Choosing
Core
Values
@ Work

Facilitator Guide

by
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Choosing Core Values @ Work is available at special quantity discounts to use as premiums, promotions, or in corporate training programs. This is part of the entire ResistanceFree Change series which includes DVDs, audio programs, online training, etc.

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www.dharmaconsulting.com
Welcome to the Core Values @ Work workshop!

Congratulations on your decision to take yourself and your colleagues on a journey into core values. I’ve designed “Core Values @ Work” to help people bring greater focus, passion, and purpose to work. But, I’ve noticed that most people also start applying what they learn here other areas of their lives.

This program is both personal and organizational in scope. People have a chance to reflect and clarify their own personal values. For many, this is a life changing experience.

Then, if you choose, there is a process for discerning your organizational values. This is the work of consciously engaging people in cultural development. It is a process for building a strong sense of solidarity within the organization. The method offered here allows each person to have a voice in defining the organizational values.

This workshop is one of the offerings at www.dharmaconsulting.com. Over 4,000 people have used this process to enhance their own leadership and strengthen organizational culture.

My mission is to help people lead inspired lives – particularly in their work. The CCVW is based on the realization that you have everything you need to be successful already within you. The CCVW offers a way to bring greater awareness to those deep motivators within you – and suggests ways to focus those energies to create what matters most.

And I’d love to hear from you. Let me know how you use this material – I am eager to learn about your creative adaptations. Particularly, let me know how this program changes you. Because that’s always where it starts.

All the best,

Eric Klein

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Choosing Core Values @ Work
Facilitator Preparation Page

This page is designed to help you prepare for leading the Choosing Core Values @ Work workshop (CCVW).

This workshop can be presented in one session (approximately three hours), or can be divided into shorter sessions – depending on your schedule and goals.

CCVW can be used as a:

- Component of a longer leadership or team building retreat
- Part of a board development process
- Module in a leadership development program
- Development element that is part of your regular team meetings
- Way for new project teams to quickly develop a positive culture
- Part of an individual coaching/development process
- Springboard for on-going culture change
- And more . . .

Personal Preparation for Facilitator

- Several days prior to the session, please read the Introduction, and Chapters 1, 3, and 4 of You Are the Leader You've Been Waiting For (chapter 2 is recommended but not absolutely necessary). The concepts in these pages will deepen your understanding of the CCVW workshop.

- Several days prior to facilitating CCVW, take yourself through the whole workshop. Do all the exercises yourself. Don’t rush. Really experience the process personally. This will make your facilitation more congruent and powerful. It will provide you with examples and stories about your own process. This will help you both set-up and debrief the exercises.

- You will also get a sense of how long to allow for each exercise – and the program as a whole. I have deliberately not put timing suggestions into this facilitator guide – other than the one about the whole process taking roughly half a day. Why not say how long to allow for each exercise? Because different people/teams/organizations will need and want to take different lengths of time.

- Review the facilitator manual and the PowerPoint slides. These slides are optional. If they will help your participants stay on track – use them.
• In general, groups tend to need more time than individuals. The group dialogues take time – and are actually the most powerful way that participants deepen their learning and enrich their relationships.

• There are several places in the facilitator guide where you are asked to provide your own examples. People need models. It helps them stay on track and also demonstrates that it is okay to be real, vulnerable, and share authentically.

• The content and process directions you will need are in this facilitator guide. If you have any questions – please email me at eric@dharmaconsulting.com

Equipment Needed

• Computer, LCD projector, and screen for PowerPoint presentation
• Newsprint and markers
• Values card deck and workbook for each participant

Room Preparation

• Set up tables that allow participants to both view the screen and easily engage in dialogue with at least three or four other participants.
Choosing Core Values @ Work

Facilitator Guide

Getting Started
The following four exercises establish the reasons for conducting this program, the goals for the program, and how it will be facilitated.

This is important, as it sets the frame or context for the program. It tells people “why we are doing this” and “how we will work together”.

