

Annette Estes

Why Can't You See it My Way?



Resolving Values Conflicts
at Work and Home

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and Home

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Kudos

"This is a MUST-read book for managers. One of those life-changing books. Annette has accomplished the nearly impossible by taking what could be a confusing subject and making it simple - and important - to understand."

Glenn Shepard

Author of *How to Manage Problem Employees* and the #1 best seller *How to Be the Employee Your Company Can't Live Without*

"In the complex, global business environment of today, building great teams with diverse viewpoints is essential to success. Annette's book gets to the heart of understanding people and the impact of their values on performance. Mastering these elements can make the difference between success and failure, accomplishment and disappointment, for individuals and teams alike."

Dr. Jeffrey Graves, CEO
C&D Technologies

Why Can't You See It My Way? is a must read for anyone who lives outside of a bubble! Annette has distilled a somewhat obscure and hard to understand science into an easy to comprehend digest that is immediately usable by business executives, sales professionals, parents, spouses and just about anyone who must work with or wants to get along with others on a one-to-one basis. This small book is packed with examples that bring the concepts to life and beautifully illustrate why even people who genuinely want to get along have such a difficult time.

Understanding values, what one finds to be important, is an extremely valuable skill for business owners, executives and managers when it comes to hiring and retaining key talent. It is also an extremely valuable skill that every sales professional should master if they truly want to be in the top 10% of their industry. I highly recommend this book to anyone who wants to get along better with just one other person."

C. B. "Cork" Motsett, PMC, CPBA, CPVA
President & CEO, Business Development Specialists, Inc.

"Knowledge is Power! Reading this book will empower the reader to gain control over him/herself and many situations."

Bill J. Bonnstetter, CEO
Target Training International

"As a consultant who teaches these values concepts, I think Annette has done an excellent job in describing the six values/attitudes in this book. It is a 'must read' for anyone who wants to understand how their attitudes interact with each other and how different values color people's view of themselves and others."

Judy Suiter, President, Competitive Edge, Inc.
Author of Exploring Values: The Power of Attitudes

"An insightful book that peeks below the surface of relationship conflicts. Read it, apply it, and you will better understand why people do what they do."

Charles F. Boyd, D.Min
Author of Different Children Different Needs

"Why Can't You See It My Way? is a wonderful guide to a better understanding of why we do the things we do, and why others do the things they do as well! Annette brings this somewhat complex information

down to an understandable format, and in so doing, equips us to make a journey into ourselves and others, and the values that make us tick. There are many spiritual moments, as well as moments of sheer common sense. Read, enjoy, and apply!"

Rev. Larry Snelson
Unity Church of Greenville

"This powerful book provides understanding and solutions to conflicts in both our professional and personal life. It is a MUST HAVE for anyone who works with a diverse team of people."

Jane R. Yousey, OTR/L, ACC
Author of *A Field Guide for Families*

"Annette has distilled this book into a wise and usable blueprint that all of us can benefit from. Internalize it and it will make a difference in your life as well as those you touch."

James D. Cockman, Chairman
Sara Lee Food Service Division (Deceased)

"Your insight into the role that values play in our interpersonal relationships is fascinating. Several times as I read through your manuscript, I found myself thinking, 'Oh yeah, that's why it is so hard to get along with those people!'"

A religious leader who prefers anonymity

Dedication

To Mother and Tom, whom I value as much as life itself.

and

*To Jane, whose coaching and encouragement
have helped me achieve much more than I ever
would have on my own.*

Appreciations

I would like to thank many people for their support, knowledge, and encouragement.

My coach, Jane Yousey, who encouraged me to become a columnist and to turn a series of columns I wrote into this book.

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Bill Bonnstetter at TTI Performance Systems, Ltd. who first introduced me to the power of understanding behavioral styles and values concepts and their importance in the workplace. Also to TTI for certifying me as a Professional Behavioral and Values Analyst.

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My family, friends, clients, and all those whose values have helped me further my knowledge and appreciation of people.

Special gratitude to my father, the late Bill Carlisle, and brother, Tom Carlisle, whose high Theoretical values always encouraged me to use my mind.

And to my mother, Ruth Carlisle, whose high Traditional value always motivated me to listen to my heart.

About the Author



Annette Estes is a Certified Professional Behavioral and Values Analyst, Coach, and Managing Director of The Estes Group, located in Taylors, a suburb of Greenville, South Carolina. The company celebrates its 15 anniversary in 2007.

Annette is a graduate of the University of the Ozarks, Coach U and a founding member of CoachVille and the International Association of Coaches. She is an award-winning author and columnist and a professional speaker.

In addition to coaching, her company offers professional development programs for businesses and individuals in the areas of presentation skills training, hiring, team-building, and leadership development. The Estes Group specializes in helping companies hire, develop, and retain the right people.

For more information on The Estes Group, visit <http://www.coachannette.com>

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Introduction

"What lies behind us and what lies before us are tiny matters compared to what lies within us."

Ralph Waldo Emerson

As I write this Introduction on March 20, 2003, the United States has attacked Iraq. As the governments of these two countries engage in battle, people around the world are expressing their support of or opposition to the war.

