



Edna Marie Robles

September 23, 2016

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

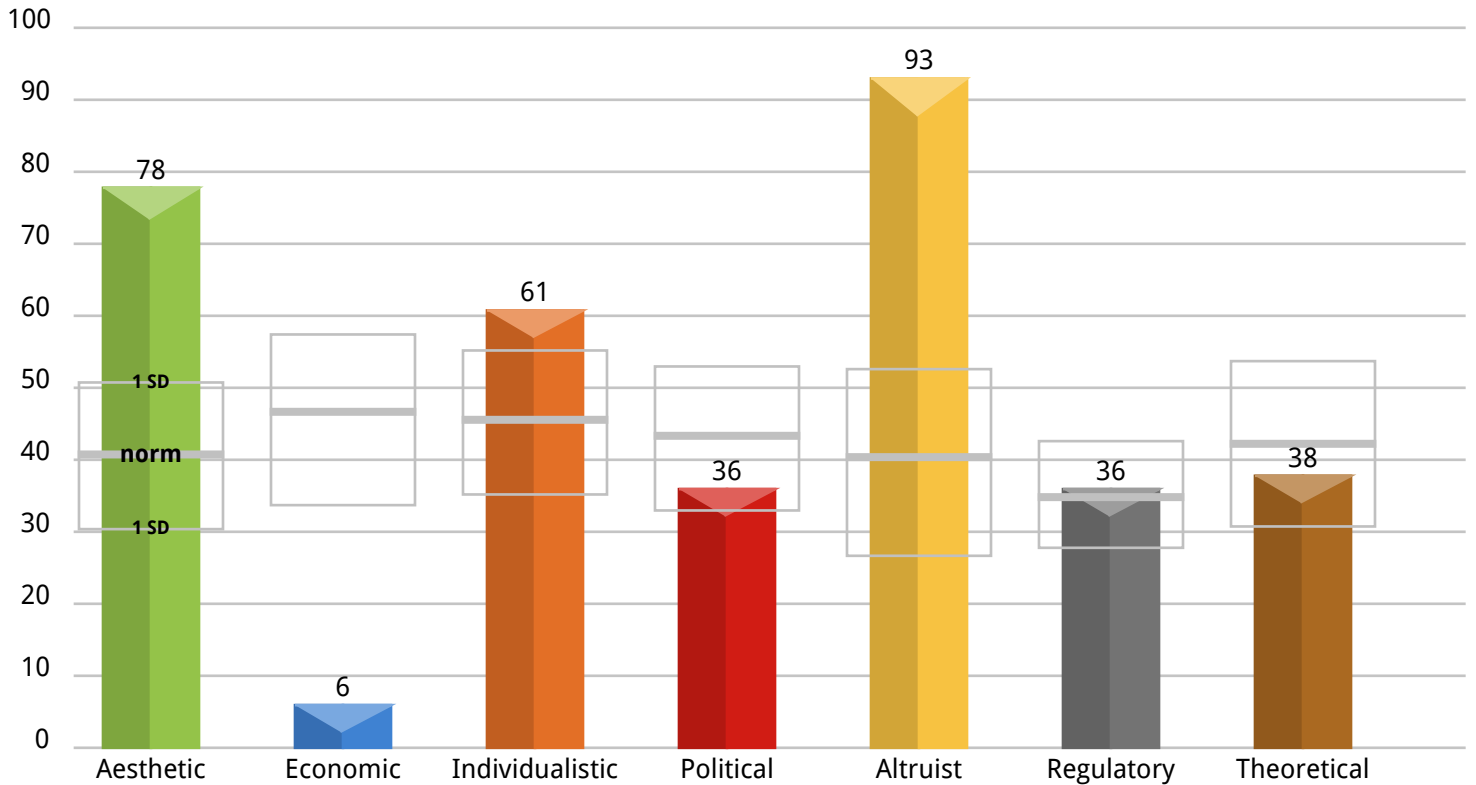
Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

