



# Value Orientations (VO)

Standard Report for Cognasud  
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NAME:  
John Smith Demo

VO NUMBER:  
VO-018X31

ASSESSMENT DATE:  
2017-03-31



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# Introduction

## The VO

The Value Orientations (VO) assessment measures your acceptance and rejection of particular valuing systems or worldviews. Value orientations can be likened to complex belief systems, specifically about what is desirable and important in life and what is not. These represent core intelligences, ways of perceiving the world and decision-making frameworks which guide a person's thinking, emotion and behaviour in different contexts. Although not necessarily consciously chosen, a value orientation acts as an organising principle according to which a person adapts to the world. Due to psychological and environmental factors, value orientations may gradually change and develop during a person's lifetime.

Exploring your value orientations often creates self-insight, a greater understanding of your relationships and your choices in life. It can also give an indication of why certain things frustrate you, what you believe success involves as well as how you would approach leadership roles and the workplace in general. Understanding your value orientation(s) and an awareness of the worldviews of other people can facilitate better communication and be useful in resolving conflict.

In this report, the valuing orientations accepted and rejected by Luis are identified and discussed in terms of the following: the worldview adhered to, typical behaviour to be expected, prime motivators and emotional manifestations. In addition, some implications for job functioning are also indicated by describing Luis Felipe's preferred organisational environment and leadership style.

*Please note: The colours are used to simplify and understand the seven value orientations. They are used purely for clarification and classification purposes and do not have any extra meaning or connotations.*

## Constructs reported on by the VO

- Theoretical model
  - The Spiral Dynamics model
- VO assessment results
  - Conflicting value orientations
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  - Rejected value orientations
- Team functioning
  - Accepted value orientations
  - Rejected value orientations
- Leadership implications
- Effective leadership
- Work implications
- Summary of VO results