This war has deeply divided the people of America and other nations. There are those who adamantly support it and those who just as strongly oppose it. There are those who have mixed emotions and those who don't seem to have strong feelings about it one way or the other.

Our reasons for how we feel about this war, and perhaps all wars, stem from our values – how we see the world and what we believe is the best way to live.

I haven't done formal research on people's feelings about this war. It is my belief, based on my knowledge of values, that those who are high in the Individualistic value will tend to support it. Those high in the Aesthetic value will likely oppose it.

Those high in the Traditional value, depending on their religious or spiritual beliefs, will be either for or against it. If those high in the Theoretical attitude can find a rational justification for the war, they'll support it; if not, they won't.

People high in the Social value will oppose the war in principle. However, if they feel it is necessary to make Americans and Iraqis safer, they'll tend to support it.

Those high in the Utilitarian value who will profit from the war will be for it, while those high in this value who will be hurt financially by the war will be against it.

This book explores six attitudes, or world views, which we all have in varying degrees. It is my hope this knowledge will help you understand and appreciate yourself more, then extend that understanding to others – at work and at home, wherever and whenever you interact with other people.

Our values determine what we think or feel about all the important issues of life.

What am I talking about? Read on...

Chapter 1

Values Drive Our Passions

***"We don't see things as they are,
we see them as we are."***

Anais Nin



Successful people have learned that an understanding of values is no longer just the concern of the home or church. Your interests and attitudes determine your passions, and if they're thwarted or unfulfilled at work you won't be happy with your job or career.

Your values are what drive you; they explain much about the way you think and feel and why you take the actions you do. The career and activities you choose may be a result of your highest values.

Our attitudes determine how we value (positive) or judge (negative) people, issues, and situations.

It is vital for companies to understand the values of their employees and those they hire to determine if they'll perform the job to the company's standards. For example, a salesperson who has a *passion* for making money will sell more of your *company's products and services than one who does not*.

In 1928, psychologist Eduard Spranger wrote a book entitled, *Types of Men*. If written today, he'd probably call it *Types of People*, so we can forgive him for his "ignore-ance" of women. Spranger identified six world views or attitudes that determine what people believe is important.

Since the 1980's Target Training International has developed, validated, and improved the *Personal Interests, Attitudes, and Values* assessment used in business, based on Spranger's work. Bill Bonnstetter, TTI President, says Spranger's research "*is some of the most powerful information on the understanding of humans that has ever been done.*"

A coaching colleague once told me that when we're feeling satisfied our needs are being met and when we're feeling fulfilled our values are being met.

So what are your values? What are the passions that lead you to action and determine what you do with your life?

The six attitudes developed by Spranger and validated by Bonnstetter are:

Theoretical
Utilitarian
Aesthetic
Social
Individualistic
Traditional

Your top three are your passions, number four is situational, and you will tend to have an indifferent or negative attitude toward people who are high in those you rank as numbers five and six.

I believe our most serious conflicts between people are the result of values differences. Just look at the rancor between those who identify themselves as liberal or conservative, for example. A deep understanding of values can most definitely improve our relationships with our families, friends, and co-workers if we're willing to gain that understanding and show unconditional positive regard for others.

Before describing these six attitudes, it's important to appreciate that all are equally valid – none is intrinsically “good” or “bad.” Conflicts between values arise for two basic reasons: One, a particular situation creates friction or ambivalence between values clusters, either within ourselves or in an interaction with another. I never understood before why people would argue with me about money until I learned the differing viewpoints between those high and low in the Utilitarian attitude.

An even more powerful foundation for values conflicts is based in the state of mind or level of mental health of a person. This can be either a state (temporary) or trait (enduring) condition. When you're feeling balanced and happy in your life, you'll tend to demonstrate the best aspects of your values; whereas, if you're stressed and unhappy, you'll tend to express them in a negative way.

Since virtually none of us is completely blissful 24/7, it will be good to understand how our values

can create “blind spots” in our feelings and reasoning, extending into our behavior with others when we are not at our best. Our values can be threatened when we’re out of sync; therefore, we might express them in a distorted way when we’re feeling stressed.

The Six Attitudes

Theoretical

If this is your highest value, you have a passion for knowledge – knowledge for its own sake. Your goal is discovery of truth and you believe everything must be rationally justified. The inability to know, learn, and discover will be stressful for you.

Utilitarian

You are results oriented. Your goal is utility and what is useful. You are practical and will maximize your assets. Your passion is a return on investment of your time, talent, or resources. Not getting that ROI will stress you.

Aesthetic

Your goal is to experience your inner vision. Your passions are beauty, balance, form, and harmony in all aspects of life. Anything that disturbs that balance will cause you stress.

Social

This means humanitarian, not sociable. You believe service to others is the highest calling in life. You are compassionate and want to eliminate conflict in the world. Insensitive and individualistic behavior in others is stressful for you.

Individualistic

You are driven to use power and position to achieve your goals and advance your causes. Your passion is to control your own destiny and the destiny of others. Therefore, loss of power or position is stressful for you.

Traditional

Your goal is to search for and find the highest meaning in life. Your quest is a system for living. You believe in a higher order of life and consider yourself highly religious or spiritual. Opposition to your beliefs is a stressor for you.

