

- SELECT
- DEVELOP
- LEAD

HOGAN *DEVELOP*

COMPASS

OCCUPATIONAL SIGNIFICANCE OF CORE VALUES

Report for: Kelly Warren

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INTRODUCTION

Core Values

People's values define their identities—people's values reflect who they are at a deep and sometimes unconscious level. People are often unaware of their values and are often unable to spell them out completely. Nonetheless, they influence people's lives in important ways. Their values shape their philosophy of life, their choice of friends, and how they spend their spare time. People's values also influence their choice of jobs and careers. People like others who share their values and prefer to work in jobs that support their values.

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Uses of this Report

The Career Compass is based on the Motives, Values, Preferences Inventory (MVPI), a measure of the ten core values found in most cultures throughout history. The Career Compass provides feedback on three important topics. First, it clarifies a person's values, and that is an important part of any person's development. Second, it contains information regarding the fit between a person's values and various occupations and organizational cultures. No matter how talented people may be, if their values are not consistent with the demands of their occupation or current organizational culture, they won't be very happy or successful—and people often choose jobs and careers without considering the values issue. And third, the report describes the kind of people with whom a person will comfortably work and live—because people like others who share their values and dislike people who don't share them.

Reading this Report

This report is based on a person's scores on ten core values which are organized in four clusters. The next page defines the core values and how they cluster. The following pages provide some values clarification, and interpret the significance of a person's values profile for their career and relations with others. The last page contains a graph of the person's values profile.



DEFINING CORE VALUES

Cluster I: Status Interests

Recognition

Wanting to stand out and be noticed, and dreaming of fame and success.

Power

Wanting to be successful, to make an impact, and to create a legacy.

Hedonism

Wanting to have fun and enjoy the fruits of one's success.

Cluster II: Social Interests

Altruistic

Wanting to help the needy and powerless and improve society.

Affiliation

Wanting to be part of a group and seeking social stimulation.

Tradition

Believing in family values and endorsing socially approved behavior.

Cluster III: Financial Interests

Security

Wanting occupational and financial safety and avoiding risk.

Commerce

Wanting financial success and seeking business opportunities.

Cluster IV: Decision Making Style

Aesthetics

Wanting to be stylish and fashionable and being concerned about appearances.

Science

Wanting to solve problems and make decisions based on data.



INTERPRETING Ms. WARREN'S VALUES PROFILE

I. VALUES CLARIFICATION

Status Interests

Although Ms. Warren appreciates positive comments and feedback on her performance, she is reluctant to engage in self-dramatization, and prefers instead to wait for others to notice her accomplishments. She prefers not to be the center of attention, doesn't like giving public presentations, and dislikes the scrutiny and criticism that often come from working on high profile projects. Ms. Warren is keenly interested in career advancement, evaluates herself in terms of what she has accomplished, hates wasting time, wants to make an impact on her organization and profession, and thinks strategically about how to make a difference. She doesn't mind competition, conflict, or disagreement, and is willing to challenge others, including superiors, when she thinks they are wrong. Moreover, Ms. Warren is a fun-loving person who likes to travel, socialize, entertain, be entertained, and enjoy the fruits of her labor. Others will see her as adventurous, spirited, experience-seeking, and convivial. She likes fast-paced change and new projects and doesn't like bureaucracy, restrictions, prohibitions, or boring tasks.

Social Interests

Ms. Warren enjoys advising, assisting, and encouraging others, likes teaching, and seems to be a natural coach and mentor. She also thinks it is important to pay attention to the morale of the "little people" by communicating with them regularly, listening to their issues, and encouraging and supporting their efforts. She is also open and willing to listen to criticism and feedback concerning her performance. Moreover, Ms. Warren seems equally happy working by herself or as part of a team. She enjoys meeting new people, but also enjoys having time to herself when she can focus and reflect. She likes people, but doesn't need constant interaction. Finally, she values stability, established procedures, formal relations, hierarchy, standards, custom, tradition, and socially acceptable behavior. She likes the feeling of being part of a larger and more significant social movement. She has a clear sense of right and wrong, is comfortable with authority, and prefers to treat others with politeness, courtesy, and respect.

