

# Values Report

## Prepared for Lionel Laroche

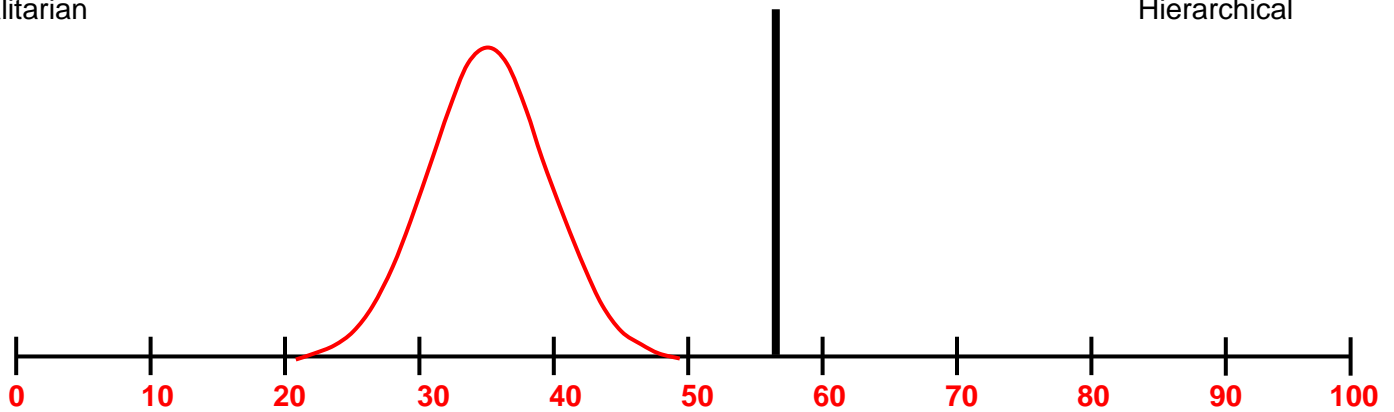
The following charts compare graphically your scores with the scores of Canadian professionals (in red) on the dimensions measured by the Organization and Values Questionnaire and on individual questions. In these charts, the bell curve represents the normalized distribution of scores of Canadian professionals. The solid vertical black line represents your position on this axis.

### Hierarchy

	<b>Lionel Laroche</b>	<b>Canadians</b>
<b>Hierarchy</b>	<b>57</b>	<b>35</b>

Egalitarian

Hierarchical

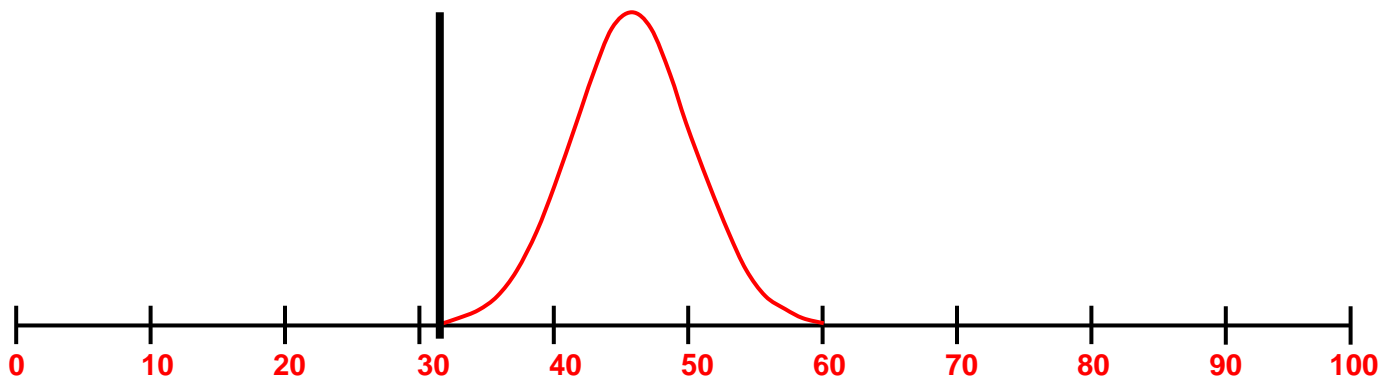


### Risk Tolerance

	<b>Lionel Laroche</b>	<b>Canadians</b>
<b>Risk tolerance</b>	<b>32</b>	<b>46</b>

Low

High

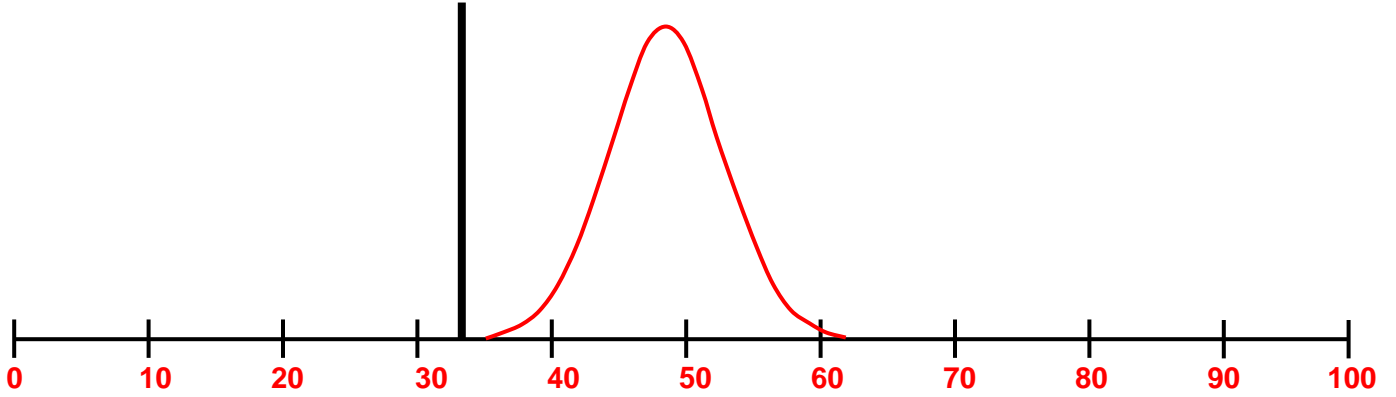


# Individualism

	Lionel Laroche	Canadians
Individualism	33	49

Collectivistic

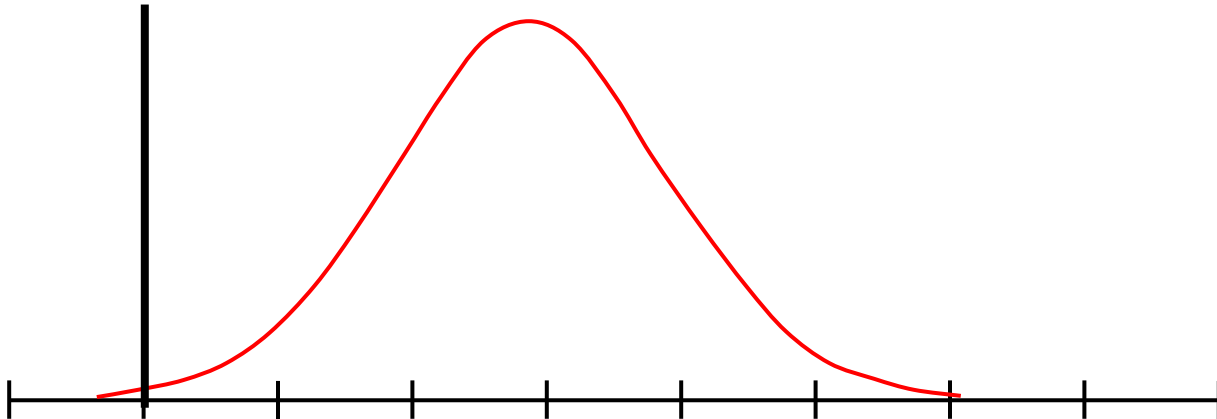
Individualistic



**Question #23:** A good manager should have precise answers to most of the questions that subordinates may raise about their work.