1. Welcome the Participants
Briefly share why you are happy/excited to be facilitating this values workshop.

2. Review the Goals (PowerPoint)
The goals of the workshop are:

- Understand the importance of core values at work
- Distinguish between inherited values and core values
- Identify your individual core values
- Define what those core values mean
- Clarify and identify our shared values
- Understand what blocks the expression of core values
- Determine goals/actions for living core values more fully

3. Explain the Process (PowerPoint)
The design of this workshop is highly interactive. It will include:

- Large group dialogue
- Small group exercises
- Self reflection
- Large group activities

4. Share the Reasons for Having the Workshop
A workshop on values, by design, is more personal that typical work meetings. The focus is different. And, it is important to take time for this kind of focus. Only focusing on tasks, business, and technical issues, isn’t enough if we are to build a great team or organization. We need to take the time to talk together about things like values.

Add any other organizational reasons that fit.
What are Values?
The following dialogue starts the process of individual and group exploration. This initial dialogue can set a tone for the whole process. Model curiosity and listening. Draw people out. Keep the conversation open – the goal is to explore perspectives and learn from each other.

1) Group Dialogue

Ask: What are values?
Facilitate dialogue.

Key concepts to reinforce:
• Core values are the answer to the question, “What is most enduringly important to me?”

• When we violate our core values, we can feel that we have let ourselves down in some way. On the other hand, when our actions align with our core values, we feel pride and work with a clear conscience.

• Our values change over time as we grow and mature, but we seldom abandon earlier values – instead, these values tend to mature right along with us.

• When you were a toddler, for example, you probably appreciated some sense of security, whether you could say so or not at the time. Later in life, you may still find security to be important, but your definition of what that entails has likely expanded significantly.

• For many people, the process of clarifying and prioritizing their values can be a life-changing experience.

2. Summarize the Dialogue (PowerPoint)

Summarize by suggesting the following working definitions of a ‘value’:
• Qualities you consider worthwhile
• Your highest priorities & deeply held driving forces.
• The source of passion & purpose in your life

Before we dive directly into identifying your core values, let’s think about other people. Specifically, someone you deeply admire.
Admired Qualities
These exercises begin the process of individuals defining their values. Using the “projective” method of thinking about people they admire, participants begin to clarify those qualities and values that are meaningful to them. It is also a way for people to introduce themselves to each other – on the basis of values.

1. Admired Qualities Activity (PowerPoint)
Invite the participants to think about a person that they admire; one who has influenced their life – the way they live, how they think, and the choices they make.

This person can be someone they have known personally or someone they have read about. The person can be from any time in history.

Invite the participants to reflect for a moment on what it is about that person that they admire.

• What characteristics allowed this person to have such an impact on you?
• What are the qualities of this person that you most admire?

2. Individual Introductions
If the participants don't know each other well:
The participants will introduce themselves using the following format:

• Name
• Current responsibility/location
• Years with the organization
• The person who has influenced them
• That person’s qualities (1 to 3 qualities)

If the participants do know each other well:
Use this format:

• The person who has influenced them
• That person’s qualities (1 to 3 qualities)

Model the process by introducing yourself to the class using the format you have selected.
Next, invite each person to introduce themselves to the class, again using the same format.
On one flipchart, write down the qualities that are identified.

3. Group Dialogue
Look at these qualities.
What do they suggest to you about our group?

4. Identify Qualities You Want to Develop
Look at the list and think about one or two qualities that you want to develop in yourself.
What are those?

5. Concept of “Projection” (PowerPoint)
There is a concept in psychology called ‘projection’. It suggests that the qualities in other people that really bug us – are often qualities within ourselves that we don’t want to acknowledge or own. And projection also suggests that the positive qualities we admire in others – are also within us.

These qualities that you see in those you admire are potentials in you. You admire in others what is potential in yourself. We see in others, aspects of ourselves that may be more or less developed.

