Part 2

CIRCUIT 2
NEEDS -
VALUES -
INTERESTS

Six Tools figure in this short, but central circuit. Just like personality, which is a variable of individual differences, values - which are anchored in the individual's fundamental needs - are personal, stable and trans-situational. Leading away from personality traits, this circuit looks first at the tools that measure an individual's fundamental **needs/values**. The identification and satisfaction of these needs contribute to motivation, and thus performance, or quality of execution. Motivation alone is not sufficient if the person finds herself in a profession, job or context which does not correspond to her fundamental values, nor allow her to express or live out these values comfortably. This is why we have added some tools that seek precisely to look at the individual's alignment with different professions, and to identify his fit with his current or future role. All of these tools are intended to measure personal effectiveness through recognizing what counts on a profoundly personal basis for each individual.

NEEDS VS VALUES VS MOTIVATIONS

Some definitions become necessary, not least because the selected tools do not always use exactly the same definitions themselves.

A person's **fundamental or primary needs** condition his existence. We all know Maslow's pyramid, which presents a hierarchy of needs, and distinguishes "D" (*deficient*) needs, or those in which a lack of something (food, safety, etc) generates a need, from the "B" (being) needs, in which the existence of something (goodness, unity, self-sufficiency, etc) satisfies the need without fulfilling it totally. In a certain sense, the B needs are existential, suggesting that *"what a man can be, he must be".*

Now, needs form the basis for values: these **values**, which are generic and independent of situation, have the power to stimulate, direct and establish long-term behaviors.

CIRCUIT 2
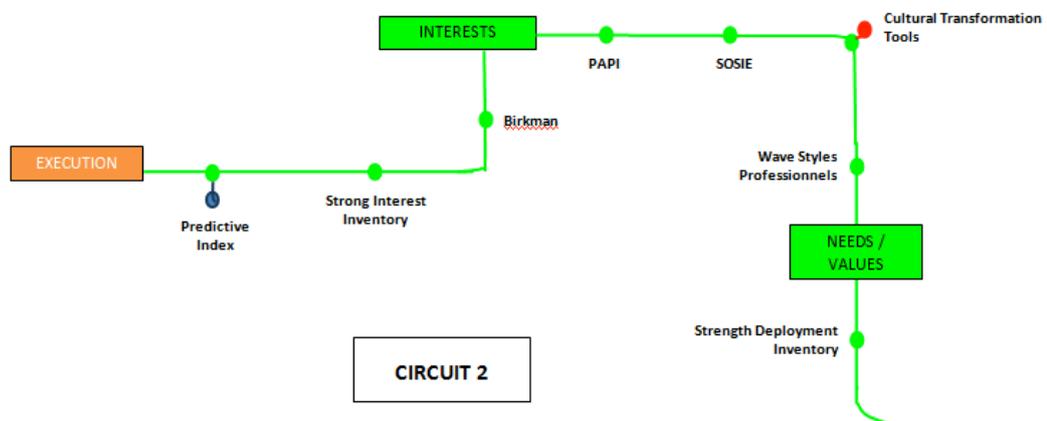
If these needs are positioned hierarchically (Maslow), values are organized by order of importance, and offer the individual a line of conduct. We act based on our values, which we verbalize more than we do our needs. While needs are innate and thus universal, values are acquired through education and upbringing, as well as our social interactions, and this explains the fact that they can change when the environment changes (e.g. in a new company). What is more, at a collective level, the

work of Hofstede and Trompenaars/Hampden have shown the impact of societal values on personal values, indicating to what degree values are more or less subjective (see circuit 4). They are thus an integral part of our identity itself.

Values represent a conception of what is desirable. We can manifest our values via a preference (e.g. for a job, a professional context) or via principles (eg honesty). Principles, which are more personal, have a greater impact on a person's **motivation**. In the *strictest sense*, motivation may be defined as the process whereby an individual uses energy so as to respond to a need (individual or collective). Values impact behavior especially through affective mechanisms. Of course, other factors condition motivation; fixing realistic, attainable goals, the desirability of the defined goal (what is called the "valence" in Vroom's expectancy theory)... The goal thus becomes a vector of the values and the behaviors; it crystallizes the value into an action, and translates it into a movement. The fact remains that improved motivation, resulting from the satisfaction of the individual personality's fundamental values, seems to enhance performance. Sometimes the opposite can seem to be the case: performance and success can reinforce and condition motivation *(success stories)*.

Is it possible in the workplace to behave without taking into account one's values, or even in contradiction with these values? Of course it is! That is exactly what is behind the meaning of so-called "bread and butter work", or the notion of the "day job". Individual values (apart, perhaps, from the value of "work" itself) have been largely ignored during most of the industrial development period, and how many companies today continue to neglect this source of motivation? All of which does not lighten the damage and suffering individuals might undergo.

For most of the 20th century, questions of motivation and performance were explained in terms of behavior types, reward and cognition, not taking into account personality. The past 20 years, especially with the taxonomy of the five factors (FFM: Five Factor Model) have reversed that trend. For example, there seems to be a positive correlation between Neuroticism (or emotional stability) and Conscience (two of the factors of the Big Five) with motivation on the one hand, and performance on the other. What is more, far beyond psychometrics, "what we are" and "what we ourselves represent", for instance, the example we give (role model) is more and more of a leadership issue...for motivating others. In management writing of the past few years (Kouzes and Posner, Covey, etc), values, articulated alongside personality, underpin and partially explain the credibility, and indeed the efficiency of leaders, whose role it is to motivate, inspire and even to transform their team members. The historically recent return to power of personality, then, has the same weight as values, but the difficulty of measuring these (and of isolating them from social desirability) has delayed their emergence into the field of psychometric tools.

Despite this, the link between values and personality is not simple. Personality traits describe what an individual is and suggest what he does, while values describe what he is supposed to do. Values may be in conflict with one another, which is not the case for traits (without even mentioning the conflict between personal and organizational values). Values are more than beliefs (more cognitive), but they do tend to evolve, even though more slowly, according to one's experience in life. They can even take over from personality traits and modify behavior (the salesman who turns down a great deal for ideological reasons).

The Strength Deployment Inventory® **(SDI)** tool looks at our relationships with others, but in two specific circumstances: when "all is well" and when we are "in conflict" with others. Above all, conflict shows to what degree a person's behavior may be guided by her own values or "fundamental motivations" (the tool offers a classification of seven of them), whether conscious or not. It is because we hold

profoundly onto certain values, and we do not betray them at any cost, that we do not accept contradictory behavior in others, which we analyze through our own prisms. When we are "confronted" in this way, our behavior changes and can make us distance ourselves from others, or sometimes get closer. The SDI indicates the nature and the extent of these movements.

The Wave Professional Styles tool, which has been developed recently, sets out to measure an integrated number of elements - the personality, motivations and talents of any given individual - as well as the extent to which organizational culture facilitates or inhibits his performance (though this is not a diagnosis of the culture). The motivation analysis is based on identifying what a person likes and does not like to do, in other words, her personal preferences. The tool claims to have a truly predictive capacity about the performance of an individual (complete person) in any given context. The trait analysis, which is based on the Big Five approach, is measured through 108 facets; the competencies are measured across 12 key fields of professional performance. There is a particularly innovative aspect: the analysis of the way the questionnaire is answered, that allows us to identify the motivation-talent gaps.

Cultural Transformation Tools is an instrument that identifies and measures the values that determine our behavior, but that has a singular aspect