Strongly agree.

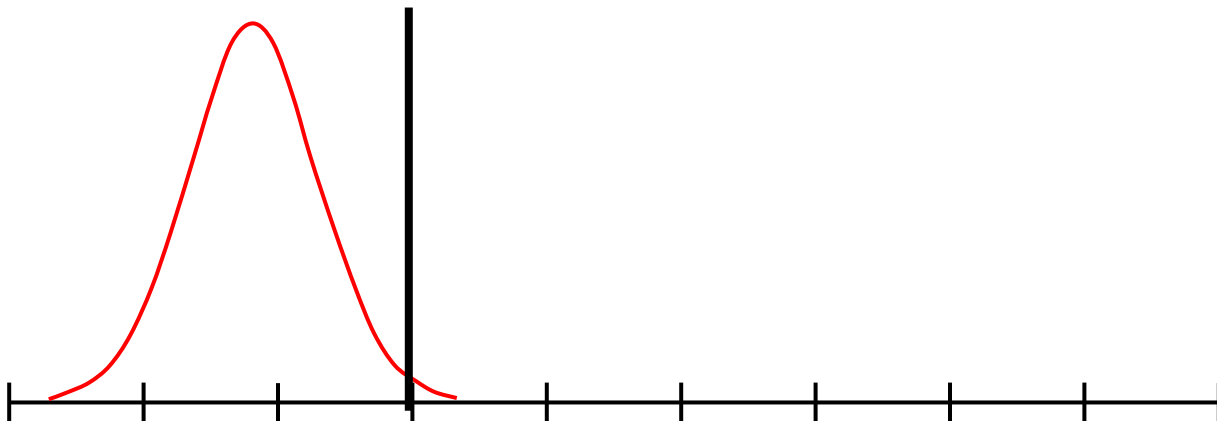
Strongly disagree.



**Question #24:** When managers make mistakes and admit it to their subordinates,

They gain the respect of their staff for their honesty.

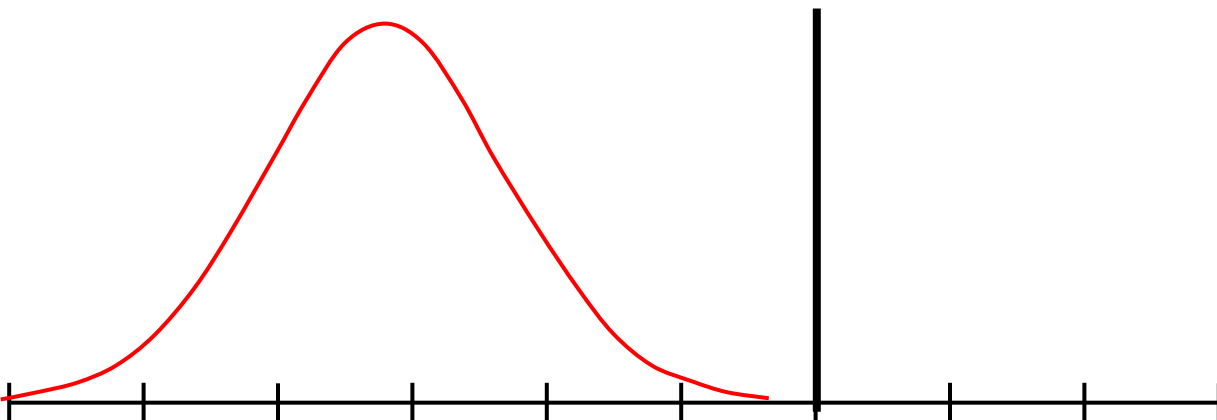
They lose credibility and undermine staff confidence in their judgement.



**Question #28:** I prefer working for managers who

Give me enough freedom so that I can determine the best direction for myself.

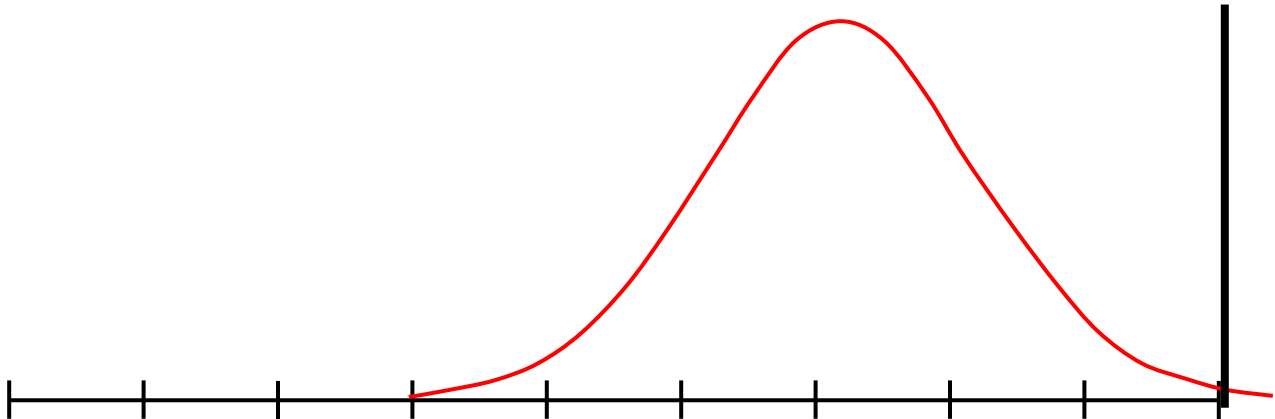
Give me clear directions so that I know what they want me to do.



**Question #32:** Promotion comes from

Taking a bit more of my manager's responsibilities every day.

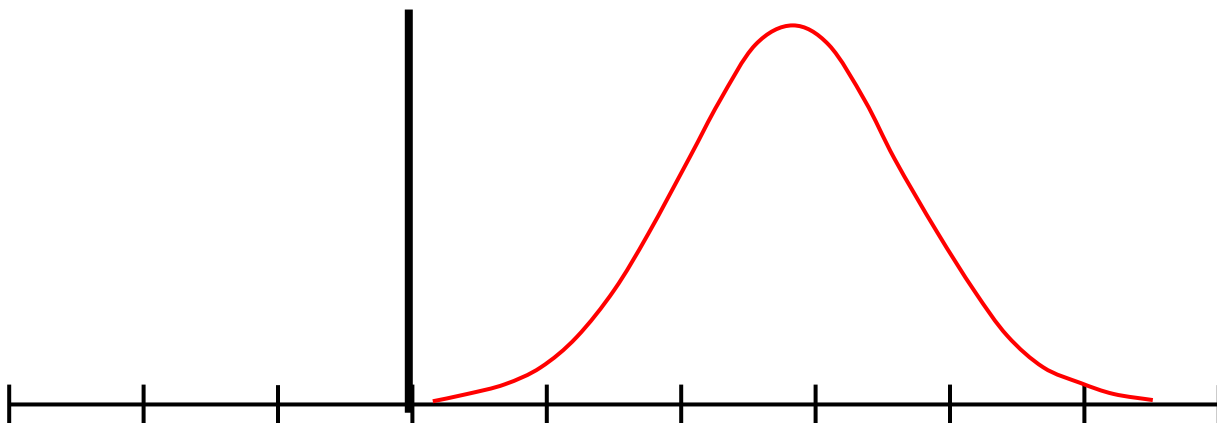
Excelling in my current responsibilities.