Most (if not all of the words you mentioned) could be considered to be values.
This workshop is all about core values. Your personal core values. Our shared core values and the connections between them.
**Why it is Important to Know Your Core Values**

This dialogue and summarization bring this aspect of the workshop to a conclusion. At this point people will be fully engaged and stating in their own words the importance of core values at work.

**1. Group Dialogue**

So, why is it important to know your core values?

How does knowing your values impact your work?

Why is it important to know the values of the people you work with?

**2. Summarize the Importance of Knowing Core Values**

Clearly, the people we admire are living examples of core values. They embody those values. They are congruent in terms of the ways that their behaviors and their values align.

When we join with other people – in families, groups, and organizations – we bring our values with us. Our values and the values of others interact, co-mingle, and sometimes bump up against each other.

Knowing our own values is one of the keys to personal development. Knowing our shared values is one of the keys to organizational development.

In his book, *Good to Great*, Jim Collins suggests that the best organizations are those that have a clear set of core values. He says that the best organizations ask and answer the question, "What do we actually value deep down to our toes?"

Many other books – through the ages – have suggested the same thing for individuals.

Your core values are the source of your passion and purpose at work (and in life).

When you are connected to your core values you are naturally energized, passionately engaged, and purposeful.
When you are disconnected from those core Values work (and life) can become dry, aimless, confused, and frustrating.

Knowing your core values does not eliminate the inevitable challenges or changes of life. It can still rain on your newly washed car. You can still have bad hair days.

Knowing your core values provides you with a reliable guidance system for making wise choices in the midst of changes.

The next exercises are designed to help you identify and connect with our own core values. We'll begin by looking at those values you may have ‘inherited’ from family, friends, maybe even from the culture while you were growing up.
Inherited Values
Before people are ready to dive fully into discerning their core values, it is helpful to introduce the concept of Inherited Values. The following exercises allow people to identify and let go of those values and beliefs that come from "outside" authorities – versus those that are inherently motivating from within.

1. Sources of Inherited Values (PowerPoint)

We all carry around beliefs and assumptions that we “inherited” from other people while we were growing up. We all inherit values from many sources throughout our lives.

What are some of the sources we inherit values from?
Possible answers: Parents, Teachers, Coaches, Mentors, Peers, and Religion

2. Why it is Important to Understand Inherited Values

Many people lose track of their core values while growing up when they inherit values from a variety of sources. Some values come from families, others from schools and religious institutions.

It is natural to adopt inherited values. As a child you look to adult authorities for guidance to provide you with principles for navigating the world. When you join an organization and enter a work culture, you look to your peers for guidance and advice on how to behave and succeed.

However, when your choices are governed by inherited values – rather than core values you may make decisions and take actions that do not match your core. You may act in ways that are inherently incongruent with your deep motivations.

You may perform well, but if you are not aligned with your core values, passion and purpose are hard to sustain. It's easy to burnout or fall into victim thinking.

3. How we Inherit Values (PowerPoint)

Inherited values are passed on to you in many ways. One is in the form of sayings – those habitually repeated phrases that parents, teachers, bosses, and other authorities repeat at the dinner table, in the classroom, from the pulpit, or at staff meetings. It is easy to accept those sayings and the values they contain without considering how they align with your core values.
The sayings you inherited – from family, bosses, and other authorities-- carry with them hidden values. As the sayings are repeated you absorb these values, which can be like hitchhikers jumping onto a slow moving train. They enter your mind undetected, becoming part of the framework you unconsciously use to make decisions, take actions, and lead your team.

For many, inherited values are a mixed blessing that bring with them creative qualities and reactive qualities. Creative qualities enhance your life and work. Reactive qualities limit you.

Inherited Saying Example: “If it is worth doing, it is worth doing right.”
Creative values: Excellence; commitment; mastery.
Reactive values: Perfectionism; over-control.

4. Facilitator Share a Personal Example

Give a personal example – and share how the limiting/reactive aspect has limited you.

