

# **VAL** **Values** **Arrangement List**

## **Understanding Your Personal Values**

**2<sup>nd</sup> Edition**

**John Patrick Golden, Ed.D.**

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## **About The Values Arrangement List (VAL)**

There are many factors in one's personality that define or influence behavior. This booklet is designed to help you explore the impact of your values on your daily life as well as their long-term influence. All aspects of behavior are complex, and values are no exception. It is important to give serious and thoughtful attention to your values, for they have subtle and profound implications for your life in general, and specifically for your relationships with loved ones, friends and those with whom you work. Finally, knowledge of your values is a critical factor that can help you define and achieve career satisfaction.

Where do your values come from? The answer to this question is also complex. They arise out of and are influenced by your social background, family mores, birth order, generational factors, and genetic inheritance, to mention just a few contributing factors.

### **Values serve as a personal guide, policeman, judge and physician**

If you are able to follow your hierarchy of values, then your life can be straightforward and relatively free of complications. Conversely, violating your values is to court disaster; and violating the values of others often confounds and contaminates relationships. If you are able to live according to your values and respect the values of others, then you will truly have integrity.

In the field of psychology, human values have not been as widely studied as other topics. Early on I recognized the importance of values in aiding individuals towards effective self-management and career fulfillment. Over the years I have utilized several methodologies developed by psychologists to assist individuals in identifying their own values. After three decades I thought it was time to put my own ideas for measuring and interpreting values into practice. With my experience in training and counseling tens of thousands of people, I directed my staff to undertake the development of a new and improved values survey methodology. From these efforts came the Values Arrangement List (VAL) survey.

### **Precision of ranking and ease of interpretation**

The strength of the VAL survey over other methods is its precision of ranking and ease of interpretation. Another benefit of using the VAL is the ease of online scoring. It also enables you to see how your own results compare to others. Furthermore, through the use of this database we can create organizational or departmental profiles so that work groups and organizations can benefit from these greater understandings.

Following the development of the VAL, this publication, "Understanding Your Personal Values," along with the Values Sorting Cards were developed to help you examine your personal values. The purpose of this publication, born from over thirty years of clinical experience with thousands of people like yourself, is to help you understand what is truly important to you. Whether you use the Values Arrangement List or the Values Sorting Cards to understand your values the exercises in this book will help give you a better understanding of yourself and others. It is my hope that this will lead you to a more productive, happy and satisfying life.

## **Acknowledgements**

Over thirty years of contributions from countless individuals have provided the motivation for writing this companion workbook. The VAL would not exist had it not been for the vision of Rev. Dr. Edward S. Golden. His life-long passion was to help people grow and develop so that they could lead more satisfying and productive lives. This was his gift. It was his encouragement and financial support that led to the creation of the VAL. Gordon Allport, Abraham Maslow and Milton Rokeach's strong commitment to the importance of studying human values have provided a legacy of a strong academic basis and professionalism to this topic. Underlying the VAL methodology is the incredible mind of Dr. David Saunders, who suggested that perhaps an improved method existed for measuring and reporting human values. The VAL would not have made it past the conceptual stage had it not been for my brother Scott Golden whose early leadership guided the draft version of the VAL; and Dr. Donald Johnson who followed Dr. Saunders' instructions and created the psychometric underpinnings necessary to make it work. Finally, and some 15 years later, it was Jim Murphy whose technological and creative know how led to the creation of the present online version of the VAL survey and report.

We would also like to thank present and past staff members of ORA, Inc. who made sure that seminar participants and clients received and returned their completed VAL surveys, then scored them in preparation for training sessions. I especially want to thank Arlene Berntsen for her efforts in creating the various drafts of this workbook. Finally, I'd like to acknowledge and thank the tens of thousands of participants in hundreds of organizations who diligently completed their surveys and helped us improve our own understanding of how values operate in their lives.

## Understanding Your Personal Values

In the course of studying any new concept it is essential to first define what it is we are examining. I can think of no topic where this is more important than the topic of values. The terms *Values* and *Value System* are defined and described as they were by values researcher Milton Rokeach in his book *The Nature of Human Values*.

**A Value** is an enduring belief that a specific way of behaving or a specific life goal is personally or socially preferable to any other. Values have cognitive, affective, and behavioral components. First, a value is a cognition or perception about what is desirable. To say that you have a value is to say that you perceive a correct way to behave or a life goal to strive for that is correct for you. Second, a value is affective in the sense that you can feel emotional about it, be for or against it, like or dislike it, approve or disapprove of someone who exhibits a particular value or behavior. Finally, a value has a behavioral component in the sense that it leads to action when it is triggered.

### The Nature of Human Values

We can make four assumptions about the nature of human values:

1. The total number of values that a person possesses is relatively small. A study of dictionary terms that can be described as human values results in approximately 450 terms which could be greatly reduced by eliminating those that are semantically similar.
2. Values are universal. While definitions will differ, all people everywhere possess common values.
3. The origin of human values can be traced to culture, society, its institutions and organizations and to individual personality and life experience.
4. The consequences of human values will be apparent in virtually all phenomena and behavior that is worth investigating and understanding

Values are a complex set of standards that guide or conduct our lives in a variety of ways. It is our values that lead us to take particular positions on social issues. Our values predispose us to favor one particular philosophical, political or religious ideology over another. They are guidelines that determine how we present ourselves to others. Values also provide us with the framework that we use to persuade and influence others. They are the basic assumptions that allow us to rationalize beliefs, attitudes and actions that would otherwise be personally and socially unacceptable, so that we can maintain our feelings of morality and competence (the essential elements of self-esteem). Lastly, the employment of values as standards is a distinctively human quality that is not shared with other species, and is one way of defining the difference between being human and being non-human.

