

Values And Voter Survey 2005

Cultural Dynamics Strategy And Marketing Ltd And Campaign Strategy Ltd

Part 1: Mapping Psychological Change in the UK

Over the course of the last 32 years a series of psychological studies of the UK population have been used to track the values, beliefs and motivations of generations of people in Britain. Currently this survey uses a set of more than 1000 questions, put to over 5600 people.

Clients have included Unilever, Shell, Greenpeace, BBC and major football clubs. All three political parties have used it in some form.

Cultural Dynamics Strategy and Marketing Ltd. and its predecessors have run this research since 1973. The following is a description of the insights that this type of values-based research can bring to its users.

The data can be examined at various levels of granularity:

- 1000 plus questions, many with multiple options
- 392 questions specifically designed to measure UK values
- 70 different clusters of psychological and lifestyle Attributes
- Over 50 different Census compatible variables
- 12 British Values Modes classifications; subgroups of Motivational Groups
- 3 Motivational Groups; a dynamic model of psychological change

Users of the research and application have included:

- CEO's
- Corporate Strategists
- Marketing Directors
- R+D directors
- Political Speech Writers
- Broadcasters
- Brand Managers
- Campaign groups
- Ad agencies
- PR companies

The unique perspectives offered by this dynamic psychological form of research not only allows insights into today's attitudes and behaviours but also gives robust views of the future.

The fundamental working unit of the survey are 12 'Values Modes'. The simplest picture is obtained when society is segmented in three main groups: the Motivational Groups, each of which cover four Value Modes. The Motivational Groups are described below, followed by thumbnail sketches of the Values Modes.

The Motivational Groups

The Motivational Groups have been developed from deep statistical analysis of the data gathered over time. The model that emerged from the analysis of the 1000 plus questions and the 70 clusters is a developmental psychological model.

The model is rooted in humanistic psychology originated by Abraham Maslow, which essentially says that people are motivated by the subconscious need to satisfy a "set of needs". The needs are hierarchical in nature, meaning that some needs have to be satisfied before others. Once a need is met another need replaces it: there is always a "Need".

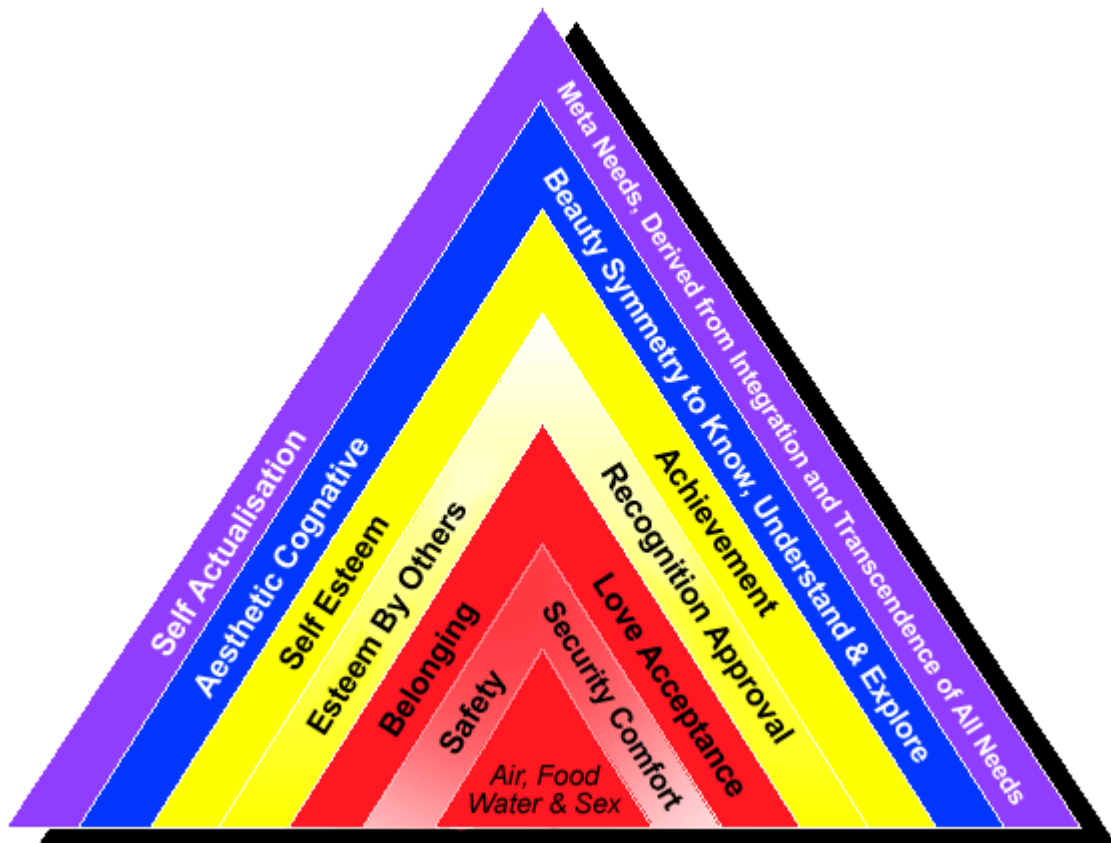
These are "values" which work at a motivational level - we are not consciously aware of them. It is important to bear this in mind when looking at the results of the survey on voters and values.

This is a model that allows users to understand not only who their customers are in terms of their values sets, but also how they are likely to change.

