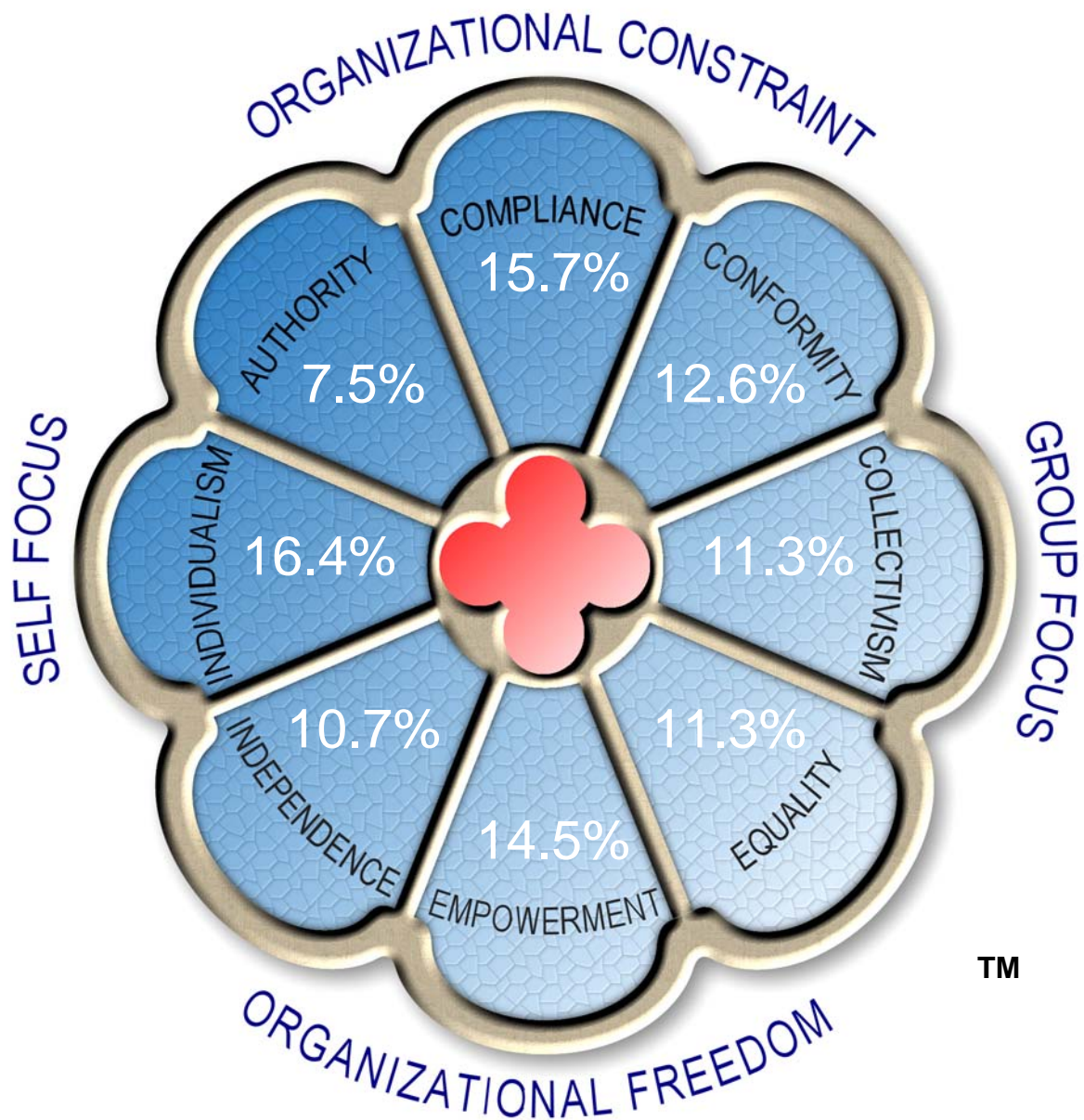


# McCann Window on Work Values



*for*

**Sharon Bell**

**Bell Stores Ltd**



# INTRODUCTION TO WINDOW ON WORK VALUES

This profile gives you feedback on eight core value types that form the basis of behavior in the workplace.

Values are concepts or beliefs which people use to guide their behavior in the workplace. Values will drive our decision making and cause us to summon up energy to preserve what we believe in. They go beyond specific situations and determine how we view people, behavior and events. Often major sources of conflict and disillusionment are due to mismatched values.