Conflicting Values

We may differ widely with the values of the people in our homes and workplaces. Of these six values, my brother and I are close in only two. One of my highest is his lowest and vice versa. These values differences do cause us some conflict at times but since we understand where it's coming from and why, we usually avoid serious problems.

Imagine people with opposite values as business partners. Their differences will inevitably cause conflict for the company and its employees. An understanding of values can explain why the members of an executive team are at odds when making decisions and can help them develop more tolerance for each other's views.

This can lead to more harmonious and effective leadership.



"I have often thought that the best way to define a man's character would be to seek out the particular mental or moral attitude in which, when it came upon him, he felt himself most deeply and intensely active and alive. At such moments there is a voice inside which speaks and says: 'This is the real me!'"

William James

Chapter 2

Theoretical Value



"Knowledge is power."
Francis Bacon

Are you the kind of person who always has your nose in a book or computer? Do you believe everything must be rationally justified? Can you almost always win at Trivial Pursuit?

If so, you're high in the Theoretical value. You have a passion for gaining knowledge – knowledge for the sake of knowledge.

If you're low in the Theoretical value, you may have trouble understanding those who seem to be obsessed with knowledge and learning – the "perpetual students" in your life. You may see them as being intellectually snobbish.

The passion of those high in this value is the discovery of truth and they believe as Alexander Pope did that "a little learning is a dangerous thing." Very high Theoretical people are left-brained,

believing strongly in the cognitive process. They are excellent at solving problems, asking pertinent questions, and formulating theories. They usually have a broad range of interests and read both fiction and non-fiction voraciously. They have an insatiable intellectual curiosity and value the orderly systematization of acquired knowledge.

They may conflict with emotional people who make decisions based on their feelings and intuition, as the high Theoretical person believes everything must be rationally justified. Situations that don't allow them to learn, know, or discover will be stressful. They are uncomfortable when asked a question to which they don't know the answer.

Those low in the Theoretical value don't shun knowledge. The main difference is those low in the Theoretical value will want to learn about subjects in which they are vitally interested, knowledge they can use rather than just have. Those high in this value are curious about virtually everything.

So, while those with a high Theoretical value are intellectual and often have above average intelligence, they also have some limiting tendencies. They may be impractical, the stereotypical "absent-minded professor" type. They could benefit from coaching on practicality and listening to their intuition - their "gut feelings."

How to Manage and Motivate

How do we manage and motivate those with the high Theoretical value? Give them research projects, involve them in problem-solving discussions, let

them solve a mystery. Be content to let them discover truth and have those with a more practical nature apply it.

To communicate powerfully with those who have the high Theoretical value:

- Focus on the discovery of knowledge.
- Focus on problem solving.
- Focus on facts and research, not application.
- Say, "You're so smart!"

We find people with a high Theoretical value in occupations that challenge their knowledge and help them discover. They are scientists, teachers, engineers, and researchers. And they were surfing the Net before most people even knew it existed!



High Theoretical

"The desire of knowledge, like the thirst of riches, increases ever with the acquisition of it."

Laurence Sterne

Low Theoretical

"The great end of life is not knowledge but action."

Thomas Huxley

Chapter 3

Utilitarian Value

***"Money is better than poverty,
if only for financial reasons."***

Woody Allen



Are you a practical person who gets results? Do you enjoy making and spending money? Do you love getting a bargain?

If so, you're high in the Utilitarian attitude. If you're low in this value, you may conflict with those who always seem to you to have a string attached to their actions.

The passion of those high in this value is getting a return on investment of their time, talents, or resources. Not being able to get results from their actions is stressful for them. For example, if they loan someone money and don't get paid back, they are likely to be resentful; whereas someone low in this value might just say "Oh, well," and not be upset by it. If people with a high Utilitarian value mentor

someone who doesn't take their advice or succeed, they will feel their time and effort were wasted and that's a big stressor.

The overriding factor for high Utilitarian people is utility in all areas of life. They take the most expedient ways to get results. They're big picture thinkers. Their motto could be "a diamond is a lump of coal that didn't quit." They are practical people and will hold you accountable to doing what you say you will do. They also have a strong desire to make money and may measure their success in terms of how much they earn.

They would agree, albeit enviously, with J. Paul Getty when he said, *"If you can count your money, you are not really a rich man."*

People with a high Utilitarian value tend to be uncomfortable around dreamers and intellectuals. Their attitude is knowledge is useful only if it can help you reach your goals. Those who are low in this value may see the high Utilitarian attitude as being materialistic, greedy, and self-serving.

The qualities of those with a high Utilitarian value include the ability to have a strong vision and achieve high goals. They're movers and shakers who get things done.



What they often lack is balance because they tend to be workaholics. They would benefit from being coached on serving others and slowing down to enjoy life just for the fun of it without expecting so much from themselves or others. If they can learn to take action without being attached to the results, they will be happier and healthier.

How to Manage and Motivate

How do we manage and motivate those with the high Utilitarian value? Give them bonuses, promotions, and rewards for their results. Recognize their accomplishments and thank them for helping you succeed. Provide them an opportunity to excel and be paid well.

To relate powerfully with those who have this value:

- Focus on return of investment.
- Focus on getting results.
- Don't waste their time.
- Say, "Well done!"

