

LEADER'S SELF-INSIGHT 4.3

Instrumental and End Values

Instructions: In each column below, place a check mark by the five values that are most important to you. After you have checked five values in each column, rank-order the checked values in each column from 1 to 5, with 1 = most important and 5 = least important.

Rokeach's Instrumental and End Values

End Values	Instrumental Values
A comfortable life _____	Ambition _____
Equality _____	Broad-mindedness _____
An exciting life _____	Capability _____
Family security _____	Cheerfulness _____
Freedom _____	Cleanliness _____
Health _____	Courage _____
Inner harmony _____	Forgiveness _____
Mature love _____	Helpfulness _____
National security _____	Honesty _____
Pleasure _____	Imagination _____
Salvation _____	Intellectualism _____
Self-respect _____	Logic _____
A sense of accomplishment _____	Ability to love _____
Social recognition _____	Loyalty _____
True friendship _____	Obedience _____
Wisdom _____	Politeness _____
A world at peace _____	Responsibility _____
A world of beauty _____	Self-control _____

NOTE: The values are listed in alphabetical order, and there is no one-to-one relationship between the end and instrumental values.

Scoring and Interpretation

End values, according to Rokeach, tend to fall into two categories—personal and social. For example, mature love is a personal end value and equality is a social end value. Analyze the five end values you selected and their rank order and determine whether your primary end values tend to be personal or social. What do your five selections tell you about you? What do they mean for how you make decisions? Compare your end value selections with those of another person, with each of you explaining what you learned about your end values from this exercise.

Instrumental values also tend to fall into two categories—morality and competence. The means people use to achieve their goals might violate moral values (e.g., be dishonest) or violate one's personal sense of competence and capability (e.g., be illogical). Analyze the five instrumental values you selected and their rank order, and determine whether your primary instrumental values tend to focus on morality or competence. What do the five selected values together mean for you? What do they mean for how you will pursue your goals? Compare your instrumental value selections with those of another person and describe what you learned from this exercise.

Warning: The two columns shown to the left do not represent the full range of instrumental and end values. Your findings would change if a different list of values were provided. This exercise is for discussion and learning purposes only and is not intended to be an accurate assessment of your actual end and instrumental values.

Sources: Robert C. Benfari, *Understanding and Changing Your Management Style* (San Francisco: Jossey-Bass, 1999), pp. 178–183; and M. Rokeach, *Understanding Human Values* (New York: The Free Press, 1979).

NEW LEADER ACTION MEMO

Complete the exercise in Leader's Self-Insight 4.3 to see what you can learn about your own values and how they affect your decisions and actions. Were you surprised by any of your instrumental or end values?

Although everyone has both instrumental and end values, individuals differ in how they order the values into priorities, which accounts for tremendous variation among people. Understanding one's own values clarifies what is important, which is essential for effective leadership. Exhibit 4.2 shows some interesting differences in the prioritized values in one study. The exhibit shows the end values and instrumental values that were ranked significantly higher by a group of managers and non-managers, showing only those rankings that were statistically significant.³⁹ Leaders identify and understand value differences to improve communication and effectiveness.

National culture, generational differences, and family background can influence how people rank values. For example, in the United States, independence is highly valued and is reinforced by many institutions, including schools, religious organizations, and businesses. Other cultures place less value on independence and more value on being part of a tightly knit community. Younger people typically rank family security lower than do older people.⁴⁰ Some leaders cite their parents' values as an influence on their own.