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Performance &
Values

Talent drivers &
Performance vectors

MORE INSIGHT
MORE IMPACT

Talent drivers and performance vectors
Values

Over the past few years, we have seen a common agreement in the importance of the human aspect when it comes to performance. Behavioural competencies and individual motivation have now gained real recognition from HR professionals. Research has shown that behaviours depend to a large extent on personality, while motivations are related to people's value systems.

A very non-materialistic person who is placed in a team managed mainly on the basis of an income growth objective may ask themselves about the meaning of their actions and therefore risks being demotivated. Conversely, a person who adheres to this objective because of their values will be inclined to exert energy to achieve it. To fully understand what values are and what they do, this white paper highlights the concepts and their applications.

The role of the individual has been transformed in the transition from Taylorism to the knowledge economy and reinvention - and that's all for the better. The fit between profiles and the specificities of the company and the job's characteristics must nevertheless be ensured with ever increasing accuracy. It leaves little room for error in selection, recruitment or internal mobility processes. A recent study estimates the cost of replacing an employee at around 20% of their salary. In these circumstances, we must pay particular attention to hiring so that it is as coherent as possible 1.

Many individual questionnaires assess personality traits and more and more companies are using these assessments in their recruitment and development processes. Their objective is clear: to learn more about the potential match between the candidate's personality and the behaviours required for a specific position. However, limiting oneself to personality assessment is risking a rapid demotivation of the candidate.

The most qualified candidate will also have to be stimulated by their tasks. It is in these conditions that they can fully self actualise in professional terms and also contribute to performance in the company.

Personality and values:
Two distinct concepts

Personality represents our willingness to display a set of stable, distinct and recurring responses reflected in our thoughts, feelings and behaviours in various situations. Values, on the other hand, are convictions considered, in an individual capacity, as particularly important, our essential signposts.

They are used to make our most crucial decisions and therefore direct, to a large extent, our actions and behaviour. Values determine our attitude in society, our behaviour and our ideologies [2]. The way in which a person thinks that they "must" or "should" act depends on their values [3].

While personality refers to our way of acting and interacting spontaneously with our environment, values are defined as our drive to make us act and that which gives us the energy to get started.

"Personality" and "values" therefore represent two distinct concepts. Personality defines the way in which a person presents themselves through their typical behaviour, while values indicate what is important to them.

Values therefore have a role that is above all a social one: they allow us to communicate and negotiate our personal needs with our environment. They create the bridge
between our natural tendencies (our personality) and the demands of society.
Studies [4] show that personality has an impact on our decisions. But when values are taken into account, the link between decision-making and personality is removed (values thus constitute what statisticians call a mediating variable).

Values are akin to the very purpose of an action. Personality, in short, corresponds to the way in which the person pursues their objectives [5], i.e. their behaviour.

It is thus possible through the study of personality to refer to probable behaviours. But let's note one reservation: it is not the personality itself that makes the prediction - the human reality cannot be apprehended in such a simple and systematic way.

In other words, values lead the person to activities and tasks that are attractive and important to them, while the personality corresponds to the way in which the same person achieves what they desire, in terms of persistence, degree of consciousness and self-regulation.

Values:
A central and very personal concept

Values form a central concept in public life. For many authors (Tocqueville, Weber, Durkheim), values are fundamental to explaining organisations and change, on the societal and also individual levels.

The Schwartz model of universal values 6. attributes six main characteristics:

1. Values are beliefs associated with affects in an inseparable manner.
2. They relate to desirable objectives that motivate action.
3. They transcend specific actions and situations.
4. They serve as a standard or criteria.
5. They are ranked in order of importance in relation to each other.
6. The relative importance of multiple values guides action.

The various social challenges we encounter in our lives allow us to develop a system of priority values where values are ranked in order of importance. It is this "hierarchy" of values that differentiates us from one another 7.