The overarching values set of an individual, which we define as their 'Motivational Group' is a very complex set of values, beliefs and attitudes. We are able to measure in a matrix of 392 questions clustered in 70 clusters we call Attributes. This produces a map of attributes (not shown here but available).

Over 50 years ago, Maslow recognized that we have progressive sets of needs that are so strong they define our values systems. One important difference between his work and this survey is that we now have a way of mapping these needs across any surveyed group of people.

Maslow called the basic level of need the Sustenance Driven needs (in red in the following diagram). Once those psychologically deep needs are met, the next set of needs kicks in. He called these the Outer Directed needs (in yellow) because the focus of personal identity and self perception was outwardly focused, onto others. Once a person had satisfied, or had mostly satisfied, the need for self esteem they began changing their values at a quite deep level and became Inner Directed (in blue). Now they wanted to know themselves and others much more deeply. These people tended to be more open to change, and understand that good answers are just good vehicles for asking better questions.



This is a model that has been tested and used by major corporations, institutions and NGO's in over 40 different countries in the last 35 years.

The Motivational Group level of analysis allows decision makers to look at people in terms of just three different types of values system (the three different colours in the above diagram). This is the most used model among all the choices available.

The names we use for these Motivational Groups are -

1. The Settlers (red) [security-driven]
2. The Prospectors (yellow) [esteem-driven]
3. The Pioneers (blue) [inner directed]

The model tells decision makers that people begin life as Settlers. Some satisfy the Settler needs and become Prospectors. Then some can satisfy those needs and become Pioneers. Very few people in any culture have satisfied the Pioneer needs, so remain Pioneers.

SUSTENANCE –DRIVEN



Dominant needs – Physiological (air, food, water, sex), Safety, Belonging

Summary of Sustenance-Driven characteristics

We often refer to these people by the shorter name “**Settlers**”. Here are two (fictional) self-portraits from Sustenance Driven people.

1. “I really don’t like talking about myself. It’s a bit personal. Nothing to do with anyone else. I just do what I have to do – mind my own business and try to get on. So I don’t interfere with or worry about anyone else – unless they’re up to no good. We all have a responsibility to stick up for what we believe in, don’t we? There’s too much crime and lack of respect these days. I still believe in this country, even if the people running it come and go. If everyone were genuine and honest with each other, things would be a lot better.”
2. “It’s hard to describe but I suppose I’m the sort of person who wants to get things right and achieve something in life. I don’t want to rule the world – don’t get me wrong – but it’s more than coping, right? Anyway, supporting my family comes first. They need the best I can give them. So I do try to stand up for what I believe in. I try harder than a lot of people I know. Little things matter, don’t they? In fact, I think some people are surprised when they realise just how responsible and ambitious I really am. But it saves hassle in the long run.”

Here we see some reticence to talking too much about what's going on inside. One of the principal Settler characteristics is the need to protect and hold onto what you've got. This begins with protecting the self. After all, it's a hard world out there and you can't afford to show any vulnerability. It's also something of a wicked world out there. There are plenty of others who will gladly take what you got away from you, if they get chance. So worry about crime is never very far from the surface.

The idea of standing up for what you believe shows a clear sense that things are either right or wrong, with not much space in between. It's apparent that there are rules that should be respected and obeyed, or the transgressor should expect just retribution. The Settler view of what is right and acceptable could almost be used as a definition of "traditional values".

At the heart of Settler life is the concept of family. In most cases, this is the traditional family structure but this is not always so. Traditional roles are likely to apply. Where there is no family per se, the community, friends or the gang will serve just as well. The important thing is that there is some sort of mutually supportive and protective group to which the Settler can belong.

The Settler home tends to have a comfort focus to it. This may be about physical comfort. It is almost certainly about psychological comfort. Home is very definitely where the heart is – a refuge from the rest of the world. It is well said in Britain that "an Englishman's home is his castle". This is a sentiment that might be spoken of the Settler in any culture.

Leisure time for the Settler is mostly about having time to be oneself. It is about release from the responsibilities of work and everyday life. Leisure will range from a quiet time at home to more social gatherings with a close circle of friends or community. There will be a strong preference to socialise with "people like me".

The Settler takes money very seriously. It is certainly not something just to throw around. Financial security is of prime importance. When it is necessary to spend money, it is done cautiously. There is likely to be an underlying discipline regarding money, with the occasional "splurge" causing a certain amount of guilt.

At work the Settler looks for the opportunity to identify their own skills and make use of them. This gives a feeling of being within their own control zone and reduces their exposure to the risk of being found wanting. The Settler can be rather resistant to change within the organisation, becoming uncharacteristically vocal, restless and even emotional if it looks like new methods or procedures might disrupt the established patterns.