### Two Kinds of Values

Values are essential because they define what it is that you want out of life, and how you are going to behave to get it. They determine how you will use your time, energies and

resources. Few psychologists have pursued the study and research of human values. Rokeach, a professor of Sociology and Psychology at Washington State University, spent over twenty-five years studying the nature, origin and impact of human values and beliefs. Among his many remarkable insights, Rokeach's model was very similar to the model espoused by the Greek philosopher Aristotle. Aristotle suggested that there were two fundamental types of values which he called *Terminal Values* and *Instrumental Values*. Our experience has shown that most people have a hard time incorporating these terms into everyday use. To aid in the application of these concepts we refer to them in the VAL report as **Life Values** and **Operational Values**.

**Life Values** are those values which are associated with your long term or ultimate aspirations. Life Values are the ends which you strive to achieve and maintain over your lifetime. The values held most important to you are the essence of your motivational system, that is, the core subject of your highest ambitions. They are the underpinnings of your personal goals and life mission. Life Values can be described as having either a personal or social focus. Personal-oriented Life Values relate to the individual alone, as these values tend to be focused on the self or intra-personal, whereas a social focus suggests the involvement and importance of other people. Social-oriented values tend to be society-centered or interpersonal in nature. While Life Values can be either Personal or Social in nature, several could be defined as both Personal and Social depending on how they are defined by each individual. Life Values differ from Operational Values in that Life Values are more difficult to define and actualize.

Below is the list of Life Values arranged in alphabetical order. Next to each definition you'll find the designation **Personal**, or **Social**. In some cases a Life Value can be described as having both a Personal and Social focus.

<b>ACHIEVEMENT</b> —attainment of goals and aspirations	PERSONAL
<b>ADVENTURE</b> —pursuing excitement and taking risks	PERSONAL
<b>AESTHETICS</b> —appreciation and enjoyment of the arts	PERSONAL
<b>COMMUNITY</b> —activity in social or citizen groups	SOCIAL
<b>EQUALITY</b> —justice and fair treatment for all	SOCIAL
<b>FAME</b> —recognized and known for your contributions	PERSONAL/SOCIAL
<b>FAMILY</b> —close relations and support of loved ones	SOCIAL
<b>FREEDOM</b> —independence in thought and lifestyle	PERSONAL/SOCIAL
<b>FELLOWSHIP</b> —having important relationships with friends	SOCIAL
<b>HAPPINESS</b> —satisfaction, joy and contentment	PERSONAL
<b>HEALTH</b> —soundness of body and mind	PERSONAL
<b>LOVE</b> —intimacy, devotion and warmth	SOCIAL
<b>NATURE</b> —respect for animals and the environment	PERSONAL
<b>PEACE</b> —enduring harmony and freedom from violence	PERSONAL/SOCIAL
<b>PLEASURE</b> —entertainment, relaxation and fun	PERSONAL
<b>POWER</b> —authority, control and influence	PERSONAL
<b>SELF-WORTH</b> —high regard for oneself and others	PERSONAL/SOCIAL
<b>SOCIAL SERVICE</b> —contributing to the welfare of others	SOCIAL
<b>SPIRITUALITY</b> —at one with God; religious beliefs	PERSONAL
<b>WEALTH</b> —affluence, ease, and prosperity	PERSONAL
<b>WISDOM</b> —insight, knowledge and understanding	PERSONAL

**Operational Values** are those underlying beliefs that can be carried out in the activities of your day to day experience. By their very nature, the process of operational value attainment is shorter in duration and easier to define or measure. Think of Operational Values as the "means" by which you will achieve your "ends," that is, your Life Values. When understood and

used effectively your Operational Values link your short term goals to your long term mission. Like Life Values, Operational Values can be further described as having a moral focus or a competence focus. Moral values refer mainly to ethics and standards of right or wrong, and for this reason tend to have an interpersonal focus. Competency values, also referred to as self-actualization values, are values related to performance and effectiveness, and tend to have a personal rather than an interpersonal focus.

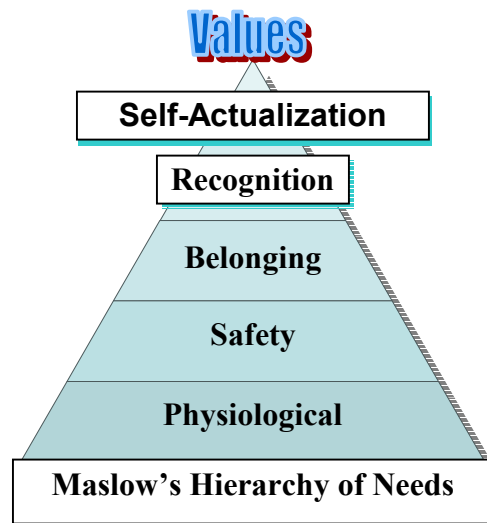
On the next page is the list of Operational Values arranged in alphabetical order. Next to each definition is the designation **Competency** or **Moral**. In some cases an Operational Value can be described as having both a Competency and Moral focus.