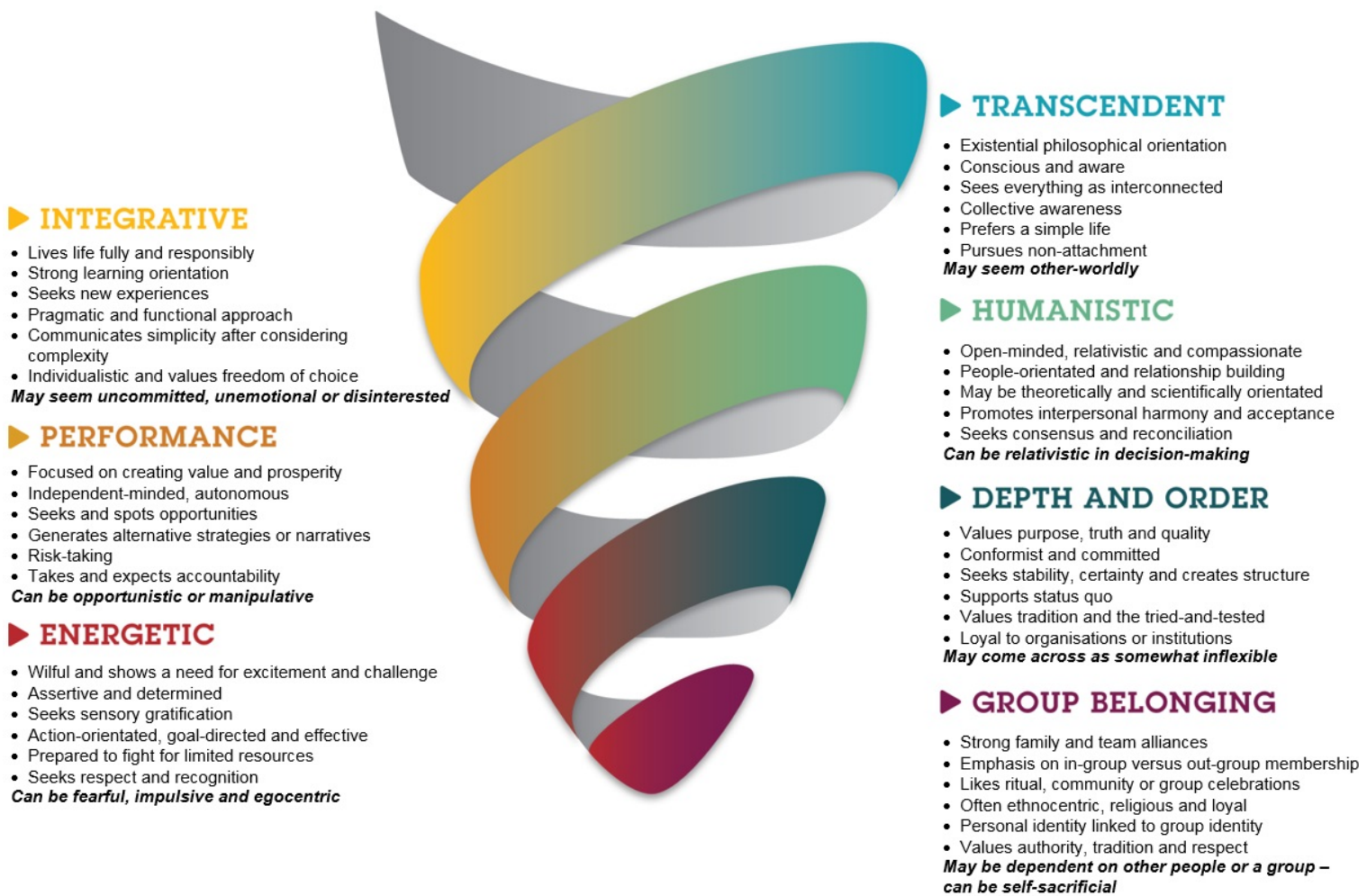
## Biographical information

Full name:	John Smith Demo
Gender:	Male
Date assessed:	2017-03-31
Report date:	2017-04-03
Unique test number:	VO-018X31
Date of birth:	1958-07-18 Other
Nationality:	Other
Ethnicity:	Degree
Highest education:	Economics
Discipline:	OTHER
Functional area:	

## Theoretical model

The VO assessment is based on the value orientations theory by Graves, Beck and Cowan in their Spiral Dynamics model. It also incorporates Wilber's AQAL model, May's Whirl model, Myss's work on the structures of consciousness reflected by various spiritual traditions, Kohlberg's work on moral development and other consciousness theorists such as Loevinger, Gebser, Perry and Piaget. All the above models essentially reflect the same theoretical structure and can be arranged into a spiral. This is the structure that is assessed and reported on.

## The Spiral Dynamics model



Individualistic

Collectivistic

## Luis Felipe's VO assessment results

	<u>Yellow</u>	<u>Orange</u>	<u>Red</u>	<u>Purple</u>	<u>Blue</u>	<u>Green</u>	<u>Turquoise</u>
Accepted							
Rejected							

### Accepted value orientations: Purple and Blue

#### Luis **accepts the purple and blue valuing systems**

*(holds order and obedience to authority in high regard; concerned about "right and wrong"; has a collective orientation; values group belonging)*

#### Worldview adhered to

A central theme in Luis Felipe's approach to life, is the preference for order and discipline. To individuals showing an acceptance of this combination of valuing systems, it is imperative to adhere to a code of conduct, and a definite distinction is drawn between "right" and "wrong". They tend to see a grand design underpinning human existence that provides meaning to life, hence the emphasis on the "right" way and "righteous" living. For Luis, belonging to a close-knit group and upholding the traditions and symbols of this group, constitute essential components of this "right way of living". To these individuals, the group is more important than the individual: individualism and selfishness are frowned upon.

#### Typical behaviour

These views tend to manifest themselves in dutifully following this "right way of living". Diligence is probably seen in a very positive light by Luis and self-sacrifice - especially for the benefit of the in-group - is not excluded. Characteristics that are also held in high regard include: loyalty, patriotism, faithfulness, reliability, Truth, a Higher Power, self-discipline, positional power, obedience to authority, moral fibre (in terms of promoting the benefits of the group) and character building.

#### Motivators

Core motivators in Luis Felipe's life are "doing what is right", being honourable, and acting in accordance with the group identity. The safety and security offered by the familiarity of the in-group and the predictability of an orderly existence, also seem to be very important to him.

#### Emotional manifestations

Luis puts a high premium on being trustworthy, reliable and honourable, and may even regard his role or position in the group as more important than individual needs. Thus, he may have the ability to defer the gratification of personal needs if it serves the purposes of the "master plan". The emphasis tends to be on working hard and abiding by the rules (especially that of the in-group), rather than on innovative thinking and risk taking. There is, however, a "shadow side" to this combination of valuing systems including, being judgmental, harbouring strong feelings of guilt, being rigid and self-righteous, lacking the ability to compromise and being relatively closed to influences other than those originating from within the in-group.

