

- SELECT
- DEVELOP
- LEAD

HOGAN *DEVELOP*

INTERPRET

MOTIVES, VALUES, PREFERENCES INVENTORY

Report for: Kelly Warren

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Introduction

The scales on the Motives, Values, Preferences Inventory (MVPI) are an adequate sampling from the entire range of human motives, based on 80 years of academic research. Values, preferences, and interests are all motivational concepts: they differ primarily in terms of their generality--values are the most broad and abstract kind of motive, and interests are the most narrow and specific kind of motive. These motivational concepts tell us about a person's desires and plans, and they explain the long-term themes and tendencies in a person's life.

The MVPI can be used to help people think strategically about their current careers.

There are two ways this motivational information can be useful. First, it can be used to evaluate the fit between a person's interests and the psychological requirements of jobs; thus, the MVPI can be used to help people choose occupations or careers. Second, the inventory can be used to evaluate the fit between a person's values and the climate of a particular organization; thus, the MVPI can be used to help people think strategically about their current careers.

Measures of motives, values, and interests are somewhat different from personality measures. Personality measures tell us what a person may do in certain situations, whereas value and interest inventories tell us what a person wants to do. Moreover, people tend not to distort their answers on interest measures because their values and aspirations are part of their identity and they are normally eager to discuss them. Finally, motives, values, and preferences are remarkably stable; they tend to change very little as a person grows older--what interests you now will interest you later.

The scales on the MVPI are defined as follows:

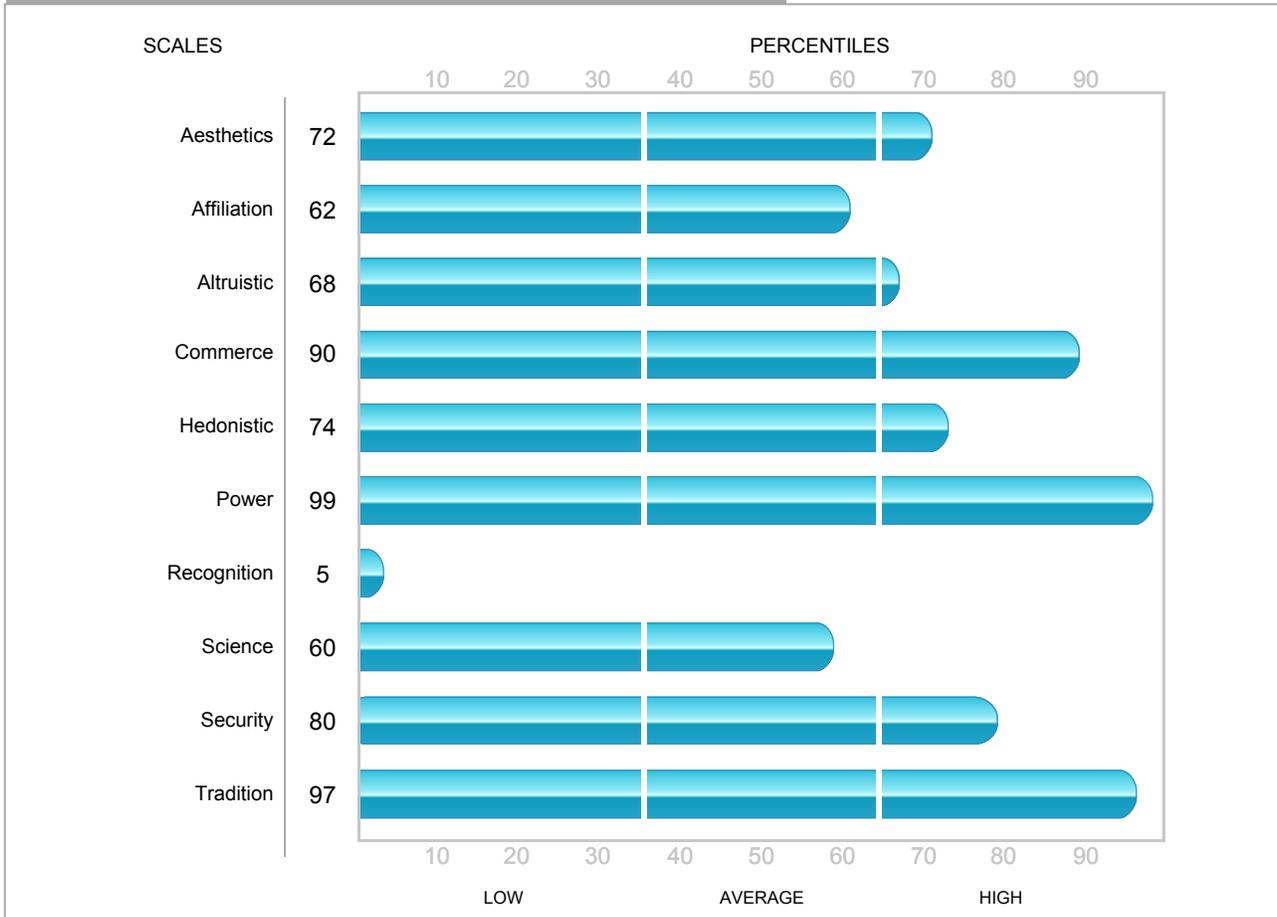
Aesthetics	High scorers value creative and artistic self-expression.
Affiliation	High scorers value frequent and varied social interaction.
Altruistic	High scorers value actively helping others and improving society.
Commerce	High scorers value business activities, money, and financial gain.
Hedonistic	High scorers value fun, good company, and good times.
Power	High scorers value competition, achievement, and worldly success.
Recognition	High scorers value fame, visibility, and publicity
Science	High scorers value ideas, technology, and rational problem solving.
Security	High scorers value certainty, predictability, and risk-free environments
Tradition	High scorers value history, tradition, and old-fashioned virtues.

