



MOTIVES, VALUES, PREFERENCES INVENTORY

Subscale Interpretation Handbook

RECOGNITION

Recognition concerns wanting public acknowledgement for a job well done. High scorers tend to get excited about opportunities to be noticed. Low scorers tend to shy away from the spotlight and to share credit for their accomplishments. To gain a better understanding of how the Recognition value operates for an individual, read the descriptions of each theme provided below.

LIFESTYLES

High Score: People with high scores enjoy activities that attract attention and put them on stage and in the spotlight. They may also display their accomplishments/awards on a wall for others to see.

Low Score: People with low scores prefer not to be the center of attention. If they receive awards, they may put them away rather than display them for others to notice.

BELIEFS

High Score: High scorers believe that people should call attention to their accomplishments, announce new job titles or promotions, or the completion of goals. They may also assume others want to be recognized and may provide recognition even if others don't want it.

Low Score: Low scorers believe that it is unnecessary to call attention to accomplishments or share goals and aspirations with everyone.

OCCUPATIONAL PREFERENCES

High Score: High scorers seek occupations that have an element of grandeur and work activities that will get them noticed. They seek environments/cultures that provide opportunities for them to stand out.

Low Score: Low scorers prefer occupations with low risk for public exposure; they tend to seek opportunities that are behind the scenes.

AVERSIONS

High Score: High scorers need recognition and may become irritated when it is not available or when others around them don't notice their efforts.

Low Score: Low scorers dislike public praise and admiration and being the center of attention. Lack of recognition for their accomplishments doesn't bother them.

PREFERRED ASSOCIATES

High Score: High scorers typically tend to choose friends who provide them with praise and promotion. They also enjoy being around celebrities and high status people.

Low Score: Low scorers prefer to be with others who avoid the spotlight and don't attract attention to themselves.

POWER

The Power scale concerns an individual's desire for success, accomplishment, and status. Those who score high tend to aspire to leadership positions, enjoy telling others what to do, and are driven to succeed. To better understand how the Power scale operates for an individual, read the descriptions of the subscales provided below.

LIFESTYLES

High Score: Individuals who score high work to be successful and like being in charge of others. They are always up for a challenge and view most events as a competition. These individuals stay busy and are preoccupied with thoughts of being successful and getting ahead.

Low Score: People with low scores prefer that others take the lead and are less concerned about success and status. They prefer activities that don't involve competition.

BELIEFS

High Score: People with high scores view the world through a competitive lens; they likely agree with the quote, "Winning isn't everything; it's the only thing." They want to be the best at whatever matters most to them.

Low Score: These individuals do not value taking the lead on projects. They place less emphasis on competition and being successful because they have other agendas.

OCCUPATIONAL PREFERENCES

High Score: People with high scores prefer jobs that allow them to demonstrate their abilities as well as lead and influence others. They believe they are better suited for management than others. Success and advancement are core drivers in their career paths.

Low Score: Individuals with low scores often are comfortable as team players and choose jobs with support roles or roles that have little influence.

AVERSIONS

High Score: People with high scores dislike others who do not value Power. They can be annoyed by those who they view as being lazy, complacent, or risk averse.

Low Score: Low-scoring individuals tolerate others who do not strive to get ahead or work to influence others.

PREFERRED ASSOCIATES

High Score: High-scoring individuals associate with friends and colleagues who are ambitious, competitive, and willing to take risks; they surround themselves with those who work to be successful.

Low Score: People with low scores associate with a variety of individuals; they prefer those who play it safe as well as individuals who do not focus solely on competition.

HEDONISM

The Hedonism scale concerns having fun and entertaining others. High scorers seek excitement, variety, and a lifestyle organized around good food, entertaining friends, and fun times. To better understand how the Hedonism value operates, read the brief descriptions of each subscale provided below.

LIFESTYLES

High Score: People with high scores organize their life around recreation, excitement, and having fun. They may throw a football while discussing business goals, organize group lunches or schedule events that allow business associates to relax and enjoy life.

Low Score: Low scorers tend to put business before pleasure.

BELIEFS

High Score: People with high scores believe that, if you are going to have fun, you need to get started. They believe in working and playing hard, and share their enthusiasm by getting others to join the party.

Low Score: Low scorers believe in self-discipline, focus, and getting results.

OCCUPATIONAL PREFERENCES

High Score: People with high scores like jobs that require travel, entertaining clients, relaxed work rules, and/or flexible work hours. Such jobs may include travel and tourism, sales, sport/health/fitness, catering or hospitality. In addition, they like to include fun or humor in their daily work activities.

