

Name / Surname: Person Surname

Company: XXXX

VALUE ORIENTATIONS

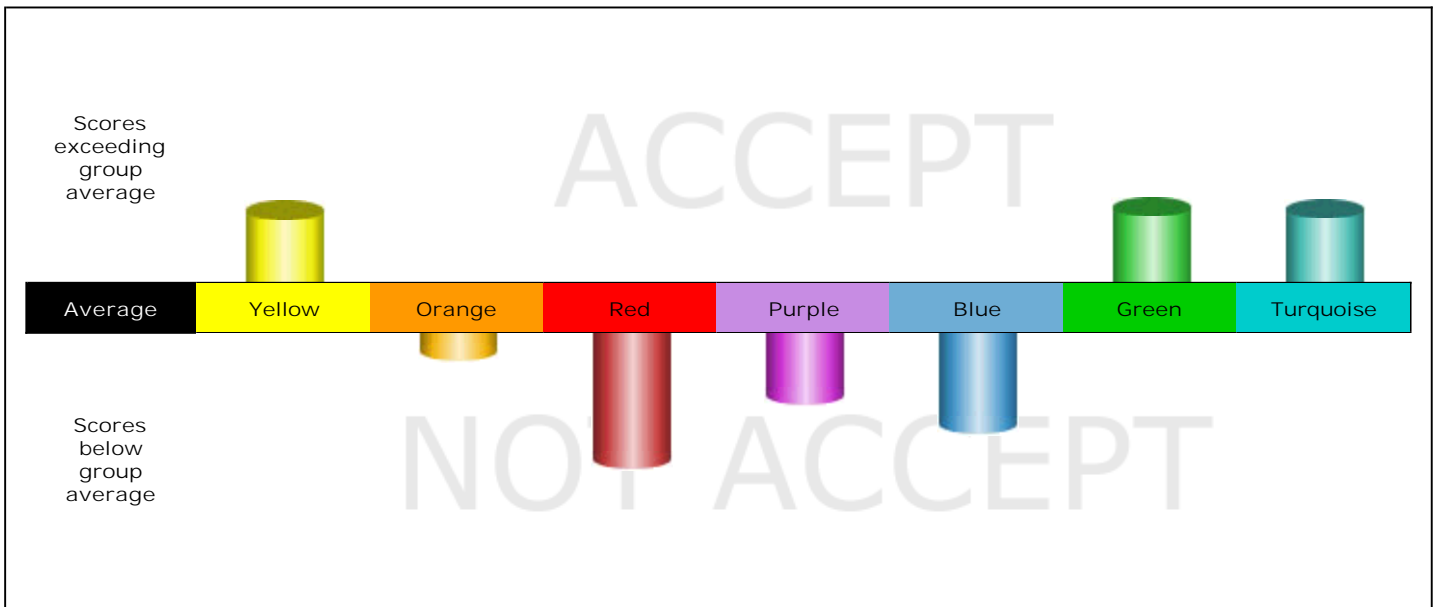


Value systems can be likened to complex belief systems about what is desirable / important, and what is not. These valuing systems represent core intelligences that guide your behaviour. Such values impact on all your life choices, by acting as a decision-making framework. It pertains to more than merely the content of ones thinking: it provides a structure for thinking. These valuing systems act as both organising principles and modes of adaptation, albeit that you are not always conscious of their existence. Cultivating an awareness of the nature of the valuing systems you espouse goes a long way in creating an understanding of where you are in life and why you are there at a particular point in time. It can also shed light on the origins of your frustrations and/or bring your ambitions and aspirations into focus. Awareness of the valuing systems others adhere to can also facilitate interpersonal understanding and communication whilst limiting the possibility of misunderstandings.