Eric’s example:
I grew up hearing this saying in my family: “It’s a poor workman who blames his tools.”
Potentially creative values – accountability, personal responsibility.
Potentially reactive values – perfectionism, control-freak, self-centered.

What are the sayings about work that you heard while growing up? Did you hear “Nobody said work was supposed to be fun?” or something more like, “Build your work around your passion?” Identifying your inherited values will reveal the hidden assumptions and beliefs that have been shaping your work.

5. Inherited Values Small Group Exercise (PowerPoint)

In groups of 3-5
Individuals share their inherited sayings. The group brainstorms both the creative and limiting values encoded in those sayings.

*What are the sayings about work, authority, success that you heard while growing up?*
*What are the creative values imbedded in those sayings?*
*What are the reactive/limiting values imbedded in those sayings?*
Your sayings:

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Inherited creative values:

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Inherited limiting/reactive values:

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6. Inherited Values Large Group Dialogue

Ask for some examples.

What did you discover in this exercise?

Even though the reactive or limiting values are unstated – you inherit them. You are heir to both the creative and limiting directives coded into your inherited values.

As long as your inherited values go unexamined, you will remain caught in the unresolved tension between these creative and limiting aspects. This tension pushes us towards reactivity.

The degree that you are unaware of your inherited values and beliefs is the degree to which they manage you. Only when you expose and examine your inherited values can you choose to accept, reject, or modify them.

Consider the implications of living according to inherited values. Where are they leading you? Is it a direction that you want for your work? If your inherited values ring true for you and if they are moving you in a direction you want – keep them. If not, recognize that it is time for an inner change.
If you sense that something is missing in your work, begin by asking yourself if your actions and decisions are being governed by inherited values. If so, and if the inherited values you identify don’t belong to you - let them go.

7. Open up the Values Cards & Set Aside Inherited Values

Invite people to open up their values cards box. Inside, there are a deck of cards and a small folded piece of paper with the basic instructions for identifying core values.

Symbolically, set these inherited values aside. Now, we are going to focus on core values.

This means tuning into what is really true for you. Not what you were taught or told should be true; not what you wish were true; not what your mother or father or boss said. But, simply to discern the source of passion & purpose in your life.
Identifying Core Values
The next exercises are meant to be done in reflective silence. If you are facilitating a large group it can be helpful to have everyone do the process one step at a time. So, you give instructions for one step and then allow a few minutes for everyone to complete that step. Then, you give the instructions for the next step etc. The nice thing about working this way is that it keeps a common focus and you all tend to complete the process at the same time.

1. Yes-No Sort (PowerPoint)

Open the box of Core Values Cards (or use a list of values) and go through them one at a time and ask yourself this question: “Is this a source of my passion and purpose in my life?”

Put them into two piles – Yes and No.

Note that you are discerning the core values that animate your life. Not your work life. Your life.

2. Top 10 Core Values (PowerPoint)

Look at those values you have said “yes” to. Sort through them for those that are most primary and core for you. This requires both a willingness to let go of certain values and a willingness to honestly choose those that are core for you. Pick your top ten. Write them in the spaces provided in your workbook.

1………………………………………...  6……………………………………... 
2……………………………………...  7……………………………………...
3……………………………………...  8……………………………………...
4……………………………………...  9……………………………………...
5……………………………………...  10……………………………………...

As you complete this stage of your discovery process, consider this - a value is a core value if:

• You choose it freely
• You prize it and cherish it
• You act on it regularly (not necessarily all the time)
3. Hone in on Your 3 Core Values (PowerPoint)

Take your top ten and select those values that are the three most core. Write them in your workbook. Remember that you are not denigrating the other many excellent values.

You are simply choosing those that are most primary, central, core to your energy, passion, and purpose.

1..............................................

2..............................................

3..............................................

4. Why it is Important to Define Values for Yourself

Once you know what your core values are, you need to define what they really mean to you - what your unique meaning for each core value is. What it looks like for you to express that value in your work.

No dictionary can define your values for you. You must articulate yourself what it means to live your values.