Low Score: People with low scores prefer jobs that minimize entertainment, travel, and other frivolities, and maintain a proper business environment at work.

AVERSIONS

High Score: High scorers dislike people who are stiff, formal, and don't know how to relax.

Low Score: Low scorers dislike people who are not serious, focused, and businesslike.

PREFERRED ASSOCIATES

High Score: People with high scores prefer to be with people who know how to relax and have a good time once work is done.

Low Score: People with low scores prefer to be with people who are serious about their work, who observe proper dress and behavior at work, and who are good role models for their subordinates.

ALTRUISTIC

The Altruistic scale concerns the desire to help others and contribute to society. High scorers tend to be concerned about others' well-being and enjoy fostering a sense of community. To better understand how the Altruistic value operates for the individual, read the brief descriptions of each subscale provided below.

LIFESTYLES

High Score: Individuals scoring high on Lifestyles enjoy helping other people. They may volunteer in various ways to help those in need. They also value relationships and likely maintain long-term friendships and associations.

Low Score: People scoring low may not enjoy helping others. They may help when needed; however, they probably don't go out of their way. For example, they may donate money to a charity versus time.

BELIEFS

High Score: People with high scores believe in social justice and usually think that most people should do more to help others. These people often view helping others as one of the greater callings in life.

Low Score: Those with low scores do not value helping others. They may feel people need to help themselves, and they may have more of a tough-love attitude.

OCCUPATIONAL PREFERENCES

High Score: Those with high scores favor professions that allow them to help the less fortunate such as social work or healthcare occupations. They tend to seek out and feel more comfortable in environments that emphasize building relationships. They regard work as a way to contribute and improve society.

Low Score: People with low scores are not attracted to careers that involve helping others.

AVERSIONS

High Score: People with high scores on Aversions dislike people who do not share their values regarding helping others. They may experience frustration when they are around those who ignore other people's problems or do not act to help others. They may also lose patience with those who place their own interests above those of other people.

Low Score: Low scorers tend to dislike bleeding heart do-gooders and people who want to save the world.

PREFERRED ASSOCIATES

High Score: Individuals with high scores tend to surround themselves with people who enjoy helping others. They likely enjoy being with others who spend their spare time volunteering and giving back to society.

Low Score: Low-scoring individuals tend to be more comfortable with others who value self-help, independence, and self-reliance.

AFFILIATION

The Affiliation scale concerns values associated with socializing and preferences for environments that provide the opportunity to work with others or to work alone. Individuals scoring high on this scale seek opportunities to network and enjoy interacting and engaging with others. Low scorers prefer to spend time working on independent tasks and focus more on business/task-related activities. To gain a better understanding of how the Affiliation value operates for an individual, read the brief descriptions of each theme provided below.

LIFESTYLES

High Score: These individuals tend to create environments that provide opportunities to socialize. They schedule cocktail hours or events that encourage interaction. For high scorers an open floor plan that encourages interaction at work is the ideal.

Low Score: These people prefer to work alone and value their private time; they would rather have a cubicle with high walls for privacy.

BELIEFS

High Score: People scoring in this range feel relationships are important and maintaining relationships crucial. These individuals tend to have continual contact with those they have built relationships with and focus energy on making and keeping friends and colleagues.

Low Score: These people typically don't place as much importance on keeping up and maintaining relationships. They feel that the work day should be spent on business, not socializing.

OCCUPATIONAL PREFERENCES

High Score: High-scoring individuals often seek out jobs or projects that include teamwork or collaboration. They get involved in projects that keep them engaged with others. They typically seek jobs that provide networking experiences and social interaction. These jobs might include sales, consulting, marketing or customer service.

Low Score: People with low scores tend to avoid jobs that include a high level of social connection or networking. They find satisfaction in jobs that have a strong focus on task-related activities rather than people-related activities.

AVERSIONS

High Score: Individuals in this category dislike solitude, working alone, or tasks that require detailed focus for long periods of time.

Low Score: People scoring in this range dislike interacting with strangers or being required to socialize.

PREFERRED ASSOCIATES

High Score: These individuals enjoy people from a variety of backgrounds and generally try to build a wide base of social connections. To do this, they often join social groups or activities that allow them to meet a wide variety of people. In addition, they prefer those who share the same need to interact and socialize.

Low Score: People who score in this range don't have a need for a large or diverse group of social contacts or friends; they are more comfortable with people who are more reserved. They do not focus on making new friends or contacts.

