



Minessence Group

Unfolding Meaning
Through Values



Values Education – Values Research – Values Audits – Life-Style Coaching – Executive Mentoring

AVI

A Values Inventory

Executive Overview

Paul Chippendale

AVI: Executive Overview - © Copyright 1988-2010 The Minesence Group

Minesence Learning Centre
270 Park Ridge Rd, PARK RIDGE QLD 4125, AUSTRALIA

Ph: 61 7 3803 5809

Fax: 61 7 3803 5819

E-Mail: support@minessence.net

Web: <http://www.minessence.net>

Table of Contents

1.0 Introduction

- 1.1 What are Values?
- 1.2 Tacit Assumptions, Beliefs & Knowledge
- 1.3 The Map is Not the Territory
- 1.4 Values & Organisations

2.0 My Top 10 Values

3.0 My Focus, Vision & Foundation Values

- 3.1 My Focus Values
- 3.2 My Vision Values
- 3.3 My Foundation Values

4.0 My World View

- 4.1 World-Views Map

5.0 My Values Map

6.0 My Skills Profile

7.0 My Energy Management Profile

8.0 My Brain-Preference Map

9.0 My Leadership Profile

- 9.1 Leadership Style: CHARISMATIC
- 9.2 Leadership Style Under Stress
- 9.3 Leadership Modus Operandi: Social Systems Innovator

10.0 My CRD Values

11.0 Values Summary

12.0 Values Descriptors

13.0 Glossary

14.0 Endnotes

15.0 References

1.0 Introduction

1.1 What are Values?

Values are mental constructs about the worth or importance of people, concepts, activities or things. They provide us with a deep sense of meaning and purpose in our daily lives as expressed through our thoughts, emotions and actions.

Our values evolve as we mature and underpin our sense of security, family, personal and professional relationships. Values are the core building blocks that transcend national boundaries, cultures, ideologies and political perspectives. They represent a “cultural currency” that is understood by all people interacting in professional relationships and organisations. By becoming aware of our values, we are able to better support our personal and professional relationships.

Values are derived from our beliefs and assumptions about the world. For most people, values are *unconscious* motivators. However, a key characteristic of successful people is that their values are *conscious* motivators - i.e. **successful people know what their values are and why they are important to them.**

Researchers over the past 30 years have identified 128 values. They form the building blocks of human nature and relationships. These 128 values cover all that could potentially be important to people. For example:

- ❖ *Play and Recreation*
- ❖ *Knowledge, Discovery and Insight*
- ❖ *Adaptability and Flexibility*
- ❖ *Human Rights*
- ❖ *Environmental Responsibility*
- ❖ *Achievement and Success*

Values lie behind all the choices you make in your life, which means, your values determine the lifestyle you create. Knowing a person's values, gives you an idea of the lifestyle they want. For example, a person with priority values of Achievement/Success, Competition, Property/Economics, Social Prestige, and the like, will create a completely different life compared to another person whose priority values are Research/Knowledge, Collaboration, Being Self and Empathy.

Thus:

Priority values are lifestyle priorities.

The worth of a person cannot be judged by what values they have. A person with values of family, friendship/belonging, and property/economics could be a member of a family grocery business or a godfather of the Mafia. Likewise, a person with values such as macro-economics world-order, and construction/new-order, mission/objectives could be a Gandhi or a Hitler.

It doesn't matter WHAT values you have, what matters is HOW you live them.

1.2 Tacit Assumptions, Beliefs & Knowledge

While values lie behind all our choices, we limit the range of choices available to us through the tacit assumptions & beliefs we hold. For example, you and a friend are going on a long journey which will entail you being away from home for many years. You are told each of you can only take three things. You may decide to take a DVD player, a book, and computer (what you decide to take will depend on your values). Your friend may decide to take her pet dog, a suitcase full of books, and a computer. You might then protest to your friend, I would have brought my cat too but it's not a thing. Or you may have argued, a suitcase full of books, along with everything else you are bringing is more than three things! There's no right answer here: the point is simply that we limit our choices through the assumptions we make and the "knowledge" we take for granted.

In summary (see Figure 1), you create your reality through making choices based on your values which are derived from your beliefs & assumptions. There are 128 values which have the potential to be priorities in your life. Because you view the world in your own unique way, you have your own unique set of value priorities.

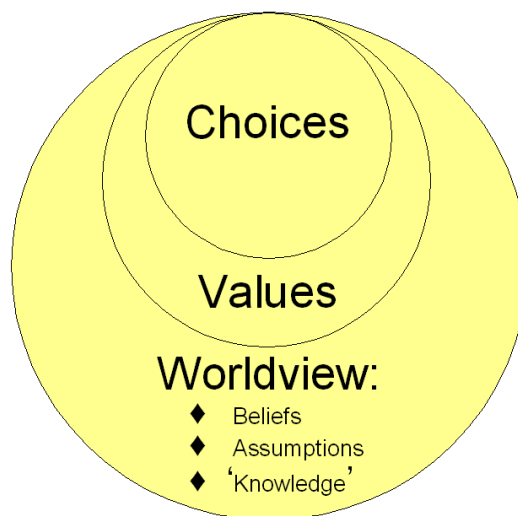


Figure 1.
You make choices based on your values
You set value priorities to match your beliefs
You limit your choices through making assumptions

1.3 The Map is Not the Territory

Your AVI is only a map. It is not the territory. As with any map, your AVI is only useful to the extent that it adequately represents the territory (see Figure 2). If the values in your AVI are not your values, whose values are they? In taking an inventory of your values it is important to choose values which are a priority in your life, not ones which are a priority to someone else.

If I'm not living my values, whose values am I living?



Figure 2.

**If a map doesn't *adequately* represent the *territory*,
you cannot make predictions from it.¹**

The most important first step in working with your values is to clearly define your identity. Defining your identity based on your own values and living your own values is a fulfilling and energizing process. It is important to note that people usually don't make choices based on self-interest. People make choices based on their identity, they vote based on their values, and they support other people with whom they identify.

1.4 Values & Organisations

Every organisation has its own unique corporate culture based on its values. Extensive evidence points out that people adopt the values of their communities and organisations. Organisations also reflect the values of certain key members and groups, especially their leaders.

History shows that successful organisations have always been clear about their values, their goals and their strategies. In organisations of the past, values came from top leadership and were driven down into the organisation through positional power and authority. Employee obedience and loyalty were required in this command and control leadership model where strict adherence to corporate protocol was essential to success.

Today, the reality of the rapidly changing global marketplace and the management of critical talent require a very different leadership style. This organisational shift entails a set of value skills that reflect *collaboration*, *systemic thinking* and *innovation* to attract and influence employees and support competitiveness. While loyalty is still essential, in today's climate, *it is loyalty to a shared set of values*. In this new reality, employee-customer alignment, creativity and trusting relationships are the key to sustainable economic success.

Understanding values as motivators, organisational leaders often spend much time developing lists of aspired core values and vision/mission statements based on these values. Through this process, the leaders seek to answer the question, “What values will ideally motivate my people to best carry out our organisational purpose and goals?” The result is usually a set of *purported* or *aspired* values they claim will motivate and guide their organisation. Unfortunately, it is rare for core values developed in this manner to influence the behaviors of individuals or groups over the longer term. Lacking an effective methodology to develop and measure the actual working values of individuals and groups, these leaders list core values which most often remain what they are: ***a set of ideals divorced from their organisation's real values.***

In order to nurture the conditions for employee empowerment, loyalty and effectiveness, it is essential to *identify* and *measure* the *actual* individual values of *all* organisational stakeholders.

