

## *the praestare project*

*praestare (latin: preb-STAR-uh) to excel; to fulfill; to be responsible for*



*Applied Psychology Resources*

*A Values-Based Personal Development Program*

*For*



This project was approved by the College of William & Mary Protection of Human Subjects Committee (Phone 757-221-3966) on 2007-01-20 and expires on 2008-02-20.

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**Please Login**

User Name:

Password:

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## *A Values-Based Personal Development Program*

### Features

- Uses the *Life Values Inventory*, a Research-Based Instrument with Cultural Sensitivity
- Comprehensive Assessment of Positive Life Values
- Instant Scoring and Interpretation
- Practical Applications for Productivity, Fulfillment, and Resilience

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## *A Values-Based Personal Development Program*

### The Process

#### **Step 1. Crystallizing Your Values**

#### **Step 2. Prioritizing Your Values**

#### **Step 3. Understanding Your Values**

Primary Values

Secondary & Partially Expressed Values

#### **Step 4. Making Positive Changes**

Aligning Behavior with Desired Values

Values and Life Roles

#### **Step 5. Strategies for Optimal Expression of Values**

#### **Step 6. Applying your Results to Specific Topics**

Optimal Self-Leadership

Motivation & Self-Improvement

Performance Enhancement

Procrastination & Perfectionism

Stress and Emotional Management

Managing Life Transitions

Values & Relationships

Occupations Locator

Educational Majors Locator

Leisure Activities Locator

For the Professional

Using the LVI in Counseling, Consulting, Coaching & Education

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## *A Values-Based Personal Development Program*

### Specific Information

#### Frequently Asked Questions

##### Important Information

##### Please Read Before Starting Values Assessment

##### **How long does it take to complete the values assessment?**

The assessment sections of the Life Values Inventory only take a few minutes to complete. However, we encourage you to allow an hour for the entire process so that you can fully understand your results and develop meaningful action steps. The Praestare Project is intended to be comprehensive and thought-provoking. It's important to take the assessment when you do not feel rushed and with minimal distractions.

##### **Do I have to complete the whole assessment in one sitting?**

No. The program is organized for your convenience so that you can work through it in one sitting or multiple sessions. You can exit at any time by clicking the "Sign Out" button. When you log in again, you will return to the page where you signed out.

##### **Will there be a summary report of my results?**

Yes. Each step of the process builds on the previous step. At the end of each step, there is a summary

of your results to that point. At the end of Step Four, there is a summary of the entire assessment process, entitled **"Your Values Profile: Summary of Steps 1-4."** We encourage you to print this section to a hard copy or PDF file.

**What information will be available if I want to review my results again or if I take the assessment more than once and want to compare results?"**

A summary report is saved and available for each completed assessment. In addition, the strategies from Steps Five & Six are available for review.

**How do I use the strategies from Steps Five & Six?**

How you express your values is as important as understanding your values. Step Five provides strategies for how you can optimally express your values. We encourage you to read through these strategies immediately after you complete the assessment section.

Step Six is a compilation of PDF documents with values-based strategies for productivity, fulfillment and resilience. This step is only necessary if you want to learn how to use your values for any of the specific topics listed. You may return to these strategies in the future or download the documents to review when you have time.

**Are there are technical requirements or suggestions for working through the online program?**

The website will work with most operating systems and web browsers, and is compatible for both PC and Mac users. We would suggest that you use IE 6 or later or Mozilla Firefox 2.0 or later. Please use the "Next" and "Previous" buttons on the web pages instead of the "Back" or "Forward" buttons of your web browser. If you have to exit the program before completing the assessment, please click the "Sign Out" button so that you can return where you left off. If you have any technical concerns, please click on the "Tech Support" button available on each page.

Click "Next" to begin the assessment process.



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**Demographic information will be used for research purposes only.**

Age:  Gender:

Ethnicity:  Country of Origin:

Current Residence (City):  Current Residence (State):

Occupation:   
(If you are currently a full-time student, please type "Student")

Years in Current Occupation:   
(Ignore if you are a full-time student)

Highest Academic Level Attained:

**For Students:**

Current Class Load:  Academic Class Level:

Cumulative GPA:  Membership(s) in Campus Organizations, including Athletics:

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Tech Support

Sign Out

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Good day. We have searched our database files and found that you have:

**Previously Completed LVI's**

**Date and Time Completed**

**LVI previously started...**

No previously started LVIs found.

Start new LVI session.



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## Life Values Inventory

R. Kelly Crace, Ph.D. & Duane Brown, Ph.D

### Step One: Crystallizing Your Values

#### Instructions

Values are beliefs that influence people's behavior and decision making. For example, if people believe that telling the truth is very important, they will try to be truthful when they deal with other people. Research has shown that understanding our values is one of the most important factors in determining satisfaction in our work, relationships, and leisure activities. The Life Values Inventory is designed to help you clarify and prioritize your values and serve as a blueprint for future decision making.

On the following pages is a list of beliefs that guides people's behavior and helps them make important decisions. Read each one and then choose the response (1-5) that best describes how often the belief guides your behavior. Before you begin, complete the following practice item by circling the number that best describes how this belief **guides your behavior now**.

	Seldom Guides My Behavior		Sometimes Guides My Behavior		Frequently Guides My Behavior
<b>1. Being Healthy</b>	1	2	3	4	5

If a belief in being healthy seldom guides your behavior, circle 1. If being healthy frequently guides your behavior, circle 5. If the best answer for you is between 1 and 5, circle the number (2, 3, or 4) that most accurately describes how this belief guides your behavior.

Read each item carefully and circle only one response. Usually your first idea is the best indicator of how you feel. Answer every item. There are no right or wrong answers. Your choices should describe your own values, not the values of others.

Important Tips:

(1) All of the items reflect positive values. Avoid rating all items as 4 or 5. Use your behavior as a guide to your ratings.

(2) Answer according to what is really guiding your behavior, not what you want it to be (you'll get to that in a subsequent section)

(3) When thinking about your current behavior, think in terms of this general time in your life, not in terms of today or this past week.

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## Step One: Crystallizing Your Values

### Rating Your Values

	Seldom Guides My Behavior		Sometimes Guides My Behavior		Frequently Guides My Behavior
1. Challenging myself to achieve	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>
2. Being liked by others	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
3. Protecting the environment	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
4. Being sensitive to others' needs	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>
5. Coming up with new ideas	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>
6. Having financial success	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
7. Taking care of my body	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
8. Downplaying compliments or praise	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>
9. Being independent	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
10. Accepting my place in my family or group	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>
11. Relying on objective facts	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
12. Having time to myself	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
13. Being reliable	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>
14. Believing in a higher power	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>

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## Step One: Crystallizing Your Values

### Rating Your Values

	Seldom Guides My Behavior		Sometimes Guides My Behavior		Frequently Guides My Behavior
15. Improving my performance	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
16. Being accepted by others	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
17. Preserving nature	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
18. Helping others	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>
19. Being creative	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
20. Making money	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
21. Being in good physical shape	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
22. Being quiet about my successes	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>
23. Giving my opinion	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>
24. Respecting the traditions of my family or group	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
25. Relying on logic to solve problems	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
26. Having quiet time to think	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
27. Being trustworthy	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>
28. Believing that there is something greater than ourselves	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>

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## Step One: Crystallizing Your Values

### Rating Your Values

	Seldom Guides My Behavior		Sometimes Guides My Behavior		Frequently Guides My Behavior
29. Working hard to do better	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>
30. Feeling as though I belong	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>
31. Appreciating the beauty of nature	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
32. Being concerned about the rights of others	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
33. Discovering new things or ideas	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input checked="" type="radio"/>	5 <input type="radio"/>
34. Being wealthy	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
35. Being athletic	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
36. Avoiding credit for my accomplishments	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>
37. Having control over my time	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
38. Making decisions with my family or group in mind	1 <input type="radio"/>	2 <input type="radio"/>	3 <input checked="" type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
39. Being analytical	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
40. Having a private place to go	1 <input type="radio"/>	2 <input checked="" type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
41. Meeting my obligations	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>
42. Living in harmony with my spiritual beliefs	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input checked="" type="radio"/>

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## Step One: Crystallizing Your Values

### Values Scores

#### Scores

- |    |  |
|----|--|
| 15 | <b>HUMILITY</b><br>It is important to be humble and modest about my accomplishments.   |
| 15 | <b>RESPONSIBILITY</b><br>It is important to be dependable and trustworthy.   |
| 15 | <b>SPIRITUALITY</b><br>It is important to have spiritual beliefs that reflect being a part of something greater than myself. |
| 12 | <b>CREATIVITY</b><br>It is important to have new ideas or to create new things.  |
| 11 | <b>ACHIEVEMENT</b><br>It is important to challenge myself and to work hard to improve.                                       |
| 11 | <b>CONCERN FOR OTHERS</b><br>The well being of others and helping others are important.                                      |
| 10 | <b>BELONGING</b><br>It is important to be accepted by others and to feel included.   |
| 10 | <b>INTERDEPENDENCE</b><br>It is important to follow the traditions and expectations of my family or group.                   |
| 9  | <b>INDEPENDENCE</b><br>It is important to make my own decisions and do things my way.  |
| 8  | <b>CONCERN FOR THE ENVIRONMENT</b><br>It is important to protect and preserve the environment.                               |

8 **OBJECTIVE ANALYSIS**

It is important to use logical principles to understand and solve problems.

