



## ID-VALUES

### INDIVIDUAL REPORT

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## Introduction

The ID-Values Test 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.

**Note:** Please refer to the glossary for definitions of the 34 basic values of the ID-Values.

## 1 Summary of Results



### TOP 10 Basic Values

- |                                      |                               |
|--------------------------------------|-------------------------------|
| 1 Quality of Service                 | 6 Financial Strength          |
| 2 Client Adaptation                  | 7 Adaptability                |
| 3 Professionalism and Responsibility | 8 Effectiveness / Efficiency  |
| 4 Technological Orientation          | 9 Climate and Satisfaction    |
| 5 Dynamism                           | 10 Attaining Fixed Objectives |



### Working Values Favoured

- |                                          |                                                   |
|------------------------------------------|---------------------------------------------------|
| 1 Competency Orientation                 | 5 Evolution of Agreements According to Situations |
| 2 Control of the Environment             | 6 Control of Emotions                             |
| 3 Individual Approach                    | 7 Importance Given to the Future                  |
| 4 Diplomatic Interpersonal Communication |                                                   |

## 2 Detailed Results - Basic Values

### Order of Importance of Basic Values by Categories

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

### 3 Detailed Results - Work Values

The following section outlines what the participant prefers in terms of work values.

Legend: ■ Preferred work values

#### Relations with Authority

##### Status Orientation

High value placed on hierarchy, obedience and respect of superiors. Employees' decision-making latitude is restricted, as all major decisions must be taken by management.



##### Competency Orientation

Focus on equality and employee participation. Status reflects people's level of competence. Staff are accountable for their actions and given a high level of autonomy in decision-making.



#### Uncertainty Management

##### Uncertainty Avoidance

Place great importance on rules, procedures and clear roles. Ambiguous situations are avoided wherever possible. The environment exerts a strong influence and is believed to be difficult to control.



##### Control of the Environment

Do not hesitate to commit to unclear or uncertain situations. Believe that events can be contrived and that one must be proactive in the face of adversity. Strategies drive actions.



#### Social Relations

##### Group compliance and Cohesion

Look after their employees. Altruism, cooperation and loyalty underpin social ties. Collaboration between employees and team cohesion are valued. Conformity is essential to smooth operation, and criticism of the way things are done is not accepted.



##### Individual Approach

Empower people to manage themselves. Rules and procedures are guides rather than restrictions. Employees who are dissatisfied are entitled to criticize the organization as well as to adopt a different point of view. Individual work is favoured.



#### Interpersonal Communications

##### Diplomatic Interpersonal Communication

Foster modesty and humility in interpersonal relationships. Tact and diplomacy are the basis of interactions between people. People are perceived as "whole" and it is inappropriate to criticize people directly.



##### Direct and Frank Interpersonal Communication

Value direct, transparent interpersonal communication and favour candid relationships. Self-confidence is valued and messages are transparent, clear and direct, even if they are sometimes negative.





## Agreement Management

### Evolution of Agreements According to Situations

Believe that contracts evolve and may be modified to suit circumstances. Perceptions of reality and truth vary according to people and situations.



### Unconditional Compliance with Agreements

Believe that contracts are immutable and binding commitments that should be upheld, irrespective of how the situation evolves. Believe that there is a single truth that is shared by all and forms the basis of a common understanding.



## Expression of Emotions

### Expression of Emotions

Believe that emotional expression is a natural part of any human relationship. Expressing emotions via gesture and mimicry is common and part of communication and problem-solving. Animated exchanges are welcome.



### Control of Emotions

Promote cordial interaction where feelings have little importance. People whose emotions are under control and communicate impartially are valued. Discussions are rarely emotional.



## Time Notion

### Importance Given to Traditions and the Past

Value traditions as well as their background and origins. Several activities are carried out simultaneously, without a clear sequence being established. Appointments and deadlines are not rigidly enforced, and personal concerns take precedence over organizational constraints.