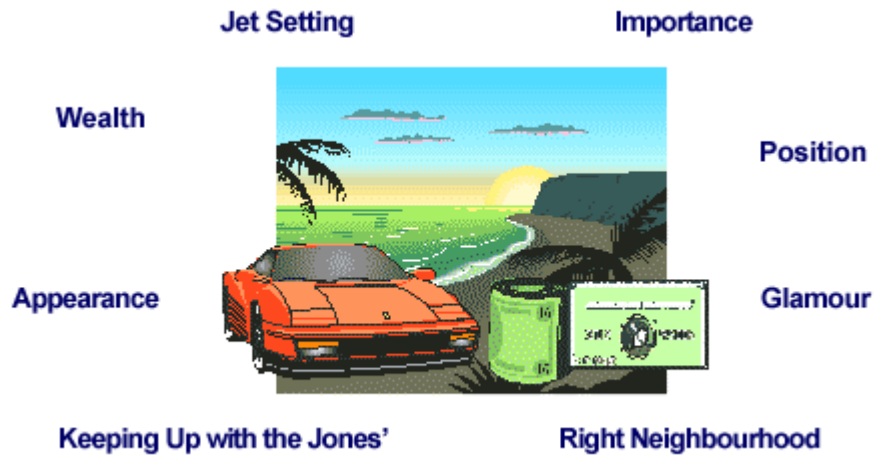
Underlying all of this there is a common theme that is very characteristic of Settler behaviour – routine. Big or small, routines give an almost foolproof way of coping with the vagaries of the world, providing islands of certainty.

It is a common mistake to create in one's mind a Settler archetype of people at the lower end of the socio-economic range. While it is true that there is a measurable bias in this direction, a significant proportion at the other end of the range also demonstrates exactly the same character. It is vitally important to understand that Values operate at a much deeper psychological level than Behaviours, which are themselves much more easily influenced by immediate circumstance.

One final thing – it is important to understand the role of the Settler in the overall dynamics of society and organisations. The Settler is the hand on the brake that will stop the train from hitting the buffers. Without the natural caution and down-to-earth, no nonsense orientation of the Settler, the world would, undoubtedly, go to Hell in a hand basket.

This is the Motivational Group that has traditionally been the largest Group in British society and largely defined the culture. It has been steadily declining over the last 60 years since the end of World War 2. In 2005 it is now the smallest of the Groups and is only about half the size of the Prospector Group. When they ceased to be the largest Group we could begin to see the shape of the Britain to come over the next 20-25 years, a change which had been forecast for over 30 years.

OUTER DIRECTED



Dominant needs – Esteem by Others, Self Esteem

Summary of Outer Directed aspirations

We often refer to these people by the shorter name “**Prospectors**”. Here are two (fictional) self-portraits from Outer Directed people.

1. “I make the most of my life. I try my best to enjoy it. There’s no point in waiting for things to come to you. There’s no point in dwelling on things either. I do what makes me feel good. Not that I’m selfish; or irresponsible; or anything. It’s actually important to look after your family and friends, and then they’ll look after you. My job’s important too. I like to look “the business” and know what I’m doing. Sure, you have to just go for it sometimes – you know, take risks – if you want to make something of yourself. But you have to work hard and keep your eyes open. There’s nothing worse than making a fool of yourself. Touch wood, things have been going well for me so far.”
2. “I feel great right now. Everything’s happening and there’s no limit to what I can do and where I can go! That “work hard, play hard” idea – it’s too limiting; too old fashioned. Work IS play to me. I have to enjoy it or I won’t do it. That means lots of things going on and people buzzing around me all the time. It’s great chasing the good things in life and all that but, to be honest, there’s no point if you can’t be out there showing off a bit and mixing it with people.”

Here there is no reluctance at all to speak about “Me”. The Prospector – the Outer Directed – is driven by esteem needs. How can there be esteem for someone anonymous? The priority is to get “Me” known out there so that others can give the esteem that is deserved.

There is a clear optimism about life. The world is seen as a big opportunity. Certainly, there are risks but that’s half the fun. “Nothing ventured, nothing gained” might be a suitable motto for the Prospector. Corresponding to this, there is something of a sense of “easy come, easy go”. The interplay between these two attitudes is what maintains the enthusiasm and optimism of the Prospector through many of life’s ups and downs.

The art of the Prospector is to be “savvy” – to be aware of what is going on around and to take advantage of the opportunities when they arise. The Prospector is not content to sit back and wait for life to deliver the goods to their door. The Prospector way is to be out there making it happen; picking the fruit - particularly the low-hanging fruit - off the trees. Occasionally, this might mean “flexing” or “adapting” the rules, but that is all part of the game.

Prospector attitudes to the family cover a very wide spectrum. At one end, there may be a firm, moral picture of how the family should be and who should fill what roles. At the other end, there may be a quite relaxed attitude towards new forms of family structure and roles – for example, unmarried or divorced parents, and “househusbands”. With regard to children in the family, the highest importance is placed on their personal appearance and educational achievement.

At the heart of Prospector life is the need to make their success visible. The most common showcases for this are the home, the car and the holiday destination. The emphasis in the home is likely to be on possessions and décor. A great deal of care may be taken to ensure that the appearance of the home is maintained to the highest possible standard. The emphasis for the car is likely to be the marque. Failing that, it will be the accessories or some kind of customisation. The emphasis for the holiday destination will be to make it as exotic as possible. Be it a caravan at Margate or a luxury hotel in the Maldives, it will be the best in its class.

There is usually some social aspect to the Prospector’s leisure pursuits. Sports and exercise may be particularly important. Physical exercise supports the drive both to look good and to feel good. There is often an experimental edge to the Prospector, so the search for new experiences can be important – anything from “risky” pursuits, like skydiving, to more sedate pastimes, like travel or self-development courses.

Among the most important activities of Prospector life is earning and spending money. To some extent, the Prospector is a slave to consumerism and fashion. Money, of itself, is not a serious matter but its acquisition and disposal is. Managing money is a longer-term concern. Right here, right now, it is more important to respond to the desire to spend. There is a tendency to be somewhat impulsive and disorganised on the money front.