#### Organisational environment preferred

Luis is probably best suited to an organisation that is structured hierarchically, and where clear-cut rules, regulations and procedures exist. He would appear to feel comfortable in familiar and predictable surroundings. If his sense of belonging is lodged with a group within the organisation, Luis can be expected to promote teamwork. These individuals may fall into the trap of working hard rather than smart, may suppress own emotional needs, may become emotionally blunted, and may maintain inappropriate or outdated institutions or structures at all cost.

## **Implications for leadership**

If/when in a leadership position, he is likely to base his leadership style on the assumption that there is a "master plan" necessitating hard work, diligence, a traditional approach and group cohesion. Failure to fulfil one's duty will therefore be frowned upon. Abiding by the rules and regulations, following pre-determined procedures and organisational "traditions", respecting the positional structure of the organisation and creating a stable, secure work environment may constitute the cornerstones of his approach to leadership. These leaders may apply a traditional approach, learn from experience, and focus on maintenance as opposed to innovation. They also tend to be empowered by their position (positional power).

## **Rejected value orientations: Yellow and Turquoise**

### **Luis rejects the yellow and turquoise valuing systems**

*(rejects a transcendent and emotionally detached approach; unlikely to be highly aware of intellectual and spiritual options; may not have the capacity to adopt a "meta-approach")*

#### **Worldview rejected**

Although concerned with living "righteously", Luis generally shows few broad, abstract humanistic and environmental concerns. This does not imply that he is necessarily detached from his immediate context and realities. In fact, he would probably opt for a quite emotionally involved approach. However, the targets for such emotional involvement are concerns other than those usually associated with an intellectual or spiritual inclination.

#### **Behaviour typically rejected**

His actions may reflect a certain degree of disinterest or ignorance with regard to different intellectual or spiritual angles. Individuals rejecting this particular combination of valuing systems may also appear somewhat inflexible in terms of their ability to adopt roles that represent valuing systems other than those they adhere to themselves. Luis would appear to opt for a more active (as opposed to a reflective) approach to life.

#### **Avoided motivators**

This individual is probably not energised by intellectual and/or spiritual pursuits. Concepts such as harmony, growth, evolution, flow processes, and contextual nuances, hold little appeal for him. Rather than approaching life from an emotionally distanced, philosophical and spiritual perspective, Luis would probably prefer an emotionally involved approach, and may strive for everyday achievements that are valued in the "real world". He is not inspired by the prospect of acting as a "channel of insight".

#### **Emotional manifestations rejected**

Emotionally, he is not interested in transcending the self in favour of intellectual or spiritual pursuits. Luis seems to frown upon the tendency to be emotionally detached and may prefer to be emotionally involved. There exists a possibility that he may lack the inclination to be reflective. This may bode ill in terms of awareness of own emotional responses. A rejection of this particular combination of valuing systems is also sometimes associated with an inability to flexibly adjust one's value orientation to adapt to contextual requirements.

#### **Less preferred organisational environment**

A climate where the emphasis is on philosophical mental models on organisational life, will probably not appeal to Luis. He is probably also disinterested in the integration of diverse elements in the organisational context.

## **Implications for leadership**

The possibility of difficulties in understanding or adjusting to other valuing systems, may limit this individual's ability to adapt to a wide range of contexts and stakeholders. If/when in a leadership position, he would probably focus on everyday achievements, instead of attempting to adopt a "meta-role" and enhancing intellectual and spiritual awareness. Although emotionally involved, he may fail to enrich the system by capitalising on diversity.

## Team Functioning

### Valuing orientations that Luis accepts

Luis Felipe's profile indicates that he accepts the following value orientation(s).

The value orientation(s) accepted by Luis indicates his likely behaviour and how he may be perceived by others who do not embrace the same value orientations.