**Question #43:** I prefer that my manager

Follows closely my progress and provides advice and encouragement.

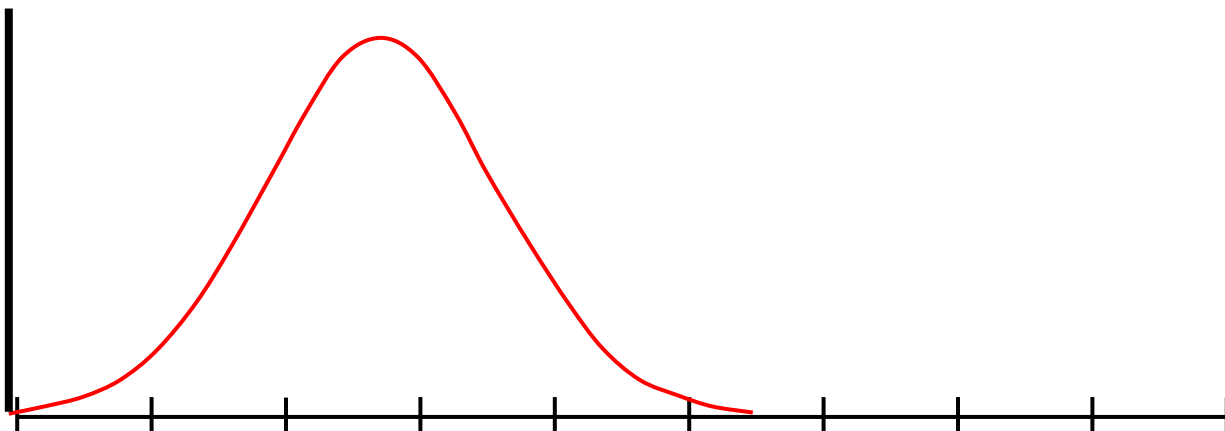
Gives me space and freedom to experiment and find my own way.



**Question #19:** When an employee has a weakness, his / her manager should point it out.

Strongly agree.

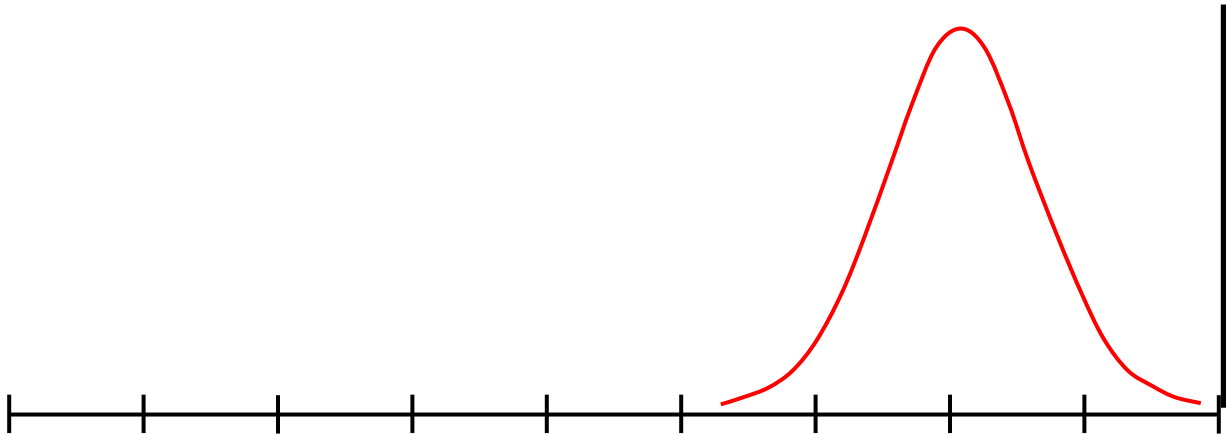
Strongly disagree.



**Question #25:** When my manager points out one of my weaknesses,

It makes me lose face.

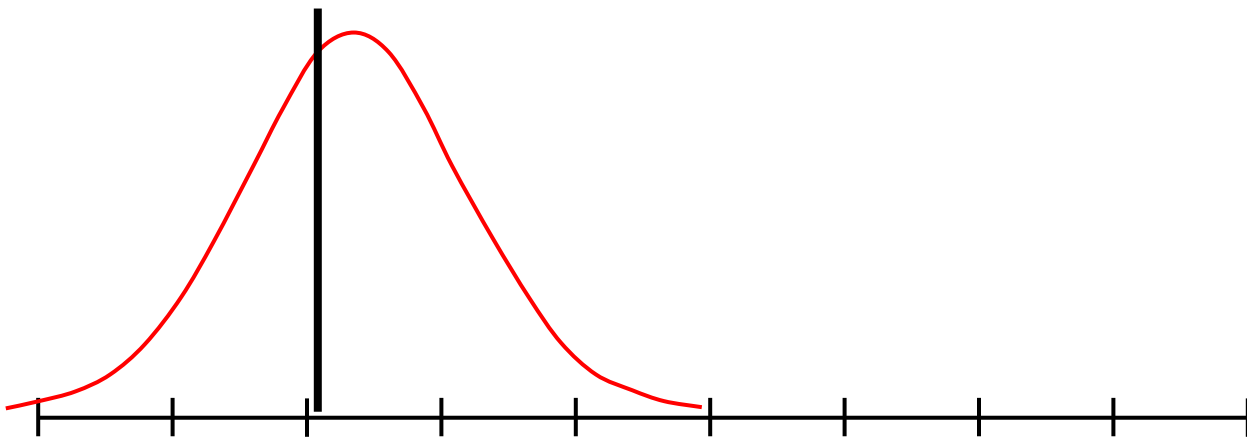
It gives me a chance to correct it.



**Question #38:**

I like to initiate new projects.

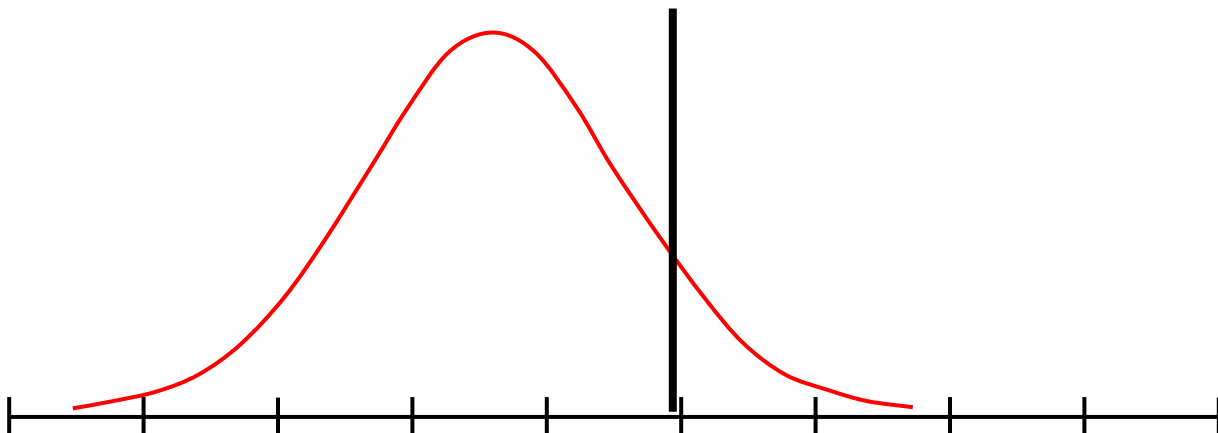
I like to work on projects assigned by my managers.