At work the Prospector tends to be ambitious. Position and power are important, whatever the level in the organisation. A visible ladder of progression is a great help to knowing and displaying one's position in the scheme of things. It also shows the next obvious step, as well as other, maybe rather more risky, means to move up. It also shows who is coming up on the heels. By and large, the Prospector will choose to work within the established rules, roles and responsibilities but may apply rather fluid interpretations of them if it gets results.

A common mistake is to create in one's mind a Prospector archetype of wealthy, upper or middle class people. In fact, this is a very diverse group in socio-economic terms. In the UK, it is most strongly represented as C1C2 (middle-income) women but a great deal of teen-culture is oriented this way. It is important to realise that terms like "wealth" and "jet setting" are relative and aspirational.

Finally, we note the role of the Prospector in the dynamics of society and organisations. The Prospector is the engine – the motive power – that drives the train. The Prospector is at the heart of the consumer driven economy. It is the Prospectors that buy the goods in the kind of quantities that cause markets to grow explosively. The downside, of course, is that they are also primarily responsible for the rapid maturation of markets. In the organisation, the Prospector's natural success drive makes sure that nobody goes to sleep on the job.

This is the Group that is currently defining post industrial 21st Century Britain. They have been the fastest growing group over the last 25 years and have now become so pervasive that almost half the population holds this form of values system, or Motivational Group. This has fundamentally changed what it means to be British; with the desire to remain in the same class and hold onto traditions being replaced by a desire to improve and change the way things are done.

INNER DIRECTED



Dominant needs – Aesthetic Cognitive, Self Actualisation

Summary of Inner Directed motivators

We often refer to these people by the shorter name “**Pioneers**”. Here are two (fictional) self-portraits from Inner Directed people.

1. “I am a person with a deeply held faith in humanity. We’re here to learn and grow together; to lead happy and productive lives for ourselves, and to contribute something towards our greater destiny, whatever that is. It sounds a bit spiritual, and it is. It’s not about religion; I don’t follow any set of rules to reach enlightenment. It’s the fundamental belief that I’m living and working for something bigger than all of us. It makes complete sense to me. So, I’m happy being myself; open to experience; broadening my understanding of people and things simply by being involved and sharing what I’ve learned and how I feel.”
2. “I’m always interested in the hows-and-whys of things. I look for information and knowledge in everything I come across. So, I’d say I was intellectually curious. Well, it’s more than that really. I do believe each of us should find our own special purpose. I know I’m constantly looking to understand myself better so I can lead an even fuller life anyway. I suppose I’m into looking, thinking and feeling more than going out to change the world.”

Here there is no hesitation to let you right inside. It is an invitation to share in a fascination and curiosity with the world and everything in it. There is an unashamed acceptance of some larger purpose to existence – larger than the individual; larger than the nation; larger than the whole of humanity. Of course, it can also sound a bit pompous or touchy-feely, but that is not likely to trouble the Pioneer too much.

This is a view of life that steps outside the optimism-pessimism dimension and into something else that is quite difficult to pin down. It predicates some purpose to life – probably some purpose beyond the continuing existence of a “selfish gene”.

The art of the Pioneer is to admit ignorance and to use that ignorance to attract knowledge – just as a vacuum sucks in air. One might be forgiven for thinking that the Pioneer must have a brain the size of a planet to hold all that knowledge. In fact, one of the Pioneer’s earliest learnings is usually that knowledge generally leads to better questions rather than better answers. The Pioneer brain is a question generator as opposed to an answer store.

The Pioneer family structure is determined by what works rather than by some preset template. The most important criterion is that the family members should have enough freedom to be themselves. Along with this goes the expectation of consideration for others and their needs. The key is really flexibility - the whole edifice is renegotiable.

The Pioneer home tends to be a rather practical affair. Again, it is about what works. Consequently, it may well not be the very latest in style and fashion. Possessions will tend to be of a very eclectic nature. Those that are “on display” will tend to be so because they have some intrinsic aesthetic appeal or other personal significance to the Pioneer. An attention to detail will be evident but often little homage to popular trends in furnishing or décor.

The Pioneer needs activity, variety and a degree of ongoing change in their life. They will have a wide range of leisure interests and pursuits. They will always find time for their interests but will often not have, or desire any formal timetable for doing them. A degree of excitement or adventure – certainly challenge – may well characterise some of their leisure activities. On the other hand, the Pioneer will almost always find time for picking up social, technical, artistic or spiritual knowledge for its own sake.

The Pioneer is somewhat casual about finances, tending to buy what they want when they want it. Putting money aside for unforeseen emergencies or planning financially for the longer term are not particularly high priorities. As in so many things, the Pioneer follows their own internal sense of what is right for them. The purpose of money is to buy quality, which, importantly, includes time. It also buys experiences that can both broaden and sharpen perception and understanding.

