

- SELECT
- DEVELOP
- LEAD

HOGAN *DEVELOP*

INTERPRET

MOTIVES, VALUES, PREFERENCES INVENTORY

Report for: Jan Novák

ID: DF178402

Date: June 18, 2010





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.

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.

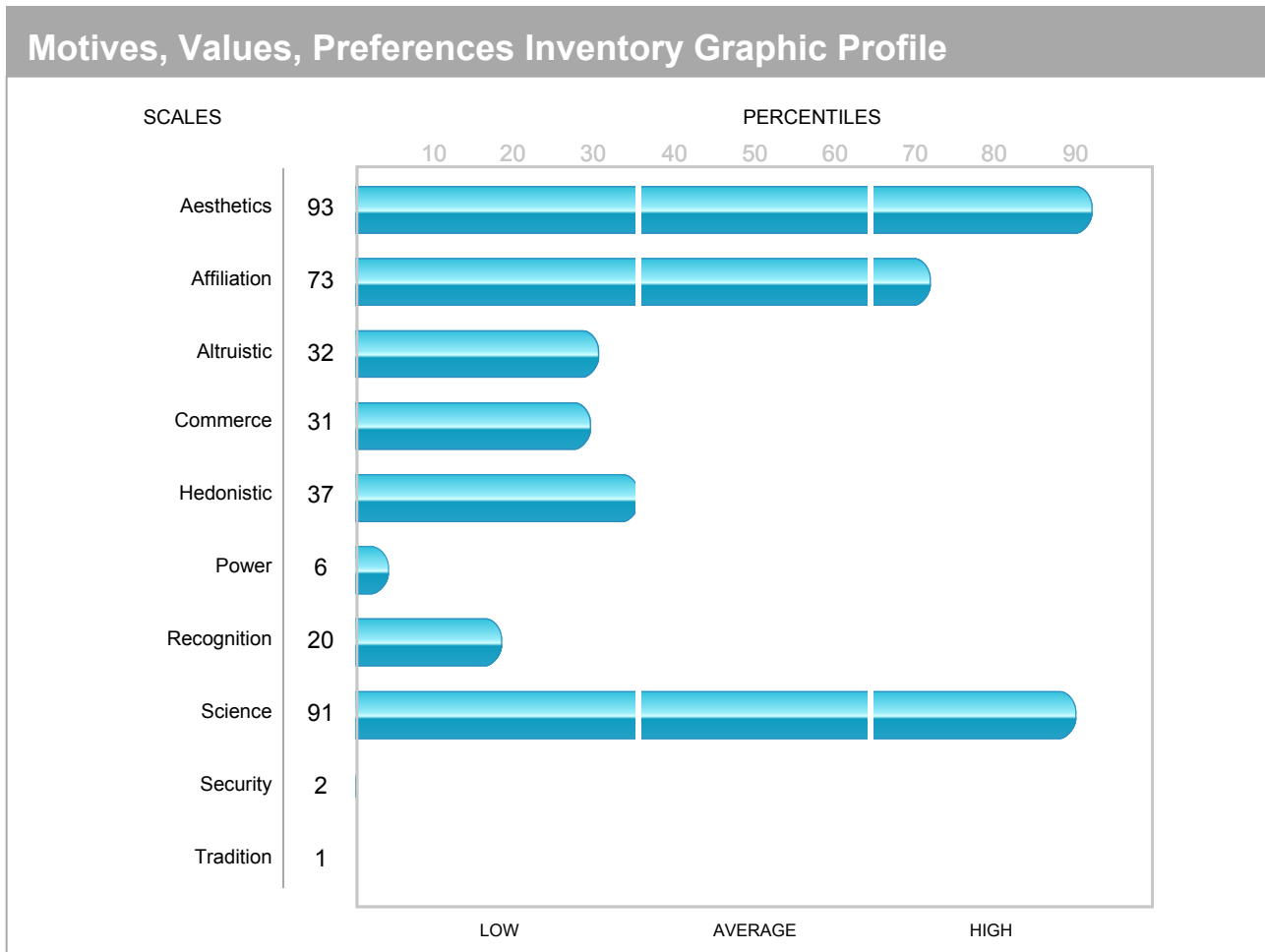
Measures of motives, values, and interests are somewhat different from personality measures. Personality measures tell us what a person may do in certain situations, whereas value and interest inventories tell us what a person wants to do. Moreover, people tend not to distort their answers on interest 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 Mr. Novák's profile on the MVPI followed by a summary of his results. The profile is then interpreted in more depth on the following pages.

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



The graph above shows Mr. Novák'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 Mr. Novák'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 Mr. Novák's MVPI profile based on characteristics frequently associated with his pattern of scores. A full scale-by-scale analysis is presented on the pages that follow. Before considering Mr. Novák'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

Mr. Novák's MVPI responses suggest that he probably appreciates imaginative and artistic people, and may value change and innovation. New technology and a rational, logical approach to problem solving are likely to be especially interesting to him, and he seems to value objective analysis. Social interaction is apparently very high on Mr. Novák's agenda and he is probably motivated by a desire for varied and frequent contact with others. It also appears that he values a reasonable level of excitement and personal indulgence. Although he believes in having a good time, this is probably not an exaggerated characteristic and he is unlikely to be impressed by those who engage in inappropriate excess. He probably values a direct, somewhat hard-nosed, approach to tackling problems, and may not be primarily concerned with issues of social justice and welfare.

