

CONFIDENTIAL

Corporate Values

JOB PROFILE REPORT



POSITION:
Sample Job

COMPANY:
Test Client

DATE:
7 April 2022

ASSESSMENTS INCLUDED:
Corporate Values Profile

Introduction to Values

Values are defined as ‘beliefs’ that are held by the individual as standards that guide how he or she should function. Values are cognitive structures, but also have behavioural and affective dimensions (Brown, 2002). Individuals’ values are the basis for their self-evaluation and the evaluation of others and they play a major role in the establishment of personal goals. The Corporate Values Profile (CVP) is an online self-report questionnaire that assesses individual values specific to the work context according to seven factors and 21 facets.

The CVP report presents the 21 facet scores in terms of a ranking. This ranking is arranged into three categories – those facets that are **major motivators** for the job or organisation, those that are **minor motivators** and those that are the least important and may be considered **possible demotivators**.

Framework - Values

The facets and factors of the CVP are based on a comprehensive content analysis of a number of value taxonomies, most notably those of Lofquist & Dawis (1971), Brown (1991) and Super (1973).

The CVP is designed to specifically focus on values that are most relevant to the workplace and therefore aims to measure an individual’s perception of their “work values”. One of the major influences in the development of the CVP is Super’s work-values theory, selected as it provides a comprehensive values framework that is specifically related to the workplace.

To further understand the dynamic nature of values, the motivational theories of Maslow, Herzberg, McClelland and Aldefer are considered when results are interpreted. The ERG theory from Aldefer is particularly useful to understand values in the life context of an individual.

The results from the CVP provide an indication of a job or organisation’s most and least important work values. In combination with an individual’s PVP, this information can then be used to motivate, direct and focus that individual’s efforts in the workplace.

Please note

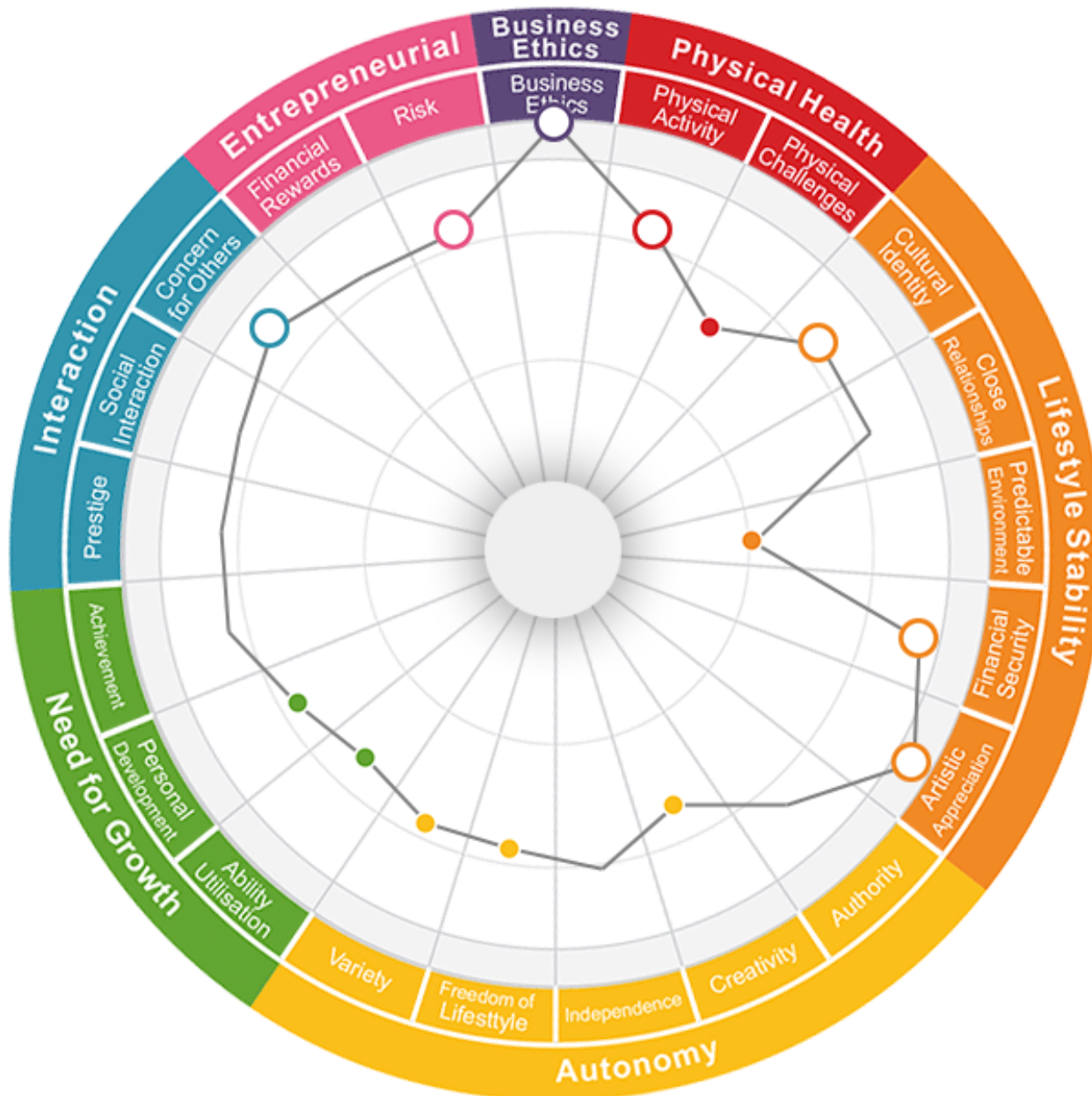
This report is a guide only. The information obtained from this report should only be used as a means of understanding an individual. Hence this report is designed to assist in the selection, appraisal, development, or coaching and counselling process. This report should never be used in isolation but always in conjunction with both an interview and a selection/appraisal process whereby a person’s experience, education, qualifications, competence and trainability can be assessed.

