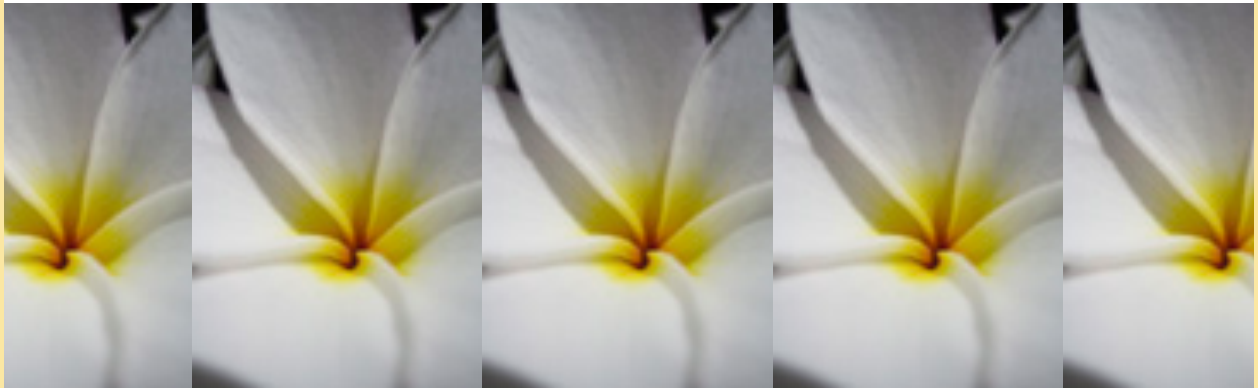


*Living Your*  
**VALUES**



WORKBOOK FOR CLIENTS OF  
**ROBIN DENISE JOHNSON, Ph.D.**  
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## **CAREER BY DESIGN: VALUES MODULE**

Values are principles and standards that are important to you.

You may have individual values, and you may share values with others in your family, organization, or culture. Values are deeply held and strongly felt—you have an emotional and psychological investment in them.

In the values assessment you will do here, you'll be determining your values—not what you should or should not think–feel–do based on what your parents, the media, your teachers, or your religion taught you, or what other people around you assume you value. You will be identifying and prioritizing what is important to you. You may have had some values when you were younger that have changed as you matured, after you have had different life experiences and different responsibilities. Values, and value priorities, will change during your lifetime.

## Values Inventory

*Select your top five values from the Values List starting on the next page. It includes cultural, individual, work, and personal values. All of the values are positive. As you select your values, you will simultaneously learn about others' values. You need not agree with others' values, but it is helpful to know what the values options are so that you can choose your own values (and respect others' when you need to do so). If you believe one of your top 5 values is missing from the Values List, there is space to write that value in at the end of the list. If you need to tweak the definition of a value, feel free to do so. These are your values. The definitions provided are there to help you think about what the value may mean.*

The challenge is in choosing only five values. Please differentiate espoused (talked about) values from enacted (lived) values.

TOP 5 VALUES	WHAT THIS VALUE MEANS TO ME
1	
2	
3	
4	
5	

## The Values List

	Acceptance – be accepted as you are for who you are
	Access – live and work where the playing field is even and provides access to what is needed for a quality life
	Accuracy – use data in ways that get consistent, verifiable results
	Achievement - succeeding in doing something based on effort expended; an internal standard of excellence in all that you do
	Advancement – have challenges and opportunities where you can take risks, demonstrate ability, and win/compete to gain higher status or better position
	Adventure - undertaking activities that provide excitement and extraordinary events; seeking and being willing to participate in things that involve risk and uncertainty
	Ageing well - changing with time, maturing when growing older in life
	Altruism – selfless concern for the well-being of others
	Artistic expression – sharing processes and products of human skill, imagination, and invention with the world
	Authority – the legitimate right to make decisions based on position power
	Autonomy - have personal control over your tasks and time
	Beauty/aesthetics – make life more beautiful or have time to appreciate beautiful things
	Being - thinking, contemplating are valuable; self-definition based on “who I am” regardless of external accomplishment
	Birthright - family background and heritage are essential self-defining qualities.
	Challenge – invent or revitalize thoughts, ideas, processes, or approaches that prove your abilities and help you grow
	Change - seen as positive, healthy, natural; it represents growth; “new and improved” concept
	Charity - voluntary sharing; giving money, materials, support, kindness, and resources to people in need
	Cleanliness – the state of being free from dirt, and the process of achieving and maintaining that state