2.0 My Top 10 Values

Pioneerism/Progress (100%) - Pioneering new ideas (including technology) for societal change and providing the framework for realising them.

Discovery & Insight (95%) - To be motivated by moments of discovery and insight.

Word (89%) - The desire to communicate principles of a universal nature so effectively that readers/listeners gain a greater understanding of themselves which uplifts and inspires.

Minessence (84%) - To miniaturize and simplify complex ideas or technology into concrete and practical applications for the purpose of creatively enhancing society.

Wisdom (79%) - To seek the wisdom that stems from understanding a set of universal principles that govern all things.

Technology/Science (74%) - Applying one's scientific knowledge of the world to the creation of technologies, including devices and tools.

Personal Authority/Integrity (68%) - To command authority through your knowledge and integrity.

Faith/Risk/Vision (63%) - To commit to a venture, cause, or to champion a way of life, even if it means personal risk.

Prophet/Vision (58%) - To perceive, with such clarity, global issues of social justice, human rights, the ecology, etc. To communicate your vision in relation to these issues in such a compelling way that people are empowered by it to take action.

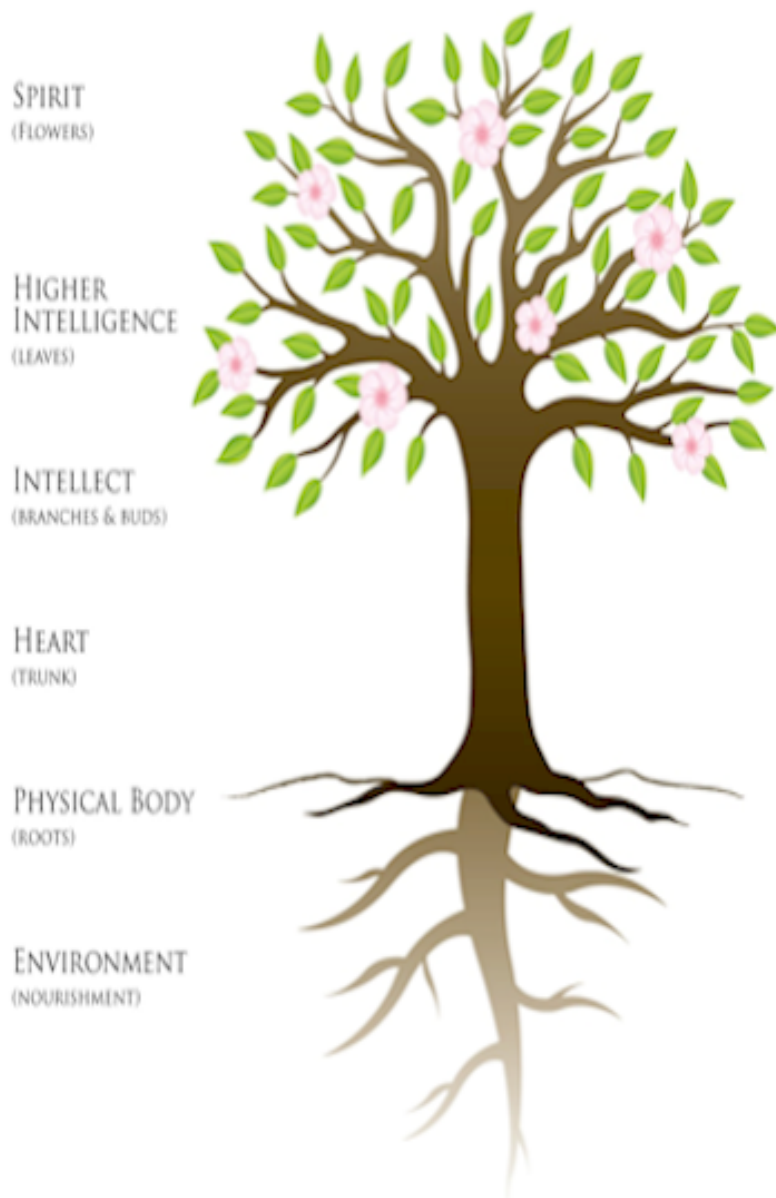
Tradition (53%) - To practise and impart family/cultural history through rituals ceremony or stories.

3.0 My Focus, Vision & Foundation Values

Just as a tree's roots and environment (fertile ground, suitable climate, etc.) are essential for its health, so too, are having effective strategies for living your *Foundation Values* essential for your overall health and well-being.

Vision Values are associated with your view of how you would like the world to be, or how you believe it should be. They are your source of inspiration and motivation. A tree's flowers and fruit come and go, and their quality depends on the health of the whole tree. So too, the quality of your inspirational dreams and your motivation depend on your total health and wellbeing -- dreams without action, remain forever only dreams. Visit your *vision values* from time to time to formulate a highly inspirational and motivating personal vision - then get on with the actions necessary to bring it into fruition.

Living your *Focus Values* to the full will create the life-style/life-experiences you desire. You will be in the best position to focus most of your energy on these values when your *Vision* and *Foundation* values are "out-of-sight and out-of-mind" - i.e. when you have assimilated them into your life.



Vision Values

- Word (89)
- Minessence (84)
- Wisdom (79)
- Prophet/Vision (58)
- Transcendence (5)

Focus Values

- Pioneerism/Progress (100)
- Discovery & Insight (95)
- Personal Authority/Integrity (68)
- Faith/Risk/Vision (63)
- Research/Original Knowledge (47)

Foundation Values

- Technology/Science (74)
- Tradition (53)
- Workmanship/Quality (37)
- Design/Pattern/Order (16)
- Friendship (16)

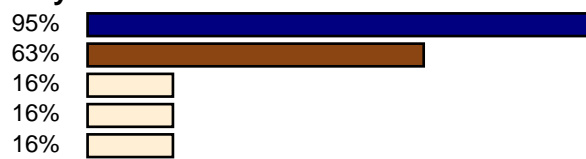
3.1 My Focus Values

Your priority Focus Goal and Means values are listed below in rank order. The higher the rank (100 is the highest possible) the more mental energy you are devoting to that value relative to other values with a lower rank.

Goal Values:

Discovery & Insight
Faith/Risk/Vision
Art/Beauty
Equality
Self Actualisation

Priority:



Means Values:

Pioneerism/Progress
Personal Authority/Integrity
Research/Original Knowledge
Creative Ideation

Priority:



3.2 My Vision Values

Your Vision values indicate the type of world you would like to see in the future and therefore are the ones that will motivate you to "live" your Focus values.

Goal Values:

Wisdom

Priority:

79%



Means Values:

Word

89%



Minessence

84%



Prophet/Vision

58%



Transcendence

5%



3.3 My Foundation Values

These values form the foundation of your life. When you are unable to "live" your Focus values, your Foundation values will assume a higher importance than usual in your life—Foundation values demand attention!

It is important that you take care of your Foundation values so you have more energy to put into your Focus values. The key with Foundation values is to have effective strategies for living them so they are very much part of your life, but are mostly "out of sight, and out of mind".

For some people, Foundation values are more of an 'Achilles heel' than a solid Foundation. If you feel this is the case in your life, then material in the book, by Steven Hayes,² *Get Out of Your Mind & Into Your Life*, is highly recommended as a supplement to the AVI.