You'll find people high in the Utilitarian value in all areas of business and commerce. They're CEOs, entrepreneurs, managers, and sales people. And if they loan you money, you'd better believe they expect you to pay it back – with interest!



High Utilitarian

***"Get place and wealth, if possible with grace;
If not, by any means get wealth and place!"***

Alexander Pope

Low Utilitarian

***"His best companions, innocence and health;
And his best riches, ignorance of wealth."***

Oliver Goldsmith

Chapter 4

Aesthetic Value

"A thing of beauty is a joy forever."

***"Beauty is truth, truth beauty;
That is all ye know and all ye need to know."***

Keats



If you love beautiful things created by God or humans, if you prefer serenity to adrenaline rushes, or if you can't stand the thought of becoming a workaholic, then you're high in the Aesthetic value.

If you're low in this value, you may conflict with those who seem to you to be overly sensitive or emotional.

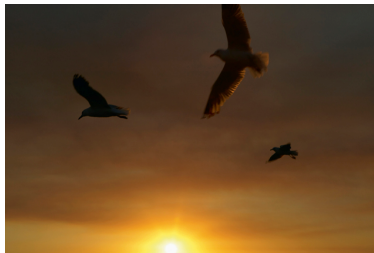
The chief aim of those high in this value is achieving balance, harmony, form, and beauty in all areas of life. Being without these qualities is stressful for them. They must have balance between work, play, and rest and they want harmony in their environment and relationships. The high Aesthetic person likes to be surrounded by beauty, appreciates

art and nature, and gets annoyed by sounds, smells, or sights that are unpleasant to them. Think of the story of the Princess and the Pea. That's the person with the high Aesthetic value.

The overriding factor for high Aesthetic people is to experience their inner vision. They focus on the subjective experience and may have trouble dealing with adversity because they want life to run smoothly.

People with a High Aesthetic value tend to be uncomfortable around those who take an intellectual, practical, objective view of things. They will oppose progress if it is harmful to the environment or the beauty of their surroundings. They'll be unhappy living in a subdivision that has been stripped of trees. They will be dissatisfied if they have to work in a noisy, drab environment without open space and light.

Those who are low in this value often see those with the High Aesthetic attitude as being unrealistic and perhaps lacking in ambition.



The qualities of those with this attitude include creativity, empathy, and self-actualization. They bring beauty and artistic expression into our lives. What they often lack is practicality and an objective

view. They would benefit from coaching on getting organized, time management, and tackling tough problems instead of trying to avoid them. If they can learn to be less sensitive, they will be happier and healthier.

How to Manage and Motivate

How do we manage and motivate these creative people? Let them surround themselves with what's beautiful to them. Give them the chance to create and provide form and harmony in their working environment. Give them some time to dream; don't pressure them to labor continuously. Yet don't let them dream too much. Find the balance.

To relate powerfully with those who have this value:

- Focus on subjective experience.
- Focus on their feelings; help them avoid pain and discomfort.
- Don't expect them to be driven to succeed.
- Say, "Beautifully done!"
-

You'll find people with a high Aesthetic value in theater, music, decorating, photography, graphic arts, architecture, landscaping, and environmental protection. Appreciate the harmony, beauty, and enjoyment they bring into our lives.



High Aesthetic

***"While with an eye made quiet by the power
Of harmony, and the deep power of joy,
We see into the life of things."***

Wordsworth

Low Aesthetic

***"I don't want harmony. From love of humanity
I don't want it...I would rather remain with my
unavenged suffering and unsatisfied indignation,
even if I were wrong."***

Dostoevski, *The Brothers Karamazov*

Chapter 5

Social Value

"I get by with a little help from my friends."

John Lennon and Paul McCartney



Are you the kind of person who is always giving to others, doing charitable work, or serving humanity in some way? Do you have trouble saying no when asked to make a monetary contribution? Do you have six animals living with you that were strays before you took them in?

If so, you're high in the Social value.

If you're high in this attitude, you are giving – perhaps to a fault. You'd give your last ten dollars to a homeless person if asked. One of my clients high in this value told me she once gave her coat to a fellow grade school classmate who didn't have one. Needless to say, her mother wasn't particularly happy with her about that.

If you're low in this value, you may see those with a high Social attitude as "bleeding hearts" who would neglect their families to help strangers. Those

low in this value will help others. The difference is they tend to help those who will help themselves, whereas those who are high Social will give to anyone in need. A good way to explain it is those who are high in the Social attitude will give a hungry person a fish; those low in this value will teach the person to fish.

The chief aim of those high in this value is expressing love and selflessness, always looking for the best in others. Their goal is eliminating hate and conflict in their environment and in the world. Their passion is investing themselves in others with no strings attached. They believe in the Jamaican proverb that "the best passion is compassion." They are generous with their time, talents, and resources.

The overriding factor for high Social people is seeing and developing potential in others and championing worthy causes. People with a high Social value tend to be uncomfortable around those who are highly individualistic whom they see as self-serving. The High Social person has no patience for insensitivity.



What they may do, however, is give to the point that they neglect their own needs. They have a hard time saying no to anyone and over time this can cause stress to themselves and their families.

They would benefit from being coached on taking time out for themselves, developing assertiveness, and learning to say no. They can suffer burnout from giving so much to so many. They have a tendency to become “enablers.”