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

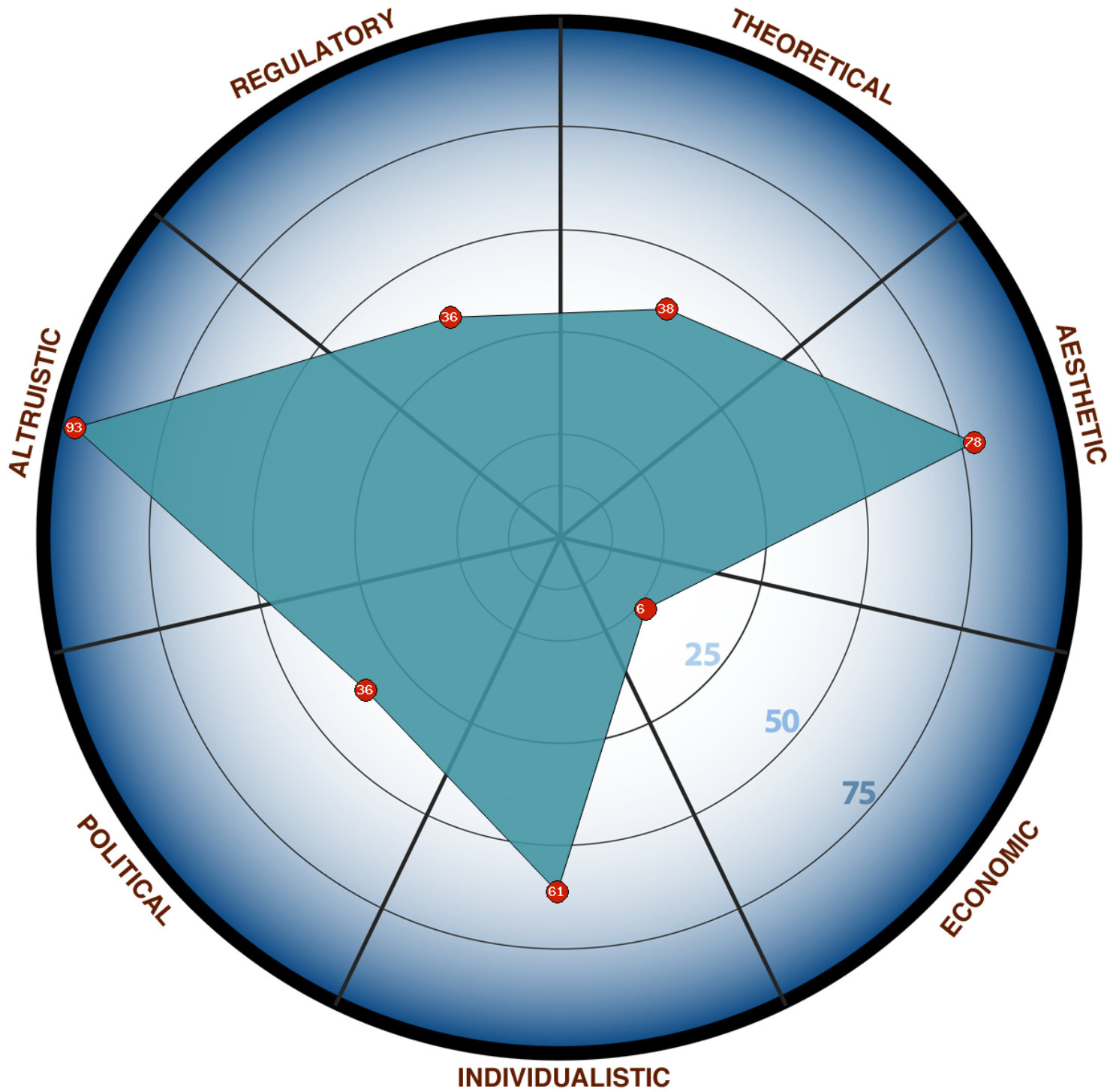


Executive Summary of Edna Marie's Values

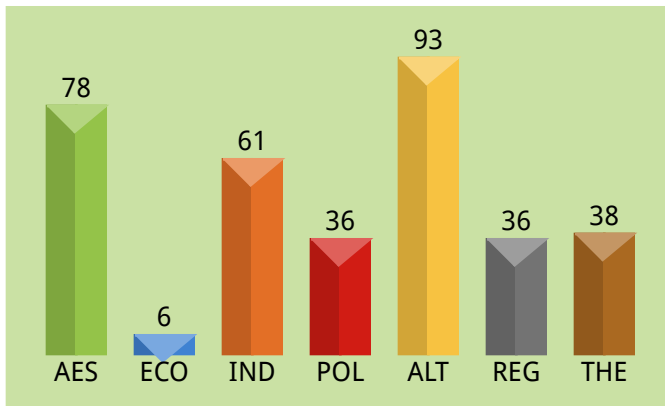


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Very High Aesthetic	You place great importance in finding a good work-life balance, creating more than destroying and artistic self expression.
Very Low Economic	You may try to help meet customers' needs (internal and external) before your own.
High Individualistic	You have no problem standing up for your own rights and may impart this energy into others as well.
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.
Average Theoretical	You are able to balance the quest for understanding and knowledge with the practical needs of a situation.



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The Aesthetic Dimension:

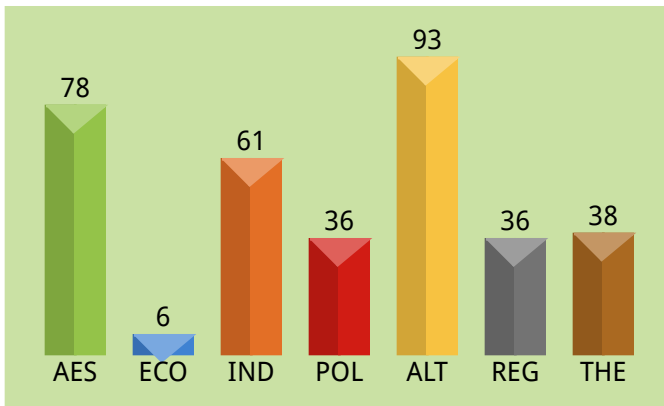
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.

General Traits:

- You are energized when others around share similar level of appreciation for beauty and form.
- You desire ample personal time for reflection and to maintain work/life balance.
- To you, feeling "good" and looking "good" are important.
- You strongly support the individuality and creativity of others.
- You show a very strong appreciation for nature, environment and harmony in life.

Key Strengths:

- You have a willingness to think beyond the surface of a problem and bring a creative set of new ideas.
- You like to network with others and share creative ideas and solutions.
- You will bring new and innovative ideas to the table.
- You are enthusiastic and willing to work and contribute to the team efforts in creative ways.
- You are very empathetic when it comes to understanding other's interests in arts or aesthetics.



The Aesthetic Dimension:

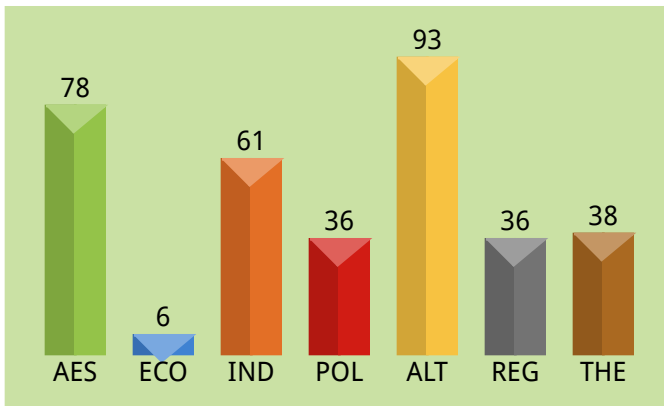
The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You should allow ample time for personal life balance.
- You may tend to over-react to emotional situations.
- You should explore potential of involvement with environmental or 'green' initiatives in the area.
- You may prefer to have some outlet for your creativity at a team meeting or event.
- You allow for sufficient personal free time to achieve balance.

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.

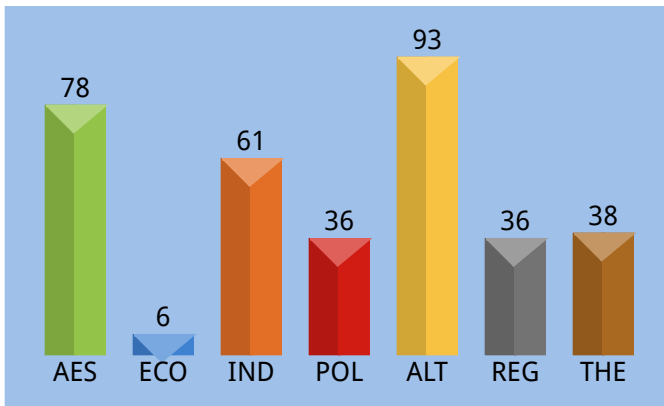


The Aesthetic Dimension:

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 may use the creative or aesthetic mode as a safety blanket to avoid other issues.
- You may carry too great an emphasis on the artistic, or balance/form issues in the workplace.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You could benefit from being a little more practical.
- You could get lost in creativity if not kept somewhat reined in and on target.



