



Windows on Work Values Profile

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YOUR RESULTS

Your responses to the profile questionnaire have been distributed across the eight panes of the *Window on Work Values*. Scores above 12.5% indicate work value types that are more important to you whereas scores below 12.5% indicate value types that are less important to you. Your hierarchy of value types (adding up to 100%) is as follows:

Values more important to you:



Values less important to you



The *Self-Focus* value types (Independence, Individualism and Authority) account for 37.6% of your scores whereas *Group-Focus* value types (Equality, Collectivism and Conformity) account for 35.5% of your scores. This indicates the importance you place on balancing your own needs with the needs of others.

The *Organisational Freedom* value types (Independence, Empowerment and Equality) account for 31.2% of your scores whereas *Organisational Constraint* value types (Authority, Compliance and Conformity) account for 38.7% of your scores. This indicates the bias you have towards values that ensure that you and others work to organisational guidelines.

Your pattern of scoring in each of the eight window panes is described on the following pages.





COLLECTIVISM

You scored in the high range on the *Collectivism* value type. This is the part of the *Window on Work Values* model that focuses on core values that enhance the working of groups or teams.

Collectivism is a guiding principle in the way you approach work. Most often you will subordinate your own personal interests and desires to those of your group or team. For you the best collective interests of the group are paramount in any decision-making process. However, you can act on your own without the approval of others if you are convinced it is in the best interests of your work group or team.

Harmony in the workplace is most likely of great importance to you and you will often act in a way that defuses conflict in your team or work group. Having close supportive colleagues is important in the way you live your life and therefore you will usually act so that you don't upset others.

You are a person who gives loyalty and will expect loyalty from others in return, particularly when you find yourself in difficulties. Because of this you are more likely than most to establish lasting friendships at work.

Above all, you are a person who values consensus decision making and will have this as a high priority, even if it means delays in taking decisions and getting into action. You will realise that effective action will only occur when everybody is committed to the same solution. Voting for a majority decision is not the way you like to work, although you may do this on occasions if the delays grind action to a halt.

You are a person who strongly values the truth; therefore, you may have little time for those people who bend the truth to suit their needs. The issue of integrity is also important to you and you will always try to act in a way that is consistent with your views. You will not be a person who is swayed by others wanting expedient solutions to difficulties. You believe in openness and will enjoy working in a group where people honestly express their opinions and where there are no hidden agendas.

Interestingly, you had a low to moderate score on *Individualism* and this could affect how you actually use your *Collectivism* value in practice. Most likely you will value to some extent the *Individualism* characteristics of being recognised for your individual capabilities and competencies. However, you probably don't enjoy 'standing out in the crowd' and prefer to be a valued team member. In general, though, you could have difficulties in interacting with high scorers on the *Individualism* value type. You may be misunderstood by such people, who may well see you as being 'soft' and consequently try to take advantage of you.

The following guidelines may help you communicate better with such people:

- They will want to make decisions on their own without necessarily referring back to the group;
- They will respond well to delegated authority where they are the responsible and accountable person;
- They will constantly look for employment that meets their own individual needs and so their job mobility may be high;