<b>ACCOUNTABILITY</b> —being responsible, credible and trustworthy	COMPETENCY
<b>AFFECTION</b> —being passionate, loving and caring	MORAL
<b>AUTONOMY</b> —being self-directing, self-reliant and free	COMPETENCY
<b>COMPETENCY</b> —being productive, efficient and skillful	COMPETENCY
<b>COURAGE</b> —being brave, intrepid and fearless	MORAL
<b>COURTESY</b> —being respectful, considerate and polite	MORAL
<b>CREATIVITY</b> —being inventive, original and innovative	COMPETENCY
<b>DISCIPLINE</b> —being restrained and self controlled	COMP/MORAL
<b>DRIVE</b> —being industrious and goal directed	COMPETENCY
<b>FAIRNESS</b> —being unbiased, impartial and just	MORAL
<b>FLEXIBILITY</b> —being adaptable and able to change	COMPETENCY
<b>FORGIVENESS</b> —being able to excuse and let go	MORAL
<b>HONESTY</b> —being moral, ethical and truthful	MORAL
<b>HUMOR</b> —being light-hearted, witty and funny	COMP/MORAL
<b>KNOWLEDGE</b> —being wise and scholarly	COMPETENCY
<b>LOYALTY</b> —being dedicated, devoted and steadfast	MORAL
<b>OBEDIENCE</b> —being compliant, deferential and yielding	MORAL
<b>ORDER</b> —being systematic, organized and well-kept	COMP/MORAL
<b>REASON</b> —being rational, analytical and logical	COMPETENCY
<b>SERVICE</b> —being supportive, aiding and assisting	MORAL
<b>TOLERANCE</b> —being open, accepting and patient	MORAL

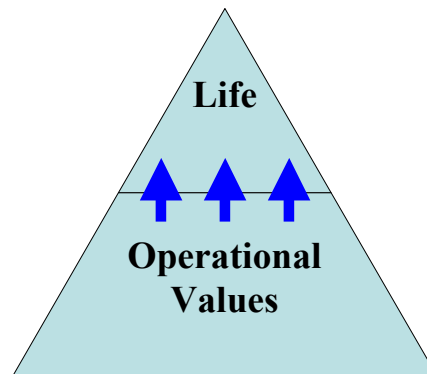
### A “Systems” View

Important to a better understanding of values is the idea that values are organized into systems. Following Rokeach’s earlier definition a *Value System* is an enduring set of beliefs about preferred ways of behaving or preferred life goals. A value system is a set of life priorities. The remainder of this guide book is designed to help you explore both the meaning of your values individually and values as a complex system of your personal beliefs.

One way to begin thinking about your values as a system is to think of them as existing within a hierarchy. Maslow’s renowned “Hierarchy of Needs” model, often taught in college psychology and sociology courses, emphasized both the benefits of hierarchical models and the importance of human values, although the latter is often overlooked. Maslow stated that Self-Actualization is defined as the achievement of one’s uniquely defined values.

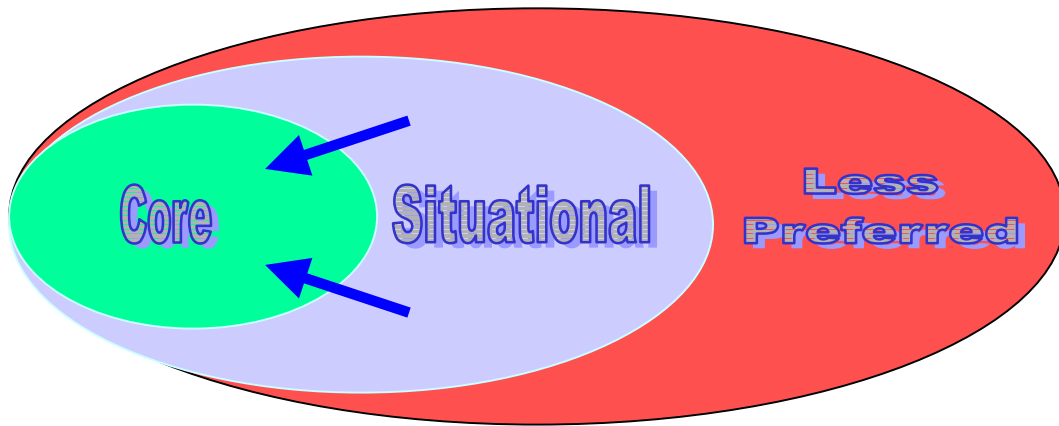


Within the VAL's results there are two aspects that fit within the notion of a simple hierarchy. First, values contained within each of the Life and Operational Values lists are identified with those at the top being more important than those below. Second, Life Values can be thought of as more important in that they reflect ultimate aims and can therefore be presented as higher in the hierarchy.



Once an understanding of your values is achieved you can begin to think about your values in a more comprehensive way. This may be more realistic and practical, because life and the specific situations you encounter do not conform to a perfect hierarchy. If a perfect hierarchy existed you would only need to determine exactly what the order in the hierarchy is, and then simply implement it in your actions. It seems simple, but a simple understanding does not always match reality. Such a system would fail to account for the complexities brought about by the nuances of the situation in which you find yourself. The values embraced by others and the unique priorities, definitions and interpretations brought to bear by others, as well as societal and cultural influences all act to make each situation entirely unique.

It may be helpful to think about your values in a more complex way. In the real world human values exist within as a fluid or complex system. Within a fluid system your values are affecting, and being affected by other people's values. This may differ from situation to situation. Experience has shown that thinking about your values as a complex system that is made up of *Core*, *Situational* and *Less Preferred* Life and Operational Values is also necessary. *Core* Values represent those that are central to your beliefs and as such do not change greatly from situation to situation. As enduring beliefs your *Core* Values remain fairly stable throughout your life.