**Question #41:** In my organization, employees are afraid to express disagreement with their managers

Very rarely.

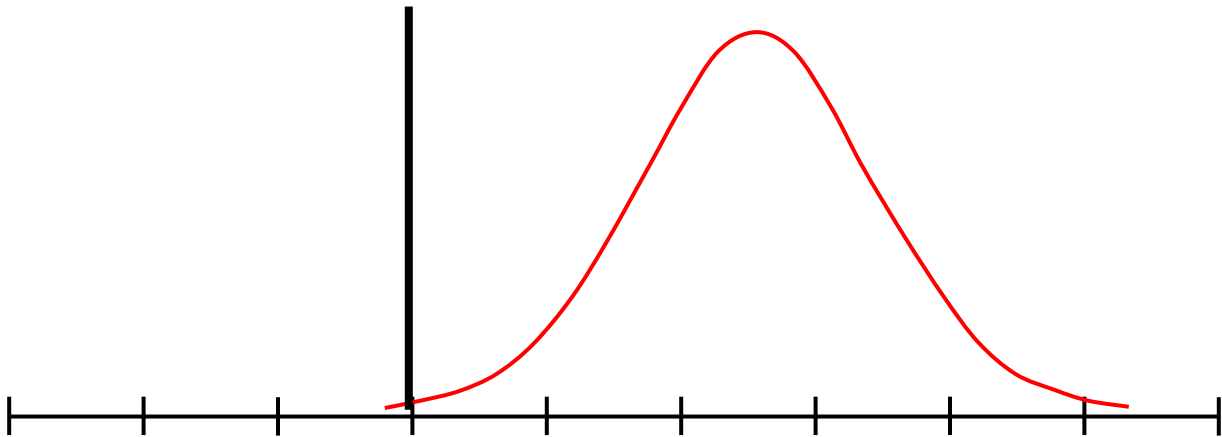
Very frequently.



**Question #45:** A *junior manager* should be paid more than a *senior technician*.

Strongly agree.

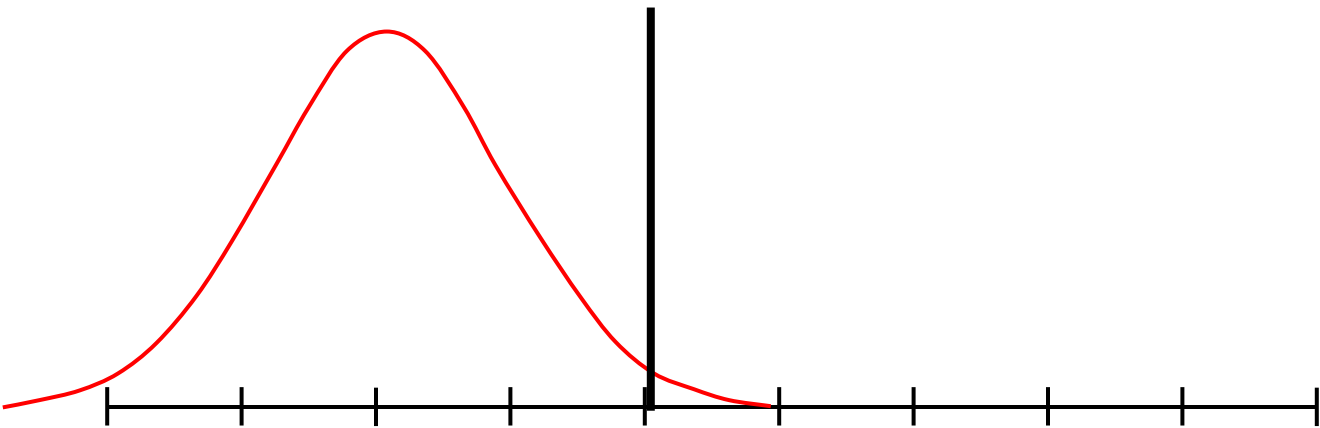
Strongly disagree.



**Question #22:** When managers make mistakes, they should admit it to their staff.

Strongly agree.

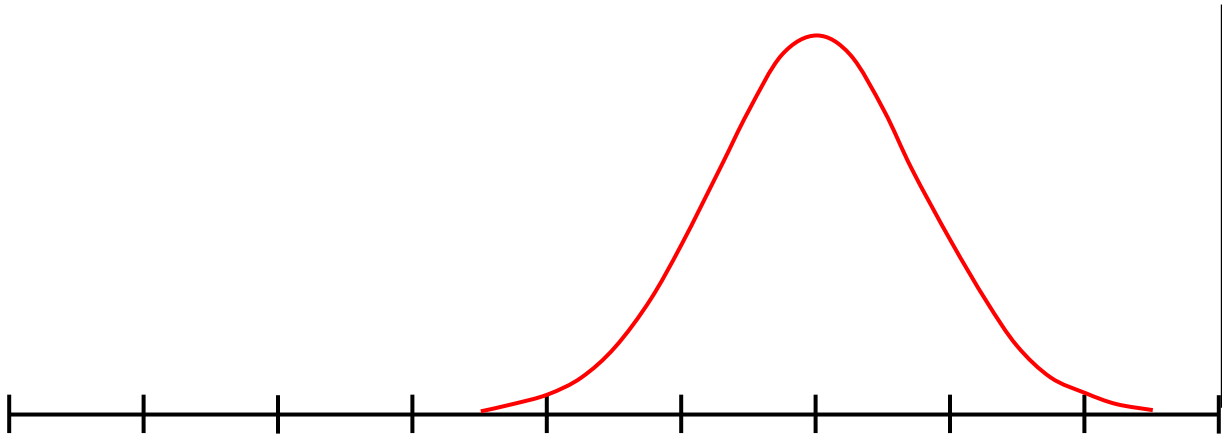
Strongly disagree.



**Question #14:** The most effective way to solve a problem is to

Try a number of possible solutions quickly.