	Comfort - being, feeling relaxed; free from pain and anxiety
	Commitment – keeping your word and agreements to self and others
	Communication – being effective in letting others know what you think and feel
	Community – commitment to the shared responsibilities and connections in the area you live, of the groups to which you belong
	Compassion – a caring motivational state associated with the propensity to actively relieve the suffering of others
	Competence – possessing and using skills, knowledge, qualities, and capacity to do something well
	Competition – competition is healthy and brings out the best in people
	Conservation – to protect all life forms—animals, fungi, plants, people—and their habitats
	Conservatism – disposed to preserve existing conditions, institutions, or to restore traditional ones and limit change so that it is moderate and purposeful
	Context/place - physical, geographic, historical, cultural, and temporal contexts are meaningful and important to life
	Contribution – have your work, life, presence on the planet make a difference
	Cosmopolitan – global citizenship; awareness of and connection to how events affect the entire world population
	Courage – ability and willingness to take action even when it is risky or even life-threatening
	Creativity – allow your imagination to find new, unique ways to express ideas, thoughts
	Curiosity – explore new areas of knowledge and awareness; seek new understanding
	Democracy – the right of every one to contribute to the governance of nations, organizations, and communities
	Detail – thorough and attentive to particular and specific parts or processes
	Dignity – maintaining poise and a sense of self, no matter what
	Direct communication - honest, open, get to the point

	Discipline – calm, controlled, conscious behavior; systematic approach to behavior, activity, subject, or lifestyle
	Discovery - finding out about things for the first time; finding something new or unexpected after searching
	Diversity – seeking and valuing contact with those who are different from you; believe variety enhances your life experience
	Doing/activity orientation — hard work pays off; prefer action over contemplation of ideas; self-worth based on what you do or accomplish with your life
	Duty – carry out your responsibilities and commitments
	Empathy – an emotional sensitivity to the needs and wants of others
	Empiricism – belief in knowledge acquired through sensory, objective, verified, quantified, scientific methods and experimentation
	Equality/egalitarianism – belief that all people are equal and should have equal access to things they need in life; treat everyone the same; believe people are (should be) free to change their roles
	Excellence – an internal high standard for doing/achieving things in life
	Expertise – to value and be valued for your knowledge, wisdom, experience, scholarly or intellectual abilities
	Expressiveness – share your unique ideas, feelings, and talents with others
	Extraversion – deriving energy from the outer world of people, objects, and events that involves initiating, expression, gregariousness, activity, and enthusiasm
	Extrinsic religiosity - religion helps us obtain desired goals, personal comfort, and social status consistent with God’s wish for us
	Fairness - demonstrating impartial, unbiased, and equitable treatment to others; giving to each according to what they need, earned, or deserve
	Faith – a strong belief in a higher intelligence that guides, sustains your life
	Family – having a strong commitment to people with whom you share bonds of blood and marriage
	Fate - external forces (e.g., God, fate, genetics) control humankind, and many things are beyond our control because they are hereditary or in God’s hands, etc.
	Financial freedom - having enough financial resources to support your lifestyle; no debt; working because you want to, not because you have to

	Formality - ritual and tradition are valued; formality is a sign of respect and importance
	Freedom/autonomy – have open-ended responsibilities with ability to choose and define your life, love, and work
	Friendship – personal relationships grounded in mutual concern for each other
	Fundamentalism – only one set of religious teachings (the Bible, the Torah, the Koran, etc.) clearly contains the fundamental, basic, intrinsic, essential, inerrant truth about humanity and God; this essential truth is fundamentally opposed by forces of evil that must be vigorously fought; this truth must be followed today using basic, unchangeable practices from the past; and following these fundamental teachings creates a special relationship with God/Jesus/Allah/Yahweh
	Future - planning ahead, goal setting, working today for a better future
	Generosity – willingness to share time, treasures, talents with others without viewing it as a transactional exchange for something in return
	Group/collectivism - strong identification with others; think interdependency with others is normal and desirable
	Growth – in personal terms, to have opportunities to improve yourself and self-actualize; professionally, to seek to enhance your skills and experience
	Harmony – seeking, contributing to, and maintaining conflict-free relations between people; “all for one, and one for all”
	Healing – helping others become healthy or maintain their health
	Help others – Give support, advice, information, or assistance to people, animals, groups, or organizations
	Hierarchy – View rank, status, and title as important; we should treat people differently according to their place in society; specific rights, obligations, and personality characteristics are expected based on age, sex, and position within society
	Honesty – telling the truth about your life and experience
	Human interaction - personal relationships with people are important
	Humility - being modest and respectful
	Idealism – cherishing or pursuit of high and noble principles and goals
	Immanence spirituality – belief that everything is God/part of the universe; transcendence of interpersonal and intrapersonal boundaries is good

