

## **Individual Feedback Report** *for*

Individual Name: **John A. Smith**  
Company Name: **ABC Company**  
Report Date: **23 Jan 2006**

Harcourt Assessment, Inc  
San Antonio, TX 78259  
Sample Report

# Values Arrangement List for Organizations Report

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## Introduction to the VALOR Report

The *Values Arrangement List for Organizations* (VALOR) Report is a tool for

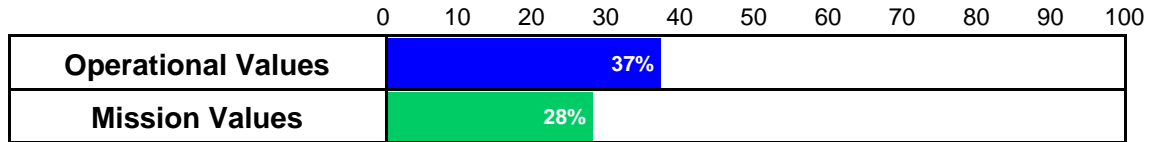
1. identifying organizational values that are the basis of an organization's official mission and/or vision statements,
2. evaluating employee perceptions of current organizational values in order to determine if action should be taken to change these perceptions or the organization's actual values, and
3. identifying individual/group alignment with organizational values.

## Understanding Your Results

For the VALOR survey, you independently ranked 21 Operational and 21 Mission Values in small subsets of 5 values. Consistency and Rank Scores have been derived from your rankings of the Operational and Mission Value sets. Consistency scores represent how consistent you were in ranking priorities within and among the sets. For the Rank Scores, the values you ranked as most important are labeled "Core" in this report, while values of medium and lowest importance are labeled "Situational" and "Less Preferred," respectively.

**Consistency Scores**

The Operational and Mission Consistency Scores range from 1 to 100. As the graph below indicates, your Operational Values Consistency Score is 37% and your Mission Values List Consistency Score is 28%.



**Consistency Score Key**

Score	Description	Meaning
<b>0 – 69</b>	<b>Less Consistent</b>	You are not at all sure about the priority of organizational values.
<b>70 – 79</b>	<b>Somewhat Consistent</b>	You are somewhat sure about the priority of organizational values.
<b>80 – 89</b>	<b>Clearly Consistent</b>	You are generally sure of the priority of organizational values.
<b>90 – 100</b>	<b>Highly Consistent</b>	You are very sure of the priority of organizational values.

Your Operational and Mission Values Consistency Scores:

Less Consistent – Consistency Scores in this range (0–69) suggest that you are not very sure about your ranking assessments for the Mission and Operational values. A score in this range suggests that both lists of values should be clarified and confirmed before they can be applied in a constructive manner.

### Rank Scores

The complete list of Operational and Mission Values and your associated Rank Scores follows. Rank Scores correlate with Consistency Scores in that more ties in rankings are likely to occur when Consistency Scores are lower.

### Operational Values – Ethically- or Process-Focused

Operational Values are subcategorized as Ethical or Process. Ethical Values represent the perceived "rightness" of an action with reference to standards of morality or propriety. Process Values represent the perceived "rightness" of an action in terms of its effectiveness. These subcategories are identified in the hierarchical list below as (E) for Ethical or (P) for Process.

### ABC Company – Operational Values Hierarchy

<i>Rank Score</i>	<i>Value</i>	<i>Survey Definition</i>	<i>Ethical/Process focused</i>
2	<b>Communication</b>	open interchange of thoughts and opinions	P
6	<b>Risk-taking</b>	encouraging experimentation and allowing mistakes	P
7	<b>Loyalty</b>	faithful adherence to our mission	E
8	<b>Cooperation</b>	working well with others	EP
8	<b>Versatility</b>	being able to do many things well	P
9	<b>Credibility</b>	being trustworthy and believable	E
9	<b>Fairness</b>	just and impartial decision making	E
11	<b>Discipline</b>	highly trained and focused on objectives	P
11	<b>Independence</b>	freedom from the control of others	P
11	<b>Knowledge</b>	making effective use of information	P
11	<b>Recognition</b>	acknowledging important contributions	EP
12	<b>Compassion</b>	caring about the feelings of others	E
12	<b>Competition</b>	striving to win or be the best	EP
12	<b>Diversity</b>	understanding, appreciating and managing diversity	E
12	<b>Structure</b>	having clearly defined process for getting work done	P
13	<b>Accountability</b>	taking responsibility and initiative	E
13	<b>Drive</b>	being highly motivated to get the job done	P
13	<b>Power</b>	having the means to get things done	P
15	<b>Obedience</b>	following the rules and regulations	E
16	<b>Creativity</b>	producing imaginative and original work	P
20	<b>Dependability</b>	can be relied upon to meet deadlines	EP

### Mission Values–Task- or Relationship-Focused

Mission Values are subcategorized as Task- or Relationship-focused. Task Values represent the perception of how much an organization enhances or empowers its people, enabling action, efficiency, and personal discovery, to achieve objectives. Relationship Values represent the perception of the kind of social relationships that the organization deems most important. These subcategories are identified in the hierarchical list below as (T) for Task or (R) for Relationship.