6 **FINANCIAL PROSPERITY**

It is important to be successful at making money or buying things.

6 **HEALTH AND ACTIVITY**

It is important to be healthy and physically active.

6 **PRIVACY**

It is important to have time alone.

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## Step Two: Prioritizing Your Values

### Ranking Your Values









You have completed the first step of values clarification by rating individual items on the preceding pages. The second step is to rank the 14 life values scales. **Using your scores as a guide**, rank the 14 values from 1 to 14 with 1 being the value that most frequently guides your behavior now and 14 being the value that guides your behavior least. **There should be no tied rankings.**

Hint: If you have trouble breaking tied scores, think of your current behavior. If someone followed you around for a month, which of those tied values would they see more frequently?

Scores    Ranking

15	<input type="checkbox"/> 2 <input type="checkbox"/>	<b>HUMILITY</b> It is important to be humble and modest about my accomplishments.
15	<input type="checkbox"/> 3 <input type="checkbox"/>	<b>RESPONSIBILITY</b> It is important to be dependable and trustworthy.
15	<input type="checkbox"/> 1 <input type="checkbox"/>	<b>SPIRITUALITY</b> It is important to have spiritual beliefs that reflect being a part of something greater than myself.
12	<input type="checkbox"/> 5 <input type="checkbox"/>	<b>CREATIVITY</b> It is important to have new ideas or to create new things.
11	<input type="checkbox"/> 4 <input type="checkbox"/>	<b>ACHIEVEMENT</b> It is important to challenge myself and to work hard to improve.
11	<input type="checkbox"/> 6 <input type="checkbox"/>	<b>CONCERN FOR OTHERS</b> The well being of others and helping others are important.



- 10  **BELONGING**  
It is important to be accepted by others and to feel included.
- 10  **INTERDEPENDENCE**  
It is important to follow the traditions and expectations of my family or group.
- 9  **INDEPENDENCE**  
It is important to make my own decisions and do things my way.
- 8  **CONCERN FOR THE ENVIRONMENT**  
It is important to protect and preserve the environment.
- 8  **OBJECTIVE ANALYSIS**  
It is important to use logical principles to understand and solve problems.
- 6  **FINANCIAL PROSPERITY**  
It is important to be successful at making money or buying things.
- 6  **HEALTH AND ACTIVITY**  
It is important to be healthy and physically active.
- 6  **PRIVACY**  
It is important to have time alone.

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## Summary of Steps One and Two

### Scores Ranking

15	1	<b>SPIRITUALITY</b> It is important to have spiritual beliefs that reflect being a part of something greater than myself.
15	2	<b>HUMILITY</b> It is important to be humble and modest about my accomplishments.
15	3	<b>RESPONSIBILITY</b> It is important to be dependable and trustworthy.
11	4	<b>ACHIEVEMENT</b> It is important to challenge myself and to work hard to improve.
12	5	<b>CREATIVITY</b> It is important to have new ideas or to create new things.
11	6	<b>CONCERN FOR OTHERS</b> The well being of others and helping others are important.
10	7	<b>BELONGING</b> It is important to be accepted by others and to feel included.
10	8	<b>INTERDEPENDENCE</b> It is important to follow the traditions and expectations of my family or group.
9	9	<b>INDEPENDENCE</b> It is important to make my own decisions and do things my way.
8	10	<b>OBJECTIVE ANALYSIS</b> It is important to use logical principles to understand and solve problems.

8 11 **CONCERN FOR THE ENVIRONMENT**  
It is important to protect and preserve the environment.

6 12 **HEALTH AND ACTIVITY**  
It is important to be healthy and physically active.

6 13 **FINANCIAL PROSPERITY**  
It is important to be successful at making money or buying things.

6 14 **PRIVACY**  
It is important to have time alone.

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## Step Three: Understanding Your Values

### Your Primary Values

#### Values Ranked 1 - 5

Your primary values are the most frequent guide to your current behavior. Values become primary for usually three reasons: (1) They are so much a part of your identity that they are automatic. While you may not consciously think about them, others constantly see them being expressed in your behavior. (2) They may be values that are currently very important to you and you consciously think about them when you make important decisions. (3) These may be values that are absolutely critical in your current environment and frequently demand your time and energy.

The following paragraphs describe your primary values, how they work positively for you and how they can also cause stress in your life. Read the descriptions carefully. While the paragraphs may not describe you fully, pay particular attention to the words and statements that accurately describe you.

#### 1. SPIRITUALITY

It is important to have spiritual beliefs that reflect being a part of something greater than myself.

LVI items for SPIRITUALITY

- 14. Believing in a higher power
- 28. Believing that there is something greater than ourselves
- 42. Living in harmony with my spiritual beliefs

People who hold this belief seek inner harmony and salvation, may dream of a world of peace and beauty, are honest, and are obedient to their spiritual beliefs. Behavioral manifestations of this value are religious activities such as going to church, synagogue, temple, or mosque, worshipping or meditating, and voicing beliefs. Some people who do not subscribe to any of the major religions of the world may also have a highly prioritized Spirituality value. These people may feel that they are connected to nature or the cosmos in spiritual ways and may worship through meditation, treks to places with

natural beauty, or by developing connections with other human beings.

Spirituality does not necessarily conflict with other values. Conflict with others is likely if their spiritual beliefs are devalued or if actions contrary to those beliefs occur. Conflict may also occur if the demands of other life roles interfere with acting on the Spirituality value.

## **2. HUMILITY**

It is important to be humble and modest about my accomplishments.

LVI items for HUMILITY

- 8. Downplaying compliments or praise
- 22. Being quiet about my successes
- 36. Avoiding credit for my accomplishments

People who hold this value are modest and may be self-effacing. They tend to be uncomfortable when their accomplishments are highlighted and may attempt to point to the accomplishment of others to deflect attention from themselves. Also, they are likely to be obedient, polite, loyal, and self-controlled.

Humility may conflict with Achievement, particularly if the result is individual achievement that draws attention to the person. Stress is likely if the person who holds a highly prioritized Humility value is placed in a position of having to promote her or his accomplishments.

## **3. RESPONSIBILITY**

It is important to be dependable and trustworthy.

LVI items for RESPONSIBILITY

- 13. Being reliable
- 27. Being trustworthy
- 41. Meeting my obligations

People who hold this value may perceive themselves as being responsible, honest, helpful, logical, self-controlled, and trustworthy. They are viewed by others as reliable and are seen as the dependable person for important tasks. Being responsible is very fulfilling if there is also perceived equity and fairness in their commitment of time and energy. Long periods of perceived inequity or unfairness can result in burnout. Accountability is important and can result in holding others to high standards. Excuses from others can be frustrating. Because being trustworthy is important, trust is critical and broken trust can be felt deeply.

Stress occurs when people who value Responsibility become too other-oriented at the sacrifice of self-care and maintenance (responsibility to oneself). Stress is also experienced when role overload occurs to the point that it precludes or reduces the opportunity to act in a dependable fashion. A person who prizes both Creativity and Responsibility may have a conflict between the desire to innovate and the motive to be reliable.

#### **4. ACHIEVEMENT**

It is important to challenge myself and to work hard to improve.

LVI items for ACHIEVEMENT

1. Challenging myself to achieve
15. Improving my performance
29. Working hard to do better

People who hold this value may view themselves as ambitious and capable, and they may enjoy activities that require taking risks. This value can serve as a source of motivation to improve and do your best. Satisfaction of this value may come in many ways including the accumulation of knowledge, helping others, performing physical feats, setting challenging personal goals and working to achieve them, working to improve performance, putting forth extra effort to accomplish a goal, and through success in business.

People who value Achievement experience stress when they are unable to act on their achievement-oriented goals, when they feel unchallenged, or when they become too focused on results or outcome at the sacrifice of satisfaction about their performance or effort. Belonging may conflict with Achievement when acceptance by a peer group is dependent upon maintaining relatively low levels of performance. Conflict may occur between persons who have a highly prioritized Achievement value and people who act to limit their accomplishments or do not share their Achievement value. Conflict can also occur when the demands of one or more other roles preclude the pursuit of cherished, achievement-oriented goals.

#### **5. CREATIVITY**

It is important to have new ideas or to create new things.

LVI items for CREATIVITY

5. Coming up with new ideas
19. Being creative
33. Discovering new things or ideas

People who hold this value are likely to perceive themselves as imaginative, intelligent, expressive, capable, and broad-minded. They are also likely to be concerned about beauty in the world, although this may not be restricted to nature.

Creativity can complement many other values since it facilitates looking at things in new and different ways. Stress can occur when Creativity is overemphasized at the expense of orderliness that may be necessary for the proper management of their lives and relationships. They are likely to experience stress when their ability to use their imagination to solve problems is restricted (e.g. if they work in a routine, repetitive job).

Conflict may occur when people have a highly prioritized Creativity value as well as a highly prioritized Responsibility value. Dependability, which is the hallmark of a person with a Responsibility value, may mean being orderly and predictable, responses that may not be highly compatible with a creative person's mode of operation. Conflict is also likely to result if the person who prizes Creativity is expected by others to follow a routine.

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## Step Three: Understanding Your Values

### Your Secondary and Partially Expressed Values

#### Values Ranked 6 - 14

These values may be frequently expressed and important but are less prominent than your primary values. They may be more role specific, such as being more prominent in your work role but less active in your leisure role, or vice-versa. They may often reflect "values in transition." In other words, they may be former primary values that are moving their way down in priority, or they may be previously lower values that are increasing in importance to you. As the values move up in number toward 14, they move from secondary to partially expressed values that are only expressed in specific situations. Values that are only partially expressed may be due to a lack of importance; or they may be important to you but you are not acting on them as frequently as you would like due to external demands or limited time and energy. We will address that issue in subsequent steps.

Your secondary and partially expressed values are listed in rank order. **To read further information about a specific value, click on the value heading itself or the [+].**

#### **6. CONCERN FOR OTHERS [-]**

The well being of others and helping others are important.

LVI items for CONCERN FOR OTHERS

- 4. Being sensitive to others' needs
- 18. Helping others
- 32. Being concerned about the rights of others

People who hold this value are likely to believe in equality, see themselves as helpful, honest, friendly, and forgiving, may strive for inner tranquility and world peace, and may have little concern for the accumulation of wealth. However, some people who hold this value also value Financial Prosperity. Roles in which they can heal, teach, help, mentor, or otherwise advance the welfare of others are the most satisfying to people holding this value. This value can facilitate personal and professional relationships because of sensitivity to others. However, a great deal of interpersonal frustration may occur with

others who act in an uncaring or selfish manner. This value can be a source of stress if one feels unable to help others or if help is rejected. Over-attention to this value can result in burnout, feeling overly responsible for the problems of others, and a loss of equity in relationships.

Concern for Others may be complementary with Belonging, but may conflict with Independence if overemphasized. Similarly, people with highly prioritized Privacy and Concern for Others values may experience conflict because one value pulls them toward solitary activities while the other pushes them toward interaction with people. Conflict may occur if individuals who have a highly prioritized Concern for Others value find themselves in roles with people who place material rewards (Financial Prosperity) ahead of the welfare of people.

## **7. BELONGING [-]**

It is important to be accepted by others and to feel included.

LVI items for BELONGING

- 2. Being liked by others
- 16. Being accepted by others
- 30. Feeling as though I belong

Connectedness and inclusion in work and social groups are valued. Inclusion can be the basis for positive self-evaluation, and acceptance may be sought in a variety of ways including being helpful, polite, and/or loyal.

Stress can result when other values are compromised for the sake of harmony or having others like you. Being assertive or dealing with confrontation can also be a source of stress. Transitions to new environments can be hard until a sense of belonging is felt. Independence, Privacy and Achievement may conflict with Belonging to the degree they interfere with feeling connected to others. Conflict may occur if there is little acceptance or recognition given within a role. Conflict may also occur if other roles interfere with the time necessary to develop meaningful relationships.

## **8. INTERDEPENDENCE [-]**

It is important to follow the traditions and expectations of my family or group.

LVI items for INTERDEPENDENCE

- 10. Accepting my place in my family or group
- 24. Respecting the traditions of my family or group
- 38. Making decisions with my family or group in mind

Family or group security is important to people who hold this value. They are likely to perceive themselves to be helpful, honest, loving, loyal, obedient, polite, and self-controlled. Behavioral expressions of this value include concern for family or work group, putting the needs of the family or group first, and adherence to family or group traditions. Stress occurs when people who hold this value become totally bound by tradition and are unable to adapt to changes that occur.

Interdependence may conflict with Independence. Interdependence requires conformity to the expectations of others while Independence dictates that one act on his or her volition. People who value both Interdependence and Independence may strongly consider the opinions of others but choose to do what they feel is right for themselves in the long run.



## **9. INDEPENDENCE [-]**

It is important to make my own decisions and do things my way.

LVI items for INDEPENDENCE

- 9. Being independent
- 23. Giving my opinion
- 37. Having control over my time

People with this value strive for personal freedom and autonomous action of speech and movement. They may perceive themselves to be ambitious, capable, pleasure seeking, and may like to be regarded by others as independent. People who value Independence may accept temporary positions of restricted autonomy but it will be important for them to see a clear future opportunity for increased autonomy. It is also important to feel a sense of equity in that they are receiving a fair reward for what they are contributing. Stress occurs for people holding this value when their actions are limited in some fashion. When this value is overemphasized, other people are disregarded in the decision-making process and/or the individual overreacts emotionally to attempts, real or imagined, at restricting their activities.

Independence may conflict with Interdependence and Belonging because both of these values require fairly high degrees of conformity for satisfaction. Conflict may occur when people who value Independence are involved with people who strongly value Belonging and/or Interdependence.

## **10. OBJECTIVE ANALYSIS [-]**

It is important to use logical principles to understand and solve problems.

LVI items for OBJECTIVE ANALYSIS

- 11. Relying on objective facts
- 25. Relying on logic to solve problems
- 39. Being analytical

People who hold this value may perceive themselves to be logical, intelligent, analytical, critical, curious, and precise. They may perceive themselves to have analytic ability and engage in scientific or analytical activities. They may enjoy learning about science or technology, working with computers or other technical equipment, or simply talking about science or technology. Stress occurs for these people when they have to function in non-orderly, non-analytical ways. Objective Analysis typically does not conflict with other values. However, stress may occur if a person who prizes Objective Analysis is forced into roles that require leadership and persuasive activities.

## **11. CONCERN FOR THE ENVIRONMENT [-]**

It is important to protect and preserve the environment.

LVI items for CONCERN FOR THE ENVIRONMENT

- 3. Protecting the environment
- 17. Preserving nature
- 31. Appreciating the beauty of nature

Protecting the natural beauty of the environment is of utmost important for people who highly prioritize this value. They may also hold other altruistic beliefs such as equality and world peace. People who hold this value typically act on it by engaging in good environmental practices, reading about the environment, and engaging in activities such as fundraisers for organizations that advocate for environmental improvement.

People holding this value experience stress when they perceive that the natural beauty of the environment is being permanently damaged, and when they are not advancing their goal of improving the environment. Conflict is likely between people holding this value and people who are either apathetic about the environment or who deliberately engage in acts that harm or detract from the natural beauty of the environment. Conflict may also occur if people who have deep-seated concerns about the environment become engaged in roles (e.g. work or leisure) that preclude or restrict them from acting on this value.

## **12. HEALTH AND ACTIVITY [-]**

It is important to be healthy and physically active.

LVI items for HEALTH AND ACTIVITY

- 7. Taking care of my body
- 21. Being in good physical shape
- 35. Being athletic

People who hold this value tend to like clean, healthy environments, enjoy exciting activities, and are committed to their health and well-being. They may see this value as a powerful way to manage the stress in their lives. Over-attention to this value can result in being overly critical of their appearance or level of fitness, and can result in an unhealthy form of coping if not managed appropriately. Stress may be felt when the demands of others restrict the time devoted to being physically active. Stress may also be experienced when people who value Health and Activity see others engage in unhealthy activities. Health and Activity can facilitate the attainment of other values and does not necessarily conflict with other values unless it is overemphasized.

## **13. FINANCIAL PROSPERITY [-]**

It is important to be successful at making money or buying things.

LVI items for FINANCIAL PROSPERITY

- 6. Having financial success
- 20. Making money
- 34. Being wealthy

People who hold this value may perceive themselves to be ambitious, capable, intelligent, and logical. They strive to accumulate wealth and live a comfortable life. This value can complement or facilitate the attainment of other important values, such as Independence. Stress occurs for people who hold Financial Prosperity as a highly prioritized value when they are unable to accumulate wealth at a rate that they deem appropriate, or whenever they experience loss of wealth. Stress can be felt when there is perceived inequity in the amount of financial return one receives for the amount of energy expended.

Financial Prosperity does not necessarily conflict with other values unless it is overemphasized. Over-attention to this value may result in placing too much importance on material things at the sacrifice of relationships, as well as spiritual, emotional, and physical well-being.

## 14. PRIVACY [-]

It is important to have time alone.

LVI items for PRIVACY

- 12. Having time to myself
- 26. Having quiet time to think
- 40. Having a private place to go

People who hold this value seek personal freedom. Behavioral manifestations of this value include reading, taking long drives or walks, listening to music, and other solitary activities. People who hold this value are not likely to see themselves as entrepreneurial. Stress occurs for people who value Privacy when they are forced, because of role demands, to spend extensive amounts of time with people at the expense of time alone. Privacy is compatible with Independence but may conflict with Interdependence.

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## Profile of Current Behavior

### Summary of Steps 1 - 3

Scores	Ranking	Primary Values
15	1	<b>SPIRITUALITY</b> It is important to have spiritual beliefs that reflect being a part of something greater than myself.
15	2	<b>HUMILITY</b> It is important to be humble and modest about my accomplishments.
15	3	<b>RESPONSIBILITY</b> It is important to be dependable and trustworthy.
11	4	<b>ACHIEVEMENT</b> It is important to challenge myself and to work hard to improve.
12	5	<b>CREATIVITY</b> It is important to have new ideas or to create new things.

Scores	Ranking	Secondary and Partially Expressed Values
11	6	<b>CONCERN FOR OTHERS</b> The well being of others and helping others are important.
10	7	<b>BELONGING</b> It is important to be accepted by others and to feel included.
10	8	<b>INTERDEPENDENCE</b> It is important to follow the traditions and expectations of my family or group.

9 9 **INDEPENDENCE**  
It is important to make my own decisions and do things my way.

8 10 **OBJECTIVE ANALYSIS**  
It is important to use logical principles to understand and solve problems.

8 11 **CONCERN FOR THE ENVIRONMENT**  
It is important to protect and preserve the environment.

6 12 **HEALTH AND ACTIVITY**  
It is important to be healthy and physically active.

6 13 **FINANCIAL PROSPERITY**  
It is important to be successful at making money or buying things.

6 14 **PRIVACY**  
It is important to have time alone.

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## Step Four: Making Positive Changes

### Aligning Behavior with Desired Values

As you review the values profile of your current behavior you may want to make a few adjustments in how you devote your time and energy.

Changes in our values expression usually occur because (1) we are going through a transition and our values are starting to shift in importance; or (2) our behavior has drifted from what we really value.

This next section will help you clarify specific changes to better align your behavior with what you believe is most important. It will also help you clarify the roles where you want to express those values.

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## Step Four: Making Positive Changes

### Adjusted Values Expressions

**Instructions:** Look carefully at your values ranking. **Thinking of the next six months to a year, what changes in your behavior would you like to make?** For each value, select from one of the following three options:

Increase expression of the value (Devote MORE time/energy)

Decrease expression of the value (Devote LESS time/energy)

No change in expression (Devote SAME time/energy)

Important consideration: Assume that you are 100% committed in your energy. Therefore, if you intend to increase expression of one value, you must decrease expression of another value. If you intend to make any changes in your expression, there should be a reflected balance of increases and decreases. Be realistic in your adjustments. Remember that you only have so many hours in a day and that your current environment may impact how much you can adjust your devotion of time and energy. If you are happy with your current expression of values and don't want to make any changes over the next few months, select "Devote SAME time/energy" for each value.

Ranking	Adjusted Expression	
1	Devote MORE time/energy	<b>SPIRITUALITY</b> It is important to have spiritual beliefs that reflect being part of something greater than myself.
2	Devote MORE time/energy	<b>HUMILITY</b> It is important to be humble and modest about my accomplishments.
3	Devote MORE time/energy	<b>RESPONSIBILITY</b>

It is important to be dependable and trustworthy.

- |    |                         |  |
|----|-------------------------|--|
| 4  | Devote LESS time/energy | <b>ACHIEVEMENT</b>   |
|    |                         | It is important to challenge myself and to work hard to improve.                 |
| 5  | Devote LESS time/energy | <b>CREATIVITY</b>  |
|    |                         | It is important to have new ideas or to create new things                        |
| 6  | Devote LESS time/energy | <b>CONCERN FOR OTHERS</b>  |
|    |                         | The well being of others and helping others are important                        |
| 7  | Devote SAME time/energy | <b>BELONGING</b>   |
|    |                         | It is important to be accepted by others and to feel included.                   |
| 8  | Devote SAME time/energy | <b>INTERDEPENDENCE</b>   |
|    |                         | It is important to follow the traditions and expectations of my family or group. |
| 9  | Devote SAME time/energy | <b>INDEPENDENCE</b>  |
|    |                         | It is important to make my own decisions and do things my way.                   |
| 10 | Devote SAME time/energy | <b>OBJECTIVE ANALYSIS</b>  |
|    |                         | It is important to use logical principles to understand and solve problems.      |
| 11 | Devote MORE time/energy | <b>CONCERN FOR THE ENVIRONMENT</b>   |
|    |                         | It is important to protect and preserve the environment.                         |
| 12 | Devote MORE time/energy | <b>HEALTH AND ACTIVITY</b>   |
|    |                         | It is important to be healthy and physically active.                             |
| 13 | Devote LESS time/energy | <b>FINANCIAL PROSPERITY</b>  |
|    |                         | It is important to be successful at making money or buying things.               |
| 14 | Devote LESS time/energy | <b>PRIVACY</b>   |
|    |                         | It is important to have time alone.  |

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## Step Four: Making Positive Changes

### Adjusted Values Expression Summary

#### Increase Values Expression

Value	Ranking
SPIRITUALITY	1
HUMILITY	2
RESPONSIBILITY	3
CONCERN FOR THE ENVIRONMENT	11
HEALTH AND ACTIVITY	12

Think of specific actions that will reflect an increase in expression of these values.

#### Decrease Values Expression

Value	Ranking
ACHIEVEMENT	4
CREATIVITY	5
CONCERN FOR OTHERS	6
FINANCIAL PROSPERITY	13
PRIVACY	14

Think of situations when you will choose to act less on these values, possibly by focusing on expressing other values.

#### Same Values Expression

Value	Ranking
BELONGING	7
INTERDEPENDENCE	8
INDEPENDENCE	9
OBJECTIVE ANALYSIS	10

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## Step Four: Making Positive Changes

### Values and Life Roles

We express our values through our life roles. Since it is rare that one life role, such as work, satisfies all of our values, we often devote time and energy to several roles. While we may be involved in many activities and relationships, most people divide their time and energy into three major life roles: (1) Work; (2) Important Relationships; and (3) Leisure and Community Activities.

#### Role Descriptions

**Work:** The work role typically refers to your career, but it can also include activities that may precede a career, such as internships, externships, temporary jobs, and academic preparation.

**Important Relationships:** Important relationships may include family members, intimate partners, and close friends. Some relationships exist by family ties instead of choice, such as parents and siblings. However, you can choose how emotionally invested you are with your family members and who else you want to be a part of your life.

**Leisure and Community Activities:** This role includes activities that you choose with your personal time. They might include volunteering to help others, participating in sports, hobbies, religious activities, social functions or clubs, or just spending quiet time alone.

---

**Instructions:** For each value listed, select the role(s) where you want to express that value. You can select more than one role for each value. If there is another important role that doesn't fit under the other three role categories, mark "Other" and type that role in the box provided. If you do not want to devote time and energy to a value, select "Limited or No Expression". *Values are listed according to your current rankings.*

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>SPIRITUALITY</b> It is important to have spiritual beliefs that reflect being a part of something greater than myself.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>HUMILITY</b> It is important to be humble and modest about my accomplishments.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>RESPONSIBILITY</b> It is important to be dependable and trustworthy.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>ACHIEVEMENT</b> It is important to challenge myself and to work hard to improve.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>CREATIVITY</b> It is important to have new ideas or to create new things.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>CONCERN FOR OTHERS</b> The well being of others and helping others are important.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>BELONGING</b> It is important to be accepted by others and to feel included.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>INTERDEPENDENCE</b> It is important to follow the traditions and expectations of my family or group.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>INDEPENDENCE</b>  It is important to make my own decisions and do things my way.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>OBJECTIVE ANALYSIS</b>  It is important to use logical principles to understand and solve problems.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>CONCERN FOR THE ENVIRONMENT</b>  It is important to protect and preserve the environment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>HEALTH AND ACTIVITY</b>  It is important to be healthy and physically active.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>FINANCIAL PROSPERITY</b>  It is important to be successful at making money or buying things.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

Value	Work	Relationships	Leisure/ Community Activities	Other	Limited or No Expression
<b>PRIVACY</b>  It is important to have time alone.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/>

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## Your Values Profile

### Summary of Steps 1 - 4

This page is a summary of your entire values assessment. Please review it carefully and return to previous pages to make any changes. **After this page, you will not be able to change your answers..**

You are encouraged to download or print this page for future reference. **To read further information about a specific value, click on the value heading itself or the [+].**

#### **SPIRITUALITY [-]**

It is important to have spiritual beliefs that reflect being a part of something greater than myself.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
15	1	Increase	Work Relationships

People who hold this belief seek inner harmony and salvation, may dream of a world of peace and beauty, are honest, and are obedient to their spiritual beliefs. Behavioral manifestations of this value are religious activities such as going to church, synagogue, temple, or mosque, worshipping or meditating, and voicing beliefs. Some people who do not subscribe to any of the major religions of the world may also have a highly prioritized Spirituality value. These people may feel that they are connected to nature or the cosmos in spiritual ways and may worship through meditation, treks to places with natural beauty, or by developing connections with other human beings.

Spirituality does not necessarily conflict with other values. Conflict with others is likely if their spiritual beliefs are devalued or if actions contrary to those beliefs occur. Conflict may also occur if the demands of other life roles interfere with acting on the Spirituality value.

#### **HUMILITY [-]**

It is important to be humble and modest about my accomplishments.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
15	2	Increase	Work Relationships

People who hold this value are modest and may be self-effacing. They tend to be uncomfortable when their accomplishments are highlighted and may attempt to point to the accomplishment of others to deflect attention from themselves. Also, they are likely to be obedient, polite, loyal, and self-controlled.

Humility may conflict with Achievement, particularly if the result is individual achievement that draws attention to the person. Stress is likely if the person who holds a highly prioritized Humility value is placed in a position of having to promote her or his accomplishments.

### RESPONSIBILITY [-]

It is important to be dependable and trustworthy.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
15	3	Increase	Work Relationships

People who hold this value may perceive themselves as being responsible, honest, helpful, logical, self-controlled, and trustworthy. They are viewed by others as reliable and are seen as the dependable person for important tasks. Being responsible is very fulfilling if there is also perceived equity and fairness in their commitment of time and energy. Long periods of perceived inequity or unfairness can result in burnout. Accountability is important and can result in holding others to high standards. Excuses from others can be frustrating. Because being trustworthy is important, trust is critical and broken trust can be felt deeply.

Stress occurs when people who value Responsibility become too other-oriented at the sacrifice of self-care and maintenance (responsibility to oneself). Stress is also experienced when role overload occurs to the point that it precludes or reduces the opportunity to act in a dependable fashion. A person who prizes both Creativity and Responsibility may have a conflict between the desire to innovate and the motive to be reliable.

### ACHIEVEMENT [-]

It is important to challenge myself and to work hard to improve.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
11	4	Decrease	Work Relationships

People who hold this value may view themselves as ambitious and capable, and they may enjoy activities that require taking risks. This value can serve as a source of motivation to improve and do your best. Satisfaction of this value may come in many ways including the



accumulation of knowledge, helping others, performing physical feats, setting challenging personal goals and working to achieve them, working to improve performance, putting forth extra effort to accomplish a goal, and through success in business.

People who value Achievement experience stress when they are unable to act on their achievement-oriented goals, when they feel unchallenged, or when they become too focused on results or outcome at the sacrifice of satisfaction about their performance or effort. Belonging may conflict with Achievement when acceptance by a peer group is dependent upon maintaining relatively low levels of performance. Conflict may occur between persons who have a highly prioritized Achievement value and people who act to limit their accomplishments or do not share their Achievement value. Conflict can also occur when the demands of one or more other roles preclude the pursuit of cherished, achievement-oriented goals.

## **CREATIVITY [-]**

It is important to have new ideas or to create new things.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
12	5	Decrease	Work Relationships

People who hold this value are likely to perceive themselves as imaginative, intelligent, expressive, capable, and broad-minded. They are also likely to be concerned about beauty in the world, although this may not be restricted to nature.

Creativity can complement many other values since it facilitates looking at things in new and different ways. Stress can occur when Creativity is overemphasized at the expense of orderliness that may be necessary for the proper management of their lives and relationships. They are likely to experience stress when their ability to use their imagination to solve problems is restricted (e.g. if they work in a routine, repetitive job).

Conflict may occur when people have a highly prioritized Creativity value as well as a highly prioritized Responsibility value. Dependability, which is the hallmark of a person with a Responsibility value, may mean being orderly and predictable, responses that may not be highly compatible with a creative person's mode of operation. Conflict is also likely to result if the person who prizes Creativity is expected by others to follow a routine.

## **CONCERN FOR OTHERS [-]**

The well being of others and helping others are important.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
11	6	Decrease	Work Relationships

People who hold this value are likely to believe in equality, see themselves as helpful, honest, friendly, and forgiving, may strive for inner tranquility and world peace, and may have little concern for the accumulation of wealth. However, some people who hold this value also value Financial Prosperity. Roles in which they can heal, teach, help, mentor, or otherwise advance

the welfare of others are the most satisfying to people holding this value. This value can facilitate personal and professional relationships because of sensitivity to others. However, a great deal of interpersonal frustration may occur with others who act in an uncaring or selfish manner. This value can be a source of stress if one feels unable to help others or if help is rejected. Over-attention to this value can result in burnout, feeling overly responsible for the problems of others, and a loss of equity in relationships.

Concern for Others may be complementary with Belonging, but may conflict with Independence if overemphasized. Similarly, people with highly prioritized Privacy and Concern for Others values may experience conflict because one value pulls them toward solitary activities while the other pushes them toward interaction with people. Conflict may occur if individuals who have a highly prioritized Concern for Others value find themselves in roles with people who place material rewards (Financial Prosperity) ahead of the welfare of people.

## **BELONGING [-]**

It is important to be accepted by others and to feel included.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
10	7	Same	Work Relationships

Connectedness and inclusion in work and social groups are valued. Inclusion can be the basis for positive self-evaluation, and acceptance may be sought in a variety of ways including being helpful, polite, and/or loyal.

Stress can result when other values are compromised for the sake of harmony or having others like you. Being assertive or dealing with confrontation can also be a source of stress. Transitions to new environments can be hard until a sense of belonging is felt. Independence, Privacy and Achievement may conflict with Belonging to the degree they interfere with feeling connected to others. Conflict may occur if there is little acceptance or recognition given within a role. Conflict may also occur if other roles interfere with the time necessary to develop meaningful relationships.

## **INTERDEPENDENCE [-]**

It is important to follow the traditions and expectations of my family or group.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
10	8	Same	Work Relationships

Family or group security is important to people who hold this value. They are likely to perceive themselves to be helpful, honest, loving, loyal, obedient, polite, and self-controlled. Behavioral expressions of this value include concern for family or work group, putting the needs of the family or group first, and adherence to family or group traditions. Stress occurs when people who hold this value become totally bound by tradition and are unable to adapt to changes that occur.

Interdependence may conflict with Independence. Interdependence requires conformity to the

expectations of others while Independence dictates that one act on his or her volition. People who value both Interdependence and Independence may strongly consider the opinions of others but choose to do what they feel is right for themselves in the long run.

### **INDEPENDENCE [-]**

It is important to make my own decisions and do things my way.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
9	9	Same	Work Relationships

People with this value strive for personal freedom and autonomous action of speech and movement. They may perceive themselves to be ambitious, capable, pleasure seeking, and may like to be regarded by others as independent. People who value Independence may accept temporary positions of restricted autonomy but it will be important for them to see a clear future opportunity for increased autonomy. It is also important to feel a sense of equity in that they are receiving a fair reward for what they are contributing. Stress occurs for people holding this value when their actions are limited in some fashion. When this value is overemphasized, other people are disregarded in the decision-making process and/or the individual overreacts emotionally to attempts, real or imagined, at restricting their activities.

Independence may conflict with Interdependence and Belonging because both of these values require fairly high degrees of conformity for satisfaction. Conflict may occur when people who value Independence are involved with people who strongly value Belonging and/or Interdependence.

### **OBJECTIVE ANALYSIS [-]**

It is important to use logical principles to understand and solve problems.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
8	10	Same	Work Relationships

People who hold this value may perceive themselves to be logical, intelligent, analytical, critical, curious, and precise. They may perceive themselves to have analytic ability and engage in scientific or analytical activities. They may enjoy learning about science or technology, working with computers or other technical equipment, or simply talking about science or technology. Stress occurs for these people when they have to function in non-orderly, non-analytical ways. Objective Analysis typically does not conflict with other values. However, stress may occur if a person who prizes Objective Analysis is forced into roles that require leadership and persuasive activities.

### **CONCERN FOR THE ENVIRONMENT [-]**

It is important to protect and preserve the environment.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
--------	---------	---------------------	-------------------------------

8	11	Increase	Work Relationships
---	----	----------	--------------------

Protecting the natural beauty of the environment is of utmost important for people who highly prioritize this value. They may also hold other altruistic beliefs such as equality and world peace. People who hold this value typically act on it by engaging in good environmental practices, reading about the environment, and engaging in activities such as fundraisers for organizations that advocate for environmental improvement.