You will need to break free from the pull of inherited definitions and seek to honestly and courageously think for yourself.

In developing your unique meaning for each of your values, you start to shape your own vision for your life. Although you draw from your past experiences, your unique meaning filters out the inherited contradictions and clearly states what it means for you to live authentically.

How you express your values may vary with the context. The full and authentic expression of love at home and at work can be different. Not more or less authentic – just different because of the different contexts.

Model a personal example:
Share an example of your unique meaning for one of your values at work.
5. Your Unique Meaning Exercise (PowerPoint)

Write down your individual meaning for each of your three core values. What does it mean to you to live this value fully and authentically?

Value:........................................................................................................................................

Meaning:

What it means for me to live this value fully & authentically in my work:
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........................................................................................................................................

Value:........................................................................................................................................

Meaning:

What it means for me to live this value fully & authentically in my work:
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6. Large Group Dialogue

What did you notice in doing this exercise?

What was hard or easy about it?
Shared Values
The following exercises begin to develop shared or group values. It is important to allow enough time for this process. It is a chance for people to learn more about each other – and to discover their common ground. For many people, this aspect of the workshop is a revelation. Many of their hidden assumptions about others – are shattered. Typically, a sense of community, alignment, and appreciation naturally blossoms.

1. Shared Values Exercise part 1 (PowerPoint)

In small groups, ask participants hold their three core value cards.

Each person then introduces one value at a time, going around the table three times.

They will say:
I have the value of...
This is what it means to me to express it fully & authentically at work . . .

As participants introduce their values, they place their card on the table.

Others listen and if they have a value with a very similar meaning, they place their card in a cluster with the other.

Thus, the participants begin sorting their individual values into “clusters” or “families” of shared values based not by the name of the value, but more on the meaning.

Why? Because two people with the card creativity may have very different meanings.

The key is to listen for shared meaning.
The goal is NOT to force alignment. But, to discern it.

2. Large Group Dialogue (PowerPoint)

What was it like listening to your colleagues talk about their core values?

What was it like sharing your own core values?

What did you find out about your group’s shared values?

What did this exercise reveal for you?
3. Shared Values Exercise Part 2 (PowerPoint)

Each small group now:

Identifies 3 core values for the group.

This process needs to be conducted through dialogue – not voting. The process of talking and listening – promotes discernment. The idea is to end up with three words that the group agrees upon.

And to craft a sentence or two for each of those values that explains your group’s unique meaning.

You will be answering the question:

What does it mean for US to express this value fully & authentically at work?

Create a flipchart/poster that displays your group’s 3 core values and your group’s unique meaning for each.

Post on the wall.

4. Shared Values Exercise Part 3

Each group selects 1 or 2 people to explain their shared values to the large group.

Invite them to explain a bit about their small group process as well as share the values and unique meanings.

After each group shares – give them a hearty round of applause.

5. Large Group Dialogue on Our Shared Values (PowerPoint)

As you listen to the small groups sharing – what did you hear?

What are the themes?

Where did you hear echoes of your own voice in other group’s words?

What does this suggest to you about us?
Next Steps

The designed aspect of the workshop is now complete. The next steps you take will depend on your goals and values. Some ideas are provided in this guide and in the participant workbooks.

Minimally, it is a good idea to give individuals a chance to reflect on steps they will take to more fully live their core values. If you encourage them to share their plans with a partner – you will be enhancing their accountability.

If you have any questions or want to talk about how to take the core values work further – email me at eric@dharmaconsulting.com

Next Steps With Shared Values

Synthesizing the small group work
It can be very helpful for a few people – usually composed of some people from different small groups – to take what has been written and craft it into a single document.

This document ought to capture the spirit of all the small group work. But, it need not include every single word.

The results of this synthesis can be shared and discussed at a future meeting.

Linking strategic decisions to the core values
As business initiatives develop, refer to the core values. As opportunities arise, view them through the lens of the core values.