This CVP framework is depicted as follows:



Position CVP results

CVP Windrose graph



Corporate Value list

Breakdown of corporate value system

Major Motivators



Physical Activity, Cultural Identity, Risk, Concern for Others, Financial Security, Artistic Appreciation, Business Ethics

Minor Motivators

Independence, Achievement, Prestige, Social Interaction, Authority, Financial Rewards, Close Relationship

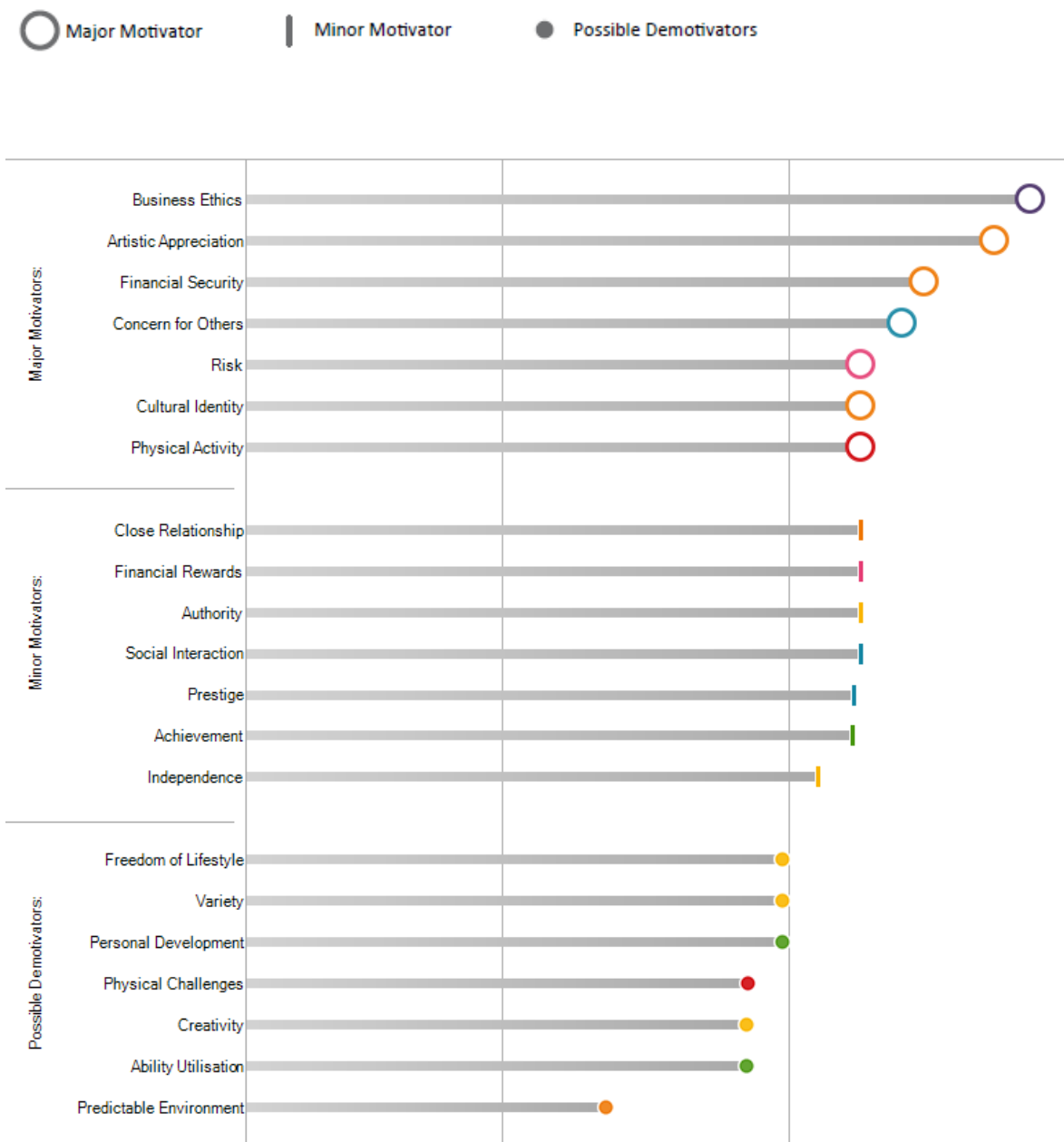
Possible Demotivators



Predictable Environment, Ability Utilisation, Creativity, Physical Challenges, Personal Development, Variety, Freedom of Lifestyle

CVP Bar chart

CVP Bar chart graph



Colour key to value clusters

- Business Ethics
- Lifestyle Stability
- Need for Growth
- Entrepreneurial
- Physical Health
- Autonomy
- Interaction

Corporate Values interpretation

Interpretation of major motivators

Major Motivators

Business Ethics

Definition

This value refers to the moral values and the need to do work that one feels is morally correct, and not in conflict with a personal moral stance.

Interpretation

In this position the incumbent will be required to make ethical judgements on a variety of issues. It is therefore important that this individual has clearly defined moral and ethical standards that he/she understands and adheres to and that are in accordance with those of the organisation. He/She should have the confidence to act, behave and make decisions in a manner that is consistent with his/her personal morals and ethics and be willing to risk forfeiting his/her job rather than compromise his/her moral framework. Management should therefore be able to trust that the incumbent will not do anything that is in conflict with his/her personal moral and ethical standards.

How to effectively motivate this individual

- Clearly define and communicate the expected ethical standards to which the individual is expected to conform within the organisation.
- Do not expect the individual to make decisions, act, or behave in a manner that is in conflict with their moral and ethical framework.

Artistic Appreciation

Definition

This value deals with finding beauty in one's environment and states that the individual prefers to work in an environment that is aesthetically pleasing.