TRADITION

The Tradition scale concerns valuing history, custom, and established moral codes. People with high scores want to preserve past ways of living; people with low scores want change and progress. To better understand how the Tradition value operates for an individual, read the descriptions of the subscales provided below.

LIFESTYLES

High Score: High scorers base their lives on a strong moral code; they have a clear understanding of what they view as right and wrong and act accordingly.

Low Score: People with low scores are more flexible; they let the context of situations guide their understanding of how to act.

BELIEFS

High Score: People with high scores respect the past and its traditions. They have a clear cut, not relativistic, worldview and believe others should share the same values.

Low Score: Low scorers are interested in change, progress, innovation, and constant experimentation. Their worldview is shades of gray.

OCCUPATIONAL PREFERENCES

High Score: People with high scores favor work environments with clear expectations for how to conduct business and how to behave. They fit well in cultures that have established rules and procedures; they follow and respect these rules.

Low Score: Individuals with low scores prefer work environments with flexibility regarding personal conduct. They fit well in cultures that do not place as much emphasis on the past or tradition.

AVERSIONS

High Score: High scorers dislike people who are non-conforming, different, disrespectful, and challenging. They dislike people and/or cultures that ignore traditions and pursue the new and innovative.

Low Score: Low scorers like environments or cultures that promote change, progress, and contrarian viewpoints. They like change and embrace innovation.

PREFERRED ASSOCIATES

High Score: High scorers prefer people who share their traditional values. They like being around others who share their beliefs and their understanding of what is right and wrong.

Low Score: People with low scores like people who have different backgrounds, values, and beliefs than their own. They appreciate others who are willing to break from tradition and try something new.

SECURITY

The Security scale concerns wanting to minimize employment uncertainty combined with a need for planning, structure and order. People with high scores value predictability and structure; they take time to plan their day. People with low scores enjoy taking risks and testing limits. They are unconcerned with job security and tolerate ambiguity and uncertainty. It will be important to look into the item subscales to gain a better understanding of how the value operates for each of them.

LIFESTYLES

High Score: People with high scores plan future goals and even make contingent plans in case the original goals change. They tend to organize their lives around minimizing risk especially in financial and career matters.

Low Score: People with low scores don't need to plan everything; they like to face challenges as they occur. They take risks and engage in thrill seeking behaviors.

BELIEFS

High Score: People with high scores live by the motto "better safe than sorry;" they have checks and balances in place to avoid unforeseen challenges and believe stability prevents challenging situations.

Low Score: Low scorers don't believe it is necessary to plan everything because things should happen naturally. They also believe that risk taking is something to be relished than to be feared.

OCCUPATIONAL PREFERENCES

High Score: People with high scores seek out jobs that seem safe and steady in organizations with long histories and/or industry credibility. They are not interested in startup companies with no reputation. In addition, they choose jobs that offer long-term financial stability.

Low Score: Low scorers focus on job opportunities not financial stability; they focus on the job's opportunities. They are willing to move from job to job in search of new challenges and opportunities.

AVERSIONS

High Score: People with high scores dislike others who appear reckless and unconcerned with the consequences of their actions. They don't like unexpected changes and therefore are uncomfortable in risky, unpredictable, or rapidly changing environments.

Low Score: Low scorers don't like routine, predictable, unchanging jobs and circumstances.

PREFERRED ASSOCIATES

High Score: High scorers like to interact with others who share their need for consistency, and choose associates who are dependable and predictable.

Low Score: Low scorers choose to interact with people who enjoy variety, change, and an element of risk in their lives.

COMMERCE

The Commerce scale concerns interest in business and money. Those who score high tend to be interested in budgets, finance, and moneymaking opportunities. Those scoring low on Commerce tend to value money only as a means to an end. It is important to note that in developed countries such as the United States, most people are interested in making money; however, it is how they value it that differentiates the high from the low end. To gain a better understanding of how the Commerce value operates for an individual, read the descriptions of each subscale provided below.

LIFESTYLES

High Score: Individuals with high scores on Lifestyles organize their lives around financial and business matters. They read business magazines, newspapers, and blogs, and spend time reviewing their budget and assessing their financial future.

Low Score: Those scoring low are less focused on business and finances. They are not likely to spend time looking at financial indicators and planning budgets.

BELIEFS

High Score: People with high scores on Beliefs assume others are motivated by money and ought to spend more time considering their financial futures. They may also believe that government should do more to support business and the free market economy.

Low Score: Those with low scores usually assume there is more to life than money. They may also be more skeptical of the free enterprise system and may wish for more government regulation in the economy.