Set goals that express the core values
Devise new programs, projects, initiatives (or modify existing ones) to express core values.

Take time at staff meetings
Take time during staff meetings to talk about examples of the core values in action. Acknowledge individuals who are living the values. Identify ways in which the group may be ignoring or violating its values. Be open and explore how to get back on track.

Next Steps with Personal Values

Start your day with values in mind
For the next three days, set aside 10 minutes of quiet time in the morning before you go to work. Reflect on your core values and how you can express these positive qualities in your day.

Think about how you would like to express those values in the meetings, conversations, and events of the day. Make a clear mental picture of what it will look like to live your values.

**End your day with a values reflection**
At the end of the day, take another 10 minutes of quiet time for reflecting on what happened. Reflect on those incidents where you acted in alignment with your core values. Also, note incidents where you struggled to live your values, where you abandoned them to some degree, and note how you might have expressed them more fully.

For all examples consider:

**Where did the example occur?**
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………………………………………………………………………………………………

**Who were you with?**
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………………………………………………………………………………………………

**What did you do?**
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………………………………………………………………………………………………

**How did you feel?**
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………………………………………………………………………………………………
What does this suggest to you for living your values?

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………………………………………………………………………………………………

Develop greater personal congruence
What could you do to bring your daily work more into alignment with your core values?

Over the next month:
………………………………………………………………………………………………
………………………………………………………………………………………………

The next 3 months:
………………………………………………………………………………………………
………………………………………………………………………………………………

This year:
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………………………………………………………………………………………………

What will you do this week?
………………………………………………………………………………………………
………………………………………………………………………………………………

Select one baby step and put it into action this week. It might be a shift in attitude or perspective. Commit to holding this intention.

Also look for a tangible action step. Share this commitment with at least one person and ask them to hold you accountable. Schedule a check-in time to report what you noticed, learned, experienced etc.

I commit to the following intentions/actions:                       Key Dates:
Create accountability/ support for living your values
Connect with a trusted colleague and support each other in living your values.

I will check in with (name):

by (date/time):

Phone:

Email:

Summary of Key Concepts

Your Source of Passion & Purpose
Core values are the answer to the question, “What is most enduringly important to me?”

When we violate our core values, we can feel that we have let ourselves down in some way. On the other hand, when our actions align with our core values, we feel pride and work with a clear conscience.

Our values change over time as we grow and mature, but we seldom abandon earlier values – instead, these values tend to mature right along with us. When you find your core values, you touch into an unfailing source of passion and purpose.
Inherited Values
Many people lose track of their core values while they’re growing up because they are ‘inheriting’ values from many different sources – parents, friends, television, and society at large.

This is a natural part of growing up. But when you use your inherited values to guide your work, to guide your life choices, it’s really easy to drift off course, kind of to lose track of your own authentic leadership direction.

What Do Your Core Values Look Like?
It is important to define each of our core values in specific, measurable ways. My idea of “Success”, for example, may be quite different than someone else’s. When we are clear about what we mean by our unique values, it is easier to see if we are actually living them.

As you reconnect to your core values, and reflect on your behaviors, you may find it necessary to make changes that align how you act with your own values.

Be the Change You Want to See
Sometimes it is hard to see the ways in which you don’t walk your own talk – or embody your own values. What you can see more easily is the ways in which others are out of alignment with what matters most to you.

The shortfall of others, and in the culture can be so clear it seems hard to believe that the change must begin with you.

You can see these incongruities in others. You typically do not see the ways your walk doesn’t match your talk. “You must be the change you want to see in the world,” said the great Indian leader Mahatma Gandhi.

Living congruent with your values is among the most powerful leadership tools available. Substantive change in the world around you may hinge on whether or not you are willing to do most of the changing. Taking this proposition deeply to heart, without any sense of heroics, brings the importance of core values into focus.