Financial Interests

Ms. Warren is concerned about safety and job security, and dislikes risk, uncertainty, and making unnecessary mistakes. She likes others to spell out their expectations and make their performance standards explicit. She would rather be safe than sorry, which means that she will take few unnecessary chances, and usually try to minimize her exposure to risk. In addition, she is quite interested in compensation, investment opportunities, and other financial issues. She is alert for methods to increase profitability and improve the bottom line, and uses income as a way to keep score and evaluate herself. She doesn't make many mistakes with her money, and doesn't have a lot of sympathy for those who do. She enjoys making, saving, and investing money and watching her net worth grow.



Decision Making Style

Ms. Warren cares about new trends in fashion and style, the look and feel of consumer products, and may make decisions based on the appearance of a product or the style of an offering. She is an advocate for innovation and quality, and values living and working in attractive surroundings. However, her passion for matters of style and quality may cause her to be hard to please and uncomfortable with people and organizations that lack her concern with these issues. Finally, she seems equally willing to make decisions based on data and research or based on her own personal experience and judgment. She is comfortable with technology and understands its importance at work, but she is not addicted to following newest trends and evolutions in technology.



INTERPRETING Ms. WARREN'S VALUES PROFILE

II. HELPFUL CAREER TIPS

Drivers

Ms. Warren will like jobs where there are opportunities to make a difference, have an impact, and create a legacy. She will be less comfortable working in organizations where there are few opportunities to contribute or advance, and may even seek to leave them. She will be most comfortable working in an environment where there is a strong bias toward action and results, usually in a sales or management role. She may need to learn to be patient with those who lack her passion and intensity. Another important feature of her idea job is the sense that the work is contributing to the fulfillment of a larger and more meaningful purpose, that society is being served or history is being reaffirmed by the work. She will prefer to work in environments characterized by formality, restraint, decorum, and hierarchy. Conversely, she will not enjoy working in organizations that promote an aggressively modern agenda, or that ignore politeness, civility, and the appropriate rules of behavior. For optimal career development, she needs to be careful not to become too comfortable with traditional work practices or too set in her ways. Moreover, she is motivated by money, interested in salary issues and other forms of compensation, and stays alert for opportunities for financial advancement. She is not interested in opportunities for public service where compensation is measured in terms of being able to feel virtuous, and she will have little sympathy for people or organizations that are careless with their finances. These values are consistent with work in sales, consulting, banking, real estate, and all forms of finance. She should remember that the financial success of any organization depends on the good will of its staff.