OCCUPATIONAL PREFERENCES

High Score: People with high scores enjoy working with money, budgets, and finances. They tend to be alert for jobs that offer the potential for high payouts, and may value the opportunity to start their own business or invest in venture capital.

Low Score: Low scoring individuals are not motivated to start their own businesses. In addition, they may prefer jobs that don't require working with finances or monitoring budgets.

AVERSIONS

High Score: High scorers on Aversions are annoyed by situations and people who ignore the importance of money and finances. For example, they may be opposed to harmful business taxes. They also tend to be frustrated with people who live beyond their means, alert for bad business deals, and critical of frivolous spending projects.

Low Score: Low scorers tend to dislike people who seem to be greedy and money grubbing.

PREFERRED ASSOCIATES

High Score: High scorers enjoy being with people who follow finances and business, and who are financially successful.

Low Score: Individuals with low scores prefer to spend time with people whose passions do not concern business and moneymaking opportunities.

AESTHETICS

The Aesthetics scale concerns valuing art, literature, music and a lifestyle guided by imagination, culture, attractive surroundings, and opportunities for self expression. Individuals scoring high on this scale typically focus on the quality of work products and enjoy work environments that provide opportunities to create innovative solutions. To gain a better understanding of how the Aesthetics value operates for an individual, read the brief descriptions of each subscale provided below.

LIFESTYLES

High Score: These people often surround themselves with art and prefer to create attractive environments or look at ways to improve the quality of work products. Activities may include focusing on the color schemes of a PowerPoint presentation or the layout of their office space.

Low Score: People scoring in this range typically care little about the artistic appeal of their surroundings; they are interested in how things work, not how they look.

BELIEFS

High Score: People scoring in this range tend to view art and beauty as a way of life. For them, beauty is most often found in the way art and music move others and allow for individual expression.

Low Score: These Individuals tend to be indifferent to aesthetic values and/or artistic self-expression. They don't need innovation; they may even resist it. They don't care about the appearance of work products or environment.

OCCUPATIONAL PREFERENCES

High Score: Individuals scoring in this range prefer jobs that allow them to use their imagination and creative problem solving skills. They often choose careers in advertising, journalism, art, music or the entertainment industry.

Low Score: These individuals seek out jobs that seem more practical and emphasize functionality and results.

AVERSIONS

High Score: High scorers dislike ugly work products and environments. They rearrange their office or update documents to improve looks and quality. They become irritated with people who don't share their same interest in art and culture.

Low Score: Low scorers will be less concerned with the appearance of their surroundings and will not spend time focusing on the look and feel of work products. They dislike people who value form over function.

PREFERRED ASSOCIATES

High Score: These people like to interact with others who share their enthusiasm for new and original ideas. They appreciate others who put an equal effort into creating attractive surroundings and those who focus on the quality and appearance of work products. They likely avoid those who are more predictable and take a more practical approach in business decisions.

Low Score: Individuals scoring in this category dislike artistic people and artistic concerns.

SCIENCE

The Science scale concerns valuing knowledge, research, technology, and data. High scoring individuals are curious, enjoy problem-solving, analytical thinking, and objective decision-making. Those scoring in the low range are less interested in science and technology; they prefer an intuitive approach to problem-solving. To gain a better understanding of how the Science value operates for an individual, read the brief descriptions of each subscale provided below.

LIFESTYLES

High Score: Individuals with high scores organize their lives around science, technology, and analytical thinking. They like reading about the latest science or technological breakthrough, solving puzzles and/or exploring how things work.

Low Score: People scoring low are not interested in mentally stimulating activities or staying current on the latest technology.

BELIEFS

High Score: High-scoring individuals have a worldview that science and research are what advance civilization.

Low Score: Low-scoring individuals downplay the importance of science and research, preferring intuition and subjectivity.

OCCUPATIONAL PREFERENCES

High Score: High-scoring individuals enjoy research and technical challenges; they prefer jobs such as mechanics, engineers, and scientists.

Low Score: Low-scoring individuals are not interested in research or scientific problem solving; they prefer jobs that involve working with people rather than technology.

AVERSIONS

High Score: People with high scores dislike it when others disregard data and facts and/or demonstrate a lack of scientific knowledge.

Low Score: Low scorers are tolerant of people who lack data, facts and scientific knowledge.

PREFERRED ASSOCIATES

High Score: High scorers interact with people who enjoy science, incorporate data in their decision-making and keep current with science and technology.

Low Score: Low scorers are not much interested in science and technology; they prefer people who like humanities such as art and literature.