#### ABC Company – Mission Values Hierarchy

<i>Rank Score</i>	<i>Value</i>	<i>Survey Definition</i>	<i>Task or Relationship</i>
3	<b>Community</b>	commitment to organization's impact on the community	R
5	<b>Empowerment</b>	belief that every member makes valuable contributions	R
6	<b>Control</b>	a commitment to being well run and managed	T
8	<b>Learning</b>	commitment to advancing knowledge/skills of workforce	R
10	<b>Achievement</b>	commitment to accomplishing goals and objectives	T
10	<b>Family</b>	a concern for employees and support of their families	R
10	<b>Fun</b>	a belief that the workplace should be fun and enjoyable	R
11	<b>Excellence</b>	aspiring to become the best organization at what we do	T
11	<b>Quality</b>	a commitment to delivering superior goods and services	T
12	<b>Customer</b>	commitment to meeting customer needs and expectations	TR
12	<b>Efficiency</b>	effective in producing with least amount of resources	T
12	<b>Growth</b>	a desire to increase the size/scope of our organization	T
12	<b>Innovation</b>	a belief in encouraging change and new approaches	T
12	<b>Leadership</b>	a belief in the importance of exceptional leadership	R
12	<b>Tradition</b>	belief in the importance of honoring the past	TR
13	<b>Equality</b>	commitment to equal opportunity/unbiased treatment	R
13	<b>Integrity</b>	a commitment to the highest moral and ethical standards	TR
13	<b>Safety</b>	a commitment to maintaining a safe work place	TR
15	<b>Harmony</b>	commitment to achieving balance, consensus, goodwill	R
15	<b>Teamwork</b>	commitment to getting work done through cooperation	R
16	<b>Profitability</b>	commitment to maximizing financial returns	TR

### Clarifying Values

Exploring the results contained in your VALOR individual results is one step in the process of clarifying your organization's values. Another step is exploring how others perceive your organization's values. This is best achieved through discussion of individual *and* group results. The following section includes activities that may be used as starting points for clarifying, and developing shared and aligned values.

### Recommended Activity for Developing Shared and Aligned Values

When values are owned by all, communicated throughout the organization, and translated into specific actions, they can be a source of pride and help drive high performance. The following group activity can be used as a starting point for ensuring that values are understood, shared, and aligned throughout the organization.

1. Have organizational members complete the VALOR survey through your online administration account.
2. Download individual results for each person and create as many group result tables as there are interesting sub-groups to examine.
3. Schedule and design a training session to review the individual results and group results.
4. Explore the results and their implications.
  - ◆ Define desired Operational and Mission Values.
  - ◆ Analyze the actual values seen in the Report versus these desired values.
  - ◆ Explore the Formal, Technical, and Informal Culture of the organization.
    - ◇ Formal Culture = "Mission" Values found in written texts (e.g., mission and vision statements, annual reports, job descriptions, and employee evaluation systems).
    - ◇ Technical Culture = "Operational" Values found in written texts (e.g., business proposals, marketing strategies, re-engineering plans, and financial documents).
    - ◇ Informal Culture = "Hidden" values described in spoken texts (e.g., folklore, myths, cliques, stories of heroes and villains). These values are often reflected as "the way we do things around here."
  - ◆ Discuss which types of values are reflected in the VALOR group results (e.g., values of the informal or formal culture).
    - ◇ Discuss how current values associated with each of these forms of culture may complement or contradict each other.
    - ◇ Discuss rewards and consequences that occur as a result of behaving in accordance with or violating values associated with each of these forms of culture.
5. Discuss and implement ways for closing the critical gaps between actual and desired values.
6. On an annual basis, administer the VALOR survey to a random sample of your coworkers to measure your progress in creating a culture where actions are consistent with desired values.

### Other Ideas for Developing Shared and Aligned Values

- Plan and implement ways to communicate desired Mission and Operational Values throughout the organization.
- Compare and contrast unique values of different teams or departments (e.g., unique Operational Values that have to do with performing particular tasks) and encourage respect of these unique values, as appropriate.
- Outline plans to address longstanding organizational beliefs or processes that are in opposition to or contradict the organization's ideal values. Reviewing written records such as procedures manuals or vision statements can aid in this activity.
- Create team credos or slogans that describe the team's role and contribution to the organization's values.
- Compare your rankings in the VALOR individual results table with the rankings in the VALOR group results table/s and discuss your observations with your manager or a peer.
- Examine your organization's history, myths, and tales for background concerning its value system and share your findings with others.
- Identify ways for organizational training courses, and hiring and promotion practices, to better reflect the organization's values
- Identify gaps and misalignments between Core Values and day-to-day actions
- Create a mission statement that is shared and owned by all members and translated into clear action plans.
- Rewrite key communications such as job descriptions, policies and procedures, and performance evaluations in light of values.
- Record the actions you feel are required for yourself to be aligned with and successful in your organization's culture based on its value system. Follow this by reflecting on whether or not these actions are aligned with your individual value system. If not, brainstorm potential actions to ensure that neither the organization's values, nor your personal values, are compromised.
- Identify practical ways to apply values.