	Independence – making decisions and carrying them out without regard or need for others’ assistance or approval
	Indirect communication - subtle, delicate, inferred communication that respects people’s intelligence and ability to decipher meaning while saving face
	Individuality – free to be yourself and express yourself in your own unique manner; see privacy as necessary and desirable; see each person as unique/special
	Influence – have an impact on the opinions, decisions, lives of others
	Informality - casual and spontaneous behavior is appreciated
	Initiative – taking action on your own without waiting for approval or permission
	Innovation – creating new and different objects, ideas, and experiences
	Integrity – consistency in word, thought, and deed in your interactions
	Intellectual challenge – explore ideas, problems, puzzles, or decisions that test your mental abilities, creativity, knowledge, assumptions, or world views; competitive tests of mental prowess against other intellectuals
	Introversion – deriving energy from your inner world of thoughts, feelings, and ideas; being receptive, contained, intimate, reflective, or quiet
	Intrinsic religiosity – believe people should <i>live</i> their religion; orthodoxy is valued
	Joy – happiness, contentment, pleasure (especially of an elevated or spiritual kind)
	Justice - fairness or reasonableness in the way people are treated, the decisions made, and the result/impact
	Kindness – good and charitable behavior, pleasant disposition, concern for others
	Knowledge/expertise - contribute to new findings in technology, research, or science; strong desire to learn new things; be valued for intellectual prowess
	Leadership – make a significant difference for achieving shared goals; have impact
	Learning – acquiring new, modifying, or synthesizing existing knowledge, behaviors, skills, values, or preferences; detecting and correcting errors
	Legacy - directing resources (time, talent, money) to causes you care about in order to make a significant difference in the world that continues even after you are gone
	Leisure - time without obligations or work responsibilities, and therefore being free to engage in enjoyable activities



	Liberalism – belief in the importance of liberty and equal rights, generally pro progress or reform in political or religious affairs
	Love – intense feelings of tender affection and compassion for others
	Loyalty – supporting a person or cause due to your feelings/attitude of devoted attachment and affection through challenging as well as good times
	Making a difference - leaving the world a better place for having lived; having a significant impact in your sphere of influence
	Mastery – possession of consummate skill, control, command, or grasp or a skill, ability, or organization, or people; having the upper hand in a contest/competition
	Materialism - acquiring and protecting wealth or objects are desirable; material possessions are a sign of success
	Membership – a sense of belonging and therefore contributing your time, talents, skills, and energy to organizations, clubs, and institutions
	Multiculturalism – appreciation, acceptance, and promotion of multiple cultures
	Natural abilities (use) – use innate gifts as way to acknowledge life purpose
	Naturalness – be able to dress and be casual, your natural self
	Nature – being concerned with animals, environment and people’s impact on nature; being outdoors
	New ideas – appreciation of new concepts, approaches, theories, inventions, etc.
	Objectivity – approach people, tasks, or decisions with detachment, appreciation for cause and effect, neutrality, and accuracy
	Opportunity – a condition of openness such that every one has access to resources necessary for a fulfilling life
	Order – a condition of logical, methodical, and comprehensible arrangement among separate elements, processes, or people in a group
	Organizing – the act of rearranging or coordinating people, processes, objects, events, or elements
	Parenting - to have, acquire, and use experiences, skills, and responsibilities involved in teaching and caring for children
	Past - tradition and history are important and provide guidelines for living life
	Patriotism - pride in or devotion to your country

