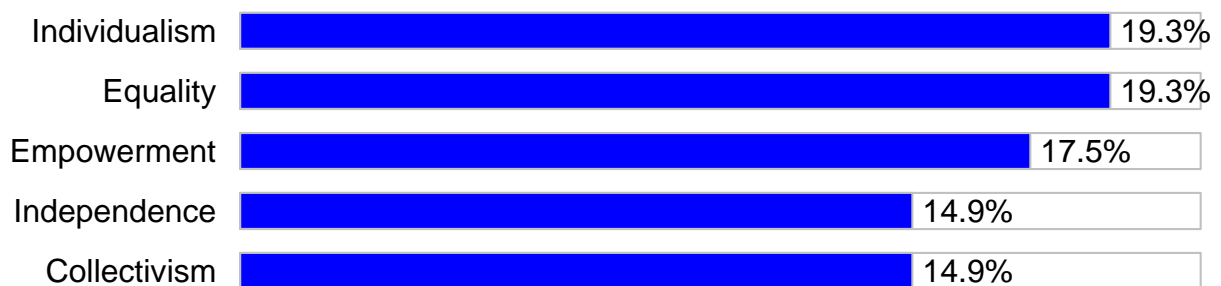


Values focusing on the group, within an environment of organisational freedom are defined by the *Equality* value type. Those focusing on the group within an environment of organisational constraint are defined by the *Conformity* value type.

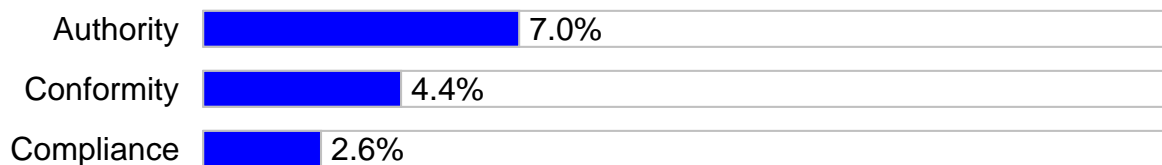
YOUR RESULTS

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:



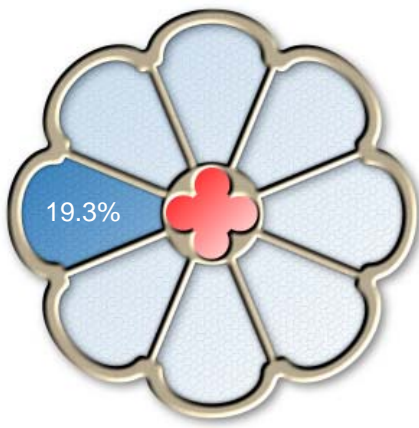
Values less important to you are:



The *Self-Focus* value types (Independence, Individualism and Authority) account for 41.2% of your scores whereas *Group-Focus* value types (Equality, Collectivism and Conformity) account for 38.6% of your scores. This indicates the importance you place on balancing your own needs with the needs of others.

The *Organisational Freedom* value types (Independence, Empowerment and Equality) account for 51.8% of your scores whereas *Organisational Constraint* value types (Authority, Compliance and Conformity) account for 14.0% of your scores. This indicates the strong bias you have towards values that ensure you have freedom to work in your own way.

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 organisation. 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 organisation. For you, getting results quickly is often the most important part of doing business.

It is probably important for you to be recognised 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 organisation. 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.