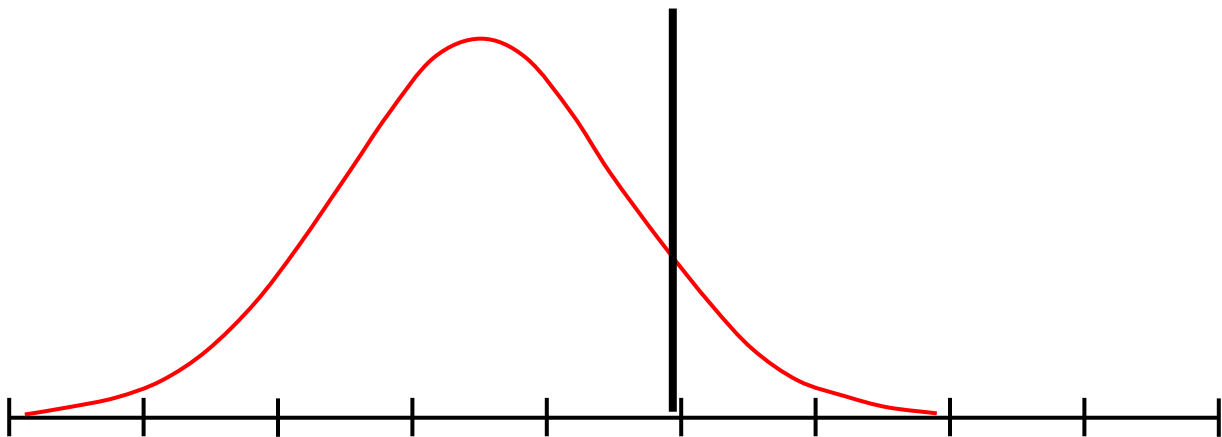
Analyze in details all its aspects.



**Question #27:** A good solution is a solution that

I understand in detail, so that I can reapply it widely and easily.

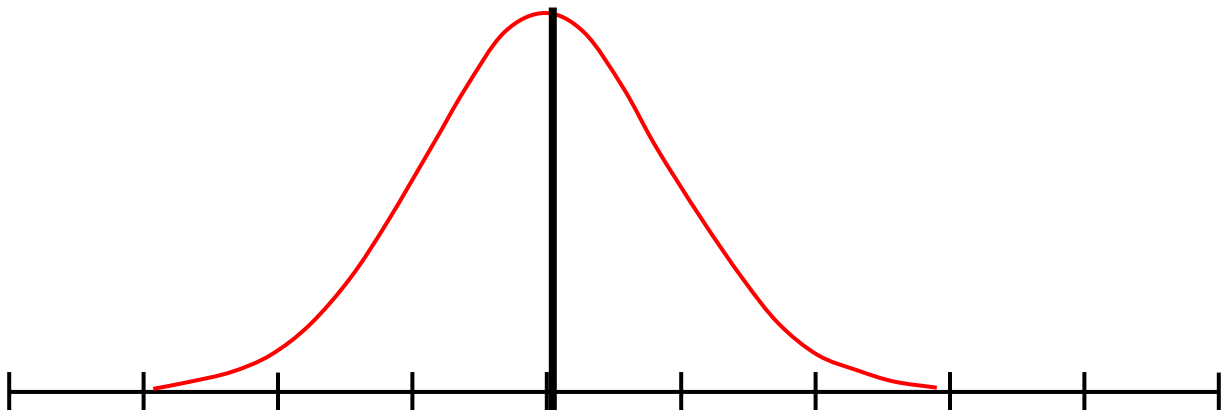
Works, even if I do not fully understand why and how.



**Question #8:**

An organization's rule should be broken when it is in the organization's best interests

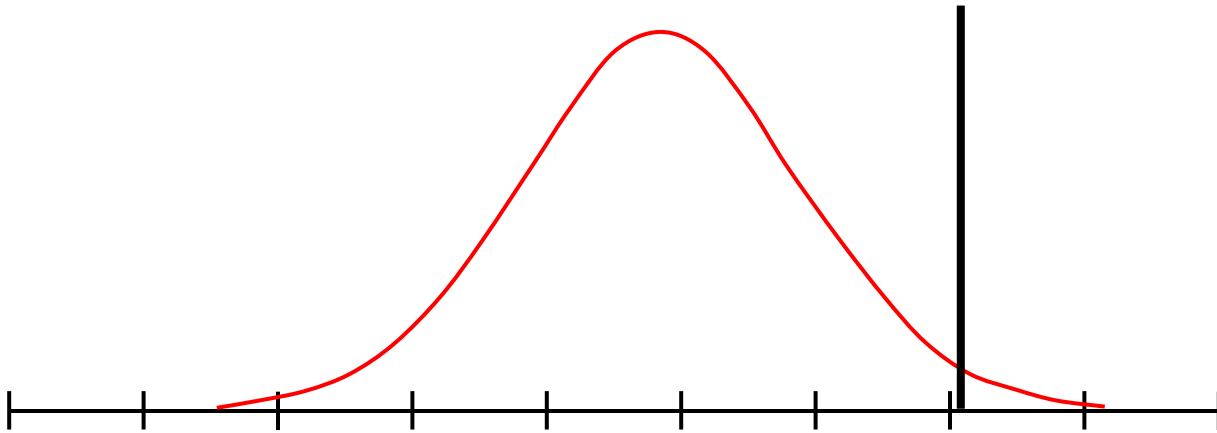
If employees don't stick to the rules, the organization can descend into chaos.



**Question #9:** When solving a problem,

Finding the right approach is only a fraction of the solution - many impractical ideas look good on paper.

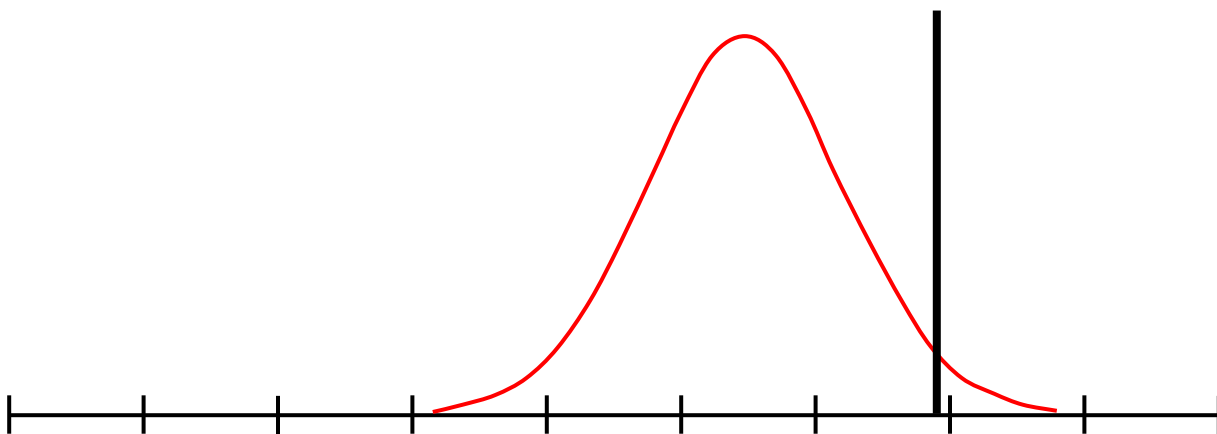
Figuring out the right approach is the key to the solution – the rest is a matter of follow-up.



**Question #18:**

People who make decisions too quickly make the wrong decisions.