How to Manage and Motivate

How do we manage and motivate these selfless people? Give them opportunities to serve. If you manage high Social people, put them in charge of your charity drive, let them tutor or mentor others, and appreciate their need to give. Managers should be aware of their tendency to give too much, however, so help them find balance.

The supervisor and peers of one of my clients high in this attitude found out during group coaching that she was under extreme pressure because everyone in the company asked her to do things for them because they knew she would. Being also high in the Steadiness behavioral factor, this woman couldn't say no and it was taking a toll on her physical and emotional health.

Bosses, be sensitive to these employees and help them not to let others take advantage of their good nature.

To relate powerfully with those who have a High Social value:

- Focus on how your ideas and projects will benefit others.
- Don't focus on yourself or profit.
- Let them know you appreciate them.
- Say, “Thank you!”

In addition to doing volunteer work, people high in the Social value gravitate toward occupations and endeavors in which they can serve: Teachers, ministers, nurses, therapists, and social workers.

Business people high in this attitude will serve their customers well, although at times they may tend to give away the store.



High Social

"Only a life in the service of others is worth living."
Albert Einstein

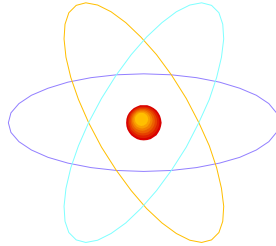
Low Social

"I have been a selfish being all my life, in practice, though not in principle."
Jane Austen, *Pride and Prejudice*

Chapter 6

Individualistic Value

**"Knowledge-Zzzzzp! Money- Zzzzzp-
Power-That's the cycle democracy is built on!"**
Tennessee Williams, *The Glass Menagerie*



Are you the kind of person who wants to be in control, to run the show, to command others? Are you good at forming strategic alliances? Do you love to win and, conversely, hate to lose?

If so, you are high in the Individualistic value.

You are driven by a desire to advance your position in your work, your personal life, and in any endeavor about which you are passionate.

Those high in this attitude will use their power and influence to accomplish good or evil. Their passion is leading; they want to control others' destinies as well as their own.

The overriding factor for high Individualistic people is attaining and using power to accomplish purpose.

They invented the motto, "My way or the highway!" If you're low in this value, you may see them as being domineering and self-serving.

People with a high Individualistic value are in their element when leading and directing others. The high Individualistic person experiences stress and dissatisfaction when threatened (actual or perceived) with diminished power or loss of position. They will be unhappy if faced with the inability or lack of opportunity to advance themselves and their causes.

They would benefit from coaching on letting others on the team contribute equally, controlling their tendency to overpower and intimidate others, developing compassion and patience, and letting go of any attachment to the outcome of their actions.



How to Manage and Motivate

How do we manage and motivate these powerful people? We can't. (Just kidding!)

Maybe a more practical question is how do we handle working with or for them? Understand their need to be in charge and give them authority equal to their responsibility. Give them opportunities to advance. Put them in a competitive position and watch them

win. Managers must be aware of their effect on others and help them tone it down with people who are uncomfortable being pushed or pressured.

To relate powerfully with those who have a high Individualistic value:

- Focus on how your ideas and projects will increase power and get results.
- Focus on the advancement of the person or company's position.
- Let them know you admire their ability to achieve.
- Say, "You're the boss!"

One unique attribute of the Individualistic attitude is that it usually expresses itself through the other highest values. For example, people who also have the high Social value will help others, and at the same time want to control their destinies. They may use service as a way to maintain a position of influence in the community.

If those high in this value overuse their power, it can have disastrous results for individuals, companies, and countries.

However, if these people use their power to do good, we can and do admire them. Mother Teresa appeared to be high in this value, as did Adolph Hitler. The value itself is neither good nor bad, but how people choose to use their power that determines whether it serves or harms humankind.



High Individualistic

***"In battle or business, whatever the game,
In law or in love, it is ever the same;
In the struggle for power, or the
scramble for pelf;
Let this be your motto – Rely on yourself!"***

John Godfrey Saxe
"The Game of Life"

Low Individualistic

***"Power like a desolating pestilence,
Pollutes whate'er it touches."***

Percy Bysshe Shelley

Chapter 7

Traditional Value

"There's a spiritual solution to every problem."

Dr. Wayne Dyer



Are you the kind of person who is seeking the highest meaning in life and living in accordance with a strong belief system? Do you consider yourself religious or spiritual? Do you desire to understand the totality of life and live in harmony with others and with Nature?

If so, you are high in the Traditional value. In fact, Spranger's original word for this value was "Religious." Yet it encompasses more than religion alone.

Those high in this attitude are on a quest to find the highest value in life. They often champion causes and if extremely high in this value, might even be willing to die for them. Joan of Arc and Patrick Henry are two examples.

The overriding factor for high Traditional people is living by a strong belief system that "not my will, but

Thine be done.” They live consistently according to their beliefs and some feel the duty to convert others to their faith.

High Traditional people experience stress and dissatisfaction when faced with opposition to their beliefs.

