
determining *your personal values*



The following is a list of 17 common values that are important to people in their daily lives. These affect our decisions and choices. Study the list carefully. Then place a 1 next to the value that is most important to you; place a 2 next to the second most important, and continue until you rank all 17.

- | | |
|---|---|
| _____ Accomplishment (lasting contribution) | _____ Logical (consistent, rational) |
| _____ Ambitious (hard-working, aspiring) | _____ Loyalty (supportive, allegiance to others) |
| _____ Courageous (standing up for your beliefs) | _____ Pleasure (an enjoyable, leisurely life) |
| _____ Equality (equally opportunity for all) | _____ Privacy (freedom from attention) |
| _____ Helpful (working for the welfare of others) | _____ Recognition (respect, admiration from others) |
| _____ Honest (sincere, truthful) | _____ Security (financial safety, comfort) |
| _____ Imaginative (daring, creative) | _____ Self-Respect (self-esteem) |
| _____ Independent (self-reliant, self-sufficient) | _____ Self-Controlled (self-disciplined) |
| _____ Intellectual (intelligent, reflective) | |
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assessing your *OWN* values and behavior

This exercise will allow you to assess your own value set through your behavior characteristics. Within each column-A, B, C, D-check the value/behavior that others would see in you. Tally and record the number of checks in each quadrant.

| A | B | C | D |
|--|--|---|---|
| <input type="checkbox"/> Orderly | <input type="checkbox"/> Autonomous | <input type="checkbox"/> Reflective | <input type="checkbox"/> People-involved |
| <input type="checkbox"/> Conventional | <input type="checkbox"/> Adventurous | <input type="checkbox"/> Patient | <input type="checkbox"/> Independent |
| <input type="checkbox"/> Moralistic | <input type="checkbox"/> Innovative | <input type="checkbox"/> Prudent | <input type="checkbox"/> Emotional |
| <input type="checkbox"/> Principled | <input type="checkbox"/> Strong-willed | <input type="checkbox"/> Empathetic | <input type="checkbox"/> Opportunistic |
| <input type="checkbox"/> Precision work | <input type="checkbox"/> Ego-centered | <input type="checkbox"/> Loyal | <input type="checkbox"/> Talkative |
| <input type="checkbox"/> Critical thinking | <input type="checkbox"/> Driving | <input type="checkbox"/> Caring | <input type="checkbox"/> Stimulating |
| <input type="checkbox"/> Righteous | <input type="checkbox"/> Aggressive | <input type="checkbox"/> Subjective | <input type="checkbox"/> Playful |
| <input type="checkbox"/> High standards | <input type="checkbox"/> Intense | <input type="checkbox"/> Accomodating | <input type="checkbox"/> Charming |
| <input type="checkbox"/> Logical | <input type="checkbox"/> Immediate results | <input type="checkbox"/> Cautious decisions | <input type="checkbox"/> Persuasive |
| <input type="checkbox"/> Prefers working alone | <input type="checkbox"/> Outspoken | <input type="checkbox"/> Considerate | <input type="checkbox"/> Expressive |
| <input type="checkbox"/> Respectful | <input type="checkbox"/> Tenacious | <input type="checkbox"/> Dislikes conflict | <input type="checkbox"/> Open and friendly |
| <input type="checkbox"/> Precise | <input type="checkbox"/> Decisive | <input type="checkbox"/> Seeks agreement | <input type="checkbox"/> Fast results |
| <input type="checkbox"/> By the rules | <input type="checkbox"/> Seeks power | <input type="checkbox"/> Accepts authority | <input type="checkbox"/> Generates enthusiasm |
| <input type="checkbox"/> Systematic | <input type="checkbox"/> Argumentative | <input type="checkbox"/> Virtue-minded | <input type="checkbox"/> Seeks freedom |
| <input type="checkbox"/> Slow to change | <input type="checkbox"/> Takes charge | <input type="checkbox"/> Helps others | <input type="checkbox"/> Wants excitement |

A+B = ____ - Total for Individualistic Value Set

C+D = ____ - Total for Social Value Set

A+C = ____ - Total for Rational Value Set

B+D = ____ - Total for Competitive Value Set

Individualistic Value Set

The Individualistic person needs autonomy and independence. Taken to an extreme, there is an underlying belief that no one has the right to impose his or her will, authority, or rules on anyone else. In a given situation this personal might feel exempt from the rules, or that the rules are made for others.

Rational Value Set

The Social person is concerned for the welfare of others, tending to make judgements based on emotion. Rules and laws exist for the welfare of people, and are easily disregarded if people do not seem to come first.

Social Value Set

The Rational person needs self and others to abide by established rules and conform to accepted norms. The Rational judges others according to how closely they adhere to policy, regulations and law.

Competitive Value Set

The Competitive person is motivated by a need for expediency and results. Taken to an extreme, the end justifies the means. They are motivated by change and frustrated by stability. Rules and regulations can get in the way of winning.