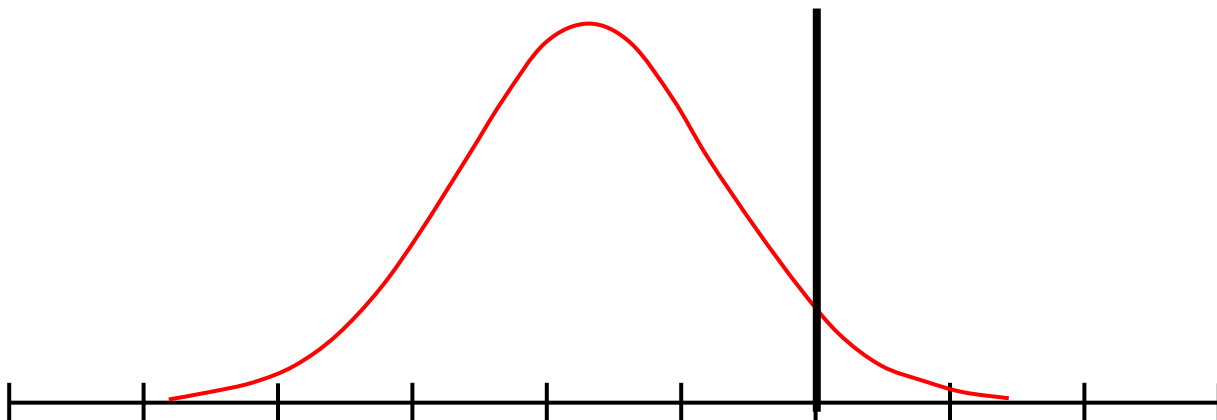
Competition passes by people who make decisions too slowly.



**Question #35:** Most corporate reorganizations result in employees

Working harder.

Working more effectively.

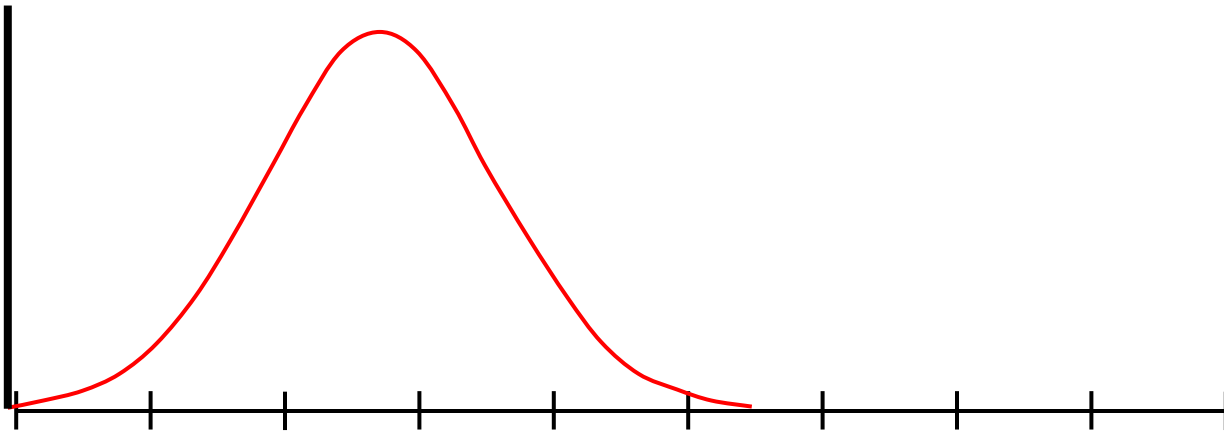




**Question #31:** An organization needs to focus on

The next several years to avoid making poor decisions today that will be very hard to reverse in the future.

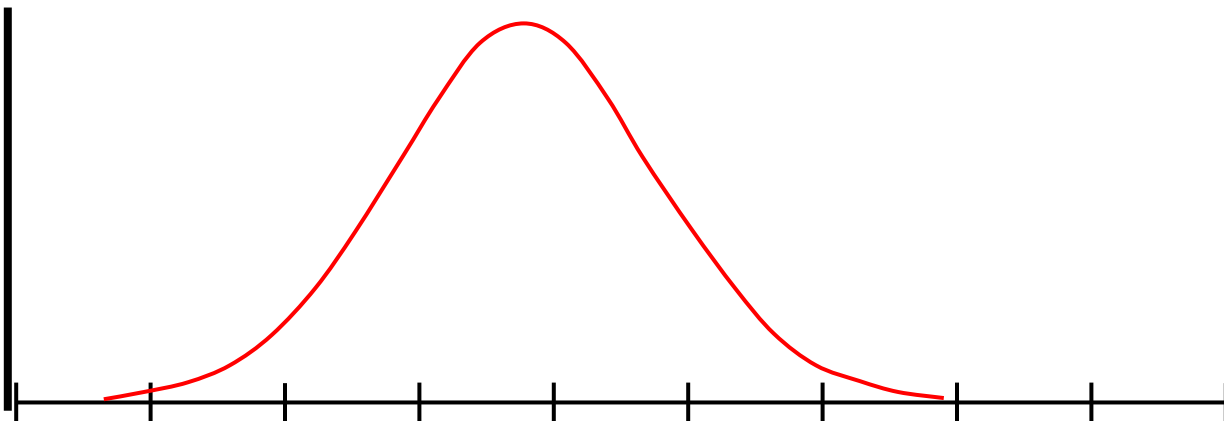
The next few quarters to avoid going out of business in the near future.



**Question #11:**

I plan my vacations well in advance

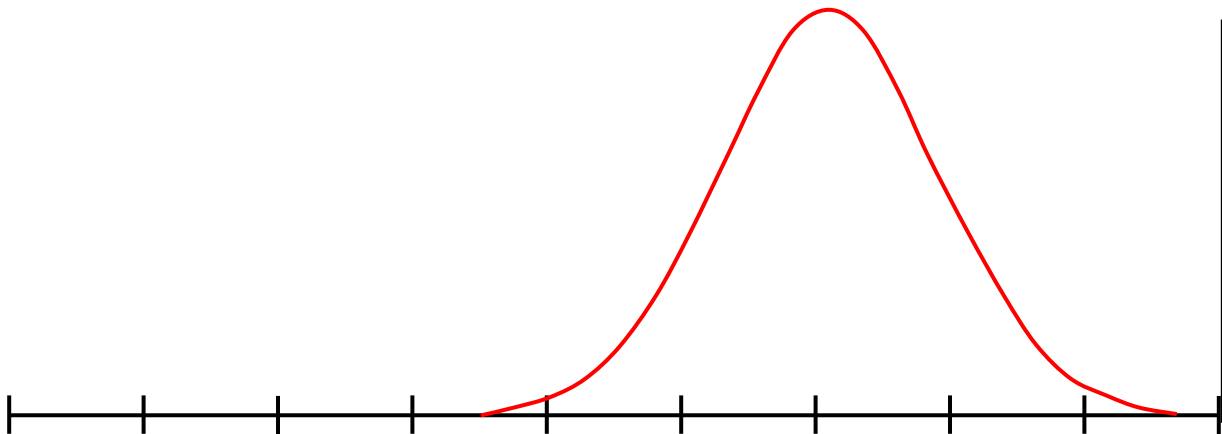
I like spur-of-the-moment vacations.



**Question #10:** A team is more effective when team members

Focus on their own tasks and responsibilities.