## THE MODEL

The different values explored in your Profile are displayed in the *Window on Work Values* model which has been developed by Dr Dick McCann from his extensive workplace experience and comprehensive research with individuals and teams. The model has been validated within a rigorous testing process and has good structural validity, meaning that values close to one another in the window are related whereas those on opposite sides of the window are unrelated. The feedback in this report is presented in a practical and accessible way but you can be confident that it is backed by the appropriate statistical research.

The model consists of eight core work value types depicted as window panes, rather like those in the rose windows of many European cathedrals. It is divided into quadrants, each containing a core value type as follows:

**Self Focus:** Value types that put personal goals ahead of group goals. *Individualism* is the core value type in this quadrant.

**Group Focus:** Value types that put group wishes ahead of individual need. *Collectivism* is the core value type.

**Organizational Constraint:** Value types that require strictly-adhered-to guidelines to ensure the smooth running of an organization. *Compliance* is the core value type.

**Organizational Freedom:** Value types where individual behavior is unrestricted and people are free to choose their pathways, unfettered by organizational constraints. *Empowerment* is the core value type.

Values focusing on the self, within an environment of organizational freedom are defined by the *Independence* value type. Those focusing on the self within an environment of organizational

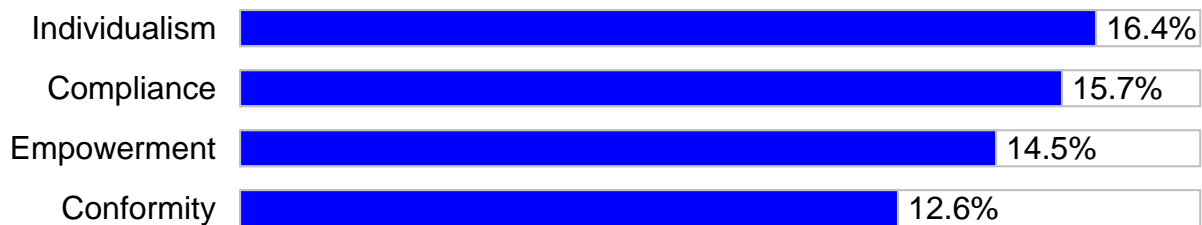
constraint are defined by the *Authority* value type.

Values focusing on the group, within an environment of organizational freedom are defined by the *Equality* value type. Those focusing on the group within an environment of organizational constraint are defined by the *Conformity* value type.

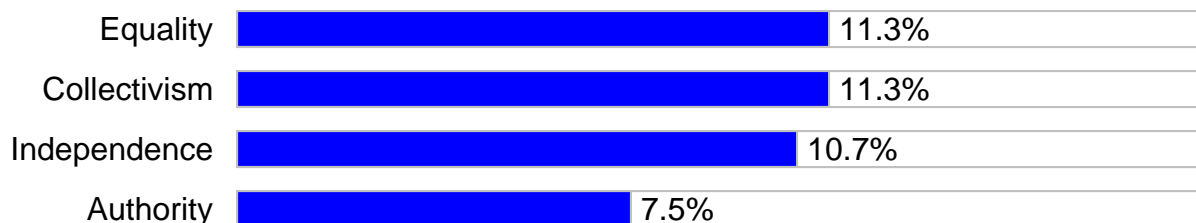
## YOUR RESULTS

Your responses to the 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 are:



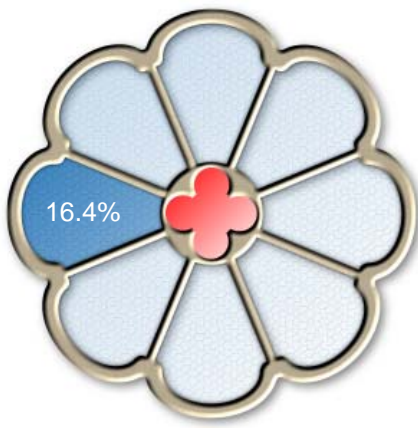
Values less important to you are:



The *Self-Focus* value types (Independence, Individualism and Authority) account for 34.6% of your scores whereas *Group-Focus* value types (Equality, Collectivism and Conformity) account for 35.2% of your scores. This indicates the importance you place on balancing your own needs with the needs of others.

The *Organizational Freedom* value types (Independence, Empowerment and Equality) account for 36.5% of your scores whereas *Organizational Constraint* value types (Authority, Compliance and Conformity) account for 35.8% of your scores. This indicates that you value the freedom to work in your own way but within a framework of constraints set down by organisational guidelines.