Goal Values:

Sensory Pleasure
Self Worth

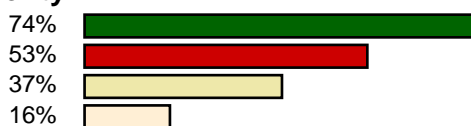
Priority:



Means Values:

Technology/Science
Tradition
Workmanship/Quality
Design/Pattern/Order

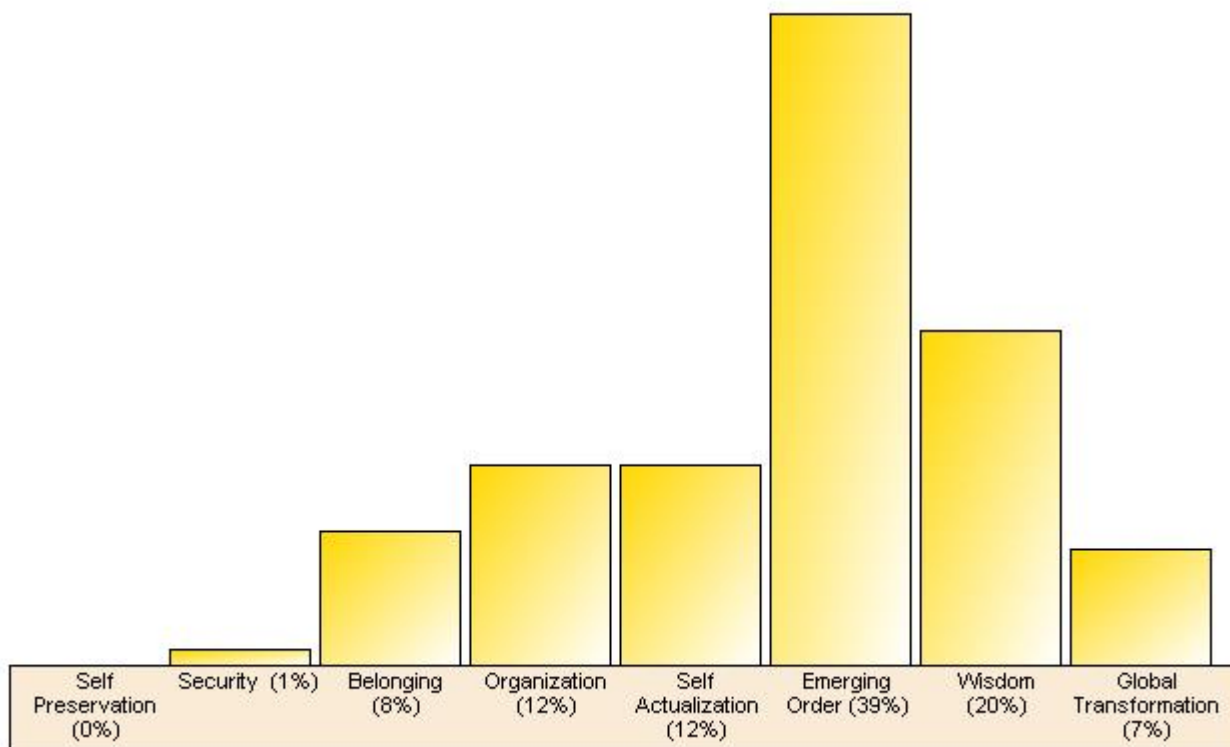
Priority:



4.0 My World View

Your world-view is COLLABORATIVE PROJECT: "The future is subject to creation!", is the catch-cry of people with this world-view - in other words, you view institutions as entities that have become whatever WE have chosen to make them into. You are strongly motivated to discover new ways to integrate your gifts (gifts = values + the skills to actualise them) with the demands of society.

The graph below depicts the relative importance each cluster of values has in your life. The higher the bar, the more mental energy devoted to satisfying values in that cluster.



4.1 World-Views Map

The chart on the next page describes seven possible world-views. The leadership styles which go with each world-view are also briefly described in the chart. Your own leadership style is covered in detail in Section 9.

Your priority values are shown in the clusters to which they belong. Your goal and means values are in separate columns.

The gold shading highlights your focus values. Your foundation values are those shown above the gold shading. Your vision values are those below the gold shading.

World-Views Map

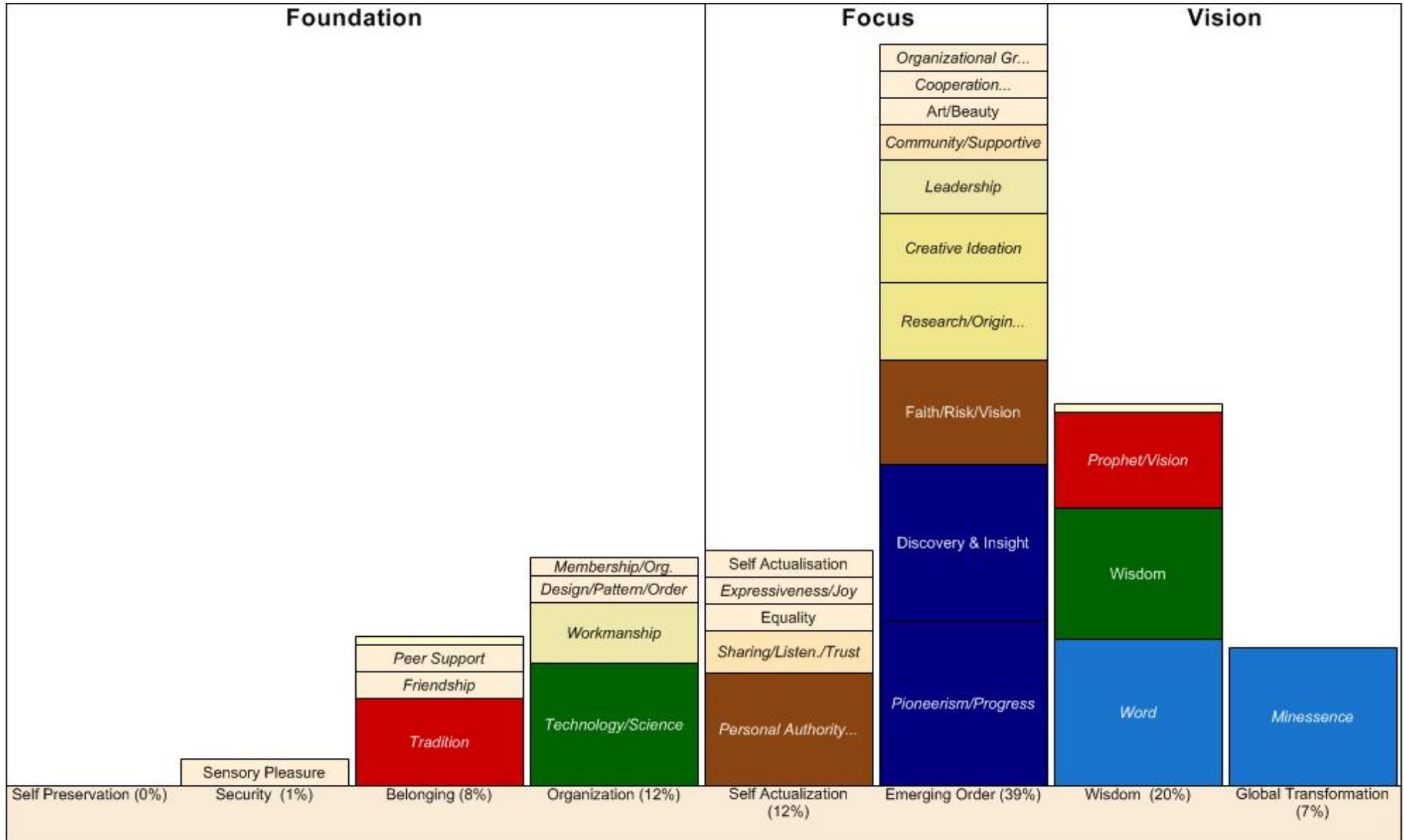
World-Views	Values Chosen in Each Cluster		World-Views
	Goal Values	Means Values	
Alien/Threatened The world is an alien place and I must survive as best as I can by obeying the rules and by being physically protected Autocratic Leader... as tyrant dictator with oppressed followers who are totally dependent.	Self-Preservation Cluster:		Family/Social My home is my world and as long as I have friends, family, and respect authority, I can get by in this basically uncaring and unfriendly society.
	Security Cluster: Sensory Pleasure (16)		
Organizational The world is a problem with which I can and must cope through belonging and making a living. I need to be successful and to please those who control my future. Transactional Leader... with followers who are loyally devoted to the organization.	Belonging Cluster: Self Worth (5)	Tradition (53) Friendship (16) Peer Support (16)	Autocratic Leader... as benevolent paternalist/maternalist with followers who are 'blindly' obedient servants.
	Organizational Cluster:	Technology/Science (74) Workmanship/Quality (37) Design/Pattern/Order (16) Membership/Organization (11)	
Collaborative Project The world is a project and I want to participate through offering my unique gifts and skills. I want organizations to be more humane and democratic. Charismatic Leader... as project manager, strategist, advocate.	Self-Actualization Cluster: Equality (16) Self Actualisation (16)	Personal Authority/Integrity (68) Sharing/Listening/Trust (26) Expressiveness/Joy (16)	Facilitator or Laissez Faire Leader... as clarifier, supporter and listener with followers who are also clarifiers, supporters and listeners.
	Emerging Order Cluster: Discovery & Insight (95) Faith/Risk/Vision (63) Art/Beauty (16)	Pioneerism/Progress (100) Research/Original Knowledge (47) Creative Ideation (42) Leadership/New Organization (32) Community/Supportive (21) Cooperation/Reciprocity (16) Organizational Growth (16)	
Global Transformation I have the skills, and capacity to influence international organizations and impact on the world-view of people in countries such that the very nature of civilisation will change. Visionary & Prophetic Leader... with a global network of peers who are influential visionaries.	Wisdom Cluster: Wisdom (79)	Word (89) Prophet/Vision (58) Transcendence (5)	Servant Leader... as interdependent administrators with collegial participation.
	Global Transformation Cluster:	Minessence (84)	

5.0 My Values Map

WorldView: Collaborative Project

2 June, 2006

Priority: Highest Lowest



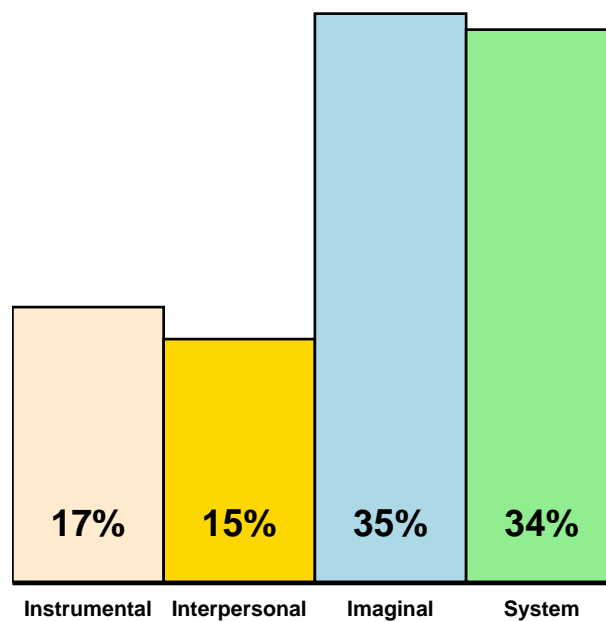
^ Balance Point

6.0 My Skills Profile

Skills fall into four basic categories:

- ❖ **Instrumental:** tools/hands (professional/trade skills)
- ❖ **Interpersonal:** communications (interpersonal relationship skills)
- ❖ **Imaginal:** creative imagination skills
- ❖ **System:** making connections/seeing the bigger picture

Any particular value may require skills in one or more of the four categories in order that it be lived effectively. By scoring the associations between the values you chose and the skill categories, it is possible to assess the likely balance of skills you will need to live your values:

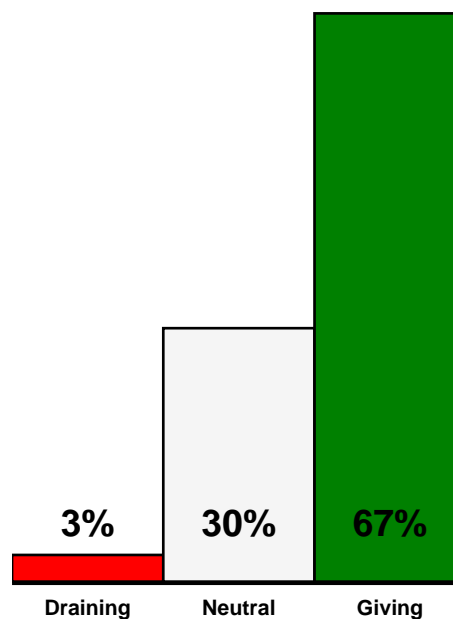


7.0 My Energy Management Profile

Living certain values can be energising, living others can be energy draining, and living some values will do little for your energy levels. Thus, in terms of our energy levels, values fall into three categories:

- ❖ **Energy Giving:** Values such as Intimacy, Sharing/Listening/Trust and Skillful Leisure, fall into this category. They all require sufficient complexity of execution that you are unable to focus on anything else.
- ❖ **Energy Draining:** Values such as Care/Nurture, Endurance/Patience and Duty can all sap our energy. They usually require you to put aside that which you would rather to be doing.
- ❖ **Energy Neutral:** Values such as Work, Organized Play, and Communication/Information fall into this category. Energy Neutral Values generally require little mental effort and your mind is free to roam where it will.

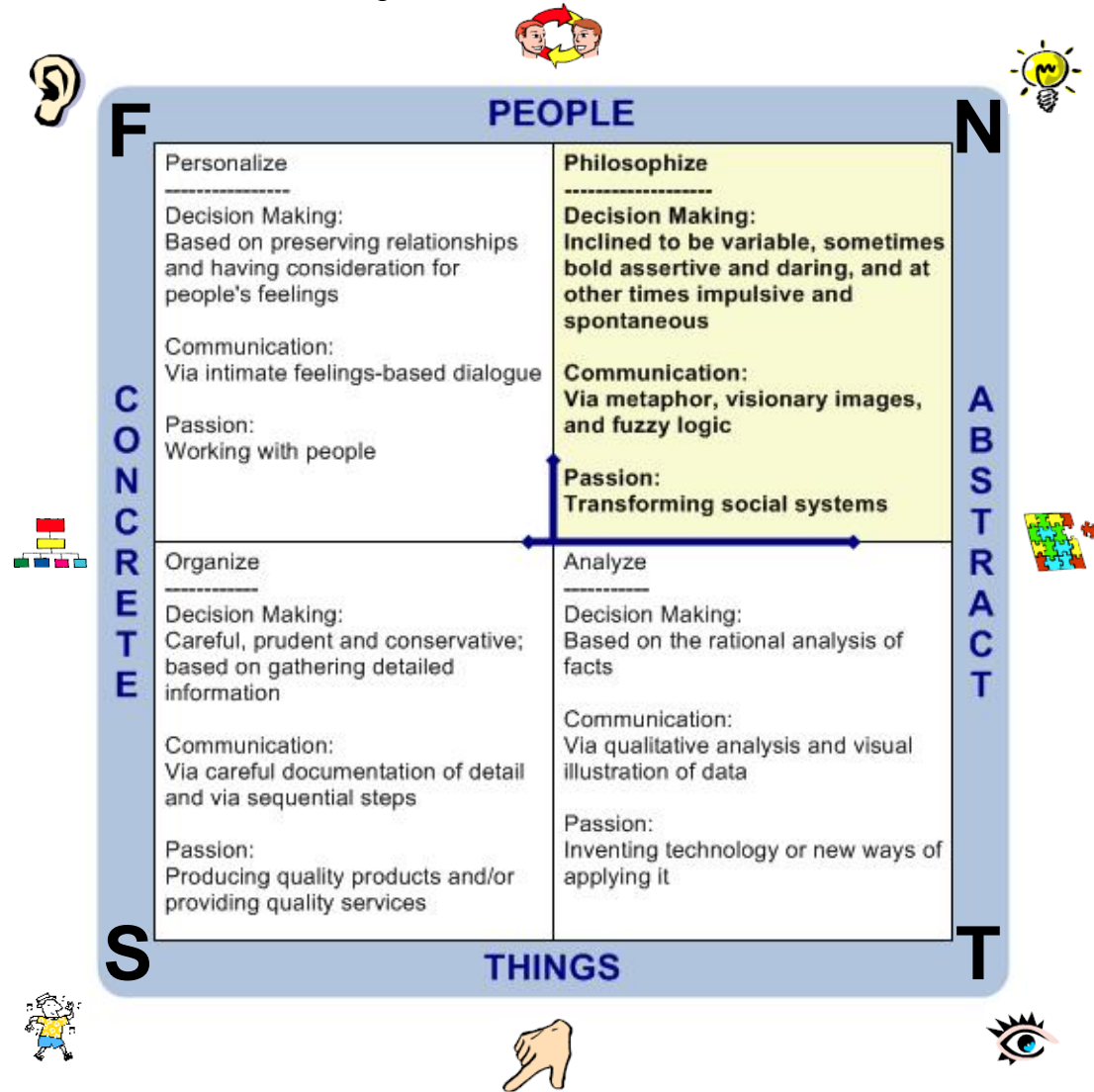
The graph below indicates the relative percentage of mental energy you have devoted to values in these categories. If the graph shows that you scored significantly higher on Energy Draining Values than Energy Giving Values, this could indicate a stressful lifestyle. In which case, you may want to review your lifestyle so as to spend less time engaged in activities that you find mentally and emotionally draining and more time engaged in activities that give your energy levels a boost.



8.0 My Brain-Preference Map

2 June, 2006

Work Mode: People-Abstract
Challenge Mode: Concrete
Creative Mode: Things



The Social Architect

You have a preference for spending time with people and engaging in intellectual pursuits. You rely on the intuitive (N) capacity of you brain.

Your preference is to dialogue with the world around you primarily through gathering information about the world through what appears, to some, as a kind of sixth sense - i.e. you often cannot explain how you know what you know to be so.

You like talking to people (verbal) and producing models or plans (intellect) to explain things.

My People Values

Personal Authority/Integrity
 Expressiveness/Joy
 Self Actualisation

My Abstract Values

Pioneerism/Progress
 Minessence
 Faith/Risk/Vision
 Research/Original Knowledge
 Creative Ideation
 Leadership/New Organization

9.0 My Leadership Profile

9.1 Leadership Style: CHARISMATIC

The leadership style appropriate to your value priorities is referred to as CHARISMATIC LEADERSHIP. This is a democratic but often very independent style of leadership. It is at a point in life when your value focus is clearer as creatively imaginative skills and systems skills are releasing new energy. The central difficulty for you may be time management resulting in the possibility of stress.

Critical growth factors are:

- ❖ Time management,
- ❖ Support groups at work and in leisure oriented environments,
- ❖ Clarity about your value focus for the present and the future.

9.2 Leadership Style Under Stress

If you lack skills or support, or you are under significant pressure without sufficient organisational support, your behaviour will be more like that of the TRANSACTIONAL LEADER.

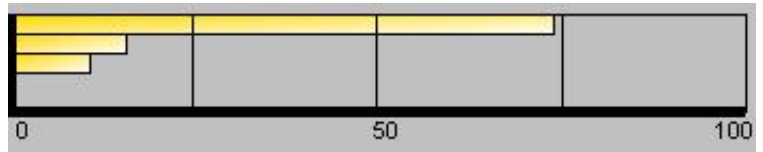
If this is the case the CHARISMATIC STYLE may be more indicative of your potential than reality.

9.3 Leadership Modus Operandi: Social Systems Innovator

Your brain-preference values indicate that your most effective approach to leadership is likely to be to lead through innovating social systems. People who have similar beliefs and are committed to the same "cause" as you, will be your followers.

10.0 My CRD Values

Control Values: (20%)

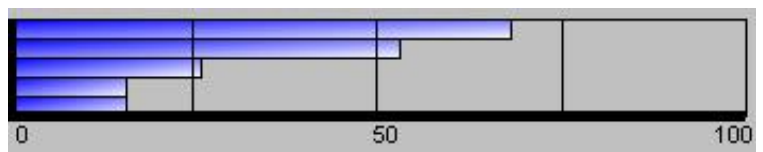


Technology/Science. (74%) Applying one's scientific knowledge of the world to the creation of technologies, including devices and tools.

Design/Pattern/Order. (16%) Using systems thinking to create new patterns/structures in organisations, the arts, ideas, technology, etc. -- e.g. fashion, architecture.

Membership/Organization. (11%) To take pride in belonging to and having a role in any form of organization.

Relational Values: (36%)



Personal Authority/Integrity. (68%) To command authority through your knowledge and integrity.

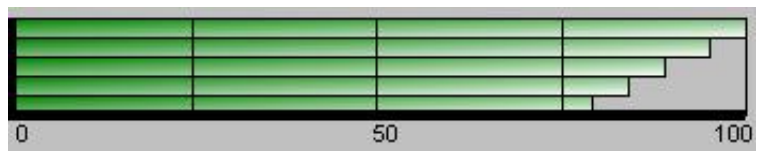
Tradition. (53%) To practise and impart family/cultural history through rituals ceremony or stories.

Sharing/Listening/Trust. (26%) To actively and accurately hear and sense another's thoughts and feelings. To express your own thoughts and feelings in a climate of mutual trust and confidence in each other's integrity.

Art/Beauty. (16%) To derive pleasure from that which is beautiful.

Equality. (16%) To acknowledge equal value and rights of all people so that everyone experiences freedom to be themselves.

Developmental Values: (89%)



Pioneerism/Progress. (100%) Pioneering new ideas (including technology) for societal change and providing the framework for realising them.

Discovery & Insight. (95%) To be motivated by moments of discovery and insight.

Word. (89%) The desire to communicate principles of a universal nature so effectively that readers/listeners gain a greater understanding of themselves which uplifts and inspires.

Minessence. (84%) To miniaturize and simplify complex ideas or technology into concrete and practical applications for the purpose of creatively enhancing society.

Wisdom. (79%) To seek the wisdom that stems from understanding a set of universal principles that govern all things.

11.0 Values Summary

Value	P*	Value	P*
Accountability/Ethics	0	Leadership/New Organization	32
Accountability/Rule	0	Limitation/Acceptance	0
Achievement	0	Limitation/Celebration	0
Adaptability/Flexibility	0	Loyalty	0
Administration/Control	0	Management	0
Affection	0	Meditation/Contemplation	0
Animal Rights	0	Membership/Organization	11
Art/Beauty	16	Minessence	84
Being Liked	0	Mutual Accountability	0
Being Self	0	Mutual Compliance	0
Biodiversity	0	Obedience	0
Care/Nurture	0	Oneness	0
Collaboration	0	Organizational Growth	16
Collaborative Individualist	0	Organizational Mission	0
Communal Discernment	0	Organized Play	0
Communication/Information	0	Ownership	0
Community/Supportive	21	Patriotism	0
Competition	0	Peer Support	16
Congruence	0	Personal Authority/Integrity	68
Construction/New Organization	0	Physical Function	0
Control/Order/Discipline	0	Pioneerism/Progress	100
Convivial Technology	0	Presence/Being	0
Cooperation/Reciprocity	16	Productivity	0
Creative Ideation	42	Property/Control	0
Decision/Initiation	0	Prophet/Vision	58
Design/Pattern/Order	16	Rationality	0
Detachment	0	Relaxation/Renewal	0
Dexterity/Coordination	0	Research/Original Knowledge	47
Discovery & Insight	95	Responsibility	0
Duty	0	Rights/Respect	0
Education/Certification	0	Ritual Communication	0
Education/Knowledge	0	Safety/Survival	0
Efficiency/Planning	0	Search/Meaning	0
Empathy	0	Security	0
Endurance/Patience	0	Self Actualisation	16
Environmental Responsibility	0	Self Assertion	0
Equality	16	Self Assessment	0
Equity/Rights	0	Self Competence/Confidence	0
Expressiveness/Joy	16	Self Interest/Control	0
Faith/Creed/Worship	0	Self Preservation	0
Faith/Risk/Vision	63	Self Worth	5
Family/Belonging	0	Sensory Pleasure	16
Fantasy/Play	0	Service/Vocation	0
Financial Security	0	Sexuality	0
Financial Success	0	Sharing/Listening/Trust	26
Food/Warmth/Shelter	0	Simplicity/Play	0
Friendship	16	Skillful Leisure	0
Generosity	0	Social Affirmation	0
Global Ecology	0	Social Equilibrium	0
Global Equality	0	Social Justice	0
Global Macroeconomics	0	Status/Image	0
Health/Well-Being	0	Synergy	0
Hierarchy/Protocol	0	Technology/Science	74
Honour	0	Territory/Security	0
Hospitality/Courtesy	0	Tradition	53
Human Dignity	0	Transcendence	5
Human Rights	0	Unity/Control	0
Independence	0	Unity/Diversity	0
Integration/Wholeness	0	Wisdom	79
Interdependence	0	Wonder/Awe/Fate	0
Intimacy	0	Wonder/Curiosity	0
Just Global Distribution	0	Word	89
Law/Guide	0	Work	0
Law/Rule	0	Workmanship/Quality	37
* P - Priority (100 = highest)			

12.0 Values Descriptors

Accountability/Ethics - To hold yourself and others accountable to a code of ethics derived from your values. To address the appropriateness of your behaviour in relation to your values.

Accountability/Rule - To be held accountable to established rules, codes of conduct, procedures, standards, etc.

Achievement - To accomplish something noteworthy and admirable in your work, education, or your life in general.

Adaptability/Flexibility - To be flexible and adaptable in response to changing circumstances.

Administration/Control - To exercise administrative and/or management functions and tasks.

Affection - To express fondness or devotion through physical touch.

Animal Rights - Concern for the rights and wellbeing of animals.

Art/Beauty - To derive pleasure from that which is beautiful.

Being Liked - To be liked by others.

Being Self - The capacity to be authentic in all situations.

Biodiversity - Advocacy for to the preservation of diversity -- plants, animals, language, cultures.

Care/Nurture - To be physically and emotionally supported by family and friends and to value doing the same for others.

Collaboration - Working cooperatively with a common purpose, sharing responsibility and accountability.

Collaborative Individualist - Commitment to a group and its purpose in order to simultaneously maximize both individual independent action and interdependent cooperation.

Communal Discernment - Eliciting communal wisdom in order to determine appropriate actions through careful reflection, and honest, open dialogue.

Communication/Information - The effective and efficient flow of ideas and factual information.

Community/Supportive - To have, or to create, cooperative groups of peers with shared values that provide mutual support and enhancement of each other.

Competition - To have a sense of rivalry—with others and/or with oneself in order to be first, most respected or the best possible in a given arena.

Congruence - One's words, actions and deeds are in alignment with espoused beliefs. (Walk the talk. Practise what you preach.)

Construction/New Organization - To initiate and develop a new form of organisation for the purpose of creatively enhancing society.

Control/Order/Discipline - To maintain control and order through rules and discipline.

Convivial Technology - The application of technology for the benefit of both humanity and the planet.

Cooperation/Reciprocity - To work with others in ways that enable everyone's unique skills and qualities to supplement, support and enhance each other.

Creative Ideation - Transforming ideas and images into concrete form.

Decision/Initiation - Taking personal responsibility for setting direction and initiating action.

Design/Pattern/Order - Using systems thinking to create new patterns/structures in organisations, the arts, ideas, technology, etc. -- e.g. fashion, architecture.

Detachment - The practice of non attachment leading to greater awareness of the natural order and an appreciation of quality relationships.

Dexterity/Coordination - To have the mental and physical ability and coordination to effectively perform physical tasks.

Discovery & Insight - To be motivated by moments of discovery and insight.

Duty - To follow customs, regulations and institutional codes out of a sense of duty.

Education/Certification - To complete a formally prescribed course of learning and to receive a certificate of accomplishment.

Education/Knowledge - Engaging in ongoing learning to gain new facts, truths, principles and insights.

Efficiency/Planning - To plan systems and activities that will maximise the use of available resources.

Empathy - To deeply relate with others in such a way that they feel understood

Endurance/Patience - To meet and accept difficult and painful circumstances with calmness and perseverance.

Environmental Responsibility - To consider the impact of decisions and actions upon the environment.

Equality - To acknowledge equal value and rights of all people so that everyone experiences freedom to be themselves.

Equity/Rights - To support and or advocate the rights of everyone to fair treatment as well as legal, social and economic equality.

Expressiveness/Joy - Sharing thoughts and feelings openly, joyfully and spontaneously.

Faith/Creed/Worship - Reverence for and belief in a greater power that is expressed through a commitment to relevant doctrines, teachings and religious practice.

Faith/Risk/Vision - To commit to a venture, cause, or to champion a way of life, even if it means personal risk.