Your own congruence is part of the congruence of the world around you. As you live your values more fully, those values are more present wherever you are.
Core Values & the Big Rocks

A while back we read about an expert on the subject of time management. One day, this expert was speaking to a group of business students and, to drive home a point, used an illustration I'm sure those students will never forget. After we share it with you, we hope you'll never forget it either.

As this man stood in front of the group of high-powered over achievers, he said, "Okay, time for a quiz." Then he pulled out a one-gallon, wide-mouthed Mason jar and set it on a table in front of him. He produced about a dozen fist-sized rocks and carefully placed them, one at a time, into the jar.

When the jar was filled to the top and no more rocks would fit inside, he asked, "Is the jar full?" Everyone in the class said, "Yes." Then he asked, "Really?" He reached under the table and pulled out a bucket of gravel. Then he dumped some gravel in and shook the jar causing pieces of gravel to work themselves down into the spaces between the big rocks.

Then he smiled and asked the group once more, "Is the jar full?" By this time, the class was on to him. "Probably not," one of them answered. "Good!" he replied. And he reached under the table and brought out a bucket of sand. He started dumping the sand in, and it went into all the spaces left between the rocks and the gravel. Once more he asked the question, "Is this jar full?"

"No!" the class shouted. Once again he said, "Good!" Then he grabbed a pitcher of water and began to pour it in until the jar was filled to the brim. Then he looked up at the class and asked, "What is the point of this illustration?"

One eager beaver raised his hand and said, "The point is, no matter how full your schedule is, if you try really hard, you can always fit some more things into it!"

"No!" the speaker replied. "That is not the point. The truth this exercise teaches us is: If you don't put the big rocks in first, you'll never get them in at all."

What are the 'Big Rocks' in your life? You can only answer this question if you know your core values. Otherwise, the choices you make will be primarily driven by conditions and the ups and downs of events.

The ultimate goal of defining and reflecting on your core values is to become the living expression of those qualities in daily life. Your values are more than ideas - - they are the wellspring of your passion and purpose.

As your connection to your core values deepens you will learn what it feels like to live them. You will develop the inner guidance system that alerts you when you
are in or out of alignment with your values. You will learn to use and trust your inner guidance and enjoy the dynamic interplay of inner guidance and outer events as you learn to make shifts in attitude and actions that deepen your connection to core values.

“When you are consciously connected to and acting from core values, you are energized, passionately engaged, and aligned with your life purpose.”

**Tips for Facilitators**

Here are some ideas that you will find useful as you facilitate this program:

**Focus on creating a learning environment.** If you look it up in the dictionary, the word “facilitates” means “to make easier.” Your task is not to become the world’s leading expert on the content, but rather to create a learning environment where the participants (and you!) can fully explore the concepts and skills presented in this program.

**Be prepared.** Your willingness to prepare beforehand will have a direct impact on the quality of the experience. Know the material and the flow of the presentation.

**Honor any resistance.** As you will learn, people have two perspectives available to them (what we call “stances”) about their experience – they might be **reactive** or they might be **creative**. When people are **reactive** they often behave in ways that have come to be called **resistance**.

Some facilitators are challenged by this resistance and work hard to “make it go away.” What we suggest, which will probably be much more clear as you internalize the material, is to relax and let participants show up (or explore any of the concepts) in whatever fashion they choose – reactive or creative, and honor those behaviors with the group as perfectly valid positions.

**Tell personal stories.** There is magic in stories. People are nearly always more engaged when you can illustrate a point with a short story. Part of your preparation will be adding your own stories to the mix to “own” the material.

**Ask open-ended questions.** Learn to ask “open-ended” questions of your participants to encourage dialogue. Ask, “How does this relate to the meetings we hold in the organization?” rather than “Do you see how this relates to the meetings we hold?”
Develop a tolerance for silence. Bear in mind a dynamic often called “The 16 Seconds of Silence.” Research shows that most people cannot tolerate more than about 16 seconds of silence (often far less!) following an open-ended question. Asking the question – and then remaining silent – will “teach” the group to respond and engage in dialogue. While you are silently waiting, be happy, breathe in a relaxed manner, have an attitude of warmth and curiosity as you await the group’s response.