Some events, decisions or circumstances may require you to consider values that are not central within your core beliefs. These values are referred to as *Situational* Values. They are neither really important nor unimportant, but their value is dependent upon the specific situation and facts at hand. At times one *Situational* Value may be critical to making a decision, at another time it may not. *Less Preferred* values are not unimportant. The very fact that they are called values suggest that they are important, only relatively less so. While you might not consider the importance of a *Less Preferred* Value in a given situation, the knowledge that they are not as important may be useful information. Within your VAL report we have color coded your *Core* (Green), *Situational* (Blue) and *Less Preferred* (Red) life and operational values for easy identification.

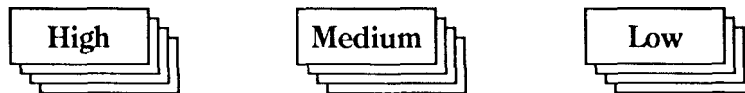
## Values Clarification Exercise 1: The VAL Sorting Cards

The VAL Sorting Cards found at the end of this book provide an alternative means for determining your values hierarchy. They are also a helpful tool for examining the full meaning of your values both now and in the future as you confront new realities in your career, family and community life. The Sorting Cards use the same values' definitions as the VAL Survey and therefore provide a fun and insightful way to explore your values, whether you're using them with or without the survey report.

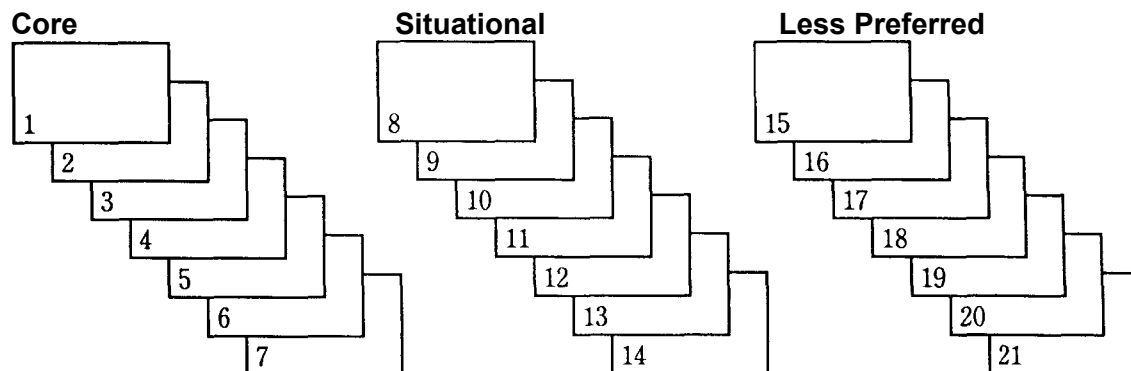
### Determining Your Values Hierarchy

**Step 1.** Remove the title card marked Values Arrangement List from the deck and count to make sure all 21 Life Value and 21 Operational Value cards are present. With the Title cards you should have 44 values cards in all.

**Step 2.** The purpose of this exercise is to identify the values that are most important to you in your life today. What you deem important is a personal decision. It is up to you to decide how these values rank in importance. Holding all 21 Life Values cards in your hand, sort them into 3 piles. The first pile, High Values, should contain the values that are most important to you. The middle pile represents values that are neither important nor unimportant and the last pile those values that are least important. Think carefully, but don't "over think" each choice, as the following steps will help you confirm your choices.



**Step 3.** Starting with the High Value cards lay them out in front of you in a column. Arrange these cards from high to low with the most important at the top and the least important at the bottom of the column. Then do the same with the Medium Value cards and then the seven Low Values cards until all 21 Life Values are arranged in front of you in a 3 x 7 matrix.



**Step 4.** Write the name of the value ranked highest in the space below marked Life Values #1. (Note: you don't have to write the definition.) Then write the names of the remaining values in their order of importance to you as ranked in the three stacks of value cards from one to twenty-one.

**Step 5.** Repeat Steps 1 through 4 using the Operational Values Sorting Cards. Write your list in the space provided on the next page.

**My Values As I See Them Today**

<b>Life Values</b>	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
17	_____
18	_____
19	_____
20	_____
21	_____

<b>Operational Values</b>	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
17	_____
18	_____
19	_____
20	_____
21	_____

**Step 6:** If you have your VAL report, compare and contrast the Survey results and the sorting cards' results. Are the values in the top seven and the bottom seven ranked similarly? How close are the values ranked in the middle? How can the differences be explained? Which do you feel is a better gauge of your values system?

### **That Was Then**

The results of your survey, the sorting exercise, or both, reflect the importance you place on these values today. It is likely that your values and value system will change as you become more conscious of what is really important to you. New life experiences, the natural maturation process, unexpected events both good and bad, often cause individuals to rethink their life's priorities. The purpose of this exercise is to see how your values have changed or will change over the years.

**Step 1:** While holding the Life Values Sorting Cards in your hand, think back to when you were 17 years old. Recall the priorities that caused you to act back then. What was important to you as you were just entering adulthood or getting out of school? Sort through the cards and pick out the top seven **Life Values** that represent those most important to you at that time. Place them in a separate pile. Then, sort through the remaining cards and determine which seven values were not of much importance. Place those in a pile. Place the remaining middle seven value cards in a separate pile between the high and low piles.

