



ORGANIZATIONAL VALUES TEST (OVT 09)

INDIVIDUAL REPORT

Candidate:
John Participant

Evaluation date:
2009/03/31

Organization:

Organizational Values Test

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GENERAL PROFILE

Descriptive Data

Name of the Participant:

John Participant

Name of the Organization:

Activity Sector:

Activity Sub-Sector:

Results Presented

The Organizational Values Test (OVT) identifies which values are the most important to an individual, an organization or even a section of an organization (management committee, department, unit, etc.). Two types of values are identified: those considered to be "basic" and those that are closely linked to "work values".

This report describes what a participant thinks should be the most important values for an organization as a whole. According to this participant, these values should influence decisions, goal setting, and investments made in material and human resources.


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A - Importance of the Values

NOTE: Values are presented in a decreasing order of importance (from the most important to the least important)



































Basic Values		Most Important Values	1	Democratic Approach (1)
			2	Work / Private Life Balance (5)
			3	Quality of Service (10)
			4	Client Adaptation (11)
			5	Inspirational Vision (14)
			6	Integrity (23)
			7	Attaining Fixed Objectives (27)
			8	Sustainable Development (32)
			9	Openess to Diversity (2)
			10	Climate and Employee Satisfaction (4)
Basic Values		Values of Moderate Importance	11	Adaptability (17)
			12	Professionalism and Responsibility (21)
			13	Leadership in the Field (31)
			14	Respect for the Individual (3)
			15	Employee Recognition (7)
			16	Seeking Excellence (12)
			17	Culture of Performance (15)
			18	Technological Orientation (20)
			19	Shareholder Returns (25)
			20	Long Term Orientation (29)
			21	Corporate Citizenship (34)
			22	Career and Development (6)
Basic Values		Less Important Values	23	Relationship with Others (9)
			24	Effectiveness / Efficiency (13)
			25	Creativity and Innovation(16)
			26	Business Environment Awareness (18)
			27	Health and Safety (19)
			28	Conformity (22)
			29	Financial Strenght (24)
			30	Growth (26)
			31	Short Term Orientation (28)
			32	Reputation (30)
			33	Partnership (33)
			34	Dynamism (8)
Work Values			A	Competency Orientation
			B	Control and Shaping of the Environment
			C	Individual Approach
			D	Direct and Franc Interpersonal Communication
			E	Unconditional Compliance with Agreements and Sharing of a Common Truth
			F	Control of Emotions
			G	Importance Given to the Future

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B - Distribution of the Values (by categories)

	#	Values	Less important	Moderate Importance	High Importance	Rank
Fundamental Beliefs	1	Democratic Approach				1
	2	Openness to Diversity				9
	3	Respect for the Individual				14
Concerns Regarding Employees	4	Climate and Employee Satisfaction				10
	5	Work-Private Life Balance				2
	6	Career and Development				22
	7	Employee Recognition				15
Human Qualities	8	Dynamism				34
	9	Relationships with Others				23
Concerns Regarding Clients	10	Quality of Service				3
	11	Client Adaptation				4
Excellence of the Organizational Processes	12	Seeking Excellence				16
	13	Effectiveness / Efficiency				24
	14	Inspirational Vision				5
	15	Culture of Performance				17
	16	Creativity and Innovation				25
	17	Adaptability				11
	18	Business Environment Awareness				26
	19	Health and Safety				27
	20	Technological Orientation				18
Conformity	21	Professionalism and Responsibility				12
	22	Conformity				28
	23	Integrity				6
Result Orientation	24	Financial Strength				29
	25	Shareholder Returns				19
	26	Growth				30
	27	Attaining Fixed Objectives				7
	28	Short Term Orientation				31
	29	Long Term Orientation				20
External Impacts	30	Reputation				32
	31	Leadership in the Field				13
	32	Sustainable Development				8
	33	Partnership				33
	34	Corporate Citizenship				21

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Annex - Definition of the Values

Basic Values

A- Fundamental Beliefs

1	Democratic Approach	Important decisions are made democratically by members of the organization.	1
2	Openness to Diversity	Demonstrate openness to the diversity of ideas, cultures, and ways of doing things.	9
3	Respect for the Individual	Emphasize respect for others, including their dignity, privacy, and any other fundamental rights.	14

B- Concerns Regarding Employees

4	Climate and Employee Satisfaction	Ensure a positive work climate and aim for employee satisfaction.	10
5	Work / Private Life Balance	Foster a healthy balance between employees' work obligations and their private life needs.	2
6	Career and Development	Foster the career and professional development of employees.	22
7	Employee Recognition	Reward deserving employees, award competitive bonuses and adopt a performance-based approach.	15

C- Human Qualities

8	Dynamism	Emphasize the display of dynamism and personal commitment when performing tasks and work duties.	34
9	Relationship with Others	Encourage positive relationships based on trust, transparency, and open communication.	23

D- Concerns Regarding Clients

10	Quality of Service	Put the client first and provide quality services and products to maintain client loyalty.	3
11	Client Adaptation	Listen to clients, anticipate and adapt to their needs, and take necessary corrective actions.	4

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E- Excellence of the Organizational Processes

12	Seeking Excellence	Aim for excellence by setting high standards and continuously improving processes.	16
13	Effectiveness / Efficiency	Ensure that all processes are effective and efficient, including the flow of information and rhythm of work.	24
14	Inspirational Vision	Create and maintain an organizational vision and internal leadership that inspire employees.	5
15	Culture of Performance	Implement a work culture based on self-fulfillment and performance.	17
16	Creativity and Innovation	Encourage creativity, innovation, and entrepreneurship in the organization.	25
17	Adaptability	Ensure that the organization and its employees adapt to internal and external changes.	11
18	Business Environment Awareness	Understand the environment, keep abreast of trends, and aim to become a learning organization.	26
19	Health and Safety	Create a work environment that promotes employee health and safety.	27
20	Technological Orientation	Invest and strive to be at the forefront of technological changes.	18