Characteristics of the Purple value orientation	
The Purple value orientation is typically characterised by the following:	Those who reject the Purple value orientation may perceive you as:
<ul style="list-style-type: none"> <li>• Traditional culture</li> <li>• Protective environment</li> <li>• Religious routines, superstitions or spiritual fears</li> <li>• Group responsibility</li> <li>• Ethnic / family / group belonging</li> <li>• Security focused</li> <li>• Team cohesion</li> <li>• Ethnocentric</li> <li>• Patriotism and loyalty to group / leaders</li> <li>• Paternalistic / maternalistic leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Dependent on others</li> <li>• Groupthink / group identity</li> <li>• Not taking personal responsibility</li> <li>• Submissive</li> <li>• Rigid or inflexible</li> <li>• Closed-minded</li> <li>• Family orientated / nepotistic</li> <li>• Superstitious / dogmatically religious</li> </ul>

Characteristics of the Blue value orientation	
The Blue value orientation is typically characterised by the following:	Those who reject the Blue value orientation may perceive you as:
<ul style="list-style-type: none"> <li>• Structured and rule-based culture</li> <li>• Driven to create stability and security</li> <li>• Bureaucratic</li> <li>• Code of conduct</li> <li>• Clearly specified roles</li> <li>• Honour, responsibility and reliability</li> <li>• Diligence, conscientiousness and dedication</li> <li>• Principled and courageous</li> <li>• Action orientated</li> <li>• Compliant</li> <li>• May sacrifice for the benefit of the organisational goals</li> <li>• A focus on quality and service orientation</li> <li>• Practical and task-focused</li> <li>• Fair, consistent leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Rigid and inflexible</li> <li>• Traditional and change resistant</li> <li>• Radical and fundamental</li> <li>• Inappropriate emphasis on principles</li> <li>• Low sense of self-knowledge</li> <li>• Misses subtle nuances</li> <li>• Critical and has excessively high standards</li> <li>• Unnecessary self-sacrifice and submission</li> <li>• Needing security</li> <li>• Low focus on individual uniqueness and emotions</li> </ul>



## Valuing orientations that Luis rejects

Luis Felipe's profile indicates that he rejects the following value orientation(s).

The value orientation(s) rejected by Luis indicates how he is likely to perceive the behaviours of those who accept the value orientation.

Characteristics of the Yellow value orientation	
The Yellow value orientation is typically characterised by the following:	You may perceive people who accept the Yellow value orientation as:
<ul style="list-style-type: none"> <li>• Flexible and open</li> <li>• Individualistic and responsible</li> <li>• Seeks experience and depth</li> <li>• Authenticity and freedom of choice</li> <li>• Focus on learning, experience and self-improvement</li> <li>• Emphasis on pragmatic-functional solutions</li> <li>• Aware of contextual requirements and varies personal approach</li> <li>• Awareness, wisdom and intuition</li> <li>• Integrative approach and systems thinking</li> <li>• Long-term, interactive effects</li> <li>• Balances past-present-future considerations</li> <li>• Low need for power, status, security</li> <li>• Insight into emotional responses</li> <li>• Change agent and innovative</li> <li>• Facilitative leadership</li> <li>• Practical, functional approach</li> <li>• Internal locus of control</li> </ul>	<ul style="list-style-type: none"> <li>• Seems uncommitted and uninvolved</li> <li>• Solutions may appear simplistic</li> <li>• Inconsistent</li> <li>• Emotionally withdrawn and uncaring</li> <li>• Critical</li> <li>• Not status driven</li> <li>• Unaware of immediate pressures, risks or threats</li> <li>• Unfocused, abstract</li> <li>• Dismissive</li> <li>• Low team orientation</li> <li>• Materialistically unsuccessful</li> <li>• Unimpressed and unimpressive</li> </ul>

Characteristics of the Turquoise value orientation	
The Turquoise value orientation is typically characterised by the following:	You may perceive people who accept the Turquoise value orientation as:
<ul style="list-style-type: none"> <li>• Integration of physical and metaphysical dimensions</li> <li>• Awareness of physical and social environment</li> <li>• Transcendent consciousness</li> <li>• Seeks to expand consciousness and impact on the collective unconscious</li> <li>• Lives life in the present – open and aware to the environment</li> <li>• Practically inclined</li> <li>• Focus on diversity and abundance of life</li> <li>• Spiritually inclined</li> <li>• Existential-philosophical orientation</li> <li>• Broad, abstract and transcendent goals</li> <li>• Practical and simple lifestyle</li> <li>• Intuitive / integrative interpretation of synchronicities and coincidences</li> <li>• Aware of and applies energy principles</li> <li>• Transcendental, thought leader, leads through example</li> </ul>	<ul style="list-style-type: none"> <li>• Unconcerned about corporate values</li> <li>• Otherworldly, esoteric</li> <li>• May seem idealistic</li> <li>• Unconcerned with materialistic goals</li> <li>• Superstitious or out of touch</li> <li>• Undiscerning, disconnected or dissociated</li> <li>• Somewhat withdrawn from the goals of normal society</li> </ul>

## Leadership implications

A person's value orientations and / or worldviews largely determines how one would approach leadership roles. Possible developmental guidelines are provided for those in leadership positions.