The next page presents Ms. Warren's profile on the MVPI followed by a summary of her results. The profile is then interpreted in more depth on the following pages.



Motives, Values, Preferences Inventory

Graphic Profile



The graph above shows Ms. Warren's scores on each scale. Scores shown are in percentiles. The percentile scores indicate the percentage of people from a comparison (or 'norm') group who score at or below Ms. Warren's obtained score. The norm group used is indicated below the profile.



MVPI Summary

This is intended to provide a one-page descriptive summary of Ms. Warren's MVPI profile based on characteristics frequently associated with her pattern of scores. A full scale-by-scale analysis is presented on the pages that follow. Before considering Ms. Warren's score on each scale, it will be important to read each scale description carefully as well as the individualized narrative passage which is presented in each section of the following report.

Overview

Ms. Warren's MVPI responses suggest that she probably appreciates imaginative and artistic people, and may value change and innovation. New technology and a rational, logical approach to problem solving have some appeal, although she is willing to adopt other more intuitive methods when necessary. Social interaction is not a primary motivator for Ms. Warren, and although she may appreciate the company of others, she probably doesn't seek out constant and varied social exchanges. It also appears that, given the option, she will show a preference for having fun and good times. She probably values a sensitive, sympathetic approach to tackling problems and may be especially interested in the plight of the less fortunate. She appears to believe in the importance of tackling issues of welfare and social injustice.

Typically, people with MVPI profiles similar to Ms. Warren are likely to value status and achievement and may admire those in positions of authority. They are probably motivated by aspirations of leadership and personal success. Business activities, money, and financial gain certainly appear to be a potent motivating force for her. She doesn't seem to be interested in receiving public attention for her achievements, and believes in sharing the credit with others. Security appears to be a prominent feature of her value system with the predictability of a risk-free environment high on her agenda. Finally, Ms. Warren probably has a high regard for history and tradition. She is likely to have respect for social institutions and old-fashioned values, and to be most comfortable in conservative organizations.

**As a Manager**

As a manager, Ms. Warren will probably encourage innovation and may be concerned about the appearance of work products. She is likely to encourage creative input from staff and be interested in original ideas. Whether she is outgoing or shy, she is probably reasonably accessible to her staff and is likely to value the importance of both independent and team working styles. As a manager, she is unlikely to see the importance of personal approbation as a way of motivating her staff, and may be unconcerned about giving and receiving credit. Because a sense of job security is apparently a high priority for Ms. Warren, she may tend to avoid risks, perhaps being overly concerned with ensuring all outcomes are predictable and certain. She may prefer a stable and unchanging work team. Ms. Warren's responses suggest that she is likely to value a financially oriented working atmosphere, and believes that profit making capabilities are especially important in her staff. She may well be sympathetic to staff and client needs and is likely to be interested in promoting a caring and sensitive work environment. Her questionnaire responses also suggest that she values proper standards and principles, and she may be concerned about the morals and ethics of her staff in their work practices. As a manager, she is likely to show some interest in researching or developing technological approaches to business and will probably value both logical and intuitive methods in decision making. Although she may or may not provide a task-oriented work environment, she probably appreciates the need to arrange regular opportunities for staff to unwind and have fun, as a way of motivating them. It seems that she enjoys being in a position of authority and control, and is likely to motivate staff by setting challenges and promoting competitiveness.



