinks everyone should comply with them. **Orange** sees goals as being important, looks for options and will bend the rules if they interfere.



**Red** wants personal respect and otherwise tends to get into conflicts. **Blue** tries to avoid conflicts by formally defining relationships.



**Green** wants individual treatment that is tailored to each person. **Blue** wants general rules that apply to everyone.

## What does the Values Profile measure?

The Values Profile™ determines the currently active motivating values of employees, management staff, teams and organizations at the time of the survey. These motivating values are described in the context of Gravesian model. At the same time it captures the perception of values in the organization and the direction of desired value changes.

## How is the result of Values Profile™ represented?

The Values Profile™ represents the personal motivating values on the one hand and the personal assessment of the values in the present and future organization in graphical form. Depending on the depth of evaluation, the individual details can be compared with the results of other parties involved in the organization. The graphics are explained by means of a text.

### Example of a questionnaire evaluation:

