The focus of this instrument:
Value Quotient (VQ) and the specific sub categories that inform your Value Quotient as described in the:
1. Level of Flexibility
2. Latent worldview
3. Manifest worldview
4. Aspirational worldview

Background and theory:
The Lens originates from Graves’ theory of the double helix model of human development. The metaphor of a lens is used to indicate that the different stages of the helix serve as a ‘lens’ through which we see the world and interact in the world. The Lens has been designed to measure worldviews. These worldviews are based on the existential problem (A, B, C, D, E, F, G) which people face at different stages of their life, as well as the solution (N, O, P, Q, R, S, T) that they find to solve their existential problem. Worldviews can best be described as the basic drivers or needs that inform our everyday existence.

Worldviews influence our Value Quotient in terms of what we deem to be important in our lives as well as how we set out to achieve these goals that are important to us. It relates to our values, our motivations and mostly by what we define our existence. Therefore the description of worldviews relate to a variety of contexts, including:
- relationships with others
- the context of work in general
- how a person will work with others in a team
- how a person will deal with change
- how a person will deal with diversity
- what generally motivates an individual

On an organisational level the Lens provides insight into the specific values or culture that drives a team or an organisation.

Constructs informing VQ:
How we view the world is not cast in stone, therefore a value quotient can change over time. Some individuals embrace change more readily than others. This is described in the Flexibility scale on the Lens. Individuals don’t only have one thing that is important in their lives either, a value quotient is therefore measured according to what we fall back on in times of stress or crises (Latent worldview),
what we need or want most at present (Manifest worldview) and where we would like to be in the future (Aspirational worldview).

Results and scoring:
The Lens results are compiled based on normative scoring as well as Ipsative scoring. Individuals moving between worldviews or dealing with existential tension in their lives can have an In Flux or In Transition profile. This is usually indicative of major change either on a personal or organisational level. In circumstances where there is an In Flux or In Transition profile, the Ipsative scoring will determine which worldview is dominant. The Ipsative scoring provides more depth in understanding the Value Quotient of an individual, team or organisation. Scores with a zero (0) is an indication of having resolved the existential need of that particular value system, while a positive (+) score indicates an acceptance of a value system. A negative (-) score is an indication of the rejection of a value system. High scores tend to show more investment of energy in a value system, either negatively or positively. A comparison between the Normative and Ipsative scoring provides insight into the dissonance between the endorsed and rejected worldviews. This understanding between, where the person might be at present and their rejection or acceptance of this worldviews informs their VQ.
Characteristics of the various worldviews informing VQ

<table>
<thead>
<tr>
<th>Level</th>
<th>Existential need</th>
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<tbody>
<tr>
<td>Subsistence level: 1</td>
<td>The existential need reflected in <strong>A-N</strong> is the need for physiological survival and procreation of the species. Bottom Line: <strong>Survival</strong></td>
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<tr>
<td>Subsistence level: 2</td>
<td>The existential need reflected in <strong>B-O</strong> is the need to respect the traditions of your group, honouring your group norms, bringing up your children in terms of these norms and supporting and defending those who have similar norms. Bottom Line: <strong>Belonging</strong></td>
</tr>
<tr>
<td>Subsistence level: 3</td>
<td>The existential need reflected in <strong>C-P</strong> is focussed on the self and the gratification of personal needs only. Bottom Line: <strong>Personal power, drive, energy and intensity</strong></td>
</tr>
<tr>
<td>Subsistence level: 4</td>
<td>The existential need reflected in <strong>D-Q</strong> is focussed on the search for meaning and stability. Bottom Line: <strong>Order, safety and continuing security</strong></td>
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<tr>
<td>Subsistence level: 5</td>
<td>The existential need reflected in <strong>E-R</strong> is to express the self for what it desires, but in a calculated way not to alienate others or be rejected by them. Bottom Line: <strong>Excellence, success and material gain</strong></td>
</tr>
<tr>
<td>Subsistence level: 6</td>
<td>The existential need reflected in <strong>F-S</strong> concerns society at large, intimacy, shared experiences and living in harmony and balance with nature and all other groups. Bottom Line: <strong>Harmony, human development &amp; relationships</strong></td>
</tr>
<tr>
<td>Being level: 1</td>
<td>The existential need reflected in <strong>G-T</strong> is integration, idealism, optimism and acceptance and to become a self-actualised human being with a deep concern for others. Bottom Line: <strong>Integration and Quality of life on the planet</strong></td>
</tr>
</tbody>
</table>