The Economic Dimension:

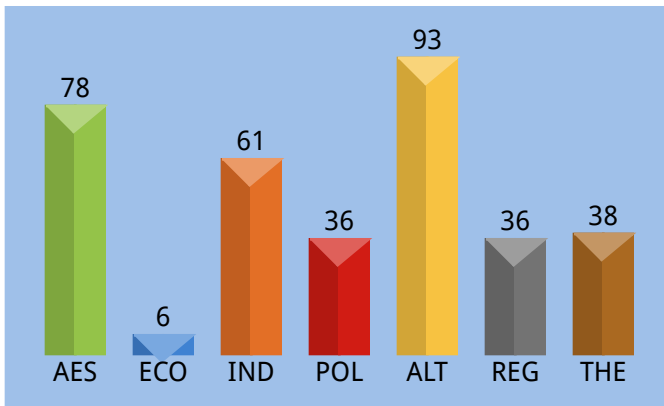
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- For you, using money or materials as a yardstick to measure or impress others is not important.
- Since this values area may help to determine one's money-motivation, the results indicate that you may be motivated more by things other than a high paycheck (although that may still be important).
- While not driven by money, some in this score range may be sensitive to perceived inequities in wages and salaries, and do not want to be taken advantage of in that process.
- You score in a range that indicates a lower interest in materialistic things, or that you have already achieved a level of material security.
- 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.

Key Strengths:

- You are an excellent team player and team member.
- You see a wider spectrum of the picture, not just the economic view.
- You are sensitive and responsive to the "people-side" of work related activities.
- You are less concerned with monetary compensation, and find higher rewards in other (higher) value dimensions in this report.
- You rarely (if ever) look at a project with a "what's in it for me?" perspective.



The Economic Dimension:

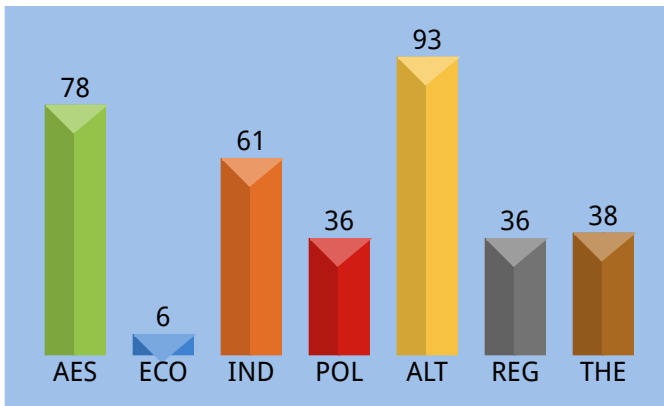
This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- You should remember that 'helping hands' behind the scenes are as important as the highly visible ends of a work project.
- You prefer sincere recognition for contributions.
- You prefer when job enrichment strategies are structured into the reward system, not just economic rewards.
- You should allow time in the schedule for helping others.
- You should avoid mundane tasks.

Training/Learning Insights:

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

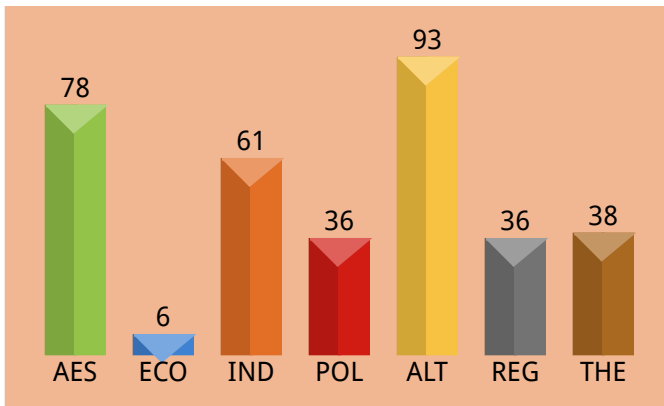


The Economic Dimension:

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 need to learn to say "no" more often.
- You may tend to over commit both on and off the job, such as with community organizations, etc.
- You may not hear the 'revenue clock' ticking on some projects.
- You should avoid spreading yourself too thin by taking on responsibilities that could be delegated to others.
- You may avoid making tough decisions that may negatively impact others on the team.