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



## INDIVIDUALISM

You scored quite strongly on the *Individualism* value type. This is the part of the *Window on Work Values* model containing values that primarily focus on the self. However your scores on *Collectivism* also indicate that, while maintaining your individualism, you will also value being a respected member of a work group.

Being an individual is important to the way you like to work. You are more likely to believe that it is through being a strong individual and making the hard decisions when they come, that you are doing your best for your team and the organization. Although you will care about other people with whom you work, you are quite capable of taking individual action that may affect them adversely if it is in the best interests of the organization. For you, getting results quickly is often the most important part of doing business.

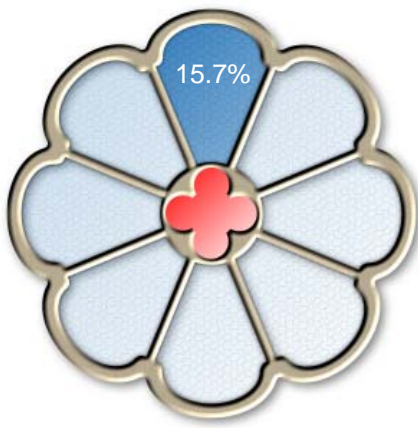
It is probably important for you to be recognized for your intelligence and competence. More than likely, you will enjoy standing out from the crowd and being praised and rewarded for your individual success. Above all you will want to be seen as a capable person.

Because of your high reliance on yourself, you may not always conform to the wishes of others and prefer to work in your own way. However your moderate to high score on *Collectivism* means that you will balance this need with the needs of the team or group to which you belong. Relationships are important to you and you will probably have just as many outside work as you do at work.

Some people could view you as an 'individual' as you don't always take advice from others, particularly from colleagues at a similar or lower level in the organization. You will probably consider that the value of *Individualism* has contributed to your success and it probably has. However, more than many others you try to strike the balance between your own needs and the needs of your colleagues, even if you don't always succeed.

You will understand the importance of being part of a team and may even wish you placed a stronger emphasis on the values of team harmony and loyalty. The balance between doing what is best for you and what is best for others is something you will try hard to get right.

Your moderate to high scores on *Collectivism* are likely to impact how you actually use your *Individualism* value type in practice. Most likely you will value having close supportive colleagues who form a harmonious team, provided you are free to pursue goals that allow you to advance yourself. You will probably also support group decision making and consensus but could be reluctant to bow to group pressures if you see decisions going against you. However there may be, at times, competing demands on you and it could be difficult for you to get the right balance between your need to be an individual and the concessions you may have to make in the interest of what's best for the team.



## COMPLIANCE

You scored quite strongly on the *Compliance* value type. This is the part of the *Window on Work Values* model where people value a working environment where there are clearly-defined organizational constraints and expectations. However you also scored similarly on the *Empowerment* value type and this gives you an unusual profile where you value both *Compliance* and *Empowerment*.

You will have great respect for people in senior positions and are likely to value those who follow your directions, without too many questions. You may not take too kindly to people who question your decisions. For you, obedience is a key value and a guiding principle to how you approach your work. However, provided people accept your general direction you will be happy for them to take personal responsibility and set their own challenges.

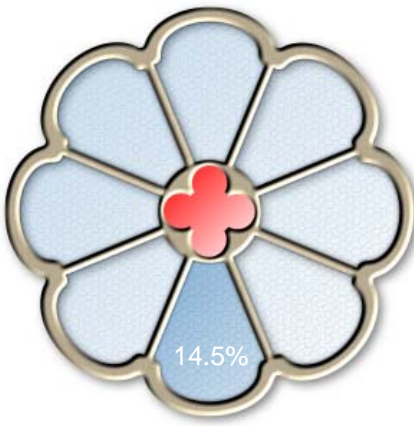
For you, efficiency in the workplace results from people sticking to procedures and doing things the right way. You may be particularly hard on those people who want to use a different approach to the tried-and-tested methods that have usually worked in the past. However you value the opportunity for people to contribute their own thoughts and generally you will listen to alternative views, provided they are not too radical.

You are a person who will meet your obligations and therefore you expect others to do the same. You may well be critical of those who don't follow orders but would probably accept their decisions provided there were good enough reasons.

Job security can be an important issue for you and will shape your decision making. You probably feel more comfortable in an organization where you know where you stand and what is expected of you. Above all you will value stability, which gives you the environment to do your best work.