### Leadership qualities of the Purple value orientation Psychological theme: belonging and grounding

#### Requirement for optimal performance

In order to express this value orientation optimally, you need to feel anchored within a group, team or family as your personal identity probably closely reflects your involvement in these groups. You are likely to feel proud about your in-group and enjoy empowering this group. A sense of belonging will make you feel confident enough to meet most of life's challenges.

You seem to currently generate energy via your sense of connection and community with people that are important in your life (family, friends, your team). In doing so, you provide a protective environment that offers you and other group members the security you need.

#### Expected leadership behaviour

You are prepared to sacrifice personal benefits for those you care about. You are dedicated to your group, organisation and even towards your country (likely to be patriotic in supporting sports teams, national identity, values and symbols). You are loyal and trustworthy with those close to you and expect family, friends and colleagues to act in the same way.

#### Anticipated difficulties

If your circumstances or environment do not allow you to exercise this valuing orientation, you may feel blocked in life or that your strengths are untapped. This can result from being on the outskirts of a group or not feeling a part of a group that you identify with. This may give you a sense of alienation, low energy, a feeling of helplessness and powerlessness. Eventually, it may lead to an avoidance of social contact, an external locus of control (a belief that external circumstances control your life) or a reliance on luck or superstition. This may have certain health implications.



### Requirement for optimal performance

A prerequisite for the optimal expression of this value orientation is a sense of achievement in certain aspects of one's life. It is also important to have internalised a set of cultural norms and experience security and predictability, all of which may contribute to a sense of order, energy and personal purpose.

You are likely to focus your time and energy on the external world of work, production and interaction with people. You probably invest a lot in performance, achievement, results, structure, discipline, commitment and work ethic. Personal goals often centre on practical, tangible and stability issues. You are likely to have a survival intuition aimed at creating stability, certainty and security. You may measure your own worth in terms of how effectively you organise others / the environment and achieve certain tangible goals.

### Expected leadership behaviour

This valuing orientation is often characterised by you seeking to exercise your power to provide for yourself, those closest to you as well as those in your organisation who rely on you. Most energy is spent on implementing norms, creating tangible structures, meeting expectations and providing what is reasonable and realistic. You can be relied upon to implement solutions, follow them through and achieve tangible results in the external world. You may value integrity in yourself and others, as well as quality, depth and the truth.

### Anticipated difficulties

If you do not feel safe you may, in an effort to regain a sense of order and security, become rigid in your efforts to control and predict situations. You may also need to display a sense of creativity in a personal way to feel that your skills are being used. This may be expressed through organising or planning events.

## Effective leadership

According to Graves, who conceptualised the Spiral Dynamics model, leaders should practice Politeness, Openness and Confidence (Autocracy) as these leadership characteristics accommodate and empower those with any of the value orientations in different ways.

### Politeness

*(being civil, sensitive, considerate, respectful, low ego-involvement, shows interest in others)*

When someone is polite, the different value orientations are likely to perceive it in the following manner:

► **YELLOW**

Welcome the positive climate and non-intrusiveness

► **ORANGE**

Appreciate the tact, political skill and sophistication

► **RED**

Sense respect and recognition



► **TURQUOISE**

Feel free to explore, experience and to be

► **GREEN**

Welcome the empathy and compassion

► **BLUE**

Appreciate the decency and substance

► **PURPLE**

Feel safe and included

### Openness

*(being transparent, honest and straightforward, sharing information, listening to and considering different perspectives)*

When someone is open, the different value orientations are likely to perceive it in the following manner:

► **YELLOW**

Have the freedom to initiate possible changes

► **ORANGE**

Feel free to disagree and offer alternative solutions

► **RED**

Feel free to take ownership / initiative without being judged



► **TURQUOISE**

Appreciate the full range of insights

► **GREEN**

Reassured that everyone is being legitimised

► **BLUE**

Be enabled to take a moral stand and motivate it

► **PURPLE**

Feel safe to express fears

### Confidence

*(autocracy, taking charge, accepting responsibility, willingness to put oneself on the line)*