**Step 2:** Prioritize each of the high value cards from one to seven. Repeat the ranking for each of the two remaining piles of middle and low values.

**Step 3:** Write the names of the Life Values in their proper ranking order in the space provided below.

**Step 4:** Repeat Steps 1 through 3 with the **Operational Values**. Write your list in the space provided below.

**Step 5:** Repeat the entire exercise this time imagining that you are 75 years old and preparing to enter retirement. Imagine what your values will be then, and list both the Life and Operational Values accordingly (use space provided).

**My Values As I Think They Will be When I Am 75 Years Old**

<b>Life Values</b>	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
17	_____
18	_____
19	_____
20	_____
21	_____

<b>Operational Values</b>	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
17	_____
18	_____
19	_____
20	_____
21	_____

**Reviewing this Exercise.** How has your value system changed over the years from the time when you were 17 to when you are older? Do you like the changes you see? What are the most significant changes reflected in the three lists. What factors caused the changes between ages 17 and the present time? What factors might cause those predicted changes between now and when you are 65 or older? How might this understanding aid you in your future life?

## **My Ideal Values!**

A common question that people ask when exposed to their VAL results is "Do the results show the way I am or the way I want to be?" The answer to this question is not simple because it depends on the approach taken when completing the exercise. If you followed the instructions your results should closely reflect the values that are important to you now. Put another way they reflect your actual value system. In some cases you may have interjected your ideal values or those you wish to hold important. Using the VAL Sorting Cards can help you explore the concept of ideal values vs. actual values.

**Step 1:** As before, start with all the Life Values cards placed in one pile before you. Reflect on the values that you think you should have as guiding principles in your life. The Life Values you select should be associated with the ideal life you hope to live up to. They mirror the type of person you think you should be.

**Step 2:** Sort each card into one of three piles with seven cards each (high, medium and low). Then rank each pile from one to seven as in the previous exercises, creating a 3 x 7 matrix of Life Values ranked 1 through 21.

**Step 3:** Write the names of the Life Values as you have ranked them in the space provided below. Then repeat the exercise with the Operational Values until you have them ranked and listed from 1 to 21 below.

**My Values As I They Should Ideally Be**

Life Values	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
17	_____
18	_____
19	_____
20	_____
21	_____

Operational Values	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
17	_____
18	_____
19	_____
20	_____
21	_____

**Reviewing this Exercise.** What are the significant differences between your actual values and your ideal value system? Often your ideal values reflect a desire to change in a manner that is consistent with your perceptions of the ideal. This exercise may help you in determining where your actions or beliefs are "out of sync" with your ideal values. Often it is only through the realization of such inconsistencies that the desire to change can be realized.

## Values Clarification Exercise 2: Defining Your Personal Values

The values used in the VAL, as well as their underlying definitions, were selected from a variety of sources observed and utilized over the course of our three decades experience working with values. The values were selected because they are representative of commonly held values throughout the world. An effort has been made to update the values included in the list. The most recent addition was the inclusion of "Nature" to account for the growing concern over environmental and ecological concerns. (In the past this value had been originally incorporated by Milton Rokeach into the value labeled "Beauty.") Finally, it is important to note that the values selected are not all inclusive. You might find that no value accurately defines a value you possess. If you find this to be the case you should incorporate this finding into your final list and analysis.

The supplemental descriptions which accompany each value were selected to define a broader range of personal interpretations and allow for greater understanding and acceptance by all people regardless of their race, sex, national origin, religion or cultural upbringing. These definitions were designed to give you a basic or general idea about the meaning of the label so you could complete the survey more easily. However, rather than embracing the definitions utilized in the survey, it is more important to determine what these values mean to you. The exercise below is designed with this need in mind. This exercise is designed to help you define your Core Values (Life and Operational) in your own words, and then use this insight to check the accuracy and priority of each list. When ties occur in the rank ordering of the values the VAL reports uses a sophisticated method of breaking and listing tied values. You may want to rearrange these ties so that they reflect your true beliefs and understandings.

**Step 1.** Select the 7 highest or Core (Green) Life Values.

**Step 2.** Look at the original definitions on your VAL report for each of the Core Values. Do you agree with these definitions? Does each definition adequately capture the full or precise meaning for you, or is further definition required? Are these what you believe the values to mean? If an original definition does not fit with your belief, re-write the definition in your own words in the space provided.

My Life Core Values	My Own Definition
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**Step 3.** Now go back to the VAL report and examine the rank scores for values. Are there any ties? If so, do you agree with the ordering or would you like to re-arrange these? If you would like to switch the order of a tied value make a note of this and make the change in Step 4.

**Step 4.** In the spaces provided on the next page, list the values as you would now order them, and write your definitions next to each.

<b>Core Life Values</b>	
1	
2	
3	
4	
5	
6	
7	

**Step 5.** Review your Core Life Values and their definitions. Do you agree with these? Are these the most important values in your life? If not, what changes would you make? Are there values ranked lower that you might raise higher, or vice versa? If so, make a note of these changes.

**Step 7.** After you have completed Steps 1 through 6 with Life Values repeat this process using your Operational Values list.

<b>My Life Core Values</b>	<b>My Own Definition</b>

Core Operational Values	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____

**Reviewing This Exercise.** After completing this exercise you should now have definitions for your core Life and Operational Values, either using the original definitions where these were accurate or your own definitions. Now that you have closely examined the definitions and in some cases given a more accurate meaning to the values, did your analysis of these changes compel you to change the order of importance for either list?