Interestingly, you also scored strongly on the *Empowerment* value type as well and this may impact how you actually use your *Compliance* value in practice. This combination of high scores

on both ends of the *Compliance-Empowerment* value pair is unusual. Very likely you will hold strongly the principles of giving responsibility to others and allowing them to find their own way of working, provided it does not conflict with the organizational norms and expectations. You probably like them to be self-reliant and accountable for their own actions as it will free you up to get on with your own work. However you may need to reflect on the internal conflict you could sometimes experience when trying to balance these views with your principles of expecting other to follow orders and comply with organizational rules and regulations.



## EMPOWERMENT

You scored strongly on the *Empowerment* value type. This is the part of the *Window on Work Values* model where people value a working environment where there is a degree of organizational freedom as to how people generate results. However, you also scored similarly on the *Compliance* value type and this gives you an unusual profile where you value both *Empowerment* and *Compliance*.

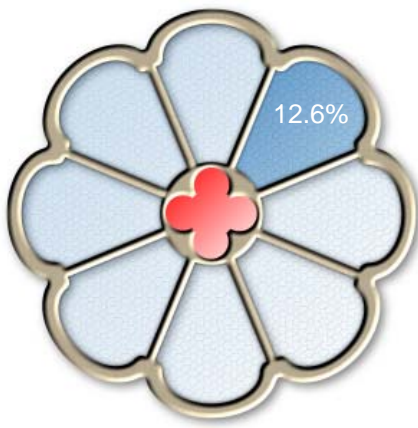
For you, it is important to have the opportunity to contribute in a variety of ways to work projects and to be trusted that you will do your best to achieve the goals and expectations of the organization. You will prefer situations where there is little supervision and high levels of accountability and responsibility are delegated to you and your team. However you will want to comply with organizational guidelines and fit in with the corporate mission and vision.

You are unlikely to be motivated solely by remuneration and material rewards and ‘working for a higher purpose’ is at least equally important. For you work is to be enjoyed and rewards also come through the relationships you develop and the personal growth that comes through stretching your abilities and striving to extend your ‘personal best’.

You are a person who usually responds well to orders provided they are not given in a detached, compliant way and sometimes you may react badly to those who expect you to do as you are told without explaining the reasons. Sticking to procedures and respect for the organizational hierarchy are usually strong principles for you, provided you can maintain your personal principles of self-accountability and self-reliance.

Despite your concern for *Empowerment*, you are someone who also values *Compliance*. This is a less common profile and one that highlights your need have the freedom to make your own decisions while working to a high level of organizational constraints such as the objectives, mission and vision.

Because you have strong scores at both ends of the *Empowerment-Compliance* value pair, you will value the importance of ‘order’ but in a way that maintains the freedom of the individual to pursue goals in their own way. Providing you know when to wear your ‘Compliance’ hat and when to wear your ‘Empowerment’ hat, then these values are less likely than the others to cause conflict situations with your colleagues at work.



## CONFORMITY

You scored in the moderate range on the *Conformity* value type. This is the part of the *Window on Work Values* model that focuses on group values exercised within a framework of organizational constraints. However you also scored equally strongly on the *Independence* value type and therefore you have an unusual profile where, to some extent, you value both *Conformity* and *Independence*.

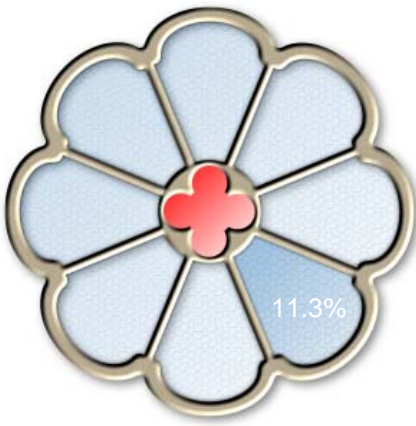
*Conformity* is an important principle in the way you prefer to work. You will be keen to conform to other people's expectations of you and will want to be seen as a reliable and valuable member of any team or organization. You will not enjoy 'rocking the boat' but will if you are convinced that others are going in the wrong direction. You will be a loyal supporter to those who put their trust in you.

In general, you are quite willing to accept whatever happens to you, provided you have some freedom to explore your own creativity. You try not to show extremes of action and will generally try to fit in with those around you and not 'stand out' too much, although there may be times when you could take a more independent stand. You are probably more comfortable where there is a sense of security in your work environment as you like to know where you stand and what is expected of you.