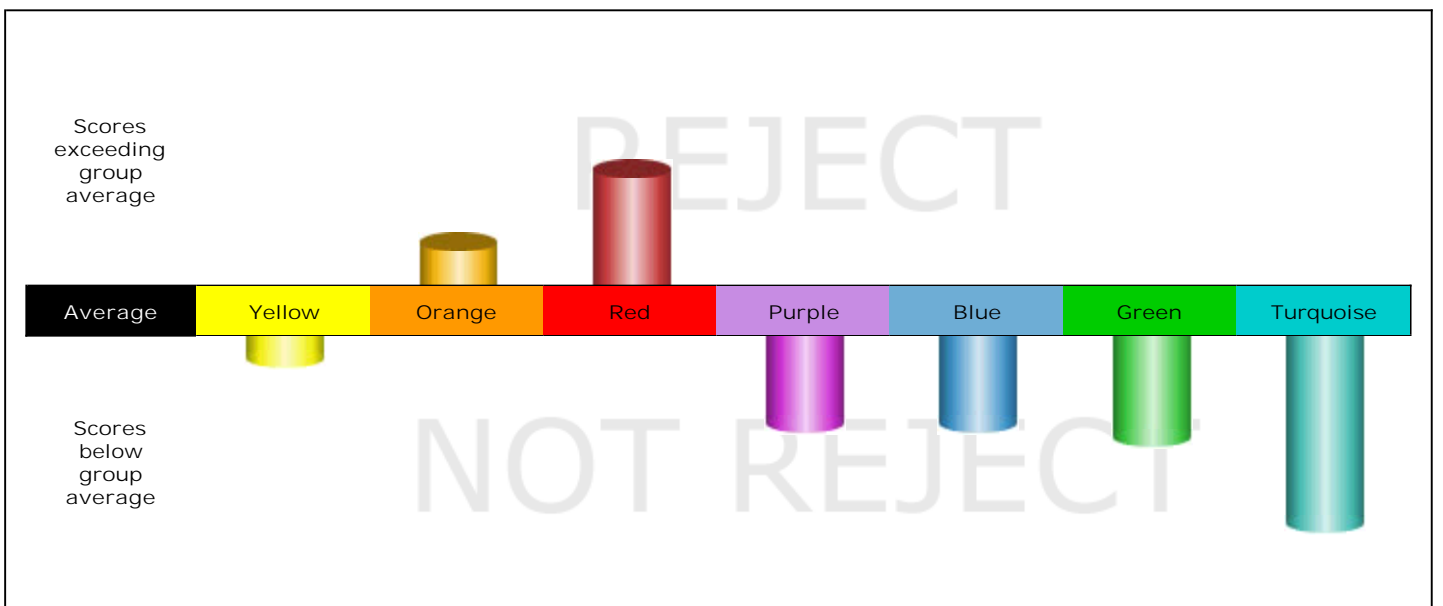
This assessment tool reports on seven valuing systems as put forward by C Graves, D Beck and C Cowan in their "Spiral Dynamics" model; K Wilber's work in "A theory of everything"; Mary May's "Whirl" model; C Myss's work on the structures of consciousness reflected by various Spiritual Traditions; Kohlberg's 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 which is captured and reported on by the VO.

In the report, the valuing system / combination of valuing systems accepted and rejected by Person Surname are identified and discussed in terms of the following: the worldview adhered to, typical behaviour to be expected, prime motivators and emotional manifestations. Some implications for job functioning are also indicated by pinpointing the preferred organisational environment and leadership style. Valuing systems are not necessarily stable throughout life. The mere fact that they develop in response to environmental factors, suggests that they tend to change, depending to a large extent on fluctuations in these external circumstances.

Accepted value orientations:



Rejected value orientations:



ACCEPTED VALUE ORIENTATIONS

Person accepts the green, yellow and turquoise valuing systems

(sensitive; humanitarian; intellectually and spiritually aware; abstract; shows holistic thinking; values human experience; removed from society / status symbols / materialistic values)

Worldview adhered to

Person is best described as intellectually and spiritually aware. She shows an inclination for holistic thinking and an appreciation for both complex practical and theoretical issues. Intellectually, these individuals are usually very aware of evolutionary processes, show an awareness of relativity, and may, from an intellectual point of view, realise the limitations of their own understanding. Emotionally, however, they operate from a position of compassion that prompts them to strive for active involvement in humanitarian matters. Thus, although they have the capacity to take an abstract view of their world, they tend to get more emotionally involved where interpersonal relationships are concerned.

Typical behaviour

The majority of Person's activities can be expected to centre on intellectual and spiritual exploration - especially of the human condition or environmental matters. These individuals enjoy integrating different perspectives and principles on a conceptual level, and they may see themselves as channels of insight. Instead of focusing on acquiring positions of power, of enhancing status and creating a favourable image, these people strive to explore the human experience fully. They normally take responsibility for themselves, for others and for the environment.