Careers

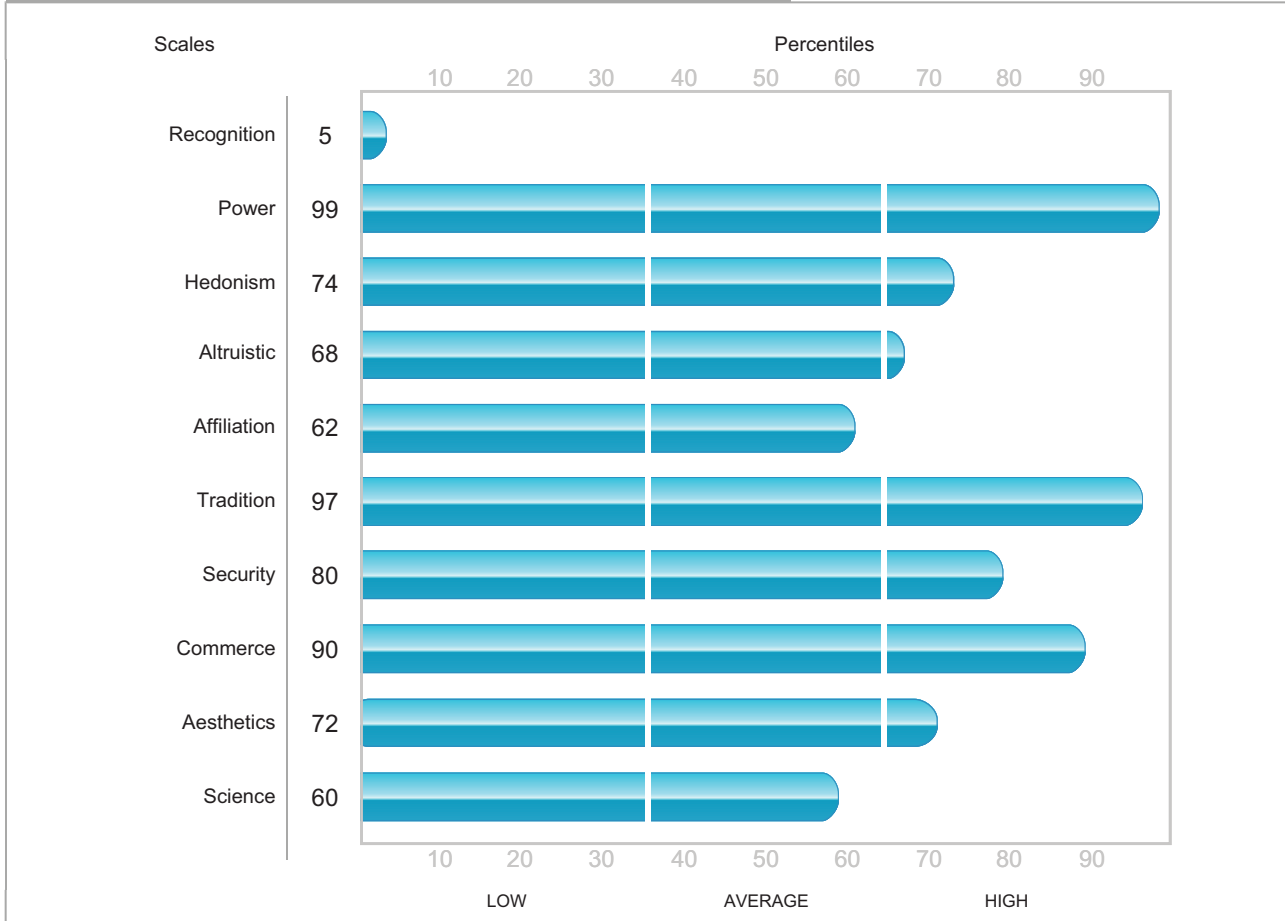
The assessment results for Ms. Warren suggest that she will be most satisfied with a career where there are opportunities to achieve, to succeed, to make a difference, and to advance her career, which include management, marketing, sales, consulting, and entrepreneurship. She will also enjoy working with people who believe in church, family, and respect for history and tradition.

Preferred Working Environment

Assessment results for Ms. Warren suggest that she will be more attracted to certain working environments than others. Specifically, she will be most satisfied working in organizations that value high performance, productivity, and achievement and where it is possible to contribute and make a difference. She will enjoy leadership positions and opportunities to motivate and empower others. She will also prefer to work with people who take initiative, get things done, and pursue their objectives in a persistent and strategic manner. She will not enjoy working in organizations where there are no opportunities to make a mark and make a difference.



GRAPHIC REPORT (MOTIVES, VALUES, PREFERENCES INVENTORY)





High scorers are above the 65th percentile. Average scores are between the 35th and 65th percentile. Low scorers are below the 35th percentile.

Recognition	A desire to be known, seen, visible, and famous.
Power	A desire for success, challenge, competition, and achievement.
Hedonism	A desire for fun, excitement, variety, and pleasure.
Altruistic	A desire to serve others, improve society, and help the less fortunate.
Affiliation	A desire for frequent and varied social contact.
Tradition	A concern about ethics, family values, and devotion to duty.
Security	A desire for structure, order, and predictability in life.
Commerce	A desire for increased income, profits, and business opportunities.
Aesthetics	A concern about style, appearance, and fashion.
Science	A desire to use data to make decisions and solve problems.