F- Conformity

21	Professionalism and Responsibility	Encourage employees to act in a professional manner, demonstrating a sense of responsibility and personal discipline.	12
22	Conformity	Emphasize the importance of being thorough and respect regulations and procedures at all times to ensure a high level of conformity.	28
23	Integrity	Relationships, actions, and decisions should be handled with integrity, honesty, and fairness.	6

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G- Result Orientation

24	Financial Strenth	Manage financial resources carefully to guarantee the organization's economic stability.	29
25	Shareholder Returns	Enhance organizational performance to maximize the earnings of shareholders.	19
26	Growth	Aim for steady growth of the organization.	30
27	Attaining Fixed Objectives	Invest in those efforts required to attain fixed objectives and target results.	7
28	Short Term Orientation	Give a lot of importance to the short term impact of decisions.	31
29	Long Term Orientation	Give a lot of importance to the long term impact of decisions.	20

H- External Impacts

30	Reputation	Uphold an enviable reputation among clients, suppliers, partners, and the community.	32
31	Leadership in the Field	Be recognized as a leading and model organization in the main area of activity.	13
32	Sustainable Development	Implement actions to ensure environmental protection and sustainable development.	8
33	Partnership	Promote a partnership approach with service suppliers, employees, clients, and peers.	33
34	Corporate Citizenship	Be a good corporate citizen by respecting legislation, creating employment, promoting cooperation, and participating in community development.	21

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Work Values

A- Relations with Authority

or	Status Orientation	Organizations which favour status orientation put a lot of importance on hierarchy, obedience, and respect toward the superior. Employees have limited decision-making discretion given that all the important decisions are taken by management.	<input type="checkbox"/>
	Competency Orientation	Organizations which favour competency orientation put a lot of importance on equality and employees' involvement. Status corresponds to an individual's level of competency. Employees are accountable for their actions and have a great deal of decision-making autonomy.	<input checked="" type="checkbox"/>

B- Uncertainty Management

or	Uncertainty Avoidance	Organizations which favour avoiding ambiguity put a lot of importance on rules, procedures, and clearly defined roles. As much as possible, all ambiguous situations are avoided. The environment has a strong influence. It is believed that controlling the environment is difficult or even impossible.	<input type="checkbox"/>
	Control and Shaping of the Environment	Organizations which favour challenging and shaping the environment do not hesitate to get involved in ambiguous, even uncertain, situations. They believe events can be shaped and that one must confront adversity. The strategies drive the actions.	<input checked="" type="checkbox"/>

C- Social Relations

or	Group compliance and Cohesion	Organizations which favour group compliance and cohesion take charge of their members. The social links are based on altruism, sharing, and loyalty. Collaboration among employees and team cohesion are valued. Compliance is essential to good operations and criticizing the way things are done is not accepted.	<input type="checkbox"/>
	Individual Approach	Organizations which favour an individual approach allow individuals to be responsible for themselves. The rules and procedures are guidelines rather than constraints. Employees can criticize the organization if they are dissatisfied or value a different point of view. Individual work is favoured.	<input checked="" type="checkbox"/>

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D- Interpersonal Communications

or	Diplomatic Interpersonal Communication	Organizations which favour diplomatic interpersonal communications promote modesty and humility in interpersonal exchanges. Interactions between employees are based on tact and diplomacy. People are perceived as a "whole" and it is inappropriate to criticize them directly.	<input type="checkbox"/>
	Direct and Frank Interpersonal Communication	Organizations which favour direct interpersonal communications promote franc exchanges. Self-confidence is valued and messages are transparent, clear, and direct, even when they are negative. People are seen as having several roles (employee, father/mother, friend, etc.) which are independant from one another.	<input checked="" type="checkbox"/>

E- Agreement Management

or	Evolution of Agreements and Positions According to Situations	Organizations which favour evolution in the agreements and positions according to the situation believe that contracts evolve and must be modified based on the circumstances. The perception of reality and truth varies according to people and situations.	<input type="checkbox"/>
	Unconditional Compliance with Agreements and Sharing of a Common Truth	Organizations which favour unconditional compliance with agreements and the sharing of common truth believe that contracts are unalterable. They represent commitments that must be respected, whichever way a situation may evolve. They believe that there is only one truth for all and that it is the foundation of a common understanding.	<input checked="" type="checkbox"/>

F- Expression of Emotions

or	Expression of Emotions	Organizations that share this value understand that the expression of emotions is normal and that it's part of any human relations. Expressing emotions through gestures and mimics are common and are part of any communication and problem solving activity. Lively exchanges are sought after.	<input type="checkbox"/>
	Control of Emotions	Organizations that share this value promote courteous exchanges in which emotions have little place. They value people who control their emotions and communicate in a neutral fashion. Exchanges are rarely lively.	<input checked="" type="checkbox"/>

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G- Time Notion

or	Importance Given to Traditions and the Past	Organizations which put a lot of emphasis on past value traditions as well as their history and origins. Several activities are carried out simultaneously without any clear sequence being set. Compliance with appointments and deadlines is not compulsory and personal concerns take precedence over organizational constraints.	<input type="checkbox"/>
	Importance Given to the Future	Organizations which put a lot of emphasis on the future value opportunities and future perspectives. Activities are carried out in sequence according to a well established plan. Compliance with appointments and deadlines is fundamental and organizational constraints take precedence over personal needs.	<input checked="" type="checkbox"/>