Motivators

Although principally intellectually and spiritually driven, Person also has an emotional side that focuses on creating and maintaining harmonious interpersonal relationships. Everyday achievements that are valued in the materialistic society, act as poor incentives for behaviour. These individuals focus strongly on the intangible world of intuition, collective trends, evolution, growth, and subtle contextual differences. They may use these insights to affect interpersonal relationships. To them it is important to preserve systems, to experience and understand life in all its diversity, and to create awareness in self and others.

Emotional manifestations

Person is in all likelihood a sensitive, responsible and responsive individual. Although she has the capacity to intellectually distance herself from a situation, such detachment is often abandoned where interpersonal relationship issues are concerned. These individuals are usually very resilient. Adherence to this particular combination of valuing systems also has a "shadow side" in that these individuals may appear somewhat detached or withdrawn from normal society. Furthermore, their negation of everyday motives and activities may easily be perceived as intellectual or spiritual "arrogance". Their keen intellectual interest in the world, coupled with a somewhat passive approach to intervention, may also confuse others who may view this as contradictory.

Organisational environment preferred

Person probably views the organisation as an integrated, living system, responsible for the consequences of its actions. To her, work has to be meaningful to the overall health of all. People from this value orientation are, however, rarely found within the corporate environment.

Implications for leadership

If/when in a position of leadership, Person would probably see her role in terms of providing intellectual insight and spiritual perspective. In fact, she is likely to take on the role of "prophet", visionary or interpreter. These individuals normally refrain from using societal structures in order to exercise power. Instead, the emphasis is on consensus and compromise. They also rarely invest in the charismatic or the emotional side of the leadership role. To them, leadership is essentially an intellectually aware and integrative endeavour, relying on connection and resonance.

REJECTED VALUE ORIENTATIONS

Person rejects the **red** valuing system

(rejects a forceful, dominant and impulsive approach)

Worldview adhered to

Person rejects a "scarcity mentality" in her approach to life. That is, to her, the world does not necessarily consist of limited resources for which one has to fight to secure an own share. The "survival of the fittest" and the "eye-for-an-eye" principles therefore, simply don't hold for Person, and she doesn't view interpersonal relationships as fundamentally conflictual.

Typical behaviour

She would appear to rebuff actions associated with personal conquests and vendettas. There is also little appreciation for those who present a tough or aggressive image, and who strive to be in control at all times.

Motivators

Person is motivated by neither the quest to prove herself and gain recognition at all costs, nor by the need to engage in conflict in order to procure her "share". She rejects aggressive and impulsive behaviour. The person who rejects this valuing system is therefore not driven by identity needs (from a psychological point of view).

Emotional manifestations

To Person emotional expressions of impulsivity, a lack of consequential thinking, aggression, defensiveness, egocentrism and the need for respect and recognition seem unacceptable and she tends to avoid others who show this kind of behaviour.

Organisational environment preferred

Person does not necessarily abide by the view that all human nature is fundamentally selfish and untrustworthy. It follows that she does not underscore the importance of strong, forceful leadership and adherence to an unquestionable authority. She also does not seem to be too concerned with maintaining any given "pecking order" in the organisation.

Implications for leadership

If/when in a position of leadership, Person would probably try to avoid coming across as domineering. She does not ascribe to the opinion that people need to be coerced and/or outsmarted in order to work. She is also unlikely to implement the "carrot-stick" method to motivate others.

REJECTED ENVIRONMENTS

People and environments characterised by "Red":	You may perceive "Red" people or environments as:
<ul style="list-style-type: none">● a competitive, hard driving culture● adrenalin driven● judgemental● power issues, pecking orders, hierarchies● authoritarian leadership● achievement● purely reality oriented● externally imposed goals● emphasis on overcoming obstacles to goal achievement● task and action focus● resistance to change● linear structures and pre-set goals● concern about impact on external world● thinking: linear, categorising, generalising● potentially emotional (e.g. anger)● a focus on desire and sensation● survival intuition● clear psychological boundaries between systems (silo's)	<ul style="list-style-type: none">● egocentric / ego driven● neediness for recognition and respect● fear of failure● unsophisticated, crass● scarcity mentality● conflict prone● external locus of control● effective in the real world but unaware of subtle issues● chip-on-the-shoulder attitude: creating empires● fragmentation- domineering, overpowering, willful● demanding, harsh, tiresome- inflexible, resistant● impulsive: action without adequate reflection● stimulus/sensation seeking● not centered (inadequate sense of self)

LEADERSHIP IMPLICATIONS: POWER CENTRES

Your most active value orientations (VO colours), reflect the interaction between your personality and your physical, psychological and spiritual environment. Given your particular VO profile, you could best capitalize on the following creative energies, or 'seats of power', as described by Caroline Myss, amongst others.