When someone is confident, the different value orientations are likely to perceive it in the following manner:

► **YELLOW**

Appreciate the competence, responsibility and direction

► **ORANGE**

Agree with the individual initiative, image management, and self-empowerment

► **RED**

Respect the assertiveness and power



► **TURQUOISE**

Understand the power of intention

► **GREEN**

Accept this if it seems to benefit everyone involved

► **BLUE**

Welcome the clear voice of authority

► **PURPLE**

Appreciate the protection of a strong leader

## Developmental guidelines

This section is included in every report and is not specific to Luis Felipe's results. This section is meant to answer some of the frequently asked questions on how a person can develop their value orientations.

The value orientations are arranged as holons. A holon is a structure where each successive level includes and transcends the previous one(s). It can also be described as a soft hierarchy. The higher levels in the spiral include increasing levels of awareness. The key factor for effective functioning involves a match between a person's value orientation and the nature of contextual challenges. Given this contextualised nature of value orientations, higher order value orientations are thus not necessarily more beneficial. However, developing an understanding of all the value orientations is useful within interpersonal contexts.

Growth of awareness is dynamic in nature given the complex interactive variables involved. These may include the individual's personality, cultural and educational background, opportunities, significant life events and the impact of the physical and social environment.

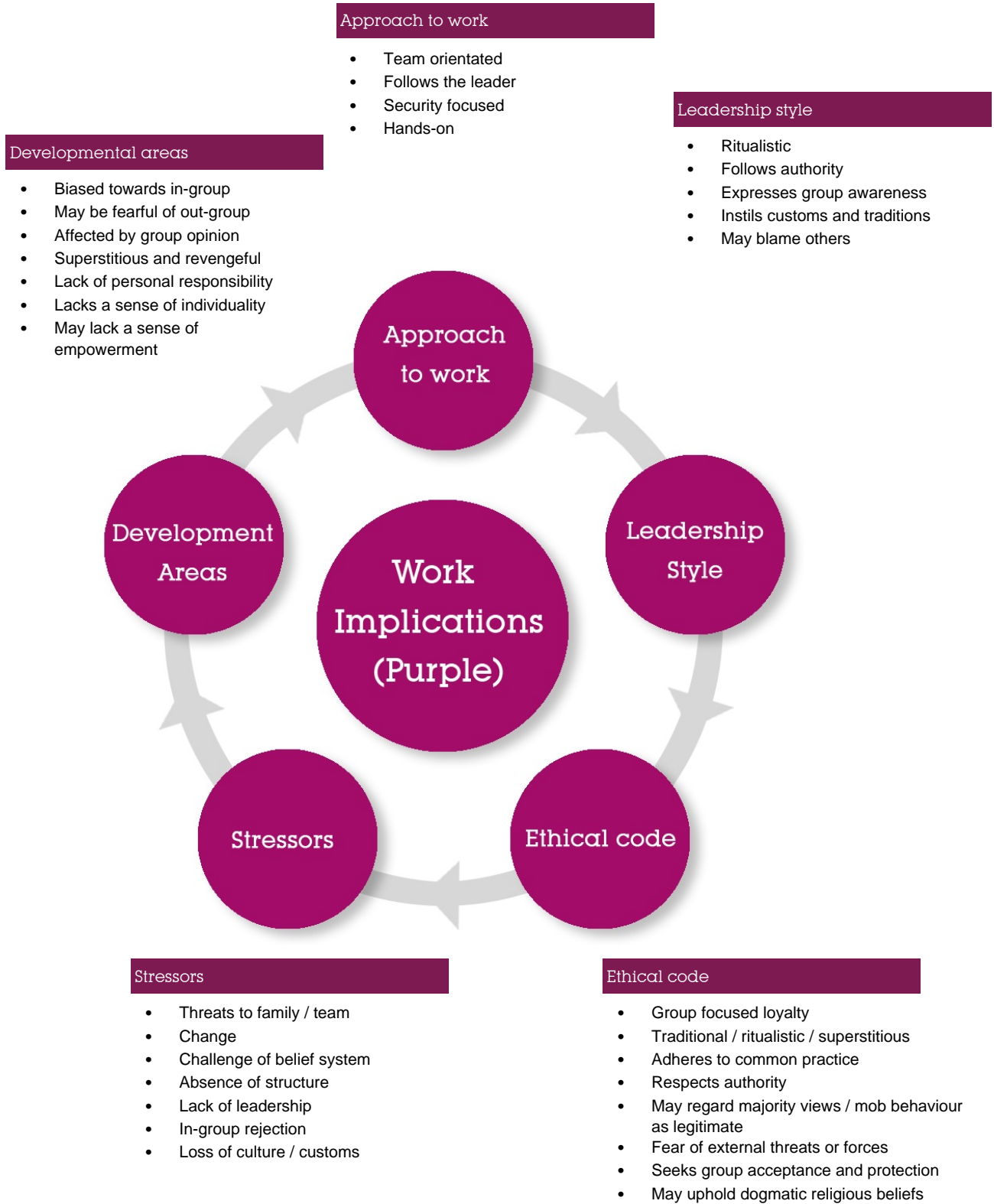
The following are prerequisites for growth:

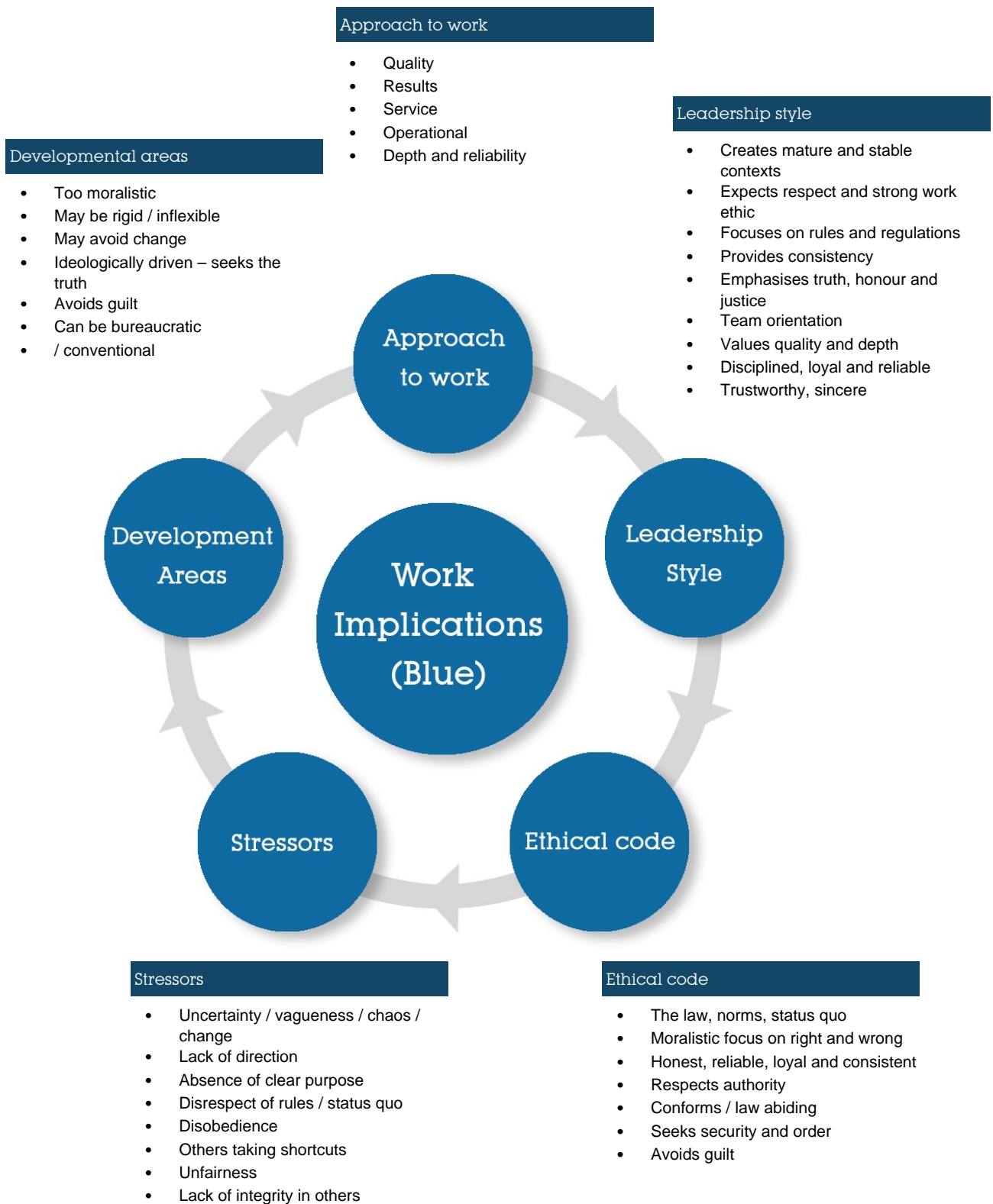
- any discomfort, pain or trauma that the person perceives to be associated by adhering to a particular value orientation needs to be understood and constructively resolved
- exposure to and understanding of all the various value orientations
- a conscious choice to act in accordance with a different and contextually appropriate value orientation
- an awareness of and symbolic interpretation of messages, coincidences and synchronicities in the external environment
- opportunities for quiet reflection and meditation
- a compassionate and understanding approach towards oneself, others and the environment needs to be adopted