One of my clients is challenged in her relationship with her daughter because her top value is the Traditional, which is her daughter’s lowest value. In fact my client’s *Personal Interests, Attitudes, and Values™* profile shows she is so far above the mainstream in this attitude she is said to be “passionate” about it. Her daughter’s profile shows she is so far below the mainstream, she is considered “extreme” in her negative attitude toward this value.

So we can see why there is conflict between these two people who love each other, yet differ greatly in this area of life.



Those high in the Traditional value may tend to be self-sacrificing which, though considered a virtue, can eventually cause them to neglect their own needs. Like the high Social person, they would benefit from coaching on putting their needs first once in a while. In other words, love their neighbor as themselves, not *more than* themselves.

How to Manage and Motivate

How do we manage and motivate these devout and generous people? Allow them to provide service to others and respect their beliefs, even if you don't understand or agree with them.

Being non-judgmental on both sides is the key to successful relationships.

To relate powerfully with those who have a high Traditional value:

- Focus on the meaning of life.
- Understand their desire for order and unity.
- Let them know you admire them for living up to their strong convictions.
- Say, "I appreciate your integrity."

We find people who are high in the Traditional value in all walks of life. Naturally, many will become religious leaders; also judges, environmentalists, or philosophers. Whether they are Fundamentalists or New Age believers, they will try to live the highest and best of what their religious or spiritual beliefs teach them.



High Traditional

***"As the body without the spirit is dead,
so faith without works is dead also."***

The Holy Bible: James 2:26

Low Traditional

"Religion... is the opium of the people."

Karl Marx

Chapter 8

Conflict and Compatibility

"If a man does not keep pace with his companions, perhaps it is because he hears a different drummer. Let him step to the music which he hears, however measured or far away."

Henry David Thoreau



Two men who are clients of mine are CEOs of two different kinds of companies.

Once I was coaching Mr. P. on his values profile and how his attitudes reflected how he ran the company. He was high in the Utilitarian value and low in the Social value. During the conversation, he said his greatest accomplishment as president of the company was that he never let employees borrow money from the company.

The following week I was coaching the other company president, Mr. B. on his values profile. He was the opposite – high Social and low Utilitarian. He told me the accomplishment of which he is

proudest is that he set up a credit union so employees could borrow money from the company during times of need. Can you imagine these two men as business partners?

There are business executive teams all over the world struggling to make important decisions for the company. They disagree on what direction the company should take. They get frustrated with one another because they just don't "get" where others on the team are "coming from."

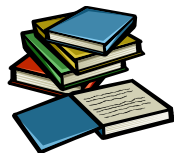
A failure to understand each other's values causes business teams unnecessary frustration and failure to reach consensus on important issues.

Are there people in your life with whom you have serious disagreements? Do you fight over money, politics, religion, or other issues? These arguments likely stem from your differing values. You'll probably never change the other person's mind, but understanding where you're both coming from can help tremendously in resolving these conflicts.

Let's look at the six values clusters and see which conflict and which conform.

HIGH THEORETICAL

Search for knowledge and truth



Theoretical-Theoretical

These two people will enjoy intellectual discussions

and pursuits with each other. May compete over who knows the most.

Theoretical-Utilitarian

The Theoretical is not concerned with utility and application of knowledge, so there can be conflict with one who believes knowledge is only as good as its usefulness.

Theoretical-Aesthetic

Definite conflict here. The Theoretical is concerned with objective truth; the Aesthetic takes a more subjective, emotional view that doesn't need rational justification.

Theoretical-Social

The high Theoretical is concerned about gaining knowledge for one's own benefit. This may clash with the high Social focus on service to others.

Theoretical-Individualistic

Not much conflict. Those who seek power appreciate that discovery of truth can help them establish position. "Knowledge is power," reflects both of these attitudes.

Theoretical-Traditional

There can be strong conflict if the high Theoretical, who believes everything must be rationally explained, rejects another's faith because it is unprovable.

HIGH UTILITARIAN

Practicality, utility, and getting return on investment



Utilitarian-Utilitarian

These two agree on the importance of utility in all areas of life. They may be competitive pursuing gain, believing "he or she who has the most toys wins."

Utilitarian-Aesthetic

Conflict between what is useful and what is beautiful when the useful harms the environment. Something both useful and beautiful will please them both.

Utilitarian-Social

The Utilitarian is concerned with preservation of the self first. This conflicts with the Social viewpoint that compassion for others should come first.

Utilitarian-Individualistic

Compatible in the belief that wealth is power and that utility can lead to control.

Utilitarian-Traditional

This can go either way, depending on whether the Traditional views the Utilitarian focus as good or evil.

HIGH AESTHETIC

Desire for beauty, balance, form, and harmony



Aesthetic-Aesthetic

These two people will enjoy pursuing beauty and harmony together. Both are focused on self-growth and balance. May spend more time dreaming than doing.

Aesthetic-Social

Conflict between the Aesthetic focus on individual fulfillment versus the Social focus on others' well being.

Aesthetic-Individualistic

Harmony may conflict with the Individualistic desire for control. However, owning beautiful things can enhance position.

Aesthetic-Traditional

Compatible in that both embrace the beauty of the totality of life. However, the Aesthetic will reject the negative aspects of many religions.

HIGH SOCIAL

Desire to serve humankind, humanitarianism



Social-Social

Compatible in their belief that others' needs come first. They may try to outdo each other as to who can do the most for others or each other.