The power centre(s) that you may best capitalize on include the following:

Spiral Dynamics Model: Green (VO) Psychological Theme: Compassion

Prerequisite: The self cannot be transcended unless it is first integrated and accepted. 'One needs to be someone before one can be everyone and no-one'.

This orientation represents the centre of emotional wellbeing and involves both the physical and the spiritual. It is here that the body, the integrated ego, the mind and the spirit meet. The 'god within' is sensed for the first time.

Leadership behaviour: It is the seat of compassion and represents the conviction to make a profound difference to the lives of others. The focus is on understanding, awareness and healing (tough) love. Here the sphere of influence broadens: it is not just a focus on one's own friends, family and colleagues, but on those who cross one's path and on humanity as a whole.

Exercising the power of this centre normally results in personal transformation for self and others.

"If the power and creative energy of this centre is blocked, untapped and unresolved: Failure to enact compassion and achieve understanding of others may be associated with: doubting one's own intuitive insights; a counter-productive and 'deflating' relativistic attitude; excessive (e.g. new-age) gullibility; difficulty to make decisions and commitments; the tendency to negate the value of information / insights from internal and external sources; passive aggression; invisible sabotage of self and others; personal insecurity and a deep need for acceptance from others. It may also have certain health implications."

A prerequisite for further growth is Acceptance: of self, others, a greater consciousness, different worldviews and mental models, and the nature of reality itself. Seemingly paradoxically, this acceptance and open-mindedness needs to be balanced with the capacity to achieve closure, and make decisions and commitments as well.

OWNS AND OTHER'S PERCEPTIONS (360° VIEWS - Green)

People and environments characterised by "Green"	Those who reject "Green" may perceive you as:
<ul style="list-style-type: none"> ● relativistic mindset ● harmony seeking ● participative leadership ● explorative orientation ● lack of commitment ● postponed / shared decision making ● equality of all ● non-competitive ● accepting ● theoretical (as opposed to practical) focus ● intellectually sophisticated ● learning oriented ● compassionate, emotionally sensitive ● low egocentrism ● behaviour focused on positively impacting lives of others ● transformation of self and others 	<ul style="list-style-type: none"> ● weak, gullible, over-sensitive, scared, cowardly, overly trusting ● relativistic, too accepting ● not principled, inadequate sense of right and wrong ● inadequate prioritization ● uncommitted, indecisive ● ineffective, confused ● disempowering, self negating ● interfering ● dishonest, politically correct ● sacrificial, overly giving ● manipulable ● uncertain, not courageous ● low achieving ● impractical, too theoretical

Spiral Dynamics Model: Turquoise (VO)
Psychological Theme: Transcendence

Prerequisite: Practical functionality as based on contextualized perceptions, learning and a holistic philosophical framework are required. Here self-transcendence through wisdom and connection become possible.

Faith is the power of this energy theme / chakra. It forms the connection between the human and spiritual aspects of our nature. Myss describes faith as the "circuit to the divine and a porthole to our intuitive resources". For those who open up to this level of awareness, miracles abound.

The transcendence theme / crown chakra is characterized by the seemingly contradictory characteristics of detachment to material and emotional realities (transcendence), while living in the Now (consciousness and awareness). A deep level of honesty and consciousness is achieved. An appreciation of deep ecology supports Life in all its diversity.

Leadership behaviour: Power and creativity are exercised via service through humility, faith, prayer/meditation and action. It involves the power of love to contribute creatively at a metaphysical level.

"Should the power and creative energy of this theme / charka be blocked, unresolved and untapped: the person may be unaware of, or deny her own subconscious; the collective subconscious; a higher Being; the value of the human experience per se; and reject the spiritual / metaphysical realm. Connection, meaning and purpose may be lost. This too, has implications for physical health."