The Individualistic Dimension:

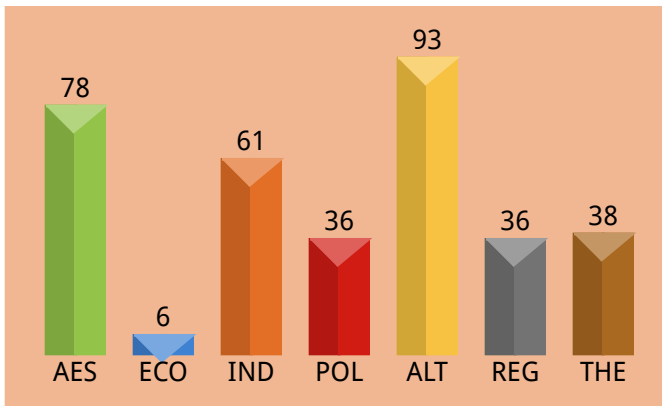
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

General Traits:

- You like to have your own niche; the place where you can excel.
- Many who score in this range like to invent new things, design new products, and develop new ideas and procedures.
- You are Independent.
- You sometimes surprise others with spontaneous ideas or responses.
- Your high individualism may be demonstrated in creative problem solving and a higher risk-taking attitude.

Key Strengths:

- You realize that we are all individuals and have ideas to offer.
- You bring creative ideas.
- You bring a variety of different and energetic ideas to the workplace.
- You have the ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- You are not afraid to take calculated risks.



The Individualistic Dimension:

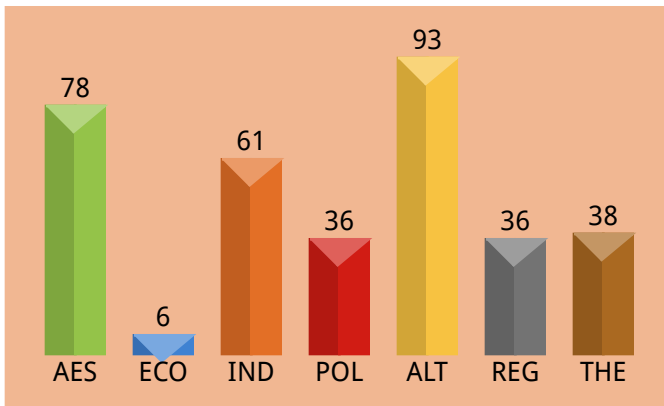
The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- You will appreciate 'air-time' at meetings to share ideas with others on the team.
- You should be allowed bandwidth to grow and experiment with new projects, ideas, and responsibilities.
- You may bring a variety of strengths to the team that may not have been utilized; explore the possibilities of expanding these opportunities.
- You may like to work apart from the team and independently at times.
- You should work with an idea, develop it, and run with it for a while before making a judgment.

Training/Learning Insights:

- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

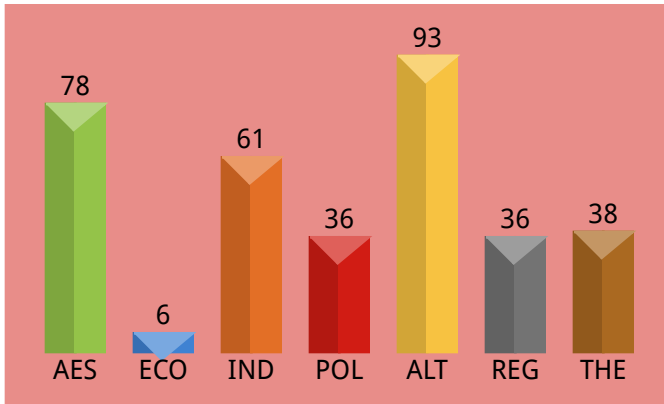


The Individualistic Dimension:

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:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Sometimes individuals with this high Individualistic score, if in a presentation situation, may spend excess time telling (or selling) the audience on their own, rather than discussing the topic of the presentation.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.