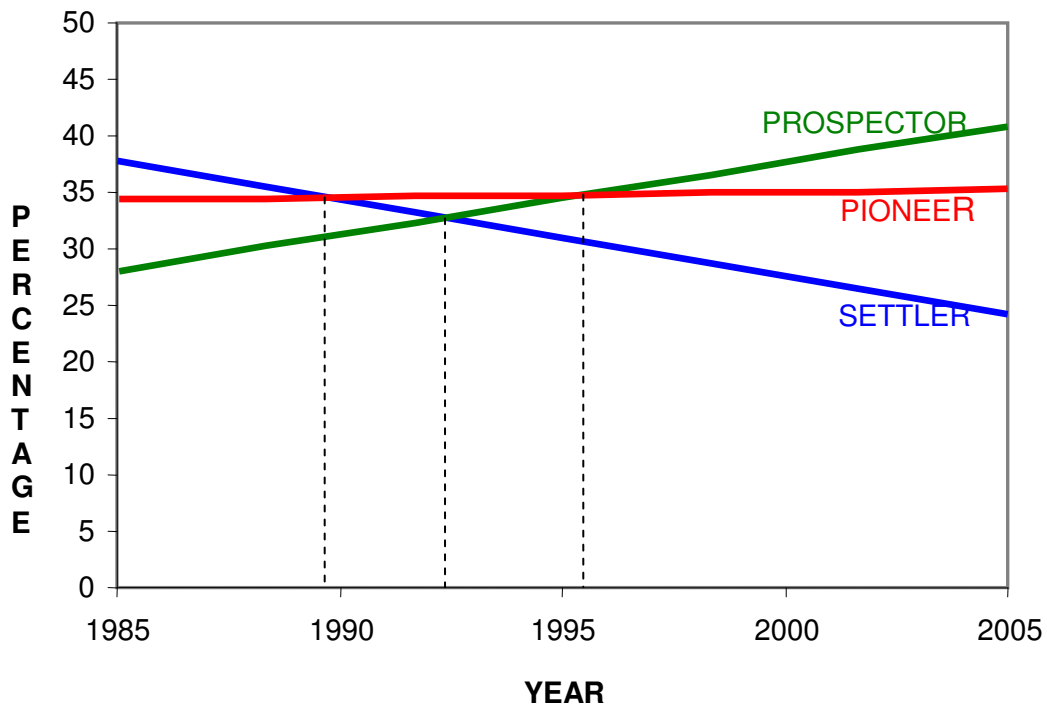
At work the Pioneer's first priority is usually job satisfaction. They can get this through self-expression and personal goal achievement. They tend to find out what they're really good at and practice to develop it. Increasing competence is likely to be the Pioneer's first choice for "getting on". An important element is balancing work, home, leisure and social activities. They may tend to take on too many responsibilities but they are quite good at managing them. If they perceive that work is making too many demands on their resources or beliefs, the Pioneer will have little hesitation in moving on.

A common mistake is create in one's mind a Pioneer archetype of a fairly well off twenty to thirty something who is so capable that you almost expect them to walk on water. The truth is that these are just ordinary, everyday folk getting on with what is important to them and doing it in their own way. With a very people-focussed outlook and a quiet self-confidence, the Pioneer may only be distinguished by one or two seemingly quirky traits or activities.

Finally, we note the role of the Pioneer in the dynamic of society and organisations. The Pioneer is the track-layer, laying out new possible routes through and across life. The Pioneer does not control the points and signals, so does not control the train but, in the longer term, where the Pioneer goes others tend to follow. In the organisation, the Pioneer's constant questioning is one of the best preventatives for falling into the torpor of "the way things are done around here".

<p>This is a Motivational Group that has grown slowly and steadily over the last 30 years. It has been their influence that has influenced the Prospectors to look to the future to satisfy their esteem driven needs, instead of trying to emulate the Settlers and fit into the establishment. This Group will continue to grow over the next 40 years as more and more people satisfy their Prospector needs. This will throw an altogether different spin onto the dynamics of change in Britain over the coming decades. Currently comprises just over a third of the population.</p>
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The dynamics of the changes in the values of the British population can be summarized in the following chart.



This diagram shows the time when Britain changed for good. We have collected large scale data every 1 to 2 years from 1973 to 2001. Since 2001 we have updated the findings more frequently. The above diagram is intended to illustrate when the most vital changes occurred.

This chart shows a very powerful story. In the period 1990 to 1995 the values and their dynamics of change altered radically.

The Settlers had always been the largest Group. In 1900 they would have probably accounted for 90% of the people in the UK. Basically life was hard and people knew it. The Prospectors are now the largest Group in the UK. That Motivational Group continues to grow, overtaking the Pioneers in 1992 and the Settlers in 1995.

The Pioneers grew rapidly in numbers during the 60's and 70's (not covered in this diagram), and their numbers have stayed relatively flat over the last 20 years.