## Values Clarification Exercise 3: Values and Effective Decision Making

As stated earlier, values play an important role in the decisions we make. In order to explore this concept with your own decision-making, you need to look at your past decisions and use your values to make more effective future decisions.

What makes a decision good or bad is purely a matter of personal interpretation. If the result of a decision left you feeling pleased, satisfied or relieved, then it was probably a good one. On the other hand, if you felt irritated, annoyed, frustrated or think you would make that decision differently if you had it to do over again, then chances are it was a poor one. Keep in mind that what you may have once considered to be a good or bad decision could now be viewed in a different light due to changes resulting from increased age or changing circumstances.

**Step 1.** Recall three Good decisions you made in the past three to five years. Give each decision a brief title and write that title in the space provided on the following page. *Examples:*

Bought a new car, left a job, or accepted a job transfer.

**Step 2.** Recall three Regretful decisions that you made over the course of your life. Give them a brief title and write that title in the space provided. *Examples:* Turned down a promotion, invested in junk bonds, or bought stock in Enron.

Good Decisions	Honored Values
1 _____	_____
	_____
	_____
	_____
2 _____	_____
	_____
	_____
	_____
3 _____	_____
	_____
	_____
	_____

**Step 3.** Review your values as you defined them or use your actual VAL report. Using the first good decision from Step 1 above, identify the Life and Operational Values from both lists which support your belief that this was in fact a good decision. Write the names of those values in the spaces provided next to decision #1. Repeat this step for each of the remaining good decisions.

**Step 4.** Identify the values that you dishonored when you made each of the poor decisions and list them in the spaces provided.

Regretful Decisions	Dishonored Values
1 _____	_____
	_____
	_____
	_____
2 _____	_____
	_____
	_____
	_____
3 _____	_____
	_____
	_____
	_____

**Reviewing this Exercise.** You may have come to the same conclusion many people have, that when you made a Good decision it was most often supported by the values found at the top of your lists. Conversely, when you made a regretful decision, it was the result of ignoring or overlooking these very same values that resulted in the unsatisfactory outcome. The valuable lesson to be learned here is that the quality of the decisions you make in the future can be improved by incorporating an examination of your Life and Operational values.

The remorse or regret you experience can be avoided in the future by making sure your decisions are consistent with those values most important to you. As a result, in the future when a decision doesn't work out well it won't be because you ignored your values. Remember, you can't control all of the events and conditions that affect the outcome of your decisions. However, when you act in accordance with your values, every decision you make will be a good decision for you!

Having completed this exercise, did the insights gained cause you to reprioritize or redefine your core values in any way? If so, make a note below.

## Values Clarification Exercise 4: Values and Personal Conflict

We have all been angry at one point or another. If not angry, then perhaps frustrated, upset, depressed, or irritated. Sometimes we let situations get the best of us. Often our reaction to a particular incident just adds fuel to the fire and makes the situation worse. The exercise below is not designed to uncover old wounds; it should help you avoid these conflicts in the future. In this exercise you will examine the role of your value system in situations where you became very upset, depressed, exasperated, irritated, annoyed or just plain frustrated.

**Step 1.** From your past, identify a few situations where you became angry, upset, etc. Give each situation a name or title. For example, "When Joan's boss overlooked her contribution to the successful outcome of the X Project at her performance review." She might call this "Project X."

**Explanation:** Joan's self confidence was affected when her boss overlooked her contributions to Project X. She felt that she had *accomplished* much and without her contribution the project might not have been a success. This has negatively affected her *happiness*. She not only thinks that her *capabilities* were being overlooked, she thinks that her boss was not acting *capably* and responsibly in conducting her performance review. Joan's values that were impacted: Accomplishment, Self-Respect, Happiness, Capable and Accountable

In the spaces provided write your four conflicts.

My Conflicts	
1	_____
2	_____
3	_____
4	_____

**Step 2.** Focus on the first situation. Recall the events that led up to it. Who was involved? What was the behavior that triggered your reaction?

**Step 3.** Review both your Life and Operational values. Which of your values were being violated or ignored in this situation? Identify as many Life or Operational values that were being affected in this situation. Write these values in the spaces provided. Repeat Steps 2 and 3 for the remaining conflicts.

Life and Operational Values Involved in My Conflicts	
1	_____ _____ _____
2	_____ _____ _____
3	_____ _____ _____

4

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**Step 5.** In the spaces provided below write the names of the values that were most frequently involved in the four incidents you've identified. First, list the name of the value most frequently involved, then the second, and so on, until you have listed each value that has been identified more than once.

**My Conflicted Life and Operational Values**

**Life Values**

**Operational Values**

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**About Conflict and Values**

We can sometimes lose sight of our values and the critical role they play in our lives. When a conflict surfaces, the cause is usually the violation of one or more of your Core Values. This may be others violating your values or it may be of your own doing. When you are not clear about your values, you can become your own worst enemy. Such a lack of awareness only adds to the conflict, resulting in damaged relationships, lowered self-respect and self-esteem.

Regardless of the cause, the outcome can be detrimental to your career, your relationships and your physical and mental health. By bringing these values into consciousness and understanding how they influence your actions, you can deal more effectively and responsibly with conflicts when they arise.

The old adage "count to ten before you get angry" is a good rule to live by. Next time you find yourself in a conflict and feel your emotional temperature start to rise, think of your Core values. Are they at the root of the problem? These values not only hold the key to understanding conflicts they can also provide a way to manage them as well. Can you take responsibility for your own reaction to a situation and turn a potentially negative outcome into a positive one?