The Political Dimension:

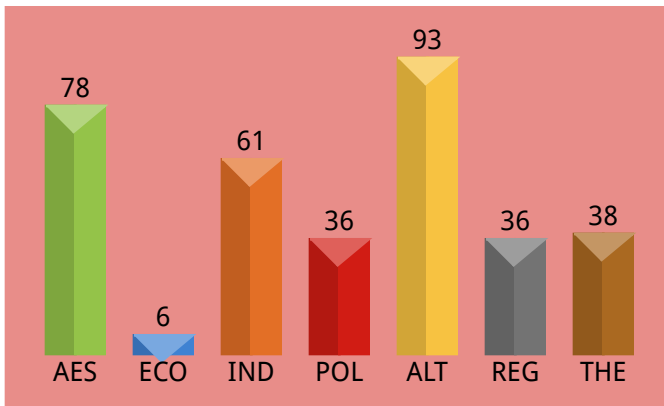
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You have the ability to take or leave the control-factors of group leadership roles.
- A score near the mean indicates that the Political (power seeking) drive is not your primary motivational factor.
- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You are able to understand the needs of those on the team who are highly competitive, as well as those who tend to be more cooperative.

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:

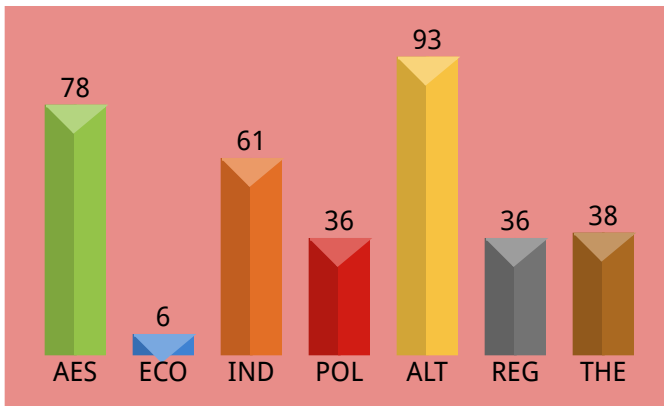
This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

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.

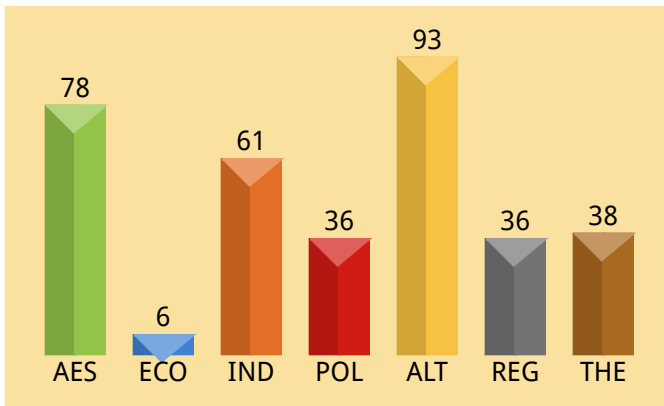


The Political Dimension:

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:

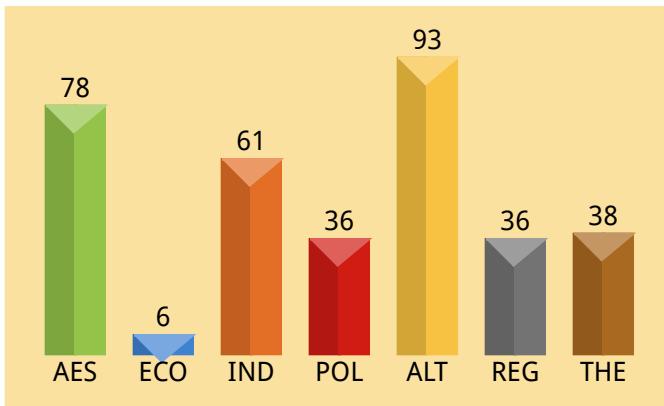
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You like helping, teaching, and coaching others.
- You have a very high sincerity and genuine interest in helping others.
- You have a very high service-ethic.
- You have a very strong desire to help others grow and develop.
- Your very high sincerity-factor may also exhibit in tone of voice in communicating with others.