Introduction to Values Modes

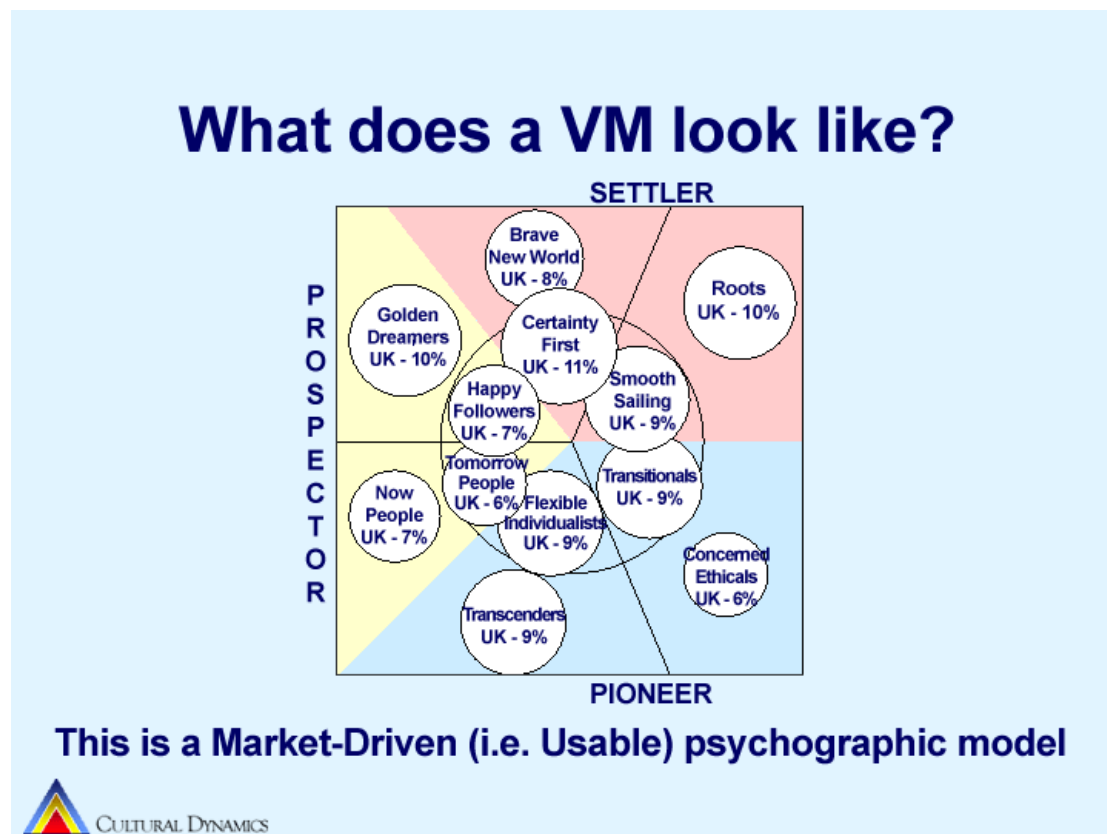
The three main Motivational Groups have proved to be very robust tools for understanding individual psychological change, value changes and cultural change over the last 35 years. Their biggest use has been in identifying the direction of change to markets and ideas within the culture, the dynamics of change.

But many decision makers and analysts desire a less broad brush approach, for example for planning communication, marketing and business.

Through the use of the extensive database and the on-going research conducted by multiple clients, we have been able to develop a robust model of the dynamics of change at an individual level. This consists of 12 Values Modes, four in each of the three Motivational Groups.

This model is a refinement of the basic model developed by Maslow, but still uses the humanistic developmental model to understand the changes in our values systems that drive our psychological states.

This understanding can be shown graphically thus:



The user can immediately see that each of the Motivational Groups is split into four different Values Modes. The numbers on this representation are not the actual numbers measured in 2005. This is just designed to illustrate the model.

This model enables users to understand the nature of the big insights and changes contained in the Motivational Groups is actually a whole series of minor movements that gradually change the nature of people's values systems.

The 2005 survey we completed in February showed the following:

Motivational Groups:

Settler – 21%
Prospector – 44%
Pioneer – 35%

Value Modes:

Roots – 5.2%
Smooth Sailing – 6.0%
Brave New World – 6.4%
Certainty First – 3.9%

Golden Dreamers – 13.2%
Happy Followers – 7.3%
Now People – 18.4%
Tomorrow People – 5.8%

Transitional - 4.7%
Concerned Ethical - 4.9%
Flexible Individualist - 8.9%
Transcender – 16.4%

The Dynamics of Values Change

In this model all people begin in the Roots Values Mode. As they progress through life they move through the Motivational Groups in a manner typified by a dynamic movement found in engineering and psychology. People move from a psychological state that can be characterized as “stressed” to a state characterized as “relaxed”, and then back to “stressed” then back to relaxed, and on and on.

The Values Modes on the outside of the inner circle can be termed the ‘stressed’ Modes. This means that the needs of that Motivational Group are very consciously driving behaviours, the values system is close to the surface and determines reactions to most incidents during the day. People in that state, and we all go through this dynamic, are easier to read and understand than those in the more ‘relaxed’ state.

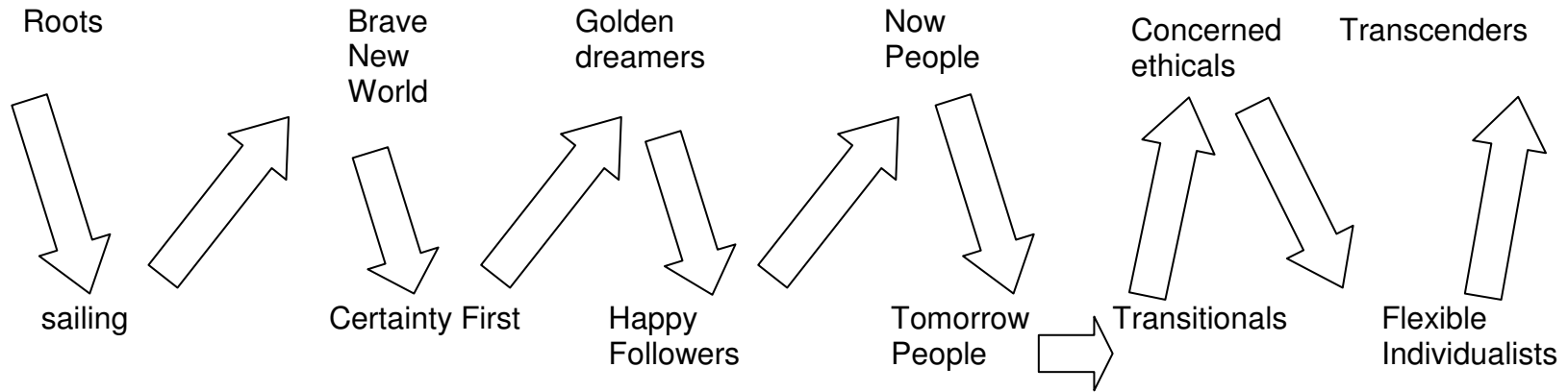
The Values Modes in the inner circle are more clearly typified as ‘relaxed’. For the most part the people who are attempting to satisfy the needs of their Motivational Group, and who have a Values Mode in the inner circle, will be feeling relatively more relaxed than they were in an earlier part of their life.