## Values Clarification Exercise 5: Values and Respect

When we meet new people we compare them to our internal standards. We like, enjoy the company of, and even immediately respect and admire those with whom we share similar values. When an acquaintance displays conduct which is contrary to our internal standards, we may dislike them and desire not to associate with them.

When you are clear about the things that are most important to you, you can make effective decisions about whom you wish to have as friends and those whom you do not. If you've ever had to work around people who have extremely different values and beliefs you know that these differences can make the job unbearable even when the tasks are enjoyable.

Complete the exercise below to learn more about yourself and those people for whom you have respect and admiration!

**Step 1.** On a separate piece of paper write the name of three individuals you respect and admire. The first individual should be a person whom you personally know or knew, the second should be a famous person who is currently living, and the third should be a prominent historical figure no longer living.

**Step 2.** Picture the person you know personally and write an explanation for why you respect this person. What characteristics, behaviors, accomplishments, contributions or impressions stand out in your mind?

**Step 3.** Repeat Step 2 with the remaining two role models.

**Step 4.** Now that you have explained why you respect and admire these individuals, examine these reasons and identify any pattern of values or value themes that are contained within these explanations. List them below. *Examples, They all shared a courage of conviction or, All were loyal to their families, etc.*

**The patterns or themes found among the three people I respect and admire are:**

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**Reviewing this exercise.** The explanations you listed above are reflections of your values. Do these common explanations capture any hidden aspirations of yours? We tend to identify with, respect and admire those people who possess the same personal qualities and behaviors as we do, have accomplished the same type of challenges we aspire to, or display the same values we hold important. Do the insights gained as a result of this exercise cause you to reprioritize or redefine your Core Values? If so, make a mental note or write a note to yourself.

You can also learn more about yourself by learning more about the people you've listed above. You could request special time with them. You can ask them about their views, beliefs, attitudes, values, etc. You can also read biographies, autobiographies or historical accounts about their lives and their accomplishments.

## Values Clarification Exercise 6: Values and Your Life Tribute

*"If you don't know where you're going, you'll probably end up somewhere else."*

—David Campbell, Ph.D.

Up to this point, the concepts and exercises in this booklet have all focused on the impact of your values on your past and present life. You have discovered how these values affect your decisions, underlie your conflicts, and define those whom you respect and admire. The most important role your values and value system play, however, is in defining what your "life vision" should be.

There are many variables that must be taken into account when creating such a life vision. To use just one variable might lead you in a direction away from where you want to go or end up. However, having only a general idea of what you are striving for is not the goal of effective life planning. The objective of life planning is to be as clear and specific as possible. Your values are only one of the critical and most important factors which should be taken into account as you make important life decisions.

Your values tell you where you want to go and how you can best get there. If you don't have your values clearly in focus the journey can be most frustrating and difficult. Furthermore, without a precise self-understanding, it is difficult to communicate your aspirations to others in a convincing manner. For some individuals this process happens almost mystically and naturally, unfortunately most of us have to work at it. The exercise below is designed to help you begin to discover your "destiny." It is important to keep in mind that the goals and visions we set for ourselves are not set in stone or written in blood. They can change, mature and grow as you change, mature and grow.

### Writing Your Tribute

**Step 1.** Imagine that you are 80 years old. You are in good health and have fulfilled your life dreams and goals. Your family and friends are planning a testimonial party for you. Your childhood friend has been asked to write and read a tribute to you.

**Step 2.** In the space provided on the next page write the tribute that you would want that friend to write about you. It may be short, long, nostalgic, humorous, biographical, or visionary, but it must be responsible. It must capture the spirit and essence of the ideal life you hoped to have lived up to that date.

**Step 3.** As you write this tribute refer to the list of values. Incorporate the essence of these values into the *message* you wish to convey. You might find that the Life Values best describe the end-state you are striving for and the Operational Values best describe the means by which the end-state will be achieved. Be as realistic, specific—and as honest as possible.



