

# Motivated by Values

## What are Values?

Everyday we are faced with real situations, which call for thought, decisions, opinions, and actions. Consciously or unconsciously, every decision or course of action we take is based on our experiences, beliefs, attitudes, and values. The willingness to make tough decisions or the time to achieve a difficult goal results from what one deems as valuable.

Values direct our actions and offer stimuli for behavior. Most of all, human effort is based on values. Every great achievement was the result of someone seeing the value of the results. Values provide the initiative for the diligent pursuit of a goal or vision.

Human values make history. Every great achievement in medicine, science or business is the result of someone valuing the end result or achievement. Wars are started because of values. People emigrate because of values. The idea of what constitutes worth is just as active in the hippie as it is in the president of a large corporation, though not defined the same. The executive may be driven by financial success or power, while the hippie may think the best life is with the least effort.

Values provide the “why” behind a person’s actions. Things they perceive as having value or worth will be deliberately pursued. Values provide underlying meaning to behavior. Values give continuity to decisions or actions. Values help you make choices when confronted with difficult decisions.

## Values: Their Impact In the Workplace

Within the lifetime of many of us, personal values were something that had no place at work. One who undertook a job on the employer’s terms, was grateful for it and gave thought to one’s own “values” only if there were serious conflicts between expected work practices and clear moral / ethical principles.

In sharp contrast, today we are starting to hear people say that values are one of the most important considerations in selecting people for jobs, whether individually or as a team. Perhaps it is economic constraints that are prompting more employers to seek the very best employees from all those available.

Ironically, the interests of employees, that include catering to their personal and individual values, are getting more attention because organizations need to be more productive. And, there is increasing acceptance that people can be more productive when both the intrinsic and extrinsic rewards in their work environment are meeting their requirement.

Our purpose here is to consider the nature of values and how they impact on work performance at both the individual and group level. A conceptual understanding is a essential starting point. To gain real benefit from this knowledge we also need the ability to recognize and appreciate different values in people and to adapt to those individual values in mutually agreeable and rewarding ways.

While psychologists have identified many lists of values, there are certain values that seem most appropriate to the business or career environment. We measure the relative prominence of six basic motivators in personality: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

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