As can be seen each of the Motivational Groups has two inner Values Modes and two outer Values Modes.

For an individual, the dynamic of change in terms of Values Modes and changes in values systems, follows a pattern like the one below:



Groups in stress and search mode



Groups in relaxed mode

Settlers: security-driven

Prospectors: esteem-driven

Pioneers: inner-directed

Short Descriptions of the twelve Values Modes

People move through their Motivational Group in this zig-zag manner as they go from a “feeling of kind of left out, losing the plot” and life is very serious (the outer circle Values Modes) to a feeling of “it all seems alright, life seems easier”.

The Values Modes on the outside of the inner circle will seem to those on the inside of the circle to be making “dramas” out of everyday situations. Conversely those on the inside of the circle will be seen by those on the outside of the circle as “unconcerned”, “short-sighted” and even “selfish”. These judgements are a function of the values systems creating perceptions or meaning. This dynamic also leads people to change their perceptions of phenomena as they progress through life. The retention of the emotions and feeling they formerly had when in a different Values Mode leads people to be more empathetic and understanding as they progress through the Modes.

The following Values Modes descriptions are presented in the order that the changes are made. We all start as Settlers in Roots Mode:

Settlers



Roots

- This is the base of all Values Modes - everything else is a progression from this state. Fundamentally, for them the world is threatening and they must be strong to survive in the face of the odds. Survival is the mark of success. Life is hard but they feel they are extremely self-sufficient - they have to “look after number 1”. There is strength in their steadfastness, but there is also isolation from others. They have low empathetic skills, as they spend much of their time attempting to control the world around them, even controlling their own desires. They are not self-reflective. Rationality is their main weapon of control.



Smooth Sailing

- Life just got better for these people. They have grown out of the Roots Values Mode and loosened-up. They want routines of convenience, routines that they don't have to think about. Rules help them do this. They dislike new ideas and ways of thinking – “If it ain't broke, don't fix it”. They know, deep down, they have to look after themselves first and that they will always put their own needs before others, whatever they may choose to say in any given situation. These are people who have an overriding need to ensure the safety and maintenance of their lives in what they perceive to be a harsh world. In brief, a combination of confrontational individualism, a low need or desire for close emotional relationships (listening and hearing others at an emotional level), a low awareness of “society's” needs, and their own self-limited ambition, creates a person who is still largely “self contained”.



Brave New World

- These people dream, and work hard, to create a “better world” for themselves and others. This is the mindset that has created the modern world and the very concept of progress. As Settlers they have a basic gritty view of the world as it is. They tend to be attracted to big ideas yet tend to act in small ways. They are looking for the answers that will give them control and, by extension, safety. Life is not seen as holistic - rather it is a set of discrete situations; the smaller the better. Small equals controllable in their minds. They are prudent in their approach to money because that means safety, if they have enough.



Certainty First

- In many ways the best adjusted of the Settler group. They know they want to trust the “old ways”. They very consciously use their experience to adjust to changes in the world, which they really want to “just slow down”, not necessarily reject. The past is more real to them than the future. They believe they are normal. They want answers not more questions. They are more “rational” than “emotional”. They take roles, not personas - *i.e.* everyone has a part to play and it a duty to perform, not an option. They are attracted to strong, simple explanations of their reality - *e.g.* ideologies and slogans - and tend to think in the same way. They believe that life can be much simpler than it is at the moment.

Prospectors



Golden Dreamers

- These people see that dreams (aspirations and desires) can come true - they just aren't too sure how it can happen for them. They are upbeat about their chances and are willing to try just about anything to achieve the dream. Their "try anything" mentality means they try out many different personas in an attempt to satisfy their need for acknowledgement, acceptance, belonging and esteem of others. Life isn't that hard anymore - it is more of a game, which they "practice" all the time. This is a transitional group, between the Settler and Prospector groups. They still hold to some of the Settler ways of thought - one being the desire for clear-cut rules; a "perfect script" for their lives. They are often conflicted in their desire for financial safety and the need to spend to acquire symbols of value. They are liable to cut corners to ensure they have enough money to "buy the dream".



Happy Followers

- "Focused Uncertainty" is a phrase that could easily describe these optimistic and ambitious people. They are overcoming their Settler roots and are adopting the Prospector ways. They can get easily confused as to what they really want. They have the ability to pursue their dreams, but still hold out a hope that life is simpler than they are experiencing. They are beyond merely looking for recognition; they want respect. They have a respect for rules, and will use them to gain the "wins" that will get them the respect from others that is so important to them. This also provides the first steps toward the self-assurance they desire. While gaining respect is their focus, they are uncertain which is the more important; respect from others or self-respect. Their drive and ambition acts against them in many ways because they find themselves so busy, following the latest trends and "right things to do", that they find little time just to sit down and sort out their issues.



