

# Mentoring for Change

executive mentoring, life coaching, and values management

Welcome to the December edition of the Mentoring for Change newsletter. This is a special issue on values and introduces a powerful framework which can be used to clarify and develop both individual and organisational value systems. If you want to have a play with it, try using it to map out your own value system!

Wishing you Seasons Greetings and a productive and fulfilling 1999.



## Values

Values describe what is important to us and what gives significance and meaning to our lives. Values underpin the decisions we make, the actions we take, and the life we lead.

Successful organisations recognise that shared values increase commitment and productivity. Through shared values, visions and goals, each individual possesses an accurate view of the "larger picture" and understands what the organisation as a whole is trying to accomplish. Explicit values provide organisations with an efficient way to build commitment, guide decision making, align actions, increase potential capability, and achieve a state that unites members in effective performance.

There are three important dimensions of any coherent value system:

1. Value Priorities
2. Goal and Means Values
3. Foundation, Focus and Future Values

Value Priorities: It is not enough to know what our values are - we have to know what our value priorities are. People with the same values, but different value priorities, will behave in very different ways. The defining moments in our lives are often those times when our highest priority values are in conflict and we are forced to choose between two ideals in which we deeply believe. It is in these moments that character is built. (See HBR, March-April 1998, pp115-124 for more on this.)

Goal and Means Values: Goal values are the end results we value. Means values are the ways we can achieve

these goals. People frequently confuse the two, treating means values as ends in their own right. For example, the mid-life crisis can often be brought on by the recognition that Achievement/Success is not after all a goal value and that another route to fulfilment and satisfaction must be found.

Foundation, Focus and Future Values: The Foundation values represent our basic needs and are the foundation for being able to act on and live out our focus values. They dominate during times of crisis or stress. Focus values are those value priorities in our lives that determine where we put our energy, what we enjoy, how we make decisions, and how we relate to others. Future values are those things which are becoming important to us and which are motivating us to grow and develop.

## Values Management

The Values Management Inventory from Values Technology Inc is a powerful tool for working with value systems. The framework (see over), with its associated values questionnaire, enables individual and organisational values to be measured and mapped. It also shows how value priority clusters relate to world views and leadership styles. Contact me for further information on this framework and the 1 day "Values Management" workshop.

*This newsletter is free. I encourage you to copy it, but if you do, please include my contact details. If you would prefer not to receive it, let me know and I will remove your name from the mailing list. Alternatively, if you are not on the mailing list and would like to receive it, please contact me to be added to the list.*

# Values Map

Phase I SURVIVING		Phase II BELONGING		Phase III SELF-INITIATING		Phase IV INTERDEPENDING	
The World is a mystery over which I have no control		The World is a problem with which I must cope		The World is a project in which I want to participate		The World is a mystery for which we care on a global scale	
1: SAFETY	2: SECURITY	3: FAMILY	4: INSTITUTION	5: VOCATION	6: NEW ORDER	7: WISDOM	8: WORLD ORDER
<b>Goals</b> Self Interest/Control Self Preservation Wonder/Awe/Fate	<b>Goals</b> Physical Delight Security	<b>Goals</b> Family/Belonging Fantasy/Play Self Worth	<b>Goals</b> Belief/Philosophy Competence/Confidence Play/Recreation Work/Labour	<b>Goals</b> Equality/Liberation Integration/Wholeness Self Actualisation Service/Vocation	<b>Goals</b> Art/Beauty Being Self Construction/New Order Contemplation Faith/Risk/Vision Human Dignity Knowledge/Insight Presence	<b>Goals</b> Intimacy/Solitude Truth/Wisdom	<b>Goals</b> Ecorty Global Harmony Word
<b>Means</b> Food/Warmth/Shelter Function/Physical Safety/Survival	<b>Means</b> Affection/Physical Economics/Profit Property/Control Sensory/Pleasure Territory/Security Wonder/Curiosity	<b>Means</b> Being Liked Care/Nurture Control/Order/Discipline Courtesy/Hospitality Dexterity/Coordination Endurance/Patience Equilibrium Friendship/Belonging Obedience/Duty Prestige/Image Rights/Respect Social Affirmation Support/Peer Tradition	<b>Means</b> Achievement/Success Administration/Control Communication/Information Competition Design/Pattern/Order Duty/Obligation Economics/Success Education/Certification Efficiency/Planning Hierarchy/Order Honour Law/Rule Loyalty/Fidelity Management Membership/Institution Owneership Patriotism/Esteem Productivity Reason Responsibility Rule/Accountability Technology/Science Unity/Uniformity Workmanship/Art/Craft	<b>Means</b> Adaptability/Flexibility Authority/Honesty Congruence Decision/Initiation Empathy Equity/Rights Expressiveness/Joy Generosity/Compassion Health/Healing Independence Law/Guide Limitation/Acceptance Mutual Obedience Quality/Evaluation Relaxation Search/Meaning/Hope Self Assertion Sharing/Listening/Trust	<b>Means</b> Accountability/Ethics Collaboration Community/Supportive Complementarity Corporation/Stewardship Creativity Detachment/Solitude Discernment Education/Knowledge Growth/Expansion Intimacy Justice/Social Order Leisure Limitation/Celebration Mission/Objectives Mutual Accountability Pioneerism/Innovation Research Ritual/Communication Simplicity/Play Unity/Diversity	<b>Means</b> Community/Personalist Interdependence Minessence Prophet/Vision Synergy Transcendence/Solitude	<b>Means</b> Convivial Technology Global Justice Human Rights Macroeconomics
<b>Foundation</b>		<b>Focus</b>		<b>Focus</b>		<b>Future</b>	
<b>AUTHORITARIAN</b> Oppressive dictator with followers who are totally dependent	<b>PATERNALIST</b> Benevolent paternalist with followers who are dependent and obedient	<b>MANAGER</b> Efficient managers with followers who are loyally devoted to the organisation	<b>FACILITATOR</b> Listener, clarifier and supporter with followers who are also listeners, clarifiers and supporters	<b>COLLABORATOR</b> Facilitator, producer and creator with active peer participation	<b>SERVANT</b> Interdependent administrator with collegial participation	<b>VISIONARY</b> Liberator with a global network of peer visionaries	