	Peace – mental calm and serenity, without anxiety, making sure you and others get along without war, conflict, fights
	People – interest in, value of, concern for well-being of other human beings
	People (contact) – have frequent, quality interaction with others
	Perfection – complete flawlessness, free from fault or defect, the highest degree of proficiency, skill or excellence
	Personal control – expecting to control your life and environment to sustain or improve your quality of life
	Physical activity – be able to have energetic movement or exercise
	Physical challenge – perform activities, sports, stunts, etc., that require hard labor, pit you against others physically, or test your own physical limits
	Place/space – be in surroundings that reflect your lifestyle, preferences, values, and interests
	Power - the capacity to influence the behavior of others to achieve a result and to have impact; the right, authority, or desire to have power-over, power-with others, or power to get things done
	Practicality – action orientation with sensible, hands-on approach to work
	Pragmatism – linking of practice with theory; practical approach to problems and affairs that balances ideals with what works
	Precision – work/live in ways where there is little room for error
	Progress – positive movement toward a goal or something valued; growth, development, advancement
	Preservation – guarding children, nature, people, animals, or things from danger, harm, or injury
	Quality – excellent standard or level of service, product, action, event, etc.
	Quest (spirituality) – honestly facing existential questions in their complexity (e.g., Why are we here? Why is there death? What is the purpose of life? why earth-humans-animals? etc.), while at the same time resisting clear-cut, pat answers
	Reality – the state of things as they actually exist, rather than as they might appear or be imagined; authenticity
	Reciprocity – relationships involve mutual exchange of obligations, favors, and privileges

	Recognition – receive validation and acknowledgment from others for your effort-based accomplishments
	Relationships – have time to develop and maintain quality contact with people you care about
	Respect – admiration and acknowledgment from others; wanting others to admire and defer to you
	Responsibility – willingness to be accountable for your charges in life
	Results – see bottom-line, measurable, tangible impact of your actions and work
	Retirement - leaving a job or career; the end of the time when you work for money
	Ritual – a set of actions performed regularly, often with an unchanging pattern
	Self-discipline - practicing methods that ensure controlled and orderly behavior; mental self-control used to direct or change behavior or learn something
	Self expression – sharing your personality, feelings, or ideas through work, speech, art, life
	Self-help - initiative, hard work, and individual accomplishment are essential qualities
	Service – give support, information, and advice to others
	Shared values – be with others who agree with you about what is most important in life and how to reach mutual goals
	Simplicity – a straightforward quality of life without complications, difficulties, or embellishments
	Spirituality - growth and introspection are seen as the purpose of life and the measure of one’s worth
	Solitude – a state of being alone, remote or secluded
	Stability/Security – regular, predictable work-life through the use of routines and structure with predictable income
	Status – have or earn prestige with a reputation based on achievements, talents, skills, or family; have a positive public image
	Supervising – oversee people and activities, usually in a work arena
	Surrender - to release; to let go; to relinquish possession or control to somebody (something, e.g., God/fate) greater than yourself (your ego)

	Talents (use) – use innate aptitudes, flair, gifts, abilities, or capacities
	Task accomplishment – carry out projects in a systematic way to meet goals, output, or performance objectives
	Time: alone - spending time in solitude, separated from other people; usually in quiet, remote, or secluded places where human activity is limited or absent
	Time: cyclical - importance attached to doing things in season
	Time: linear - importance attached to schedules, calendars, deadlines, watches, and being “on time”
	Time: procedural - doing things when everything comes together naturally
	Tradition - heritage, continuity, and stability are desired and worth continuing
	Transformation – change involving an end to some aspect of self you valued and becoming something new
	Travel - to journey to and visit different people, cultures, and places in the world
	Trust – the ability to have confidence in, and reliance on, others’ goodwill in situations involving risk or interdependence
	Utilitarianism – the proper course of action is one that is useful and maximizes the greatest good; the value of something is determined by its usefulness
	Wealth – have, gain, or maintain a high economic standard of living; high net worth
	Well-defined responsibilities – use training, skills, abilities, and experience to do clearly defined tasks with delineated roles and expectations
	Winning – achieving victory or success by defeating an opponent; gaining something of value through skill and or luck
	Wisdom - the knowledge and experience needed to make sensible, caring decisions and judgments
	<b>YOUR VALUES AND YOUR DEFINITIONS</b> Use the spaces below to add values not included in the list.

## Values Clarification Grid

In this activity you will differentiate espoused (talked about) values from enacted (lived) values. You will also share your top five values with at least one other person. List your top five values again in the first column from the left (just the name of the value, not the definition you wrote out before). Then follow the Values Clarification instructions.