Personal choices that impede growth lead to stagnation and a loss of energy and adaptability.

## Work implications

The value orientations accepted by Luis show how he is likely to come across in the work environment.





## Summary of Luis Felipe's VO results

	Acceptance	Rejection	Conflict (both acceptance and rejection)
Purple	Values group belonging. Finds safety and security in the familiar. Tends to be attached to traditions or customs. May have an us-versus-them orientation	Questions the tendency to be too reliant on in-groups. Not concerned with the preservation of traditions / customs. Sceptical of the us-versus-them mentality	Values group belonging, but is not dependent on group support. Values traditions or customs but will not necessarily resist change. May reject an us-versus-them mentality in others
Red	Energetic, driven, but could be impulsive. Self-focused and wants to be recognised and respected	Rejects a forceful, impulsive and dominant approach. Does not see life as battle to secure an own share. Questions self-centred behaviour	Can be forceful and dominant, but mindful of the possible negative consequences of selfish behaviour. May try to control emotional reactions to situations. Dislikes being subjected to powerful others
Blue	Self-controlled, ordered and disciplined. Dutiful and diligent in tasks. Strives to do the right thing and values the ultimate truth	Rejects the overemphasis on conformity, order, discipline and authority. Guards against absolutist and judgemental inclinations	May adhere to an internalised code of conduct while rejecting externally imposed rules and regulations
Orange	Achievement / performance oriented. Self-reliant, values success and the good life. Works with perceptions. Motivated by challenge and opportunity. May take calculated risks	Rejects an overemphasis on personal achievement, status symbols, competition and material wealth. May find the quest for the good life superficial. Dislikes manipulation	Not indifferent to the lure of personal achievement and the good life, but careful not to see these values as ends in themselves. Recognises the importance of perceptions but avoids manipulative behaviour
Green	Humanistic and energised by interpersonal relationships. Likely to be sensitive, compassionate, philosophical, relativistic, open-minded and idealistic	Questions an over-emphasis on the human factor. Not energised by interpersonal relationships and not motivated by charitable endeavours.	Values interpersonal interaction but decisions are not determined by it. People oriented but mindful of overly idealistic views on humanity
Yellow	Individualistic and may have an intellectual perspective. May seem somewhat emotionally detached. Has the capacity to deal with unstructured situations. Likely to use systems thinking and focus on practical utility	Not particularly learning oriented. Not comfortable with disorder and unstructured situations. Unlikely to be very individualistic or take a detached, intellectual stance	May have an emotional need for structure. Can be emotionally detached at times, but also use a more emotionally involved approach
Turquoise	Self-transcendent, reflective, holistic thinker, spiritual and guided by a higher consciousness. Seeks deep connection. Planetary concerns. Focuses on the human experience	Rejects an essentially spiritual / other-worldly and abstract approach to life. Not inclined to adopt a philosophical-existential view on reality. Not interested in the meta-physical realm	May be collectively inclined, but questions a view on reality that is too abstract. May experience difficulties with self-transcendence



## Final comments

The VO is a psychological assessment technique distributed by Cognadev. For more information on the VO and other assessments offered by Cognadev, please visit the website: <http://www.cognadev.com>

The VO is a complex instrument that requires comprehensive training. Feedback on this report should always be done by an accredited VO practitioner.

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