General Applied Theory: Saturation and Flexibility

Each profile needs to be understood in terms of a combination of the level of saturation, as well as the level of flexibility. Saturation refers to the degree of intensity with which a person is filled or pervaded with the characteristics and attributes that are typical of a given stage of the spiral. While, Flexibility refers to the rigidity of the beliefs the person has about life, which would, in turn, be an indication of his or her ability to change, or the degree of change that he or she can accommodate.

Description of Latent, Manifest and Aspirational Worldviews

A person’s V.Q. is described in terms of different worldviews:

1. The Latent worldview

Latent worldviews represent the way in which the individual resolves his or her basic existential problem, as described by the different stages of the double helix. The Latent worldview will be the
worldview that the individual will go back to on the double helix when they are under pressure, in times of stress or in crises.

2. The Manifest Worldview

Manifest worldviews represent the current behaviours behind a person’s worldview. This is the way in which the individual presents him or herself to the world. This would be a reflection of the way in which the person would act in the world or a reflection of their behaviour in the world.

3. The Aspirational Worldview

Aspirational worldview is the stage on the double helix that the individual would aspire to or would want to be. It can be the same as the Manifest worldview, but is not always necessary the same. Individuals aspire to certain worldviews, but can only realise these aspirations if they solve all the previous stages on the double helix.

Areas of Application
Popular uses include:
- Selection
- Management of employees
- Talent management
- Coaching
- Outplacement consulting
- Team building: team values and value alignment
- Determining organisational culture and values
- Organisational development
- Leadership and personal development.

Report Options
For psychologist and accredited users, the reports that can be generated are the Basic report, the Composite report (Leadership; Team; Change), The Coaching report and the Developmental report.
<table>
<thead>
<tr>
<th>Type of Report</th>
<th>Report Content</th>
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<tbody>
<tr>
<td>Level 1: Basic Report</td>
<td>A graph-only report: this provides a concise presentation of the candidate’s value quotient. The Basic Report is composed of: V.Q. Profile, Basic description of worldviews, Flexibility score</td>
</tr>
<tr>
<td>Level 2: Composite Report</td>
<td>Focus on a. Team or b. Change or c. Leadership. Presents the candidate’s value quotient described in: V.Q. Profile, Basic description of worldviews, Flexibility score, Indicators of the level of Saturation on the different worldviews, A description of the candidate’s Latent, Manifest, and Aspirational worldviews, A description of the evolutionary worldview</td>
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<tr>
<td>Level 3: Coaching Report</td>
<td>Presents the candidate’s value quotient described in: V.Q. Profile, Basic description of worldviews, Flexibility score, Indicators of the level of Saturation on the different worldviews, A description of the candidate’s Latent, Manifest, and Aspirational worldviews, Advantages and disadvantages of each of the candidate’s worldviews, A description of the evolutionary worldview</td>
</tr>
<tr>
<td>Level 4: Development Report</td>
<td>Presents the candidate’s value quotient described in: V.Q. Profile, Basic description of worldviews, Flexibility score, Indicators of the level of Saturation on the different worldviews, A description of the candidate’s Latent, Manifest, and Aspirational worldviews, A description of the evolutionary worldview, Detailed developmental actions relating to the specific areas described in the Advantages and disadvantages of the candidate’s: Thinking style, Dealing with Change, Team Roles, Future Orientation, Leadership, Conflict, Managements Style, Work orientation, Sub-ordinate Style, Interpersonal Style</td>
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