YOUR TOP 5 VALUES	✓	✓	✓	✓	✓
1					
2					
3					
4					
5					

- Values Clarification Step 1: In the second column next to each of your values, put a check mark if you are proud of that value.
- Values Clarification Step 2: In the third column next to each of your values, put a check mark if you have told at least one person, out loud, that this is one of your values. If you have publicly affirmed that value, put a check mark next to each of the five values.
- Values Clarification Step 3: In the fourth column next to each of your values, put a check mark next to that value if you have chosen that value. Have you considered the alternative to that value? Have you considered the pros? The cons? The consequences of living according to that value? Have you freely chosen that value? Many people have absorbed their values from their families, community, the media - and not truly chosen their values. We often don't even know what our values are until we've encountered someone with different values. So only put check marks next to values where you're certain you have chosen your value freely. Remember, the list of values you used to

select your top five values includes a lot of values that might be positive alternatives to yours. In that way it is a good resource for you.

- Values Clarification Step 4: In the fifth column next to each of your values, put a check mark next to each of your five values if you can remember a time and can tell another person of a time that you have acted, at least once, on that value.
- Values Clarification Step 5: In this final column, put a check mark next to the value if you act consistently on this value. People know you walk your talk when it comes to this value. People know that your behavior is predictable, consistent and trustworthy when it comes to this value.

Now if you have any empty boxes in your grid, you have an opportunity for action. When you are looking at projects, entrepreneurial opportunities, or jobs - be sure to check that opportunity with your top values.

If you reflect for a while and then revisit the values inventory, you may discover that when it comes to your actions (what you do) vs. your thoughts about what you *should* do, you enact some different core values. You then have a choice. You can change your core values to more accurately reflect your enacted values, or you might decide to act more consistently in alignment with your values.

***Once you decide to  
LIVE according to your values,  
your luck and your life will change.***

**Voicing Values Activity** (research of [Mary Gentile: Giving Voice to Values](#))

*One way to start living according to your values is to voice your values out loud with another person. Values researcher Mary C. Gentile found that by voicing your values and stating your intent to live according to those values, you are less likely to get confused when you are in situations that call for you to act according to those values. Use the values and definitions you prepared on the first Values Worksheet. Be prepared to share what you have written with another person out loud.*

1 I value \_\_\_\_\_ and this means  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I am proud of my \_\_\_\_\_ value.  
I intend to act in ways consistent with my \_\_\_\_\_ value.

2 I value \_\_\_\_\_ and this means  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I am proud of my \_\_\_\_\_ value.  
I intend to act in ways consistent with my \_\_\_\_\_ value.

3 I value \_\_\_\_\_ and this means  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I am proud of my \_\_\_\_\_ value.  
I intend to act in ways consistent with my \_\_\_\_\_ value.

4 I value \_\_\_\_\_ and this means  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I am proud of my \_\_\_\_\_ value.  
I intend to act in ways consistent with my \_\_\_\_\_ value.

5 I value \_\_\_\_\_ and this means  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I am proud of my \_\_\_\_\_ value.  
I intend to act in ways consistent with my \_\_\_\_\_ value.

## CAREER BY DESIGN: MISSION STATEMENT MODULE

Crafting and memorizing your personal mission statement helps you remember your top five values and make decisions consistent with those values. For example, my personal mission statement is ...

*I am happy, healthy, and peaceful being with people I love, in a place I love, doing creative and expressive work I love, all with financial freedom.*

There are several elements to this mission statement.

- This mission statement includes my core values using words that resonate with me. I know that *happy*, *healthy*, and *peaceful* are states of being I value no matter what I am doing.
- I also find I have much more energy when I love something or someone. Energetically, I run more on love than on fear, challenge, or competition.
- I value working with people who are my friends, whom I trust, whom I care about and who care about me. I spend a lot of hours working, and those relationships matter as much to me as my big R relationships with family. And I value being near and with family members.
- I did not realize that *place* was an important value until I lived and worked in rainy, gray, cold, dreary, isolated places. I now admit to being solar-powered (I live in the desert) and seek physical spaces that are aesthetically pleasing to me. I also value living, working, and being in communities that are multicultural and inclusive. The value *place* captures all of that for me.
- For many years my work was quantitative (I am a recovering finance professional), and data-research driven, in part because I put away my more creative–expressive side to find work that would bring me money, status, and approval. I also had an internal fear that “artists starve.” So I did not choose to be creative and expressive although both of those attributes are part of my personality, nature, and talent base. After I started the *Career by Design* process, I reclaimed those aspects of self and reaffirm them as core personal and professional values.
- I knew that I cared about money, but like many people in the United States, I was also ambivalent about holding money as a value. Only you can sort out what your feelings, thoughts, and beliefs truly are about money. With work and time, I came to know that what I truly valued was enough money to feel free to make decisions and live my life according to my values. Some people truly want wealth—and they know what that is. Others do not care too much about money at all. But for most of us, money represents, or allows us to have, something of even greater value. For me, that was freedom. If you notice that you make life and work decisions that seem to compromise your values because you need money, dig a little deeper into your values to uncover what is really important about money for you.