Become a skillful recorder. When recording input on a flipchart, use dark colors (avoid yellow, orange, red and light green) and write LARGE. If you paraphrase someone’s input, do a listening check to ensure you’ve kept the spirit of his or her comment in the abbreviated version.

Make it fun. Take the work seriously and yourself (and others) lightly.
Eric Klein is a visionary, author, community leader, business advisor, and professional speaker on leadership, and resistance-free organizational change.

For 20 years, Eric has worked with over 18,000 leaders from a wide variety of settings: Fortune 500 companies, healthcare, municipal, governmental and non-profit organizations—as well as mid-size companies.

Over the past two decades Eric Klein has been a leading voice in the movement to bring greater spirit, meaning, and authenticity to the workplace. His transformative message and practical approach has helped leaders create organizations where values and purpose fuel productivity, accountability, and collaboration.

Eric Klein has held management positions at two Fortune 500 companies and successfully developed businesses in the education, publishing, and consulting industries. Eric combines his experiences in business with 30 years of teaching and practicing meditation.

Eric’s most recent book is You are the Leader You’ve Been Waiting For: Enjoying High Performance and High Fulfillment at Work won a 2008 Nautilus Book Award for being a world-changing book promoting positive social change and responsible leadership.

He is also the co-author of the best selling book Awakening Corporate Soul: Four Paths to Unleash the Power of People at Work (over 250,000 copies sold) and To Do or Not To Do: How Successful Leaders Make Better Decisions based on research and experiences with more than 200 companies.

His unique work has been featured on CNN and in the LA Times, HealthCare Forum, The American Medical Journal, Leadership Reflections, Quality and Productivity, and the Association Management Magazine.
You’ve experienced CHOOSING CORE VALUES @ Work
And I hope it has been meaningful. As you now know, choosing (and living) your core values is a key component to developing yourself, your work, and your team.

Let me know how this worked for you (I am really interested in your feedback, questions, and comments).

Be well,

Eric Klein  
eric@dharmaconsulting.com

Here’s my recommended next step
Go to www.dharmaconsulting.com and sign up for the ResistanceFree Change newsletter (I’ll also sent you a free copy of the Why Change Efforts Fail e-book).

“In a field crowded with repetitive work, Eric’s approach is original, deeply personal and enduring. Eric’s teaching is alive with insights, concepts and ideas applicable at any time, but particularly at this time when society and communities are so desperately in need of wisdom and expertise.”

Janet Huston  
Executive Director  
League of California Cities

Ken Blanchard, author of the business classic The One Minute Manager ©, says Eric’s work is key to “re-igniting the spirit that can increase everyone’s commitment to do the right thing and be the best.”
Other Recommended Programs
Available at www.dharmaconsulting.com

You are the Leader You’ve Been Waiting For
Do people on your team need more leadership energy? Are they stuck in machine-mode? This program turns on the leadership energy that’s lying dormant inside people (at every level of the organization).

Creating What Matters Most:
The Art & Science of Goal Achievement
A complete system for increasing accountability & collaboration. Solves the underlying problems that make 75% of all change efforts fail. Deceptively simple to implement.

Breakthrough Communication
Without clear communication – teams struggle and the culture is undermined by power struggles and conflict. This program gives you breakthrough skills for: deep listening, saying it straight, giving (and receiving) feedback, and constructive dialogue.

Re-Energizing for Nurses
How to re-energize your team’s passion for nursing, and take patient care to the next level. A program that turns nurses “it’s just a job” mindset around and re-energize their passion for the work.
When you begin to focus within, it becomes clear that all external difficulties have something to teach you.

When you look deeply, you see that all challenges bring you to your learning edge, revealing areas within yourself that have not been fully integrated.

Life calls you at every moment and you, by how you live, answer that call.

-- Eric Klein
from the book You are the Leader You’ve Been Waiting For