Interpretation

The position requires an individual who can deliver job outputs which are considered to be beautiful and pleasing/admirable. Incumbents will need to be driven to create something appealing and understand the standards of taste and aesthetics. He/She will also need to be able to create aesthetically pleasing environments if those do not already exist.

How to effectively motivate this individual

- Create an aesthetically pleasing environment for individuals to work in.
- Provide opportunities to create aesthetically pleasing items and afford individuals the opportunity to express and apply creativity in work-related issues and problems.

Financial Security

Definition

This value refers to the importance one places on having secure and regular employment, and building up economic security over a period of time.

Interpretation

The incumbent in this position will be afforded financial security, as opposed to risk-based income. It is important therefore that the incumbent is comfortable that the income provided is commensurate with his/her skills and is presented as a lower risk remuneration profile. They should be satisfied with the rewards arising from a regular income. Under the condition of assured financial security, he/she should be optimally productive and may feel threatened, frustrated and/or demotivated if required to take risks to improve his/her financial situation.

How to effectively motivate this individual

- Provide a regular income that is appropriate for the individual's skills and expertise.
- Be mindful that their needs for financial improvements are based on predictable and measurable criteria that do not require financial risk.

Concern for Others

Definition

This value refers to the need to help other people with problems. It is essentially a caring value, where the need to assist, support and help others is expressed.

Interpretation

As this position will require the incumbent to come into contact with many people who have different needs, issues and problems, he/she must have a passion for helping others. This individual will therefore be required to demonstrate a sincere, unselfish and compassionate concern for the well-being of others and should derive great satisfaction from helping people. He/She should welcome opportunities to counsel and/or support the people who approach him/her for assistance and he/she should strive towards facilitating processes that address other's areas of difficulty or concern and actively enhance their contentment and happiness.

How to effectively motivate this individual

- Utilise individuals in situations that require them to assist others with a diversity of needs, issues and problems, especially in a counselling or supporting role.

Risk

Definition

Daring or exciting challenges are the essence of this value. Even though risk includes physical and psychological risk, the focus is on emotional risk. Entrepreneurs would rely on high levels of emotional and financial risk to start a new business venture, whereas engineers building a bridge would try to minimise risk at all cost.

Interpretation

This position may provide an unstable work environment, or expose the incumbent to periods of rapid change, uncertainty, or even high risk. It is therefore essential that the individual operating in this role prefers to work in situations where he/she is challenged by mentally and/or physically demanding assignments with little or no precedent and is offered minimal support and guidance. Delivery in this role is also likely to be characterised by high levels of pressure and this person should therefore experience this environment as stimulating, rather than daunting. He/She should be able to work optimally under such conditions, making decisions and/or taking actions with a high risk component but which are, however, likely to produce good returns. It is important, therefore, that this individual employs sound judgement, takes considered risks and does not act carelessly and to the detriment of his/her or the organisation's well-being.

How to effectively motivate this individual

- Employ the individual in pressurised and challenging environments.
- Present them with tasks and projects that are mentally and/or physically challenging, where the stakes are generally higher and the outcome is less predictable.

Cultural Identity

Definition

Cultural identity refers to the importance placed on being with people of the same race, culture, religion, or beliefs. Similarity and homogeneity is important.

Interpretation

The incumbent in this position will need to have a strong understanding of, and respect for, his/her cultural origins, beliefs, traditions, values and practices and may have a definite preference for working with others who share a similar background, or in roles which require him/her to operate within the frameworks of his/her culture. This does not imply, however, that the incumbent does not wish to, or is unable to, work with people from other cultures or social backgrounds.

How to effectively motivate this individual

- Provide the individual with the opportunity to work with others who share the same cultural foundations, beliefs, traditions, and/or values.

Physical Activity

Definition

Physical activity simply refers to the importance placed on being physically active. This value can be expressed in jobs such as construction workers, mine workers or personal trainers, or as a hobby through taking a bicycle to work.