OWNS AND OTHER'S PERCEPTIONS (360° VIEWS - Turquoise)

People and environments characterised by "Turquoise"	Those who reject "Turquoise" may perceive you as:
<ul style="list-style-type: none"> ● transcendent consciousness ● existential-philosophical orientation ● living in the Now - open and aware ● spiritually inclined ● connected consciousness (to own subconscious, collective conscious, Higher Consciousness) ● low security, power, status, intellectual needs ● focus on diversity and abundance of life ● awareness of physical and social environment ● preference for practical and simple lifestyle ● awareness of broad, abstract, transcendent goals ● integration of the physical and metaphysical dimensions ● exercises faith ● regards all experience as opportunity to expand consciousness and impact collective consciousness ● intuition and integrative interpretation of synchronicities ● direct awareness and exercise of energy principles 	<ul style="list-style-type: none"> ● ineffective within corporate context ● esoteric, religious, impractical ● other-worldly ● irrelevant ● idealistic (unrealistic) ● materialistically unsuccessful ● unrealistic ● superstitious or crazy ● gullible, lacking insight ● undiscerning / disconnected / dissociated ● possible subjective projection

Spiral Dynamics Model: Yellow (VO)
Psychological Theme: Wisdom

Prerequisite: A constructive expression of personal purpose via willpower and action.

This chakra represents wisdom, intuition and optimism. It is where the psyche and the soul meet and are integrated. Wisdom develops via the process of integration of "choice" and "effort" (of the Throat Chakra / Intention theme). It involves wonder in appreciating the holistic, contextualized, systemic and dynamic nature of life. It sees the self as interdependent and integrated with the world and others. It therefore involves responsible actions.

The optimism associated with wisdom is based on faith in the integrated nature of the world. Life is guided by intuitive insights and synchronicities ("when the student is ready the teacher appears"). It involves living a symbolic life: via awareness of subconscious messages, the body and what it communicates via appearance, mannerisms and health issues; the recognition of synchronicities; awareness and interpretation of dreams; etc.

Leadership behaviour: Although it may appear so to others, it is NOT: a reflection of pure intellect; of emotional suppression; of general disinterest or superficiality; and of low levels of commitment. It does, however, involve little appetite for symbols of status, power, and achievement. Here, openness and receptiveness allow for experience and its symbolic messages to become the teacher. No longer are intense emotions likely to derail movement in the direction of personal purpose (this is because emotions are integrated with understanding).

Power and creativity are exercised via, amongst other "gifts" such as sound judgement; pragmatism (valuing functionality); contextualization of information; a learning orientation; sensitivity to vague intuitive insights; noticing patterns; openness; understanding; and by sensing direction for self and others.

If the power and creative energy of this theme / chakra is blocked, untapped and unresolved: Not many individuals achieve this level of awareness. Arrest at this level of consciousness may however, turn into disinterest, withdrawal, carelessness, inadequate commitment; dissociation and a counter productive negation of cultural practices and perspectives. Intuition may make way for intellectualization and even arrogance. This may have certain health implications.

Growth: An integration of physical, emotional and mental components enable the emergence of a level of psychic awareness.

OWNS AND OTHER'S PERCEPTIONS (360° VIEWS - Yellow)

People and environments characterised by "Yellow"	Those who reject "Yellow" may perceive you as:
<ul style="list-style-type: none"> ● experience seeking, learning orientation ● pragmatic-functional ● awareness of contextual requirements and differentiation in personal approach ● high flexibility ● individualistic ● deeply responsible ● low power and status needs, low consumerism ● low security needs ● low egocentrism ● low defensiveness - but openness ● capitalises on awareness, wisdom and intuition ● highly integrative approach ● systems thinking, appreciative of long term interactive effects ● insight into emotional responses ● sophisticated , depth orientation ● marked change awareness, innovation ● balanced past-present-future consideration ● tuned in to intuition and subconscious mind 	<ul style="list-style-type: none"> ● uncommitted, self-serving ● simplistic (this is simplicity after complexity) ● inconsistent (high adaptability) ● critical, dissatisfied ● low personal standards, low ambition, laziness ● unaware of immediate pressures and risks ● low awareness of opportunities to exploit ● cowardly, inactive ● unfocused, abstract, missing the point ● dismissive, irrelevant ● unaware of risk / threat ● uninvolved ● arrogant, not understanding, knowledge flaunting ● unimpressed and unimpressive ● low team orientation ● provides instability & insecurity ● low achievement of status ● not always analytical

POTENTIAL FOR PERSONAL GROWTH

The SD and Chakra models, as well as a number of other models on moral development, represent the phases of growth as holons of increasing consciousness and awareness. Successive levels thus integrate and transcend previous levels. Growth is seen as dynamic in nature, it is a contextualised phenomenon, and mostly determined by personal choice and action.