People holding this value experience stress when they perceive that the natural beauty of the environment is being permanently damaged, and when they are not advancing their goal of improving the environment. Conflict is likely between people holding this value and people who are either apathetic about the environment or who deliberately engage in acts that harm or detract from the natural beauty of the environment. Conflict may also occur if people who have deep-seated concerns about the environment become engaged in roles (e.g. work or leisure) that preclude or restrict them from acting on this value.

#### **HEALTH AND ACTIVITY [-]**

It is important to be healthy and physically active.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
--------	---------	---------------------	-------------------------------

6	12	Increase	Work Relationships
---	----	----------	--------------------

People who hold this value tend to like clean, healthy environments, enjoy exciting activities, and are committed to their health and well-being. They may see this value as a powerful way to manage the stress in their lives. Over-attention to this value can result in being overly critical of their appearance or level of fitness, and can result in an unhealthy form of coping if not managed appropriately. Stress may be felt when the demands of others restrict the time devoted to being physically active. Stress may also be experienced when people who value Health and Activity see others engage in unhealthy activities. Health and Activity can facilitate the attainment of other values and does not necessarily conflict with other values unless it is overemphasized.

#### **FINANCIAL PROSPERITY [-]**

It is important to be successful at making money or buying things.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
--------	---------	---------------------	-------------------------------

6	13	Decrease	Work Relationships
---	----	----------	--------------------

People who hold this value may perceive themselves to be ambitious, capable, intelligent, and logical. They strive to accumulate wealth and live a comfortable life. This value can complement or facilitate the attainment of other important values, such as Independence. Stress occurs for people who hold Financial Prosperity as a highly prioritized value when they

are unable to accumulate wealth at a rate that they deem appropriate, or whenever they experience loss of wealth. Stress can be felt when there is perceived inequity in the amount of financial return one receives for the amount of energy expended.

Financial Prosperity does not necessarily conflict with other values unless it is overemphasized. Over-attention to this value may result in placing too much importance on material things at the sacrifice of relationships, as well as spiritual, emotional, and physical well-being.

## **PRIVACY [-]**

It is important to have time alone.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
6	14	Decrease	Work Relationships

People who hold this value seek personal freedom. Behavioral manifestations of this value include reading, taking long drives or walks, listening to music, and other solitary activities. People who hold this value are not likely to see themselves as entrepreneurial. Stress occurs for people who value Privacy when they are forced, because of role demands, to spend extensive amounts of time with people at the expense of time alone. Privacy is compatible with Independence but may conflict with Interdependence.

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## Step Five: Strategies for Optimal Expression of Values

### Strategy 1: Integrity Action Steps

One of the cornerstones of healthy self-esteem is integrity, behaving congruently with the values that are important to you. People with high self-esteem routinely monitor how well their behavior aligns with what's important to them and develop action steps to bring behavior and values closer together. In Steps 1-4, you clarified your current values and made adjustments for the near future. Now you need to develop specific action steps or goals for these adjustments. Keep them realistic and totally within your control.

What specific actions would prove that you are behaving according to your values? For example, if you decided you wanted to increase time and energy in your Spirituality value, you may choose to commit a specific amount of time each day for meditation, prayer, reflection or a nature walk. Your values-based goals should be less about outcomes, which you can't control, and more about actions that you can completely control.

You should have only a few action steps. Be sensitive to when you feel that your action steps are exceeding your available time and energy, or what your environment will allow. Assume you are already 100 percent committed, so if you are going to devote more energy to one value, you must reduce time and energy for another value.

Clarifying and trying to follow these action steps increases our sense of integrity and, in turn, increases our sense of self-esteem and resilience.

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## Step Five: Strategies for Optimal Expression of Values

### Strategy 2: Balanced Expression of Values

**Balance WITHIN Values.** To feel a sense of fulfillment, you must devote time and energy to important values - up to a point. Your values are like a double-edged sword. They are a primary determinant of life satisfaction, but they are also a major source of stress. If you over-express a value, you will feel the cost or stress associated with it because it is becoming a psychological need - a "have to," or perhaps a compulsion - at the expense of other important values.

One of the most important factors in fostering success (as defined by fulfillment, productivity, and resilience) is to commit to a balanced expression of each value. In Step 3, you familiarized yourself with the description of each value and learned how your values can cause both fulfillment and stress. Use this information to learn when expressing your important values moves you from fulfillment to stress. A commitment to balanced expression of your values results in more fulfillment.

**Managing the Interaction BETWEEN Values.** Review your primary values (the top five) and any secondary values that frequently guide your behavior. You will notice that some of those values are *complementary* - the expression of one helps the expression of another. We usually experience this interaction as either amplified fulfillment or synergy because one action can fulfill more than one value. For example, the sensitive support you may provide a friend in need can fulfill both Concern for Others and Belonging.

However, you may notice that there are *conflicting* values among your top values, such as Independence and Belonging, or Independence and Interdependence. You will feel this conflict in the form of stress or tension. Decision making can be stressful when one opportunity fulfills one value while another opportunity fulfills the conflicting value. When you make a decision that fulfills one value but conflicts with another, you'll feel a certain ambivalence or perceived "wrongness" associated with sacrificing an important value. Not accepting or managing this ambivalence can lead to chronic indecision.

To effectively manage conflicting values, you must respect why these values are important to you and strive to express them in a manner that corresponds with their rankings. Your decisions and actions should reflect balanced expression instead of an all-or-nothing approach. This balance is analogous to seeing time and energy as weights that you carefully add to both sides of a scale to keep them in balance, as opposed to a seesaw approach, in which you alternate between complete expression of one value at the sacrifice of the other. For

example, if Belonging and Independence are two important values, find separate activities that will currently fulfill both values. Don't devote excessive time to Belonging at the sacrifice of Independence, then shift when you feel the urgent need to completely reverse the expression. Balanced expression helps you gain an appreciation and emotional tolerance for the healthy tension that exists between your conflicting values, rather than perceiving this tension as a problem. This cannot be done passively, but with active management, you can become very skilled at maintaining a fulfilling balance between conflicting values.

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## Step Five: Strategies for Optimal Expression of Values

### Strategy 3: Effective Decision Making

To make the best decisions, commit to giving yourself a 24-hour pause before you say "yes" to any opportunity. When opportunities arise that touch our values, we are vulnerable to saying "yes" to all of them without much regard for our current time commitments. We also tend to underestimate the additional time required for new opportunities.

As opportunities present themselves, take time to reflect on whether your decision is more aligned with your adjusted values rankings or your current rankings. Try to take advantage of opportunities that come your way to shift your behavior to be more congruent with your adjusted rankings.

Consider the balance within and between your values. Will taking on this new opportunity cause you to lose balance within a value and result in over-expression of one value at the expense of other important values? Will you lose balance between conflicting values?

Commit to opportunities that are congruent with your most important values but also commit to managing them with a realistic appraisal of your available time and energy. The basis for good decision making is values congruency and energy management, not whether your decision resulted in a good outcome. If a good outcome results from your values-based decisions, it's to be appreciated, but not to be used as the criterion for evaluating your decision.

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## Step Five: Strategies for Optimal Expression of Values

### Strategy 4: A Simple Daily Plan for Expressing Values

The following is a five-step process that incorporates what you have learned about your values into a daily plan. Please refer to the supplement "Optimal Self-Leadership" for a description as to why this plan is helpful.

**Step 1: Values.** At the beginning of each day, ask yourself, "What is the most right way for me to devote my time and energy today?" The word "right" is intended to tap into the values you have clarified, but in the context of a day. The answer on one day may be about balance, doing something in all the things that are important to you. One day it may be more singular and focused on an important project. On another day it may be about rest. Whatever it is, use the concept of "rightness" to tap into your values. This process doesn't have to be long and structured. It can be short and intuitive, while you are getting ready for your day.

**Step 2: Acceptance and "Can."** Usually, you will react to the answer from Step 1 with uncertainty as to whether you can get it all done. If you feel a twinge of doubt, you're probably right. Reduce the activities until you feel a sense of confidence and a mindset of "I can do this."

**Step 3: Expression.** Once you have your "can do" list of values-based behaviors, you focus on expressing those activities the rest of the day. The day is about being fully engaged in the expression of your talent and energy, with courage and commitment.

**Step 4: Appreciation.** At some point near the end of the day, spend a couple of minutes appreciating what you did and why. This may sound a little touchy-feely for some. However, there is a very practical reason for doing this. At the end of the day, we most naturally think of the things that didn't get done and what we need to do tomorrow to make up for it. This triggers an overly evaluative, or judging, mindset and negatively affects our motivation and stress level. Taking a couple of minutes to appreciate what you did and why counters this negative process. We already know what didn't get done. In addition, this step allows us to see how unexpected events provided opportunities for values-congruent behavior. For instance, we may have planned to devote time to an important project but ended up devoting time to a friend who unexpectedly called in crisis. It is important to appreciate the values that are behind that behavior. This is not intended to be a self-love fest, but a moment to take time to appreciate the courage you exhibited by committing to values-based behavior. Martin Luther King, Jr. often spoke of the heroism associated with living congruently with our values on a daily basis. This step is

intended to be a form of self-management and self-encouragement for our difficult efforts.

**Step 5: Analysis.** After spending time appreciating what you did during the day, ask yourself "What is one thing I can learn from today that will help me tomorrow?" This helps us continue to grow and improve. This process is analysis - which is not the same as evaluation. Analysis is an authentic way to learn and self-improve; evaluation is too personal - we process it as good-bad or success-failure. For example, we may look back at the day and realize that we fell short of a particular goal. Evaluating our actions may cause us to conclude that we were lazy (or some other very negative, personal label). This process only serves to negatively affect our motivation and make us vulnerable to repeating the same behavior. Thinking analytically, we can look at the situation, try to understand the factors that influenced our behavior (e.g., we took on too much today, we let fear get in the way, something unanticipated happened that was more important), and try to learn from the experience. After you have appreciated and learned from your day, you can mentally flush the stress of the day with a clear conscience, helping you sleep better and fully restoring your body and mind.

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## Step Five: Strategies for Optimal Expression of Values

### Strategy 5: Embracing the Fight for Meaning

From this values clarification process, we hope that you have discovered an important point about stress. Much of the stress we feel is connected at some level to the things we believe are important. We can't feel anxious about things that are unimportant to us. If we view stress as a problem that needs to be removed from our lives, then we may also be removing areas that are central to our fulfillment. For example, you could get your feelings hurt less if you cared less, but if you value Belonging or Concern for Others, you will feel the loss of not expressing that value.

We are naturally inclined toward physical comfort. This can also lead us to place primary importance on emotional comfort. If the primary guide to your life is emotional comfort, you will make decisions and act to reduce any uncomfortable emotions, such as fear, boredom, hurt, or anxiety. But this may also come at a cost: less meaning and fulfillment. If you place primary importance on meaning by committing to act on your values, the cost may be periodic stress and discomfort associated with having to manage those values. We all have times when we need a break from stress and discomfort, but there's a distinction between primary versus secondary focus. Fulfillment, productivity, and resilience are optimized when commitment to our values is primary and emotional comfort is secondary. This concept is further explored in the supplement "Optimal Self-Leadership."

The essence of the term "praestare" is excellence, fulfillment, and responsibility. Dedicating yourself to a values-centered life provides the opportunity for excellence and fulfillment. But it also means you are dedicating yourself to something that is hard. It's not complicated, just hard. That's why positive change requires courage and commitment. You have to cross that emotional hurdle of accepting the fight of doing something hard. Fortunately, if you accept the fight and seek to intentionally devote your time and energy to your values, your emotional reaction to the fight decreases and feels less painful.

While positive change is ultimately our own responsibility, support can help us from feeling alone in the fight. Growth comes from a balance of challenge and support. Helpful support for positive change tends to come in the form of people, faith and structure. The support of friends, loved ones, and/or professionals can provide encouragement and perspective. You may find that prayer, meditation, or reflection consistent with your spiritual beliefs can help you maintain faith and hope. You may also find that a certain level of organization or structure to your day helps create a rhythm and routine when you are trying to internalize change. Whatever combination of support feels

most helpful, it is important to develop that support before you begin your personal development program.

We wish you all the best on your personal expression of "praestare."

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## Step Six: Strategies for Productivity, Fulfillment & Resilience

### Applying your Results to Specific Topics

If you are interested in applying your results to specific life issues and challenges, Applied Psychology Resources has developed supplements to the *Life Values Inventory* on a variety of topics. They are in the form of PDF documents and are intended to expand upon the process you just completed. Click on the topic of interest to access the document:

**Viewing the Specific Topic supplements will require that you set your internet browser to allow the use of pop-ups.**

#### [Optimal Self-Leadership](#)

Motivation & Self-Improvement  
Performance Enhancement  
Procrastination & Perfectionism

#### [Stress and Emotional Management](#)

#### [Managing Life Transitions](#)

#### [Values & Relationships](#)

#### [Occupations Locator](#)

#### [Educational Majors Locator](#)

#### [Leisure Activities Locator](#)

#### [For the Professional](#)

Using the LVI for counseling, consulting, coaching, & education

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### Program Evaluation

Please take a brief moment to let us know your impressions about the Praestare Project. Your feedback will help us in our goal to provide helpful educational information regarding values clarification and optimal living. Thank you.

Using the following evaluation scales, please answer the following questions:

- SA - Strongly Agree**  
**A - Agree**  
**N - Neutral**  
**D - Disagree**  
**SD - Strongly Disagree**

After going through this process . . .	SD	D	N	A	SA
1. I have a better understanding of the values that currently guide my behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I have a better understanding of how my values cause both fulfillment and stress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have clarified positive changes I want to make to better align my behavior with my desired values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I have a better understanding of how to manage my values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I found the program to be . . .					
a. thorough.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. relevant/applicable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. thought-provoking/ challenging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. practical.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My expectations were met.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I would recommend this program to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Using the following evaluation scales, please answer these additional questions:

- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Excellent

Please rate the quality of this program

1 2 3 4

...

1. The Praestare Project overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Step One: Crystallizing Your Values (Rating)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Step Two: Prioritizing Your Values (Ranking)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Step Three: Understanding Your Values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Step Four: Making Positive Changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Step Five: Strategies for Optimal Expression of Values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Step Six: Strategies for Productivity, Fulfillment and Resilience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<u>Please rate the quality of the supplement, if used</u>			
Optimal Self-Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stress and Emotional Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing Life Transitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Values & Relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Occupations Locator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational Majors Locator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leisure Activities Locator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
For the Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What did you like best about the program?

What suggestions do you have for improving the program?



Please feel free to contact us by e-mail at [feedback@lifevaluesinventory.com](mailto:feedback@lifevaluesinventory.com) or phone us at 757-258-5201 if you would like to share more about your experience.

Thank you for your feedback.



# *the praestare project*

*praestare (latin: preb-STAR-uh) to excel; to fulfill; to be responsible for*



*Applied Psychology Resources*

## *A Values-Based Personal Development Program*

### **Thank You**

Thank You for your participation in the Praestare Project.

If you have questions about the Life Values Inventory or the Praestare Project, please contact us at [information@lifevaluesinventory.com](mailto:information@lifevaluesinventory.com) or call us at 757-258-5201.

We hope you will visit our site again in the future.

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## Your Values Profile

### Summary of Steps 1-4

This page is a summary of your results from a previously completed LVI. To read further information about a specific value, click on the value heading itself or the [+].

#### **SPIRITUALITY [-]**

It is important to have spiritual beliefs that reflect being a part of something greater than myself.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
15	1	Increase	Work Relationships

People who hold this belief seek inner harmony and salvation, may dream of a world of peace and beauty, are honest, and are obedient to their spiritual beliefs. Behavioral manifestations of this value are religious activities such as going to church, synagogue, temple, or mosque, worshipping or meditating, and voicing beliefs. Some people who do not subscribe to any of the major religions of the world may also have a highly prioritized Spirituality value. These people may feel that they are connected to nature or the cosmos in spiritual ways and may worship through meditation, treks to places with natural beauty, or by developing connections with other human beings.

Spirituality does not necessarily conflict with other values. Conflict with others is likely if their spiritual beliefs are devalued or if actions contrary to those beliefs occur. Conflict may also occur if the demands of other life roles interfere with acting on the Spirituality value.

#### **HUMILITY [-]**

It is important to be humble and modest about my accomplishments.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
15	2	Increase	Work

People who hold this value are modest and may be self-effacing. They tend to be uncomfortable when their accomplishments are highlighted and may attempt to point to the accomplishment of others to deflect attention from themselves. Also, they are likely to be obedient, polite, loyal, and self-controlled.

Humility may conflict with Achievement, particularly if the result is individual achievement that draws attention to the person. Stress is likely if the person who holds a highly prioritized Humility value is placed in a position of having to promote her or his accomplishments.

### **RESPONSIBILITY [-]**

It is important to be dependable and trustworthy.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
15	3	Increase	Work Relationships

People who hold this value may perceive themselves as being responsible, honest, helpful, logical, self-controlled, and trustworthy. They are viewed by others as reliable and are seen as the dependable person for important tasks. Being responsible is very fulfilling if there is also perceived equity and fairness in their commitment of time and energy. Long periods of perceived inequity or unfairness can result in burnout. Accountability is important and can result in holding others to high standards. Excuses from others can be frustrating. Because being trustworthy is important, trust is critical and broken trust can be felt deeply.

Stress occurs when people who value Responsibility become too other-oriented at the sacrifice of self-care and maintenance (responsibility to oneself). Stress is also experienced when role overload occurs to the point that it precludes or reduces the opportunity to act in a dependable fashion. A person who prizes both Creativity and Responsibility may have a conflict between the desire to innovate and the motive to be reliable.