Family/Belonging - Having a place or sense of home. To be devoted to people you consider family and to experience belonging and acceptance.

Fantasy/Play - To seek personal worth through unrestrained imagination and personal amusement.

Financial Security - To accumulate financial wealth in order to be secure.

Financial Success - To achieve financial success through the effective and efficient control and management of resources.

Food/Warmth/Shelter - To have sufficient food, warmth and shelter.

Friendship - To have a circle of close friends.

Generosity - To unconditionally share your resources, talents and skills as a way of serving others.

Global Ecology - The personal, organizational, economic, and conceptual influence to enable people to take responsibility for creating global sustainability.

Global Equality - To transcend attachment to material needs in order to create a movement for global equality.

Global Macroeconomics - To manage and direct the use of financial resources at the inter-organizational level. The goal being the creation of a more stable and equitable world economic order.

Health/Well-Being - To practise self-awareness and healthy living in order to have physical and emotional well-being.

Hierarchy/Protocol - To have a methodical, arrangement of persons and things, ranked above one another, in conformity with established standards of what is good and proper within an organisation.

Honour - To have high regard for the worth, merit or rank of those in authority.

Hospitality/Courtesy - To treat others, and be treated by them, in a polite, respectful, friendly and hospitable manner.

Human Dignity - The basic right of every human being to have respect and to have their basic needs met in a way that will allow them the opportunity to develop their potential.

Human Rights - To create the means for every person in the world to experience their basic right to life-giving resources such as: food, habitat, employment, health and a minimal practical education.

Independence - To be free to think and act for yourself, unrestricted by external constraint or authority.

Integration/Wholeness - To harmonise mind, body and spirit.

Interdependence - To value personal and inter-institutional co-operation above individual decision-making.

Intimacy - To regularly share your thoughts, feelings, fantasies and realities mutually and freely with another..

Just Global Distribution - To initiate action and collaboration within and between organisations and governments, in order to provide those in need with basic life necessities.

Law/Guide - To use your own standards and moral conscience; interpreting existing rules and regulations to guide your actions.

Law/Rule - To live life by the rules. To govern your conduct, action and procedures by the established legal system.

Leadership/New Organization - Leading/developing a new organization or transforming an existing one.

Limitation/Acceptance - To positively accept that we all have limitations.

Limitation/Celebration - To recognise that your limitations are a natural part of exercising your talents. To have the ability to laugh at your own shortcomings.

Loyalty - The strict observance of promises and duties to those in authority and to those in close personal relationships.

Management - To control, delegate to, and direct people in order to achieve optimal productivity and efficiency.

Meditation/Contemplation - The practice of bringing attention to our thoughts and perceptions for the purpose of creating greater understanding of ourselves and our world.

Membership/Organization - To take pride in belonging to and having a role in any form of organization.

Minessence - To miniaturize and simplify complex ideas or technology into concrete and practical applications for the purpose of creatively enhancing society.

Mutual Accountability - To maintain a reciprocal balance of tasks and assignments with others so that everyone is answerable for their own area of responsibility.

Mutual Compliance - To take shared responsibility for establishing and adhering to a set of rules and guidelines.

Obedience - Dutiful compliance with moral and legal obligations established by authorities.

Oneness - To gain new levels of meaning and truth by experiencing a sense of union with something greater than the self, through meditative practice, openness and acceptance.

Organizational Growth - To creatively enable an organisation to change and grow.

Organizational Mission - To define and pursue an organization's mission in such a way that the organisation is beneficial to its people and society.

Organized Play - Engaging in organized sports or recreational activities.

Ownership - To have moral and/or legal control of skills, decisions and assets that conveys authority.

Patriotism - To honour and be devoted to your country.

Peer Support - To be sustained in both joyful and difficult times by one's peers.

Personal Authority/Integrity - To command authority through your knowledge and integrity.

Physical Function - To be concerned about your body and its ability to perform basic functions.

Pioneerism/Progress - Pioneering new ideas (including technology) for societal change and providing the framework for realising them.

Presence/Being - To be there for another person in such a way that increases their self knowledge and awareness.

Productivity - To be energised by generating and completing tasks and activities, and keen to meet/exceed set goals and expectations.

Property/Control - To accumulate and manage property to meet your physical needs and your need for security.

Prophet/Vision - To perceive, with such clarity, global issues of social justice, human rights, the ecology, etc. To communicate your vision in relation to these issues in such a compelling way that people are empowered by it to take action.

Rationality - To think formally, logically and analytically, preferring reason to emotion.

Relaxation/Renewal - To unwind from physical or mental work in order to reduce stress and renew energy, so you are better able to realise your potential.

Research/Original Knowledge - The systematic investigation and contemplation of truths and principles that lie behind our experience of reality to create and communicate original insights.

Responsibility - To be personally accountable for, and in charge of, a specific area or course of action in your group or organisation.

Rights/Respect - To respect the rights and property of others as I expect them to respect me and mine.

Ritual Communication - To use symbolic actions and events for raising people's awareness of social issues.

Safety/Survival - To avoid personal injury, danger, or loss, and to do what is necessary to protect yourself in adverse circumstances.

Search/Meaning - The inner longing and curiosity to integrate your feelings, imagination and knowledge in order to discover your unique place in the world.

Security - To have a safe place or relationship where you experience protection and freedom from cares and anxieties.

Self Actualisation - To develop your full potential through spiritual, mental and physical practices.

Self Assertion - The capacity to express yourself boldly & directly.

Self Assessment - To practice self-awareness as well as seek feedback from others for personal growth and development.

Self Competence/Confidence - Confidence that you have the skills and abilities to achieve personal and professional goals.

Self Interest/Control - To attempt to control the world around you in order to ensure personal survival.

Self Preservation - To protect myself from loss, danger, or harm.

Self Worth - To know that I am respected and esteemed by those who are important in my life.

Sensory Pleasure - To derive pleasure from experiencing sensual stimulation of your body.

Service/Vocation - To use your unique gifts, skills and abilities to contribute to society through your career, profession or calling.

Sexuality - Being able to fully express one's sexuality.

Sharing/Listening/Trust - To actively and accurately hear and sense another's thoughts and feelings. To express your own thoughts and feelings in a climate of mutual trust and confidence in each other's integrity.

Simplicity/Play - To see simplicity in complexity and take a playful attitude towards organizations and systems that is energising and positive.

Skillful Leisure - To become energized by detaching from work and applying skill and concentration to enjoyable activities.

Social Affirmation - Seeking personal respect and validation through the support and respect of significant others.

Social Equilibrium - To do what it takes to maintain a peaceful social environment

Social Justice - To value every human being equally and place a priority on taking action to correct oppressive conditions.

Status/Image - To have the necessary status symbols and appearance to gain the admiration/acceptance of others.

Synergy - The energizing, creative relationship of people in a group which results in achievements far surpassing the sum of individual contributions.

Technology/Science - Applying one's scientific knowledge of the world to the creation of technologies, including devices and tools.

Territory/Security - Doing whatever it takes to defend your property, state, or nation.

Tradition - To practise and impart family/cultural history through rituals ceremony or stories.

Transcendence - Rising above perceived reality in order to gain wisdom in support of a transformative, planetary vision.

Unity/Control - Establishing and maintaining efficiency, order, loyalty and conformity to established norms.

Unity/Diversity - Creatively enhancing organisations by unifying diverse groups and ensuring equal opportunity to persons from a variety of cultures, ethnic backgrounds and experience.