Key Strengths:

- You provide time, talent, and tireless effort to help the organization or the team.
- You are much more social than solitary.
- You can be a very calming influence during stressful situations.
- You are enthusiastic and enjoy working in team environments or social settings.
- You have an empathetic attitude towards others.



The Altruistic Dimension:

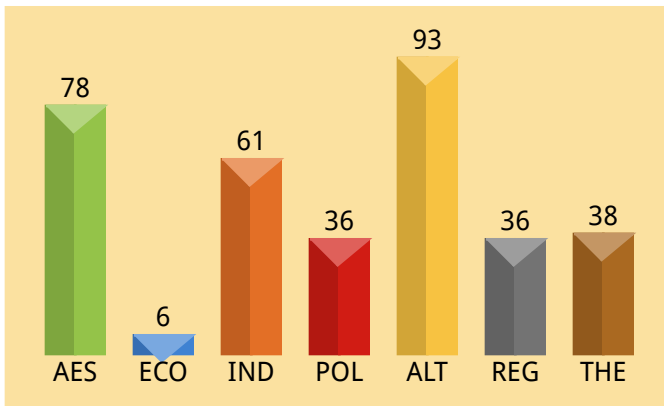
This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You should allow ample personal time for whatever giving activities exist outside of work.
- You may be taken advantage of by others who know of your giving and helpful nature.
- You should utilize as a trainer, teacher, mentor, and coach.
- Remember that you tend to be a very 'giving' person, and enjoy helping others.
- You should resist overusing the giving attitude or causing burn out in giving too much.

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.

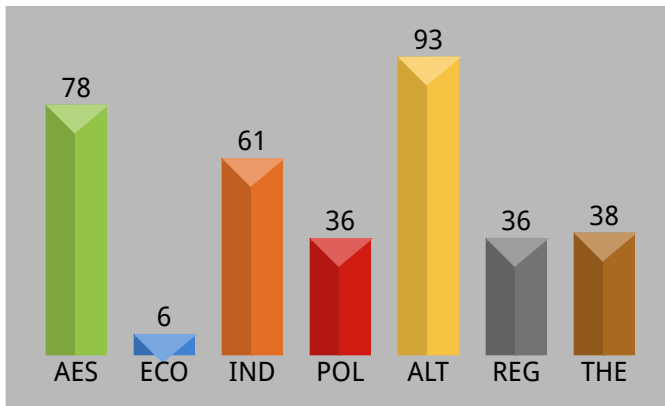


The Altruistic Dimension:

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



The Regulatory Dimension:

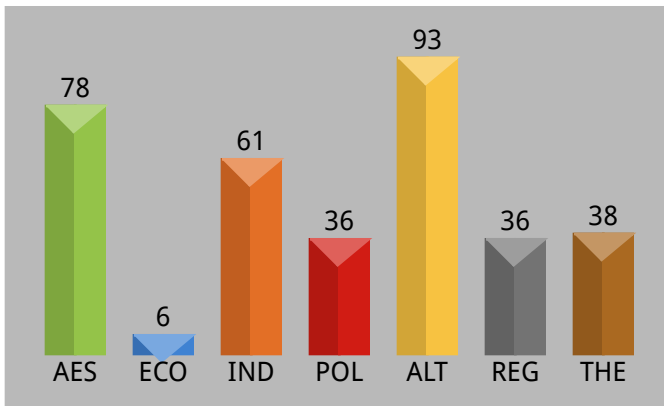
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

General Traits:

- You are good at seeing the details, but not likely to get lost in them.
- You understand both sides of the argument for more and less rules and policies.
- You move freely and effectively between the rebels and the rule-followers in a group.
- You strike a good balance between respecting individual needs, and those of the group.
- You appreciate some structure, but not too much.

Key Strengths:

- You are not overly rigid in the need for order and structure.
- You are very flexible when it comes to dealing with very little or too much structure.
- 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 situationally aware of when rules must be followed and when they should not be.