Aesthetics

Scale Description

Aesthetics motives are associated with an interest in art, literature, and music, and a lifestyle guided by issues of imagination, culture, and good taste. Persons with high scores on this scale care about aesthetics values and creative self-expression, and they tend to choose careers in art, music, advertising, journalism, or the entertainment industry. They tend to be independent, bright, original, and artistic, but also non-conforming, and impatient. People with low scores tend to be described as slow to anger, practical, and orderly.

Score = 72th percentile

Ms. Warren received a high score on the Aesthetics scale. This suggests that she is interested in artistic and cultural subjects, that she is imaginative and potentially creative, and that she will do her best work in environments that allow experimentation, exploration, and creativity. As a manager, she will enjoy innovation and she will care about the appearance of work products, and she will prefer to solve problems on her own. People with high scores on this scale are often described by others as unpredictable, easily bored, and testing the limits.

Affiliation

Scale Description

Affiliation motives are associated with a need for frequent social contact and a lifestyle organized around social interaction. Persons with high scores on this scale tend to be outgoing, charming, and socially insightful, but somewhat conforming and possibly disorganized; they tend to choose careers that allow them plenty of contact with people. Such careers include sales and management. People with low scores on this scale tend to be described as shy, wary, and reluctant to confide in others.

Score = 62th percentile

Ms. Warren received an average score on the Affiliation scale. This suggests that she has no strong preferences about working alone or with others. Unlike some people she has no compulsive need to be with others; socializing with friends and colleagues is not her primary motivator.



Altruistic

Scale Description

Altruistic motives are associated with a desire to serve others, to improve society, to help the less fortunate, and a lifestyle organized around making the world a better place in which to live. People with high scores on this scale care deeply about social justice, the plight of the have-nots, and the fate of the environment. They tend to be sympathetic, unassertive, and kindly, and they tend to choose careers in teaching, social work, counseling, and human resources. People with low scores on this scale tend to be described as good organizational citizens, but as not delegating readily or keeping others well informed.

Score = 68th percentile

Ms. Warren received a high score on the Altruistic scale. This suggests that she is likeable, responsible, idealistic, and good-natured. As a manager, she will listen well and be sensitive to staff and client needs, but may not be very forceful. She will enjoy helping others—including her subordinates—to enhance their careers. Such people tend to be described as unassertive, sympathetic, and considerate.

Commerce

Scale Description

Commerce motives are associated with an interest in earning money, realizing profits, finding business opportunities, and a lifestyle organized around investments and financial planning. Persons with high scores on this scale care deeply about monetary matters, material success, and income as a form of self-evaluation. They tend to be hard working, planful, organized, practical, and mature, and they tend to be financial or market analysts, bankers, accountants, real estate traders and developers, and brokers. People with low scores on this scale tend to be described as pleasant, empathetic, and laid back.

Score = 90th percentile

Ms. Warren received a high score on the Commerce scale. This suggests that she is motivated by the prospect of financial gain, serious about work, attentive to details, and comfortable working within specified guidelines. As a manager, she will tend to be businesslike, direct, and focused on the bottom line. People with high scores on this scale tend to be described as task-oriented, socially adroit, and serious.



Hedonism

Scale Description

Hedonism motives are associated with a desire for pleasure, excitement, variety, and a lifestyle organized around good food, good drinks, and fun times. Ideal occupations include restaurant critic, travel reviewer, convention site selector, wine taster, or race car driver-- that is any occupation that involves entertainment and recreation. People with high scores on this scale like to play, to tease, and to entertain others. They tend to be dramatic, flirtatious, impulsive, and the life of the party. Persons with low scores tend to be quiet, unassertive, and predictable.