Interpretation

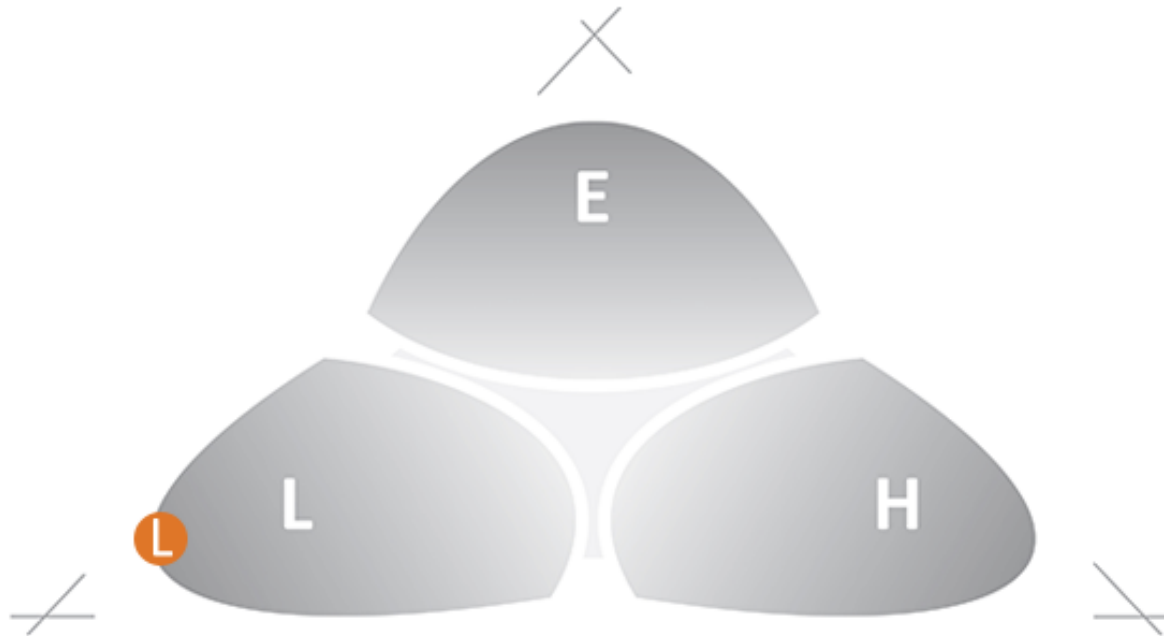
This position will require the incumbent to be mobile and physically active. He/She should therefore have high energy levels and a preference for action and movement, as opposed to operating in a desk-bound role. The incumbent should therefore be physically fit and capable of matching the physical requirements of the job.

How to effectively motivate this individual

- Provide the individual with opportunities to be physically active in their position, e.g. travelling, demonstration presentations or hands-on training.

Corporate Value response analysis

Fail-safe Analysis representing the response pattern to highlight tendencies towards extreme scores.



S

Your result of response mode analysis is “S”. It indicates that the current result is trustworthy and safe to use.

L

Your result of response mode analysis is “L”. It indicates that you tend to express low interest on every value. Due to this reason, your current results might not truly reflect your values.

H

Your result of response mode analysis is “H”. It indicates that you tend to express high interest on every value. Due to this reason, your current results might not truly reflect your values.

E

Your result of response mode analysis is “E”. It indicates that you tend to express in an extreme pattern. Your results can still reflect your value system. However, please use it with caution.

What's next?



ASK A SPECIALIST

Ask one of our Psychologists for more detailed information.



CAREER PLAN

Plan to recruit a person that would match the top values.



LEISURE ACTIVITIES

Assist individuals to fulfil their top values through leisure activities.



RE-TESTING

Take the CVP again if the response pattern analysis indicates a warning sign, or if you do not agree with the results.