### **ACHIEVEMENT [-]**

It is important to challenge myself and to work hard to improve.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
11	4	Decrease	Work Relationships

People who hold this value may view themselves as ambitious and capable, and they may enjoy activities that require taking risks. This value can serve as a source of motivation to improve and do your best. Satisfaction of this value may come in many ways including the accumulation of knowledge, helping others, performing physical feats, setting challenging personal goals and working to achieve them, working to improve performance, putting forth extra effort to accomplish a goal, and through success in business.

People who value Achievement experience stress when they are unable to act on their

achievement-oriented goals, when they feel unchallenged, or when they become too focused on results or outcome at the sacrifice of satisfaction about their performance or effort. Belonging may conflict with Achievement when acceptance by a peer group is dependent upon maintaining relatively low levels of performance. Conflict may occur between persons who have a highly prioritized Achievement value and people who act to limit their accomplishments or do not share their Achievement value. Conflict can also occur when the demands of one or more other roles preclude the pursuit of cherished, achievement-oriented goals.

### **CREATIVITY [-]**

It is important to have new ideas or to create new things.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
12	5	Decrease	Work Relationships

People who hold this value are likely to perceive themselves as imaginative, intelligent, expressive, capable, and broad-minded. They are also likely to be concerned about beauty in the world, although this may not be restricted to nature.

Creativity can complement many other values since it facilitates looking at things in new and different ways. Stress can occur when Creativity is overemphasized at the expense of orderliness that may be necessary for the proper management of their lives and relationships. They are likely to experience stress when their ability to use their imagination to solve problems is restricted (e.g. if they work in a routine, repetitive job).

Conflict may occur when people have a highly prioritized Creativity value as well as a highly prioritized Responsibility value. Dependability, which is the hallmark of a person with a Responsibility value, may mean being orderly and predictable, responses that may not be highly compatible with a creative person's mode of operation. Conflict is also likely to result if the person who prizes Creativity is expected by others to follow a routine.

### **CONCERN FOR OTHERS [-]**

The well being of others and helping others are important.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
11	6	Decrease	Work Relationships

People who hold this value are likely to believe in equality, see themselves as helpful, honest, friendly, and forgiving, may strive for inner tranquility and world peace, and may have little concern for the accumulation of wealth. However, some people who hold this value also value Financial Prosperity. Roles in which they can heal, teach, help, mentor, or otherwise advance the welfare of others are the most satisfying to people holding this value. This value can facilitate personal and professional relationships because of sensitivity to others. However, a great deal of interpersonal frustration may occur with others who act in an uncaring or selfish manner. This value can be a source of stress if one feels unable to help others or if help is rejected. Over-attention to this value can result in burnout, feeling overly responsible for the

problems of others, and a loss of equity in relationships.

Concern for Others may be complementary with Belonging, but may conflict with Independence if overemphasized. Similarly, people with highly prioritized Privacy and Concern for Others values may experience conflict because one value pulls them toward solitary activities while the other pushes them toward interaction with people. Conflict may occur if individuals who have a highly prioritized Concern for Others value find themselves in roles with people who place material rewards (Financial Prosperity) ahead of the welfare of people.

### **BELONGING [-]**

It is important to be accepted by others and to feel included.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
10	7	Same	Work Relationships

Connectedness and inclusion in work and social groups are valued. Inclusion can be the basis for positive self-evaluation, and acceptance may be sought in a variety of ways including being helpful, polite, and/or loyal.

Stress can result when other values are compromised for the sake of harmony or having others like you. Being assertive or dealing with confrontation can also be a source of stress. Transitions to new environments can be hard until a sense of belonging is felt. Independence, Privacy and Achievement may conflict with Belonging to the degree they interfere with feeling connected to others. Conflict may occur if there is little acceptance or recognition given within a role. Conflict may also occur if other roles interfere with the time necessary to develop meaningful relationships.

### **INTERDEPENDENCE [-]**

It is important to follow the traditions and expectations of my family or group.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
10	8	Same	Work Relationships

Family or group security is important to people who hold this value. They are likely to perceive themselves to be helpful, honest, loving, loyal, obedient, polite, and self-controlled. Behavioral expressions of this value include concern for family or work group, putting the needs of the family or group first, and adherence to family or group traditions. Stress occurs when people who hold this value become totally bound by tradition and are unable to adapt to changes that occur.

Interdependence may conflict with Independence. Interdependence requires conformity to the expectations of others while Independence dictates that one act on his or her volition. People who value both Interdependence and Independence may strongly consider the opinions of others but choose to do what they feel is right for themselves in the long run.

**INDEPENDENCE [-]**

It is important to make my own decisions and do things my way.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
9	9	Same	Work Relationships

People with this value strive for personal freedom and autonomous action of speech and movement. They may perceive themselves to be ambitious, capable, pleasure seeking, and may like to be regarded by others as independent. People who value Independence may accept temporary positions of restricted autonomy but it will be important for them to see a clear future opportunity for increased autonomy. It is also important to feel a sense of equity in that they are receiving a fair reward for what they are contributing. Stress occurs for people holding this value when their actions are limited in some fashion. When this value is overemphasized, other people are disregarded in the decision-making process and/or the individual overreacts emotionally to attempts, real or imagined, at restricting their activities.

Independence may conflict with Interdependence and Belonging because both of these values require fairly high degrees of conformity for satisfaction. Conflict may occur when people who value Independence are involved with people who strongly value Belonging and/or Interdependence.

**OBJECTIVE ANALYSIS [-]**

It is important to use logical principles to understand and solve problems.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
8	10	Same	Work Relationships

People who hold this value may perceive themselves to be logical, intelligent, analytical, critical, curious, and precise. They may perceive themselves to have analytic ability and engage in scientific or analytical activities. They may enjoy learning about science or technology, working with computers or other technical equipment, or simply talking about science or technology. Stress occurs for these people when they have to function in non-orderly, non-analytical ways. Objective Analysis typically does not conflict with other values. However, stress may occur if a person who prizes Objective Analysis is forced into roles that require leadership and persuasive activities.

**CONCERN FOR THE ENVIRONMENT [-]**

It is important to protect and preserve the environment.

Rating	Ranking	Adjusted Expression	Selected Roles for Expression
8	11	Increase	Work Relationships

Protecting the natural beauty of the environment is of utmost important for people who highly prioritize this value. They may also hold other altruistic beliefs such as equality and world peace. People who hold this value typically act on it by engaging in good environmental practices, reading about the environment, and engaging in activities such as fundraisers for organizations that advocate for environmental improvement.

People holding this value experience stress when they perceive that the natural beauty of the environment is being permanently damaged, and when they are not advancing their goal of improving the environment. Conflict is likely between people holding this value and people who are either apathetic about the environment or who deliberately engage in acts that harm or detract from the natural beauty of the environment. Conflict may also occur if people who have deep-seated concerns about the environment become engaged in roles (e.g. work or leisure) that preclude or restrict them from acting on this value.

### **HEALTH AND ACTIVITY [-]**

It is important to be healthy and physically active.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
6	12	Increase	Work Relationships

People who hold this value tend to like clean, healthy environments, enjoy exciting activities, and are committed to their health and well-being. They may see this value as a powerful way to manage the stress in their lives. Over-attention to this value can result in being overly critical of their appearance or level of fitness, and can result in an unhealthy form of coping if not managed appropriately. Stress may be felt when the demands of others restrict the time devoted to being physically active. Stress may also be experienced when people who value Health and Activity see others engage in unhealthy activities. Health and Activity can facilitate the attainment of other values and does not necessarily conflict with other values unless it is overemphasized.

### **FINANCIAL PROSPERITY [-]**

It is important to be successful at making money or buying things.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
6	13	Decrease	Work Relationships

People who hold this value may perceive themselves to be ambitious, capable, intelligent, and logical. They strive to accumulate wealth and live a comfortable life. This value can complement or facilitate the attainment of other important values, such as Independence. Stress occurs for people who hold Financial Prosperity as a highly prioritized value when they are unable to accumulate wealth at a rate that they deem appropriate, or whenever they experience loss of wealth. Stress can be felt when there is perceived inequity in the amount of financial return one receives for the amount of energy expended.

Financial Prosperity does not necessarily conflict with other values unless it is



overemphasized. Over-attention to this value may result in placing too much importance on material things at the sacrifice of relationships, as well as spiritual, emotional, and physical well-being.

## **PRIVACY [-]**

It is important to have time alone.

<b>Rating</b>	<b>Ranking</b>	<b>Adjusted Expression</b>	<b>Selected Roles for Expression</b>
6	14	Decrease	Work Relationships

People who hold this value seek personal freedom. Behavioral manifestations of this value include reading, taking long drives or walks, listening to music, and other solitary activities. People who hold this value are not likely to see themselves as entrepreneurial. Stress occurs for people who value Privacy when they are forced, because of role demands, to spend extensive amounts of time with people at the expense of time alone. Privacy is compatible with Independence but may conflict with Interdependence.

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