Score = 74th percentile

Ms. Warren received a high score on the Hedonism scale. This suggests that she is expressive, playful, and changeable, and that she will prefer to work in a dynamic and fluid environment. As a manager, she will be colorful and entertaining, but unconcerned with details and may not learn from her mistakes. People with high scores on this scale also tend to be described as lively, fun-loving, and jolly, and they have a well-developed capacity for enjoyment.

Power

Scale Description

Power motives are associated with a desire for challenge, competition, and achievement. People with high scores on this scale care deeply about being successful, getting ahead, and getting things done. They tend to be assertive, confident, and active, but also independent and willing to challenge authority. Although high scores for power are associated with success in any occupation, they are especially important for successful careers in management, politics, and sales. People with low scores tend to be described as unassertive, socially inhibited, and cooperative.

Score = 99th percentile

Ms. Warren received a high score on the Power scale. This suggests that she is competitive, achievement-oriented, ambitious, and strategic about her career. As a manager, she will tend to be energetic, visionary, leaderlike, but controlling, and she will be willing to disagree with her superiors. People with high scores also tend to be described as having leadership skills, as challenging the limits, and as socially competent. They are most happy working in organizations where there are opportunities for upward mobility, and will tend to leave when such opportunities don't exist.



Recognition

Scale Description

Recognition motives are associated with a desire to be known, recognized, visible, famous, and with a lifestyle guided by opportunities for self-display and dreams of achievement--whether or not they are actualized. Persons with high scores on this scale care deeply about being the center of attention and having their accomplishments acknowledged in public. They tend to be interesting, imaginative, self-confident, and dramatic, but also independent and unpredictable. High scores on Recognition seem especially important for successful careers in sales or politics. People with low scores on this scale tend to be described as modest, comforting, and generous.

Score = 5th percentile

Ms. Warren received a low score on the Recognition scale. This suggests that she tends to be modest and avoids calling attention to herself. As a manager, she will be quiet, perhaps somewhat uncommunicative, but willing to share credit with others, including subordinates.

Science

Scale Description

Science motives are associated with an interest in new ideas, new technology, an analytical approach to problem solving, and a lifestyle organized around learning, exploring, and understanding how things work. Persons with high scores on this scale care deeply about truth and about getting below the surface noise to solve problems correctly. They tend to be bright, curious, and comfortable with technology, and they tend to choose careers in science, technology, medicine, higher education, and engineering. People with low scores on this scale tend to be described as responsive, flexible, and willing to admit mistakes.

Score = 60th percentile

Ms. Warren received an average score on the Science scale. This suggests that although she can analyze problems in a logical and rigorous way she is also comfortable with intuitive ways of thinking. She is as likely to engage others in problem solving as she is to research ideas on her own.



Security

Scale Description

Security motives are associated with a need for structure, order, and predictability, and a lifestyle organized around planning for the future and minimizing financial risk, employment uncertainty, and criticism. Persons with high scores on this scale care deeply about safety, financial security, and avoiding mistakes. They tend to be quiet, conforming, and cautious, but also punctual and easy to supervise. Such people tend not to realize their full earning potential because they are unwilling to take risks with their careers. People with low scores tend to be described as independent, open to criticism, and willing to take risks.

Score = 80th percentile

Ms. Warren received a high score on the Security scale. This suggests that she is polite and attentive to details, but somewhat shy and uncomfortable around strangers. As a manager, she will tend to avoid risks and to be unassertive and reluctant to solicit feedback from her staff. People with high scores tend to be described as inhibited, conforming, and lacking leadership skills, and they need a sense of job security.

Tradition

Scale Description

Traditional motives are associated with a concern for morality, standards, family values, and acceptable conduct, and a lifestyle guided by normal and well-established principles of conduct. Persons with high scores on this scale care about tradition, custom, and socially appropriate behavior. They tend to be trusting, considerate, responsive to advice, and comfortable in conservative organizations, but set in their ways. Persons with low scores tend to be described as unconventional, progressive, and unpredictable.

Score = 97th percentile

Ms. Warren received a high score on the Tradition scale. This suggests that she is stable, conscientious, and good natured, but somewhat cautious. As a manager, she will tend to be principled and even handed, but she may be somewhat resistant to change. People with high scores also tend to be described as commonsensical, stable, and conservative.