- The phrasing of the mission statement is in the powerful, positive, present tense. Use words such as “I am” or “I allow” or “I accept.” Avoid “I want”, “I will try”, “I hope”, “I wish”, “If I’m lucky”, “I have to”, “I must”, “I should”, “I need”, etc. Avoid negative, doubtful, questioning terms. Affirm your mission in the now.
- My values are in priority order.

Enough about my mission statement! Start drafting your personal mission statement below.



**TIP: Use Your Values-Based Mission Statement for Decision Making**

One excellent way to use your values-based mission statement is as a criteria matrix for making important job decisions. For example, working with my mission statement from the values chapter, “*Being with people I love, in a place I love, doing creative and expressive work I love, all with financial freedom,*” four of my values are clear:

1. people (relationships)
2. place
3. creativity
4. financial freedom

When I am deciding between jobs, assignments, new contracts with clients, etc., I use those values in a decision matrix. For example, when I was considering two job offers recently, my decision matrix, based on my mission values, looked like this . . .

VALUES	JOB 1	JOB 2	STAY
People			
Place			
Creative Work			
Financial Freedom			

I ranked each of the options by each of the values. So for people, **Job 1** had a lot of people I knew from previous interactions and I enjoyed working with them. For **Job 2** I did not really know anyone. Both **Jobs 1** and **2** would require me to move away from my relational support system, so staying was actually my top choice for the people criterion: In the people row, **Stay** got 3 points, **Job 1** got 2 points, and **Job 2** got 1 point. I gave the highest number of points to the option with the greatest value to me, based on my people value.

I used a similar method for place. **Jobs 1** and **2** required moving, but **Job 2** was an international assignment that was exciting but in a big, noisy city. **Job 1** was in the United States, but in a colder climate. I love where I live and work now. So **Stay** got 3 points in the **Place** row, **Job 2** got 2 points, and **Job 1** only 1 point.

For creative/expressive work, **Job 1** involved research and consulting, using skills I have, but not very creative. **Job 2** was teaching—something I love doing, but not always as creative as what I do now. And again, I love the mix of creative/expressive work I have

currently. So **Stay** got 3 points, and I gave only 1 point to both **Jobs 1** and **2**. (You can decide how to weight all of your criteria. It is *your* matrix).

Finally, financial freedom. Both **Jobs 1** and **2** were offering me a lot more money and financial security than I have in my current situation. But my core value is not financial security; it is financial *freedom*. For me that means the freedom to do what I love without taking a job that distances me from key relationships, my intrinsic creative interests, or in a place I do not love. So I ended up giving all three choices 1 point because they balanced each other out—more money and security versus less money with freedom.

VALUES	JOB 1	JOB 2	STAY
People	2	1	3
Place	1	2	3
Creative Work	1	1	3
Financial Freedom	1	1	1
TOTAL	5	5	10

Using this matrix, I soon realized that staying in my current situation was most consistent with my core values. I am also more content with staying in my current job because I know I am consciously choosing to stay. *Choosing* is empowering psychologically.

In my own life, in the past, I often changed jobs or locations because someone offered me more money, status, or approval. I would seriously consider taking jobs or assignments just because I was happy they wanted me and I had invested energy in convincing them during the interview process that I was the right person for that job. But whenever I used my personal mission statement with my values as the decision criteria, I made what I know was truly the best decision for me. I espoused values about relationships, but moved frequently based on promotion opportunities even when those moves damaged relationships. I suffered doing work I could do, but not work I loved, because somebody paid me to do it. But as I discovered, and as we move into the other parts of *Career by Design* process it will become increasingly clear to you, compromising on core values in career decisions is neither the path to satisfaction nor success.

Here is a blank **Values-Based Decision Matrix** for you to use with your top five values and personal mission statement. Consider using this the next time you need to make a values-based choice. Remember! Staying (no change) is always one of the choices to consider.

**Mission-Based Decision Matrix**

<b>VALUES</b>	<b>JOB 1</b>	<b>JOB 2</b>	<b>STAY</b>
<b>TOTAL</b>			