The Regulatory Dimension:

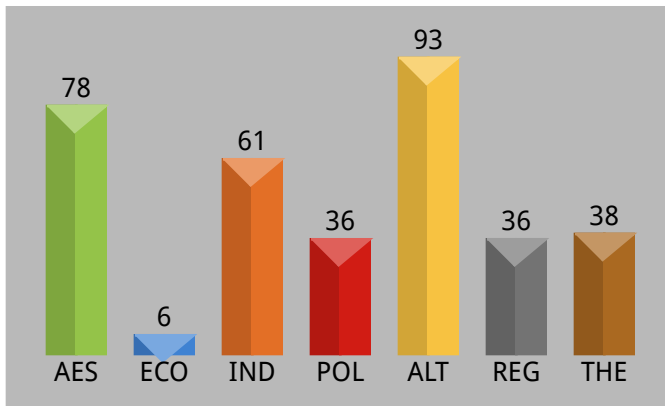
The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

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.

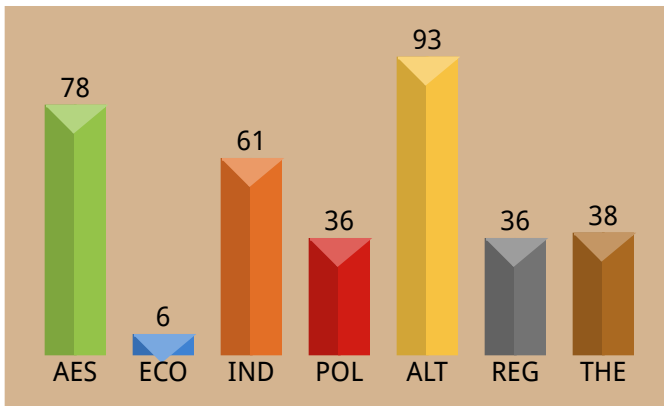


The Regulatory Dimension:

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:

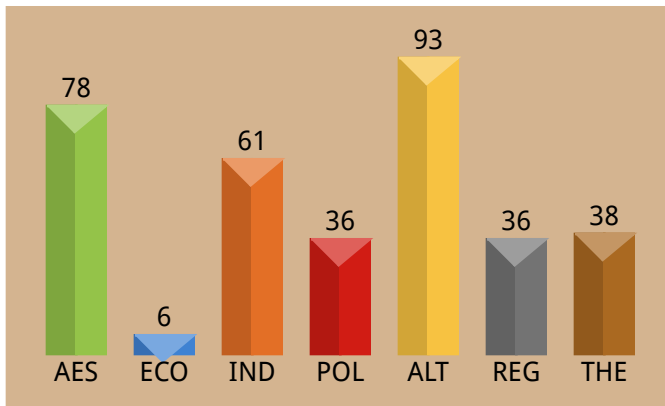
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- Your score in this range is near the typical businessperson's score.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.
- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.

Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.



The Theoretical Dimension:

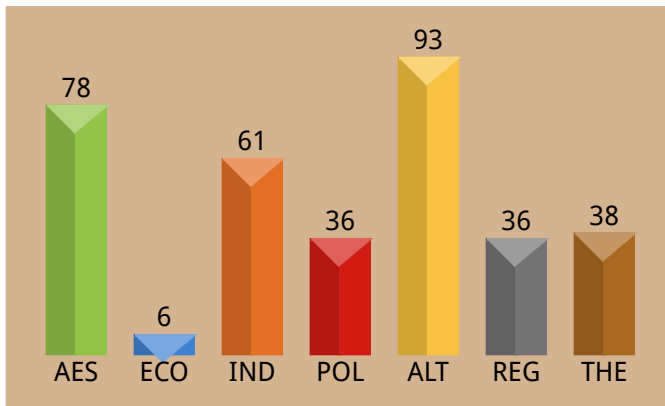
The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.

Training/Learning Insights:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



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 need to be a bit more demonstrative on some complex theoretical issues.
- You may be asked to take a firmer stand or position on team initiatives.
- You may need to examine other values' drives to determine the importance of this Theoretical drive factor.



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
- 4-5 = Below Average
- 6-7 = Average
- 8-9 = Excellent
- 10 = Genius

Tally your score here:

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):