Social-Individualistic

These two have strong conflicting views. The high Social person believes focus on others is the correct attitude, opposing the high Individualistic focus on self-positioning.

Social-Traditional

Compatible. Both are other-oriented and desire to serve humankind.

HIGH INDIVIDUALISTIC

Desire for power and position



Individualistic-Individualistic

These two respect one another, yet will be competitive in gaining position, each trying to "one-up" the other.

Individualistic-Traditional

Conflicting. Focus on personal power versus spiritual power.

HIGH TRADITIONAL

Desire to seek and find the highest meaning in life



Traditional-Traditional

Compatible when both have the same religious beliefs. When different, can cause strong conflict.

Think about the problems you have with others and determine if conflicting values could be the cause. Then make a genuine effort to understand, appreciate and respect the other person's point of view.



Chapter 9

Decisions, Decisions!

"I was a-trembling because I'd got to decide forever betwixt two things, and I knowed it."

Mark Twain, *The Adventures of Huckleberry Finn*



We've all had those times when our heart conflicted with our head. It's not much fun, but it's part of being human.

After reading the previous chapter, you may be thinking, "What if I have values that conflict with each other?" Most of us do and it can cause inner turmoil.

Let's look at pairs of values clusters and examine tendencies you may have if these are your top two.

Feel free to print this book and write your name on the pages you think describe you. And write other people's names when you recognize someone you know in the descriptions.



Theoretical-Utilitarian

Your Theoretical side loves to spend hours in bookstores. So many books, so little time! Like the character Rory in the television show “Gilmore Girls,” you’ll carry a book wherever you go and read at every opportunity.

But your Utilitarian side may make you feel guilty that you’re wasting time when you could be *doing* something. So you may spend energy fighting with yourself over how much reading is too much, unless you’re learning something you can put to good use. You may compromise and focus more on “useful” knowledge, or you may convince yourself that it’s *all* useful.

You’ll be in your element in a job where they pay you to learn or if you’re a writer who gets paid well. You’d probably enjoy being a contestant on “Jeopardy,” as long as you win!



Theoretical-Aesthetic

Left brain vs. right brain. Logic vs. emotion. Thinking vs. feeling. This values cluster can keep you tossing and turning.

I have a friend who has this combination. She has a lovely home. She loves movies (especially the avant-garde kind), theater, books, and music. She's performed in all of our community theaters.

She's ruled more by her Theoretical side, though, because it's her highest value. She once told me when she buys a picture to hang on the wall, it's not so much because of its artistic value, but because she needs something to go in a particular place. In other words, she uses logic over emotion.

She also said recently, "I don't feel guilty about reading fiction," as if she thought she *ought* to feel that way.

If these are your top two values, you'll particularly like learning about the arts, artists, thinkers, science, and the environment. You'll scoff at things you see as dumb, mundane, or ordinary.



Theoretical-Social

I know several people who have this values cluster and every one of them is engaged in work in which they use their knowledge to help others.

One is a man who knows more about the Constitution and tax laws than anyone I know. He used to play in a band, but now spends his time writing and giving seminars. His website is rife with helpful information.

My coach is high in these two attitudes. Not only does she genuinely care about my well-being and success, she is a wealth of knowledge. Whenever I want information on virtually anything, Jane will either send it to me or tell me where I can find it. Amazing.

If you're high in the Theoretical and Social values, you crave knowledge for yourself and you're passionate about sharing that knowledge to serve others. You may also have a desire to save the world.

My brother is high in these two values and the Traditional. He *is* trying to save the world!



Theoretical-Individualistic

You truly believe that, "Knowledge is power," and you'll use your knowledge to gain position. You believe as Diane Ravitch said, "*The person who knows how will always have a job. The person who knows why will always be his boss.*"

You believe the more you know, the more power and control you'll have. You may withhold information until you can use it to gain power in a situation.

You use logic over emotion and there won't be many who can take advantage of you. Woe be unto those who try!

You'd probably do a good job of running the CIA. Imagine having information even the president doesn't have and you get to be the one who tells him. Life is good.



Theoretical-Traditional

You could be a theological scholar and may be a religious leader or philosophy professor. You search for the truth in science and scripture. You have faith, but it isn't blind.

You may have conflict at times over what you believe as a truth that can't be scientifically proven. But your faith will help you resolve that dilemma.

You not only know scripture, you believe you understand it. You may be one who doesn't see conflict between science and religion, believing they come from the same Source.



Utilitarian-Aesthetic

I could write an entire book on this values cluster because they are my top two. If you're high in these attitudes, you must have beauty in your surroundings and the money to buy/enjoy it.

I had a bigger deck built on my home once and went looking for new furniture. I found some deck chairs I hadn't seen before – the kind that sit up high so you can see over the railing. Very practical (useful). Not only were they in my favorite colors, they were on sale! Yes, I bought them, with the feeling I'd died and gone to Heaven. I still have and enjoy them.

If these are your top values, you'll be happy in a career that helps you and your clients achieve results and monetary gain without sacrificing balance and harmony.

Your conflict will come from your Aesthetic desire for balance battling with your Utilitarian tendency to work hard and get results.

This conflict affects how I market my coaching practice. Do I focus on personal coaching, which satisfies my Aesthetic desire to help others find balance or do I promote business coaching, which appeals to my Utilitarian drive to help others get results? Decisions, decisions!



Utilitarian-Social

You will make money and give money. If you have lots of money, you'll be a philanthropist, and if not you'll give what you can.

You'll also give your time to help those in need. However, you may give at times with a string attached because you'll want a return on your investment. You'll want the recipients to use your gifts to better themselves. You'll be more apt to give without expecting something in return, though, than someone whose Social value is low.

Sometimes you may have conflicting emotions if you feel you're giving more than you're getting.



Utilitarian-Individualistic

Getting money, results, and power are your goals. We all know business and political leaders who have this values cluster. They are formidable. They run successful businesses and make lots of money for the company and themselves.

One of these men told me recently he once participated in a team exercise where everyone evaluated each other. He said it was the worst experience he'd ever had, because the others saw him as one who would steamroll people to achieve success. He didn't see himself that way. I told him what saves him from that is that the Social is his third highest value, which means he cares about helping people.

If these are your top two values and your Social attitude is low, you may rightly feel, "It's lonely at the top." But you're having a great time being – or getting there!



Utilitarian-Traditional

You probably tithe to your church and give to other organizations you feel are doing God's work, including your local animal shelter.

You may also give your time to the church and would be a good candidate to head up its building and fund-raising projects.

You are not one who believes poverty is spiritual, pointing out that it's not money, but the *love* of money that's the root of all evil.

Still, you probably like the Irish proverb that says, "Money swore an oath that nobody who didn't love it should ever have it."

Those in your congregation who are low in the Utilitarian attitude might disagree.



Aesthetic-Social

You will serve others through your artistic creativity. You have a passion for the environment and protecting the earth's natural resources. You will feed the hungry – organic food if possible. You may build houses for Habitat for Humanity so those in need may live in more beautiful surroundings.

You may teach yoga or meditation because you want to help others find balance and harmony in their lives.

You will do what you can to eliminate poverty and suffering. You feel your highest calling is contributing to bringing about world peace.

You may feel conflict if giving to others will harm yourself, your loved ones, or the environment.



Aesthetic-Individualistic

You love harmony and power, which may cause internal conflict because living in harmony might diminish your power.

You will enjoy heading up beautification and environmental projects. If you love the arts, you'd rather be a conductor than a member of the orchestra.

I know an artistic director of a theater who's high in these two values clusters. He's demanding of his actors and staff and many find it difficult to work with him. But no one questions the power and passion of the performances he produces.

If these are your highest values clusters, you may struggle with finding the balance you desire because of your workaholic tendencies.



Aesthetic-Traditional

You believe as Keats did that "Beauty is truth, truth beauty." You glory in God's creation and find spiritual peace in sunsets and flowers. If you find an insect in your home, you'll carry it outside rather than step on it.

You'll find balance in attending religious retreats and if your religion doesn't disapprove, you probably meditate daily.

You will not be one who promotes "an eye for an eye." You'll focus on the love, peace, and harmony found in your scriptures. You'll have difficulty with the "fire and brimstone" types of religion.

You will enjoy the works of Michelangelo and other religious art. You like Shakespeare for his poetry and the truths of which he wrote.



Social-Individualistic

These values are conflicting because your high Social value believes in serving others and your high Individualistic wants power for yourself. However, you will use your power to serve.

When I was a television news anchor, I was sent to Washington, D.C. to do a special series on South Carolina's congressional delegation. One congressman I interviewed told me he always knew he'd be a preacher or a politician because he wanted to serve. I can't help but believe he was also high in the Individualistic value because a politician must enjoy power or he won't be happy in government.

These types of politicians do want to serve through a kind of government that gives them control over their constituents' lives. They truly believe that a Socialistic type of government is best for their country.

If these are your two highest values, you will thrive as the head of a charitable organization such as the United Way. And if not the director, you will be a leader of community activities; you'll serve on charitable boards and probably chair one or more of them.

You may suffer some internal conflict between selfless giving and self-positioning.



Social-Traditional

If these are your highest values clusters, you are the salt of the earth. You are selfless and spend most of your time doing church and charity work.

Most famous religious leaders were high in these values clusters – Gandhi, Mother Teresa, Billy Graham, Norman Vincent Peale, and Dr. Robert Schuler, to name a few.

I believe they all probably had/have the Individualistic value as their third highest value (or perhaps second in some cases) because of the magnitude of service they were/are able to give from powerful positions.

If these are your values clusters, your conflict comes from the joy you receive in serving humankind versus the depleted energy you can accumulate by putting your own needs second.

Or it may sometimes come from having to choose between helping at a church function or at a charity event going on at the same time!



Individualistic-Traditional

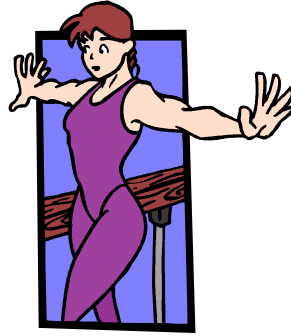
If these are your top two values, you could be a church leader, holding a position of power such as priest, pastor, or rabbi. If ministry is not your vocation, you will hold another powerful position, serving on your church