You will usually enjoy being a team player although, if given permission, you are quite happy to work independently and with some degree of autonomy. In making decisions you will want to be sure that your actions conform to the organizational procedures and values, to which you will generally subscribe. In fact you may well be a supporter of the important traditions and culture of your organization.

You are a person conscious of the organizational hierarchy and will be careful to go through the proper 'channels' when undertaking important tasks and assignments, even if later you tend to 'do your own thing'. Exercising self-restraint will be important to you so that you do not 'lose face' in difficult situations.

Interestingly, you scored in the moderate to high range on the *Independence* value type and this may impact how you actually stick to your *Conformity* value in practice. You will probably enjoy a measure of self-reliance and set challenging goals for yourself. There may even be times when you are torn between the responsibility of conforming to the established norms of the workplace, while at the same time you may want to break out and exercise your own creativity and independence.



## EQUALITY

You scored in the moderate range on the *Equality* value type. This is the part of the *Window on Work Values* model that focuses on values pertaining to the establishment and maintenance of the work group in a way that allows you individual freedom.

Treating everyone equally and fairly is a guiding principle in the way you approach work. You are likely to be a reasonably tolerant person and one who accepts the different viewpoints of people in the workplace.

Support of the weak and disadvantaged is likely to be of some importance to you, although it may not be a guiding principle. However you may well want to defend any members of your team or group whom you consider to be disadvantaged by the actions of others.

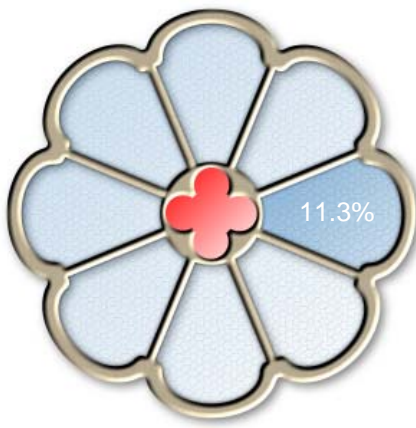
You may also be seen as a considerate person, and are generally willing to give time to others to help them with their work. You will probably be sensitive to the views of others and will want to be seen as 'someone who cares'.

If you are in a leadership position you may well have a reputation as someone who puts people first and gives equal opportunities to all.

You may have difficulty in working with people who scored high on the *Authority* value. They could see you as being too occupied with people issues and not focusing enough on making the hard decisions. However you probably consider that you have the balance right. You may well enjoy the leadership role and have a reputation of people following you because you put them first.

When interacting with people who scored higher than you on *Authority*, consider these points to help you communicate better with them:

- Realize that it is important for them to be seen to be right in front of others;
- They will have a lower tolerance for people with opposing beliefs and ideas;
- They will be ambitious and take every opportunity to push themselves forward for promotion;
- They will respond well to feedback that highlights their prowess in leadership activities.



## COLLECTIVISM

You scored in the moderate range on the *Collectivism* value. This is the part of the *Window on Work Values* model that focuses on core values that enhance the working of groups or teams. However your scores on *Individualism* also indicate that, while you value being a respected member of a work group, it is even more important for you maintain your individualism.

*Collectivism* is important in the way you approach work. For you the best collective interests of the group are important in any decision-making process. However you are unlikely to subordinate your own personal interests and desires to those of your group or team as you are aware of the need to focus on issues that advance yourself in the organization and in your career. You are constantly seeking the best balance between what is good for you and what is good for the group.

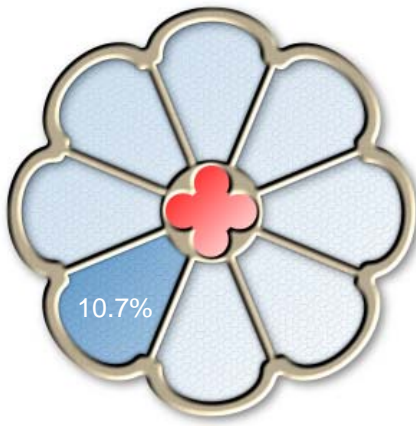
Harmony in the workplace is most likely important to you and you will often act in a way that defuses conflict in your team or work group. Having close supportive colleagues is important in the way you live your life and therefore you will try to act so that you don't upset others. However your tendency towards *Individualism* could cause you, on occasions, to act in ways that put your own needs before those of the group. In these situations you are prepared to cope with any negative reactions that may result.

You are a person who gives loyalty and will expect loyalty from others in return, particularly when you find yourself in difficulties.