# The Values Arrangement List™ Sorting Cards

For Use with the Values Arrangement List Survey and Report

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## VAL Life Value

### **ACHIEVEMENT**

attainment of goals and aspirations

PERSONAL

Card # 1

## VAL Life Value

### **ADVENTURE**

pursuing excitement and taking risks

PERSONAL

Card # 2

## VAL Life Value

### **AESTHETICS**

appreciation and enjoyment of the arts

PERSONAL

Card # 3

## VAL Life Value

### **COMMUNITY**

activity in social or citizen groups

SOCIAL

Card # 4

## VAL Life Value

### **EQUALITY**

justice and fair treatment for all

SOCIAL

Card # 5

## VAL Life Value

### **FAME**

recognized and known for your contributions

PERSONAL/SOCIAL

Card # 6

## VAL Life Value

### **FAMILY**

close relations and support of loved ones

SOCIAL

Card # 7

## VAL Life Value

### **FREEDOM**

independence in thought and lifestyle

PERSONAL/SOCIAL

Card # 8

## VAL Life Value

### **FELLOWSHIP**

having important relationships with friends

SOCIAL

Card # 9

<p><b>VAL Life Value</b></p> <p><b>HAPPINESS</b></p> <p>satisfaction, joy and contentment</p> <p>PERSONAL Card # 10</p>	<p><b>VAL Life Value</b></p> <p><b>HEALTH</b></p> <p>soundness of body and mind</p> <p>PERSONAL Card # 11</p>
<p><b>VAL Life Value</b></p> <p><b>LOVE</b></p> <p>intimacy, devotion and warmth</p> <p>SOCIAL Card # 12</p>	<p><b>VAL Life Value</b></p> <p><b>NATURE</b></p> <p>respect for animals and the environment</p> <p>PERSONAL Card # 13</p>
<p><b>VAL Life Value</b></p> <p><b>PEACE</b></p> <p>enduring harmony and freedom from violence</p> <p>PERSONAL/SOCIAL Card # 14</p>	<p><b>VAL Life Value</b></p> <p><b>PLEASURE</b></p> <p>entertainment, relaxation and fun</p> <p>PERSONAL Card # 15</p>
<p><b>VAL Life Value</b></p> <p><b>POWER</b></p> <p>authority, control and influence</p> <p>PERSONAL Card # 16</p>	<p><b>VAL Life Value</b></p> <p><b>SELF-WORTH</b></p> <p>high regard for oneself and others</p> <p>PERSONAL/SOCIAL Card # 17</p>
<p><b>VAL Life Value</b></p> <p><b>SOCIAL SERVICE</b></p> <p>contributing to the welfare of others</p> <p>SOCIAL Card # 18</p>	<p><b>VAL Life Value</b></p> <p><b>SPIRITUALITY</b></p> <p>at one with God; religious beliefs</p> <p>PERSONAL Card # 19</p>

<p><b>VAL Life Value</b></p> <p><b>WEALTH</b></p> <p>affluence, ease, and prosperity</p> <p>PERSONAL Card # 20</p>	<p><b>VAL Life Value</b></p> <p><b>WISDOM</b></p> <p>insight, knowledge and understanding</p> <p>PERSONAL Card # 21</p>
<p><b>The Values Arrangement List™ Sorting Cards</b></p> <p>Operational Values Renewal Publishing A Division of ORA, Inc. © Copyright 2002 ORA, Inc. Mount Laurel, NJ, All rights reserved</p>	<p><b>VAL Operational Value</b></p> <p><b>ACCOUNTABILITY</b></p> <p>Being responsible, credible, and trustworthy</p> <p>Competency Card # 22</p>
<p><b>VAL Operational Value</b></p> <p><b>AFFECTION</b></p> <p>Being passionate, loving and caring</p> <p>Moral Card # 23</p>	<p><b>VAL Operational Value</b></p> <p><b>AUTONOMY</b></p> <p>Being self-directing, self-reliant, and free</p> <p>Competency Card # 24</p>
<p><b>VAL Operational Value</b></p> <p><b>COMPETENCY</b></p> <p>Being productive efficient and skillful</p> <p>Competency Card # 25</p>	<p><b>VAL Operational Value</b></p> <p><b>COURAGE</b></p> <p>Being brave, intrepid and fearless</p> <p>Moral Card # 26</p>
<p><b>VAL Operational Value</b></p> <p><b>COURTESY</b></p> <p>Being respectful, considerate and polite</p> <p>Moral Card # 27</p>	<p><b>VAL Operational Value</b></p> <p><b>CREATIVITY</b></p> <p>Being inventive, original, and innovative</p> <p>Competency Card # 28</p>

<p><b>VAL Operational Value</b> <b>DISCIPLINED</b></p> <p>Being restrained, and self-controlled</p> <p>Competency/Moral Card # 29</p>	<p><b>VAL Operational Value</b> <b>Drive</b></p> <p>Being industrious and goal directed</p> <p>Competency Card # 30</p>
<p><b>VAL Operational Value</b> <b>FAIRNESS</b></p> <p>Being unbiased, impartial and just</p> <p>Moral Card # 31</p>	<p><b>VAL Operational Value</b> <b>FLEXIBILITY</b></p> <p>Being responsible, credible, and trustworthy</p> <p>Competency Card # 32</p>
<p><b>VAL Operational Value</b> <b>FORGIVENESS</b></p> <p>Being able to excuse and let go</p> <p>Moral Card # 33</p>	<p><b>VAL Operational Value</b> <b>HONESTY</b></p> <p>Being moral, ethical and truthful</p> <p>Moral Card # 34</p>
<p><b>VAL Operational Value</b> <b>HUMOR</b></p> <p>Being light hearted, witty and funny</p> <p>Competency/Moral Card # 35</p>	<p><b>VAL Operational Value</b> <b>KNOWEDGE</b></p> <p>Being wise and scholarly</p> <p>Competency Card # 36</p>
<p><b>VAL Operational Value</b> <b>LOYALTY</b></p> <p>Being dedicated devoted and steadfast</p> <p>Moral Card # 37</p>	<p><b>VAL Operational Value</b> <b>OBEDIENCE</b></p> <p>Being compliant, deferential and yielding</p> <p>Moral Card # 38</p>

<p><b>VAL Operational Value</b> <b>ORDER</b></p> <p>Being systematic, organized, and well-kept</p> <p>Competency Card # 39</p>	<p><b>VAL Operational Value</b> <b>REASON</b></p> <p>Being rational, analytic and logical</p> <p>Competency Card # 40</p>
<p><b>VAL Operational Value</b> <b>SERVICE</b></p> <p>Being supportive, aiding and assisting</p> <p>Moral Card # 41</p>	<p><b>VAL Operational Value</b> <b>TOLERANCE</b></p> <p>Being open, accepting and patient</p> <p>Moral Card # 42</p>