Wisdom - To seek the wisdom that stems from understanding a set of universal principles that govern all things.

Wonder/Awe/Fate - To have overwhelming feelings of marvel and fear when faced with the awe-inspiring power and mystery of nature.

Wonder/Curiosity - To experience a sense of marvel and wonder through the exploration of nature and the physical world.

Word - The desire to communicate principles of a universal nature so effectively that readers/listeners gain a greater understanding of themselves which uplifts and inspires.

Work - To have the skills, confidence and desire to engage in productive work.

Workmanship/Quality - Gaining satisfaction and pride from quality workmanship.

13.0 Glossary

Attractor. An attractor is simply something that attracts. Understanding how attractors work helps us make sense of our world, including making sense of our unconscious and conscious behaviours. There are two types of attractors: those that result in deterministic behaviour and those that don't. The latter are called strange attractors.

Beliefs. Assumptions or convictions that a person holds to be true regarding people, concepts, or things. They come from our life experiences - i.e. they are part of the view of the world (world-view) we create in our brain/mind, through our interaction with the world around us.

Descriptor. A definition is a concise explanation of the meaning of a word, phrase, or symbol. A descriptor is the phonological, orthographic sound, or appearance of a word that can be used to describe or identify something. More simply put, a definition is an attempt to fully describe a thing or concept, whereas a descriptor only provides sufficient information to enable a thing or concept to be distinguished from different things or concepts.

Thus a values definition would attempt to fully describe a value, whereas a values descriptor only provides sufficient detail so one value can be distinguished from another value.

Because people have so many different ideas as to how any particular value should be lived, it becomes very difficult to define any value with a definition that every one will agree with. Using descriptors for values overcomes this. Once the values which are important to people have been identified using descriptors, people can define for themselves how they want to live those values.

Ethics. Ethics are the standards by which behaviours are evaluated for their morality - their rightness or wrongness.

Organizational Values. Shared mental constructs about the worth or importance of people, concepts, or things in the organization. They underpin the organization's identity. They indicate what it stands for. They come from the collective beliefs people hold about the organization.

Principle. A basic truth or understanding about how "things" work. It is sourced in our beliefs and/or knowledge "about how the world works". If you know the principles that underpin some action, then you will know, "If I do 'X', then I know it will be highly likely that 'Y' will happen."

Personal Mastery. People with a high level of personal mastery share several basic characteristics. They have a special sense of purpose that lies behind their vision and goals (i.e. they are clear about their values and know why they are important). Their vision is a calling rather than simply a good idea. Their current reality is an ally, not an enemy. They work with forces of change rather than resist those forces. They are deeply inquisitive and committed to continually seeing reality more and more accurately. They feel connected to others and to life itself, yet they sacrifice none of their uniqueness. They feel part of a larger creative process, which they can influence but not unilaterally control.

People with a high level of personal mastery live in a continual learning mode. They never arrive. To some, the term "personal mastery" creates a misleading sense of definiteness, of black and white. But personal mastery is not something you possess. It is a process. It is a lifelong discipline. People with a high level of personal mastery are accurately aware of their ignorance, their incompetence, their growth areas. And, they are deeply self-confident. Paradoxical? Only to those who do not see that the journey is the reward.

Strange Attractor. This attractor is the basis of self organization. On the surface, the behaviour/movement of entities affected by a strange attractor appears to be pure chaos, nevertheless, there is order of a subtle kind which is only obvious when looked at from the right perspective. Unlike attractors such as gravity, and magnetism, which lead to deterministic behaviour of the entities attracted to them, entities attracted to a strange attractor are affected in non-deterministic ways. So what's the use of understanding a strange attractor? True, they are no use in predicting the specific behaviour of any entity, however, they do enable us to ask what-if questions. For example, understanding the strange attractor that governs the behaviour of bushfires is of no value to on-ground fire fighting. However, it does enable us to answer such questions as: What if there is a sudden wind change? Would a fire-break along the ridge be adequate? Would off-season burning reduce the risk to people's property in the dry season?

In any living entity, its values system is its strange attractor. So, for example, understanding an organizations' values system enables us to ask what-if questions related to the organization. What if we employ a person whose values are different from those required of the task for which we are recruiting them – even though they have the necessary skills and abilities? What if no one in the organization has values that are aligned with the key corporate strategy we have just introduced? Should strategy match people's values, or should we attempt to change people's values to meet the strategy? Etc.

Value Priorities. Priorities placed on particular values.

Values. Mental constructs about the worth or importance of people, concepts, or things. They are lifestyle priorities. Values come from a person's beliefs.

Values System. Structure and relationship between values of an entity (person, group of people, organization, etc.). The strange attractor that orders the behaviour of the entity.

World-view. A model, created/held in your mind/brain, of what "life, the universe, and everything!" is all about..

14.0 Endnotes

1. Drawing by Ted Key in Keyes, K. 1975, *Taming Your Mind*, Living Love Publications, Coos Bay, Oregon, p. 4.
2. Hayes, S. 2005, *Get Out of Your Mind & Into Your Life: The New Acceptance & Commitment Therapy*, New Harbinger Publications, Oakland, California.

15.0 References

- Csikszentmihalyi, M. 1992, *Flow: The Psychology of Happiness*, Random House.
- Fritz, R. 1989, *The Path of Least Resistance: Learning to Become the Creative Force in Your Own Life*, Ballantine Books, New York
- Gallagher, T. 2001, "The Value Orientations Method: A Tool to Help Understand Cultural Differences" in *Journal of Extension*, December, Volume 39 Number 6. [Available online at <http://joe.org/joe/2001december/tt1.html>]
- Greenfield, S. 2000, *The Private Life of the Brain*, Penguin Books, London.
- Hayes, S. 2005. *Get Out of Your Mind & Into Your Life: The New Acceptance & Commitment Therapy*, New Harbinger Publications Inc., Oakland, CA.
- Henderson, M. 2003 *Finding True North: Discover your values, enrich your life*, Harper Business, Auckland.
- Keyes, K. 1975, *Taming Your Mind*, Living Love Publications, Coos Bay, Oregon
- Keirse, D. 1998, *Please Understand Me II: Temperament, character, intelligence*, Prometheus Nemesis Book Co., Del Mar, CA.
- Kluckhohn, F. 1958, "Family Diagnosis: 1. Variations in the Basic Values of Family Systems", in *Social Casework*, vol. 39, pp. 63-72.
- Kluckhohn, F. & Strodtbek, F. 1969, *Variations in Value Orientations*, Harper & Row, New York.
- Lakoff, G. 2006, *Don't Think of an Elephant: Know your values and frame the debate* Sage Short Books, Melbourne, Australia
- Lowen, W. 1982, *Dichotomies of the Mind: A systems science model of the mind and Personality*, John Wiley & Sons, New York.
- McGhee, S. 2005, *Take Back Your Life! Using Microsoft Outlook to get organized and stay organized*, Microsoft Press, Redmond, Washington.
- Nader, J. 1999, *How to Lose Friends & Infuriate People: A controversial book for thinkers*, Plutonium, Sydney.
- Tosey, P. & Smith, P. 1999, "Assessing the learning organization: part 2 - exploring practical assessment approaches, in *The Learning Organization*, Vol 6, No. 3, pp. 107-115.
- Wheatley, M. 1994, *Leadership and The New Science*, Berrett Koehler.