Typically, people with profiles similar to Mr. Novák will dislike power structures and hierarchies, and are unlikely to be driven by the desire to reach positions of authority. His responses suggest that he may not be especially interested in competition or exerting control over others. He is probably not interested in measuring success by material rewards and is unlikely to value working in a profit-oriented environment. He doesn't seem to be interested in receiving public attention for his achievements, and believes in sharing the credit with others. Security appears to be of no particular concern to him. He is apparently not afraid to take risks and would probably not enjoy being in an environment characterized by certainty, predictability, and stability. Finally, Mr. Novák may have little regard for history, tradition, and old-fashioned values, and may be inclined to adopt a broad-minded outlook towards others.

**As a Manager**

As a manager, Mr. Novák will probably encourage innovation and may be concerned about the appearance of work products. He is likely to encourage creative input from staff and be interested in original ideas. Whether he is outgoing or shy, he is likely to place a high value on being accessible to his staff and will probably enjoy socializing with work colleagues. As a manager, he is unlikely to see the importance of personal approbation as a way of motivating his staff, and may be unconcerned about giving and receiving credit. Because Mr. Novák appears not to give job security a high priority, he may not be particularly worried about taking chances at work. He may expect staff to be motivated by variety and novelty. Mr. Novák's responses suggest that he is unlikely to appreciate the motivational value of setting staff profit-oriented goals and offering them financial rewards. He is likely to be more attuned to their other less commercial capabilities. He is unlikely to be interested in promoting staff morale unless he believes this would enhance the organization's development, and is probably unconcerned with the personal problems of his staff. His responses also suggest that he will not place a high value on traditional methods and techniques, and will probably be open-minded about the lifestyles of his staff. As a manager, he is likely to encourage research into the latest technological advances and would probably be concerned with implementing systematic and logical strategies for decision making. He probably places an equal value on business and pleasure, and may appreciate the need to arrange occasional opportunities for staff to relax and have fun, away from the serious side of work. It seems that he values consensus and cooperation, rather than competition and challenge, and is unlikely to be interested in using his status to control and motivate his staff.



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 = 93rd percentile

Mr. Novák received a high score on the Aesthetics scale. This suggests that he is interested in artistic and cultural subjects, that he is imaginative and potentially creative, and that he will do his best work in environments that allow experimentation, exploration, and creativity. As a manager, he will enjoy innovation and he will care about the appearance of work products, and he will prefer to solve problems on his 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 = 73rd percentile

Mr. Novák received a high score on the Affiliation scale. This suggests that he is adaptable, friendly, spontaneous, and outgoing, that he enjoys working with the public and dislikes working by himself. As a manager he will tend to be kind, trusting, approachable, and a good corporate citizen, but perhaps somewhat dependent on the approval of upper management. People with high scores on this scale are often described as readily following company policy, and as being adaptable and open to criticism.



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 = 32nd percentile

Mr. Novák received a low score on the Altruistic scale. This suggests that he doesn't endorse altruistic values, that he tends not to be interested in helping the less fortunate citizens of society, and that he may be assertive, forceful, forthright, and willing to confront people problems. As a manager, he will tend to be direct, and perhaps more interested in productivity than staff morale and development.

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 = 31st percentile

Mr. Novák received a low score on the Commerce scale. This suggests that he is somewhat indifferent to Commercial values and that he tends to be easy-going and unconcerned about material success. He will be sympathetic, relaxed, and loyal to his subordinates.



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 = 37th percentile

Mr. Novák received an average score on the Hedonism scale. This suggests that although he likes to have a good time, he will usually put business before pleasure. He has a normal appetite for socializing and rarely engages in excess. He is not likely to look for excuses to have fun.

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 = 6th percentile

Mr. Novák received a low score on the Power scale. This suggests that he is uninterested in competition, achievement, and personal advancement, and that he may be somewhat modest, unassertive, and not very strategic about his career. As a manager, he will tend to be quiet, careful about following procedures, and he won't often disagree with his superiors.



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 = 20th percentile

Mr. Novák received a low score on the Recognition scale. This suggests that he tends to be modest and avoids calling attention to himself. As a manager, he 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 = 91st percentile

Mr. Novák received a high score on the Science scale. This suggests that he is intellectually motivated, analytical, curious, and inquiring, and that he likes working with new technology. As a manager, he will tend to be on top of new technical and business information and to be well-organized and stable, but he will also be a hard nosed and objective problem solver. People with high scores on this scale tend to be described as easily annoyed, impatient, and argumentative.



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 = 2nd percentile

Mr. Novák received a low score on the Security scale. This suggests that he is outgoing, leaderlike, and enjoys testing the limits. As a manager, he should be unafraid of taking risks, assertive, open to feedback from his staff, and unconcerned about 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 = 1st percentile

Mr. Novák received a low score on the Tradition scale. This suggests that he enjoys novelty, experimentation, and innovation, and that he is somewhat liberal in his views. As a manager, he will tend to be flexible, impulsive, independent, unconventional, and willing to take risks.