The so-called "priority" values deserve special attention because they are fundamental, very deeply rooted in our being, and are often displayed more naturally and spontaneously.
These fundamental values correspond to many essential needs: it is essential for our balance and fulfilment that they can be satisfied. They can be seen in the deep and intense well-being we feel when they are respected.

From the point of view of an individual, personal satisfaction depends to a large extent on the way in which their values find an echo in their daily life.

Values:
Performance vectors?

A value - as well as a personality trait - is neither well-suited nor poorly-suited in and of itself. It is the environment that determines whether a decision, strategy or behaviour can be considered a functional act, that is, an act that is perfectly suited to the situation [8].

Numerous studies have shown that a discrepancy between personal values and organisational objectives (defined by management or the team concerned) may lead to a reduction in job satisfaction [9], a disengagement of the person from their company, an intention to want to change role or company [10], or even professional burnout [11]. Conversely, people working in an environment sharing their values are happier [12] and tend to stay longer than those for whom this is not the case [13].

A good fit between the person's values and their environment promotes professional development and better involvement in the organisation. By adapting to the company (its culture, its expectations, its values), the person does not just do their job well, they manage their activity and carry out their tasks in line with the company's objectives. Values therefore deserve special attention: they can have an influence on what people do, the effort they make, and their performance. Both short-term decisions and long-term projects are influenced, consciously or unconsciously, by the value system. The consideration of personality and values in a selection context therefore makes it possible to assess the potential of the person to integrate into a new environment while remaining efficient and motivated.

The only inventory to jointly asses
personality traits and values:

SOSIE 2ND GENERATION

SOSIE 2ND GENERATION assesses eight key aspects of personality.
These personality traits interact with each other and give an indication
of the type of work the person is best suited to.

- **Dominance:**
  assesses ascendancy, the ability to
  persuade and convince, and assurance.

- **Responsibility:**
  assesses task diligence, professional aware-
  ness, and sense of duty.

- **Stress Resistance:**
  assesses emotional stability and stress control.

- **Sociability:**
  assesses social and relational well-being, extro-
  version, feeling good in a group.

- **Cautiousness:**
  assesses caution, reflection and retreat before
  engaging in action or making a decision.

- **Original Thinking:**
  assesses ease in thinking around complex
  issues, stimulating discussions and in what
  is new and original.

- **Personal Relations:**
  assesses tolerance, understanding of
  others, openness to different points of
  view, and ability to question oneself.

- **Vigour:**
  assesses energy, tone, focus on speed and
  power of work.

Values

SOSIE 2ND GENERATION also evaluates six personal values. Personal values are our essential signposts that influence our choices and to a large extent direct our actions and behaviours.

- **Materialism:**
  Refers to the importance given to profit, material benefits or immediate results.

- **Achievement:**
  Refers to the emphasis given to personal achievement, progression and success.

- **Variety:**
  Concerns the importance given to change, variety, novelty or even a certain risk.

- **Conviction:**
  Refers to the importance given to personal commitment in decisions.

- **Orderliness:**
  Refers to the importance given to structured organisation, procedures and methods.

- **Goal Orientation:**
  Refers to the importance given to having clear, precise and non-varying objectives.

  Interpersonal values involve the relation- ships of the individual with others.

- **Support:**
  refers to the importance given to friendliness, mutual help, support and understanding in the work environment.

- **Conformity:**
  refers to the importance given to respecting social norms and standards.

- **Recognition:**
  refers to the importance given to social recognition, in terms of praise, consideration and even status.

- **Independence:**
  refers to the importance given to independence in action and decision making.

- **Benevolence:**
  refers to the importance given to generosity and help offered to others.

- **Power:**
  concerns the importance given to power, the desire to lead others.

The joint assessment of personality and values therefore provides relevant data for development plans, recruitment, promotion decisions, career guidance and advice. Not only does SOSIE detect certain behaviours that are potentially suitable or unsuitable for a position or role, it also detects which types of situations and environments can motivate (or demotivate) a person and thus promote (or not) the achievement of excellent performance.

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