TODAY

DATE: _____ TIME: _____

DATE: _____

NAME: _____

| TIME | APPOINTMENTS | REMARKS | DATE | TIME |
|---------|--------------|---------|------|------|
| 6 AM | | | | |
| 7 | | | | |
| 8 | | | | |
| 9 | | | | |
| 10 | | | | |
| 11 | | | | |
| 12 NOON | | | | |
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |
| 5 | | | | |
| 6 P.M. | | | | |
| 7 | | | | |
| 8 | | | | |

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TODAY

MON TUE WED THU FRI SAT SUN

HOW MANY TODAY

CASH

NAME: _____ PHONE: _____ ADDRESS: _____

| TIME | AMOUNT | DESCRIPTION |
|---------|--------|-------------|
| 6 AM | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |
| 11 | | |
| 12 NOON | | |
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 EVE | | |
| 7 | | |
| 8 | | |

DATE: _____ TOTAL: _____

examining

 your *commitments*

Intellectual

Emotional

Social

Spiritual

Physical

examining

 your *commitments*

Intellectual

Emotional

Spiritual

Physical



examining

 your *commitments*

| Activity | Time | Area of Focus |
|----------|------|---------------|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |
| 11 | | |
| 12 | | |
| 13 | | |
| 14 | | |

business principles

to apply *to your personal life*

1. Identify your core values. Companies define their core values because they provide a great framework for making all kinds of decisions. To apply this idea to your family, think about what common traits each spouse admires in the other. One of the things I love about my wife is that she is unafraid to speak her mind or stand up for her beliefs. We wanted to pass that trait on to our four sons, so we made it a core value. (Our others are creativity and passion.) Then, when one of the boys was sent to the principal's office for defending a classmate who was being bullied, we made it clear that he should be proud that he had stood up for a friend.

2. Establish a single top priority. If everything is important, nothing is. Too many companies fail because they spread their time and energies too thin. Answer this question: "In addition to our day-to-day responsibilities, if we accomplish one big thing as a family in the next few months, what should it be?" And then work on it. It could be anything from "Help Dad get healthy" to "Spend more time together as a family at home."

3. Keep your values and top priority visible. You don't need an engraved plaque to remind you of what's important. But it's good to have a ready reference. My wife and I were out on a date around the time we were coming up with our family's list of values and top priority. She borrowed a waiter's pen and wrote them on the paper tablecloth. After dinner she neatly tore off that section and stuck it to our oven, where we could see it every day.

4. Don't make snap decisions. Companies (and families) tend to take on commitments out of peer pressure or guilt, before they understand what's involved. Often it's not a single big project, but the dinner date, bake sale, and sleepover that all add up to make a family frantic. Which leads us to number 5.

5. Understand your opportunity cost. In business, when taking one course of action prevents a company from accomplishing other tasks, we talk about opportunity cost. One of the best decisions we ever made was to let our sons opt out of Cub Scouts (the opportunity), which was eating up our weekends (the cost). Why cut that and not, say, guitar lessons? We decided that Cub Scouts was a little too regimented and that music better suited our style. Knowing the decision reflected one of our values—creativity—removed any sense of guilt we might otherwise have had.

6. Assess which balls bounce and which ones break. Sometimes tasks that feel urgent can actually be ignored. (In other words, those balls will bounce.) As we were getting ready to have our fourth child, I was overcome by the urge to landscape the front yard and to start going to Pilates. Would the house be overtaken by a jungle? No. Did I need to touch my toes again? Well, eventually that might be nice, but not right now. What I really had to do was prepare my home and family for something that mattered—the arrival of Baby Number 4. The rest could wait.

7. Don't confuse long-term strategies and short-term tactics. For parents, this can take the form of discussing what to have for dinner in the same breath as whether to change jobs. Or trying to make a decision about finances or discipline while brushing your teeth and getting the kids off to school. Vital issues can get short shrift or be entirely lost in the minutiae if you don't stop, filter them out, and return to them later.

8. Meet often to review your progress. Don't groan. This is not a bad episode of *The Brady Bunch*. But families do need to meet once a week, for no more than 10 minutes, to review what's going on and what adjustments need to be made to their time and priorities. We've noticed that our twin boys get a sense of clarity and accomplishment from our Sunday-night discussions. They like talking about how we're doing as a family and seeing their role in it.

9. Get out of the "office" from time to time. Most executives I work with develop a condition I call adrenaline addiction: They're convinced that they can never slow down and think about the big picture because there is so much to do right now. Which inevitably ends in burnout. Parents should also take time as a couple to review calmly the bigger picture of their family, even if it means just going for a drive with the radio off. A long date or a weekend away can pay huge personal dividends even if you have to shell out for a babysitter.

10. Welcome productive conflict. When executives can't argue, they can't make good decisions and commit to them. Families are the same. Remember—many of the ideas I've described here were born out of a messy, tense discussion I had with my wife when I clumsily critiqued the way we were running our family. For the record, she's not mad at me anymore.