Above all, you are a person who values consensus decision making and will have this as a priority, even if it means some delays in taking decisions and getting into action. You will realize 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 will advocate it if it gets the right result.

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 are unlikely to 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.

Your high scores on *Individualism* are likely to impact how you actually use your *Collectivism* value in practice. This combination of higher scores on both ends of the *Collectivism-Individualism* pair is less common. Most likely you will value having close supportive colleagues who form a harmonious team, with little conflict. You will probably also support group decision making and consensus but may experience discomfort if you see decisions going against you. At times, you may experience internal conflict, trying to balance your need to be seen as a competent, intelligent, successful individual keen to get on in the world, with your principles of maintaining group cohesion and doing what is best for those around you.



## INDEPENDENCE

You scored in the moderate range on the *Independence* value type. This is the part of the *Window on Work Values* model where people value working with a degree of organizational freedom in a way that allows them to focus on self-needs. However your scores on *Conformity* also indicate that, while valuing your independence, you will want to ensure that you reasonably conform to what is expected of you.

*Independence* is a reasonably important principle in the way you prefer to work. You will like to be left to 'do your own thing' and rely on your own ability to work your way through problems. While you are courteous in your dealings with others, you will not always conform to principles that you oppose, although you will invariably exercise self-restraint.

For you, freedom of action and the ability to exercise your own creativity are important to your well being at work. Above all, you are a person who values self-sufficiency, but are happy to work within broad guidelines set down by others.

While you can happily work as a 'team player', you are equally as effective as a 'solo operator' with the freedom to pursue your own ideas, make your own decisions and stand by your actions.

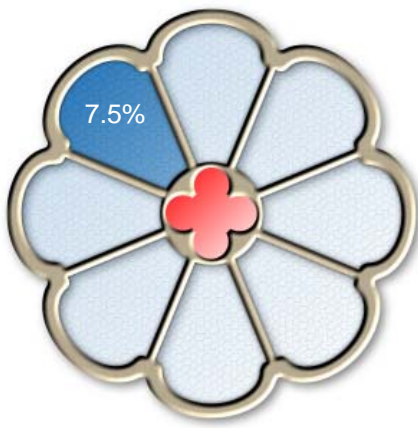
You usually respect the organizational hierarchy, particularly if the views of senior management align with your own. Workplace issues such as security and safety are seen as important and could be areas in which you would want to become involved.

You may not always react well to plans and goals which are imposed on you without your discussion and involvement. In these situations you will want to maintain your independence and may push hard to get your point of view across.

Interestingly, you scored more or less equally on the *Conformity* value type and this may impact how you actually use your *Independence* value in practice. You will probably avoid extremes of

action and control your emotions, wherever possible following the agreed plan. However, you may suffer at times from the conflicting values of wanting to do your own thing, but trying to work within pre-established guidelines.

Because you have reasonable strong scores at both ends of the *Independence-Conformity* pair, these values are less likely than others to cause conflict situations with your colleagues at work.



## AUTHORITY

You scored in the moderate to lower range on the *Authority* value type.

Being seen as an *Authority* figure is only moderately important in the way you approach work. You will like to be in control of others but only so that you can achieve the best results for your team and the organization.

You will take on the leadership role when you have to and will work hard to be effective in this area. Most likely you will be reasonably interested in promotion possibilities and will actively pursue job prospects when they appear. You will look for job opportunities when they arise and will expect to be considered for any position. However you may not always actively push yourself forward but rather expect to be noticed for your past successes.

In general you are a moderately ambitious person and will look for people in the organization who can help you achieve your goals. You will consider it important to be able to influence others to accept your viewpoint and will work hard to develop skills in this area.

You will appreciate above-average remuneration and material rewards for the job that you do as this is a good way of being recognized for your contributions. You probably prefer to be 'offered' these rewards rather than having to negotiate a good deal for yourself.

You like to be seen as being 'right' in front of others and therefore you are likely to have developed strong communication skills. You will work hard to convince people that your views on a particular situation are correct, but usually you try to be polite and diplomatic as you do not enjoy dominating others or being an authority figure.

Interestingly, you scored in the moderate to high range on the *Equality* value type and this may impact how you actually use your *Authority* value in practice. You will try to treat people equally and may often consult them for their views. Although there may be times when you 'display' your *Authority* value, these are likely to be few and far between.

Having reasonable balanced scores on the *Authority-Equality* value pair means that these values are unlikely to be a major source of conflict in working with others.

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