### Importance Given to the Future

Promote future potential, opportunities and prospects. Activities are carried out sequentially according to a well-established plan. Compliance with appointments and deadlines is fundamental, and organizational constraints take precedence over personal needs.

# Glossary Basic Values

## Fundamental Beliefs

|                                    |                                                                                                   |
|------------------------------------|---------------------------------------------------------------------------------------------------|
| <b>Democratic Approach:</b>        | Important decisions are made democratically by members of the organization.                       |
| <b>Openness to Diversity:</b>      | Demonstrate openness to the diversity of ideas, cultures, and ways of doing things.               |
| <b>Respect for the Individual:</b> | Emphasize respect for others, including their dignity, privacy, and any other fundamental rights. |

## Concerns Regarding Employees

|                                   |                                                                                               |
|-----------------------------------|-----------------------------------------------------------------------------------------------|
| <b>Climate and Satisfaction:</b>  | Ensure a positive work climate and aim for employee satisfaction.                             |
| <b>Work/Private Life Balance:</b> | Foster a healthy balance between employees' work obligations and their private life needs.    |
| <b>Career and Development:</b>    | Foster the career and professional development of employees.                                  |
| <b>Employee Recognition:</b>      | Reward deserving employees, award competitive bonuses and adopt a performance-based approach. |

## Human Qualities

|                                  |                                                                                                  |
|----------------------------------|--------------------------------------------------------------------------------------------------|
| <b>Dynamism:</b>                 | Emphasize the display of dynamism and personal commitment when performing tasks and work duties. |
| <b>Relationship with Others:</b> | Encourage positive relationships based on trust, transparency, and open communication.           |

## Concerns Regarding Clients

|                            |                                                                                                |
|----------------------------|------------------------------------------------------------------------------------------------|
| <b>Quality of Service:</b> | Put the client first and provide quality services and products to maintain client loyalty.     |
| <b>Client Adaptation:</b>  | Listen to clients, anticipate and adapt to their needs, and take necessary corrective actions. |

## Conformity

|                                            |                                                                                                                                      |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>Professionalism and Responsibility:</b> | Encourage employees to act in a professional manner, demonstrating a sense of responsibility and personal discipline.                |
| <b>Conformity:</b>                         | Emphasize the importance of being thorough and respect regulations and procedures at all times to ensure a high level of conformity. |
| <b>Integrity:</b>                          | Relationships, actions, and decisions should be handled with integrity, honesty, and fairness.                                       |

## Excellence of the Organizational Processes

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

## Result Orientation

|                                    |                                                                                          |
|------------------------------------|------------------------------------------------------------------------------------------|
| <b>Financial Strength:</b>         | Manage financial resources carefully to guarantee the organization's economic stability. |
| <b>Shareholder Returns:</b>        | Enhance organizational performance to maximize the earnings of shareholders.             |
| <b>Growth:</b>                     | Aim for steady growth of the organization.                                               |
| <b>Attaining Fixed Objectives:</b> | Invest in those efforts required to attain fixed objectives and target results.          |
| <b>Short Term Orientation:</b>     | Give a lot of importance to the short term impact of decisions.                          |
| <b>Long Term Orientation:</b>      | Give a lot of importance to the long term impact of decisions.                           |

## External Impacts

|                                 |                                                                                                                                                |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reputation:</b>              | Uphold an enviable reputation among clients, suppliers, partners, and the community.                                                           |
| <b>Leadership in the Field:</b> | Be recognized as a leading and model organization in the main area of activity.                                                                |
| <b>Sustainable Development:</b> | Implement actions to ensure environmental protection and sustainable development.                                                              |
| <b>Partnership:</b>             | Promote a partnership approach with service suppliers, employees, clients, and peers.                                                          |
| <b>Corporate Citizenship:</b>   | Be a good corporate citizen by respecting legislation, creating employment, promoting cooperation, and participating in community development. |