The Now People

- “We want the world and we want it NOW”! This could be the motto for these people. They have a hunger for life and want to devour it - to consume it all. Life is a party to be enjoyed and they want to be at the centre of it. They have probably the greatest need for the approval of others and this drives their wonderful set of empathetic social skills. They attract others to them, and the high energy they create, like a magnet. They look for the flash and intensity in all situations. They want the romanticised version of reality. This can create financial bedlam, but they accept the consequences and just go ahead and “do it” anyway.



The Tomorrow People

- Life is an adventure driven by a new, emerging questioning of all that they formerly held as true. Most individualistic and flexible, yet focused of the Prospectors they are searching for self-esteem, having for the most part achieved the esteem of others. Life is good today and they expect it to as good, or even better, tomorrow. They are pushing their “own limits”, often to the point of confusion, in their self confident and high energy way. They realize they don’t need to be in control all the time and their life is becoming “lighter” all the time. Their highly developed social skills see them easily belonging to any group to which they aspire. They are looking for situations that create a mystique and a magic in the everyday.

Pioneers



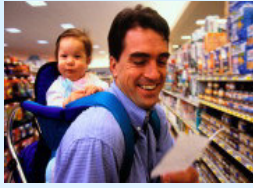
Transitionals

- This is the entry-level Pioneer state.
- They are the most rational and pragmatic of the Pioneer groups, being the most likely to trust tried and tested methods when faced with unfamiliar situations. They are open to new feelings and situations, but are the most closed down of the Pioneers in their desire for close emotional relationships. They are looking to explore mental, emotional and physical boundaries, but safely. In a nutshell life has become exciting, but they are not seen as exciting people.



Concerned Ethicals

- They need to live a life with a sense of purpose. They believe that to create a better world, which is important to them, they must themselves become better people. Life is more than just honourable behaviour; it is also about honourable intentions. They have a wide and diverse knowledge base and have a view on many subjects. They attempt to see the world in a holistic way, rather than as a set of disparate issues. They have a strongly pronounced ethical view on all aspects of their lives. They have passion for anything they become involved in, yet sometimes lack compassion for others. They can be seen as interesting and formidable rather than caring and compassionate.



Flexible Individuals

- This Values Mode is the most extreme form of self-reflective individualism. The one word to describe them would be “aware”. Ethics figure strongly in their lives, but it is more of a “situational ethics”, rather than the “deep ethics” found in the Concerned Ethicals.
- They have a much higher energy level and degree of self-sufficiency than Values Modes 1 and 2. The high energy levels, self awareness and need for growth situations (pushing their own boundaries) creates an eclecticism in their behaviours that can be confusing to others. They must break the chrysalis of reality for their evolving identities to emerge.



Transcenders

- The leading edge Values Mode. The Transcenders are the most self aware and contented of the Pioneers, but also the ones most likely to push their perceptual boundaries, in an attempt to gain greater harmony with their own value set and gain connection with others and the environment around them. They are the “scouts” for the rest of the Pioneers, pushing farther, faster, yet with a “lightness” that is not often felt by the other Pioneers. For the majority of the time, life is fun. They are intrigued by the unknown, and have a need for openness in their lives. Forgiving of themselves, they are the most likely to be forgiving of others.

Summary of the Values Modes

It is through the understanding of the different values held by the different Values Modes that enables the users of this data to understand how and why people think and behave as they do.

By understanding the values driven cultural currents in the society, and which Motivational Groups are either growing or becoming less representative of the main culture, powerful strategies can be developed to change and/or reinforce existing attitudes and behaviours.

One of the most important insights that come from the use of these values based tools is that people may all perform the same behaviour - say buy a certain type of liquid detergent or vote for a particular political party - for reasons that may differ quite radically from someone else who also performs the same behaviour. Each of the Values Modes has its own perception of the world based on their values systems.

Behaviour can change, either because the behaviour did not supply the satisfaction they desired, or it did satisfy their needs and they now can move on to another set of needs which needs satisfying. Thus the best way to change or reinforce that behaviour is to understand the motivation that precedes the behaviour if they want to influence the next behaviour. This insight is important to think about when looking at voting behaviour.

An example is of a person (such as a Certainty First) voting for a particular party because of need to belong. Let's say they heard a politician say they would put more police on the street to protect the people in his community from "outsiders" coming into the community and "causing problems". This seemed to satisfy their need to belong, i.e. live and work with people like themselves. If the politician's party won the election and was able to provide this protection and the voter felt safe within a community filled with people like himself, it is quite likely that the politician's party would repeat the policy in the next election.

However the use of Values Modes and the dynamics of change tells us that this "winning formula" is quite likely to have lost its power to motivate the same person to vote for them again. It is very possible that the success of the policy meant that the voter satisfied his need to belong and, as a result, had begun to change to another Values Mode; which in this case would be to move to a Values Mode that "needed" esteem from others (like a Golden Dreamer). The voter would now be most receptive to a message about a policy that would satisfy this new need and might well reject "belonging" messages.

This can best be summed up as "a need satisfied is no longer a need".

This will be explored further in the next section.