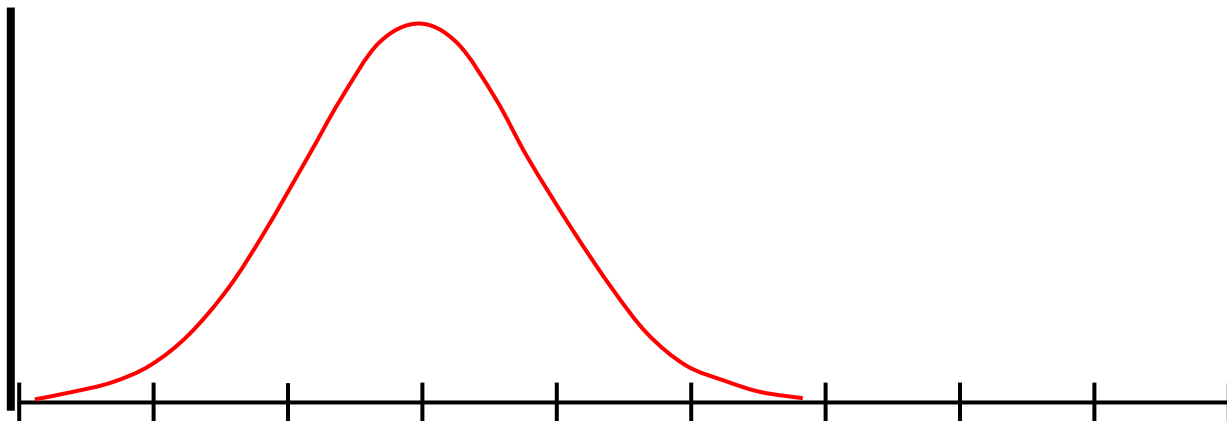
Provide information and support to one another.



**Question #36:** Decisions made by groups are usually better than decisions made by individuals.

Strongly agree.

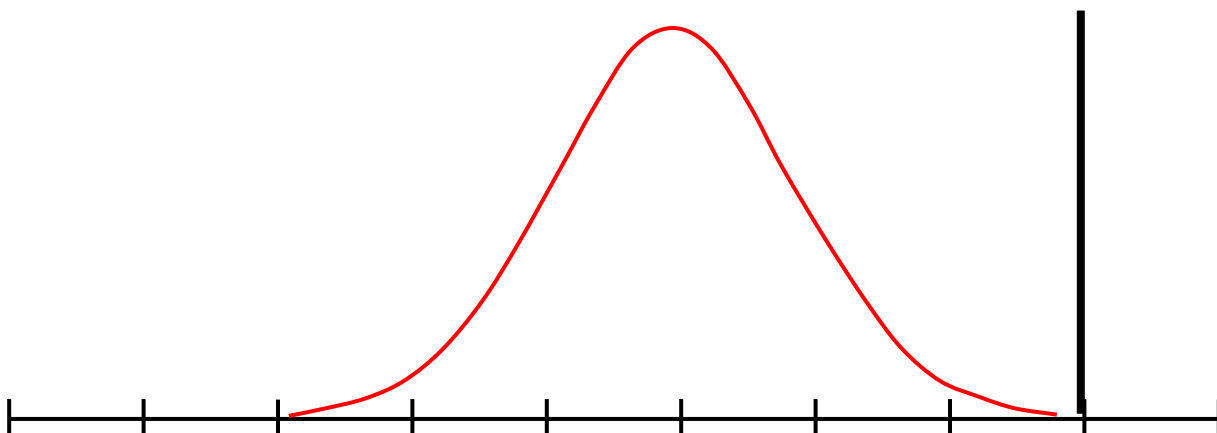
Strongly disagree.



**Question #33:** I prefer working in an organization where

Credit is given to individuals, not teams.

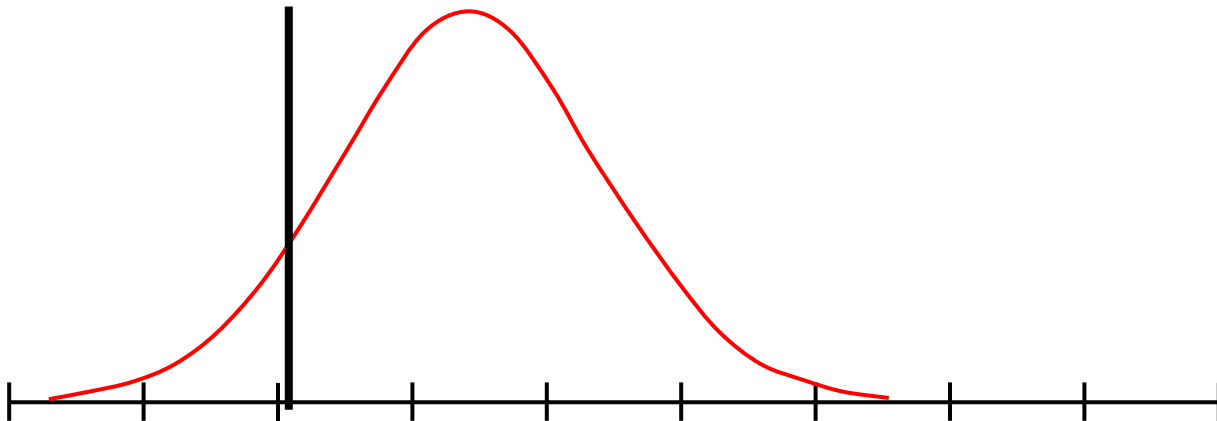
Credit is given to teams, not individuals.



**Question #37:** Meetings are more effective when

Participants remain focused on the agenda.

Participants have a chance to express completely their views.



**Question #12:** I go on vacation with:

Many people: family, friends or both.

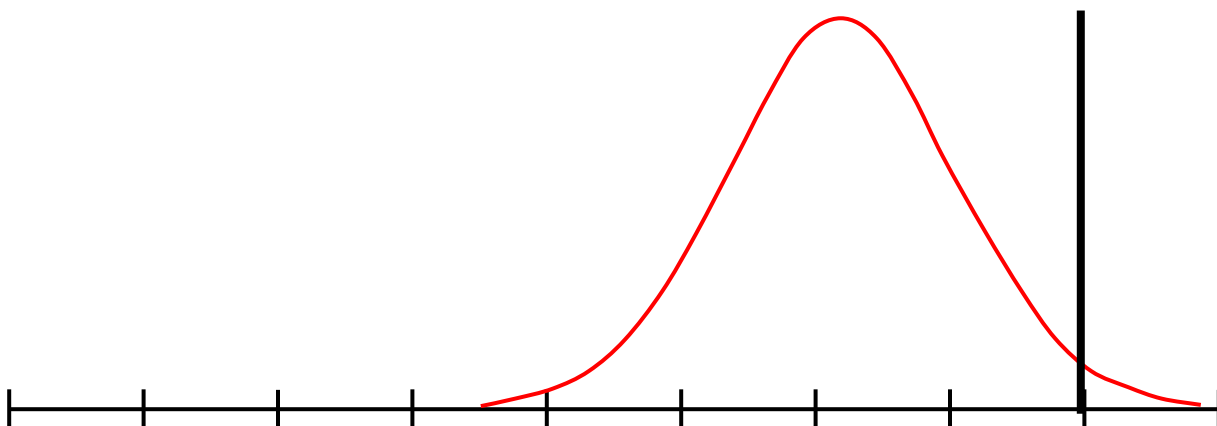
A few people or by myself.



**Question #21:** I prefer working in an organization where

People work individually.

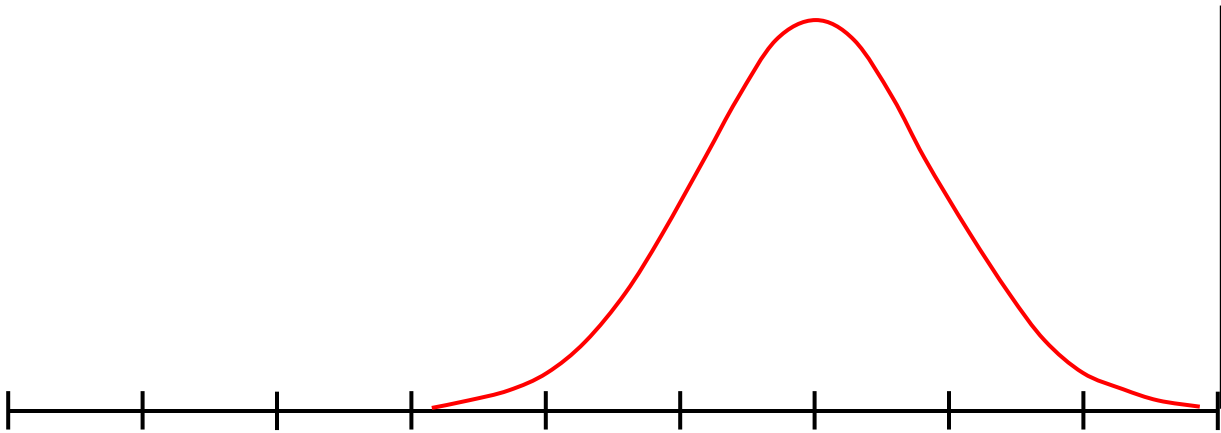
People work in teams.



**Question #29:** When a team sets up a new system that contains a flaw because of the negligence of one team member,

The person causing the flaw bears the responsibility for it.

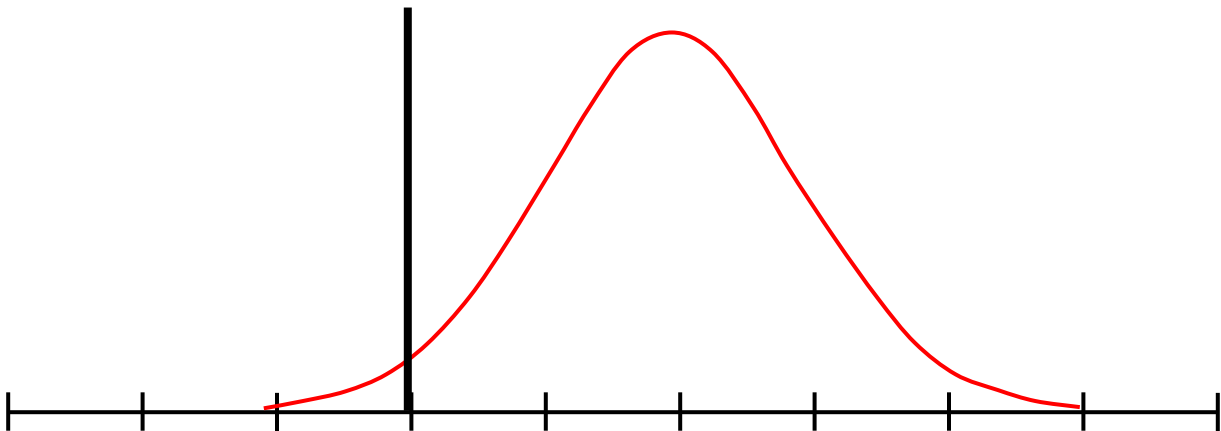
The whole team bears the responsibility for the flaw.



**Question #30:** People are more effective when

They work on several tasks or projects in parallel.

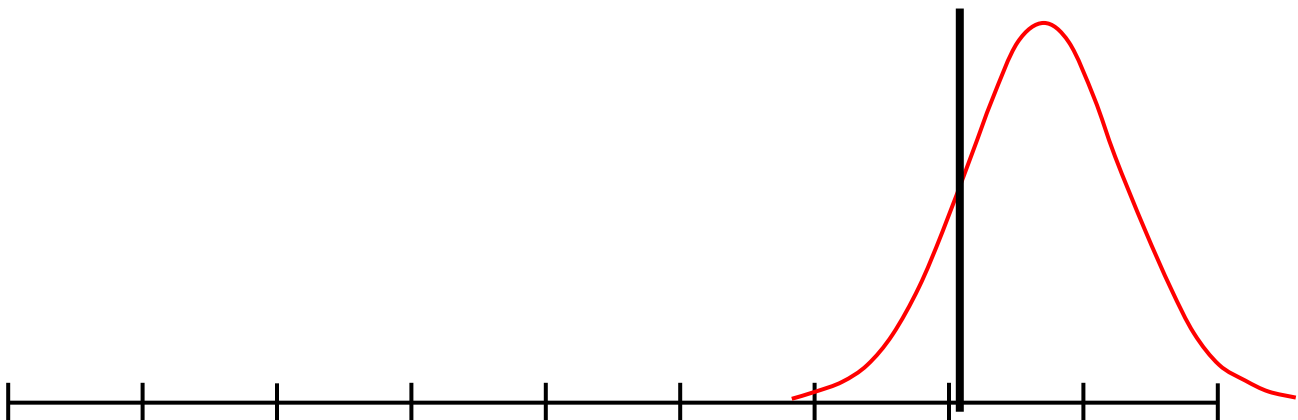
They focus on one task Or project at a time.



**Question #44:** The main criteria for promotion should be

Loyalty to the organization and seniority.

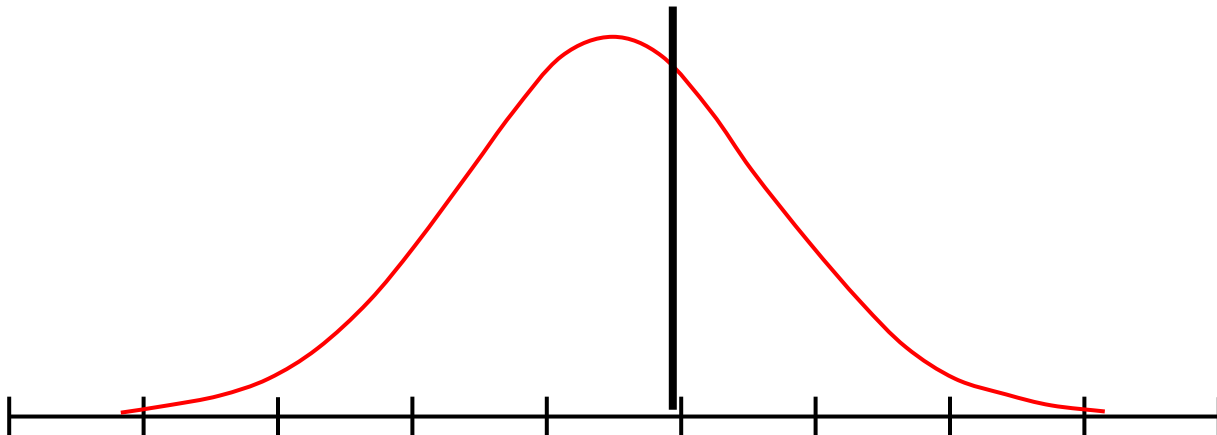
Accomplishments and performance.



**Question #39:** In my organization, cultural differences have

Virtually no impact.

A major impact.



**Question #34:** Cultural differences make my organization more effective:

Strongly agree.

Strongly disagree.