The following prerequisites for growth can be identified:

- the specific challenges of one "seat of power" first need to be resolved by actualising the creative energy of that centre before awareness of the next one emerges
- awareness and consciousness of the subsequent psychological theme is thus also a prerequisite for further development
- the person does, however, need to make conscious choices and decisions about the constructive application of the power of the emerging centre
- personal pain and trauma need to be resolved constructively by adapting one's worldview in such a way as to meaningfully interpret the pain, thereby opening oneself up to further possibilities
- the person needs to learn to symbolically read and interpret messages and synchronicities within her internal and external environments
- opportunities for quiet reflection and meditation need to be created to facilitate greater mindfulness
- a compassionate and understanding approach towards oneself, others and the environment need to be adopted

Personal choices that impede growth, may lead to stagnation and may even cause the deterioration of a particular seat of power.

TRANSITIONAL INDICATORS

It should be pointed out that you may only recently have accessed a particular seat of power and creativity (a value orientation), or you may already have actualized it almost fully and be ready to move on. The following graphic representation indicates the extent to which your current world view accommodates for your situational circumstances.

	1	2	3	4	5	
ALPHA						Feeling "in sync" and satisfied
BETA						Uncertainties emerge
FLEX						Realisation of the necessity and opportunities for change
GAMMA						Feeling trapped or blocked
DELTA						Breaking barriers, regaining balance and internalising change

Person reports the following levels of satisfaction regarding the degree to which her current Worldview matches the requirements of her World. It should be kept in mind that most candidates tend to report positively in this regard, and the scores on Alpha, Flex and Delta may thus be superficially elevated while the scores on Beta and Gamma are superficially lowered. The Change State Indicators above are ipsatively calculated.

Neither your life scripts, nor your circumstances are necessarily stable - that is, change is possible. Such transition or change usually represents a movement from a state of satisfaction of feeling "in sync", to the emergence of a degree of uncertainty, to a realisation that a change is necessary OR a feeling of being trapped/blocked, to a final stage where barriers are broken down and changes are internalised.

Alpha: Feeling "in sync" and satisfied. You generally feel balanced, in equilibrium and at ease about your functioning.

Beta: Uncertainties emerge. There are a number of things that you feel uncomfortable and worried about.

Flex: Realising options for change. You are resilient and continuously on the look-out for opportunities to improve your own adaptation.

Gamma: Feeling trapped. You are feeling helpless and blocked in your current situation.

Delta: Breaking barriers, regaining balance and internalising change. You have recently (probably over the past few years) managed to transcend your previously limiting worldview, and improved your overall adaptation.

VALUE ORIENTATIONS: OVERVIEW

COLOUR	ACCEPTANCE	REJECTION	CONFLICT (Simultaneous acceptance & rejection)
PURPLE	Values group belonging; finds safety and security in the familiar; tends to be attached to traditions/customs; 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/customs but will not necessarily resist change; may reject an us-versus-them mentality in others
RED	Energetic, forceful, could be impulsive; ego-centric; 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 self-centred behaviour; may try to limit the tendency to react emotively to situations; dislikes being subjected to powerful others
BLUE	Controlled; values order and discipline; dutiful and diligent; wants to do the 'right' thing; values and 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 whilst 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; takes 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; energised by interpersonal relationships; sensitive; compassionate; philosophical; relativist; open-minded; idealistic	Questions an over-emphasis on the human factor; not energised by interpersonal relationships; not motivated by charitable endeavours; not gullible or overly accepting	Values interpersonal interaction but decisions are not determined by it; people oriented but mindful of overly idealistic views on humanity
YELLOW	Individualistic; has an intellectual perspective; often emotionally detached; capacity to deal with unstructured situations; systems thinking; focuses on practical utility	Not particularly learning oriented; not comfortable with disorder and unstructured situations; not particularly individualistic; not inclined to take a detached, intellectual stance	May be intellectually capable of dealing with disorder and diversity, but has an emotional need for structure; can be emotionally detached, but may prefer a more emotionally involved approach
TURQUOISE	Self-transcendent; reflective; holistic thinker; spiritual; guided by a higher consciousness; planetary concerns; focuses on experiencing life	Rejects an essentially spiritual 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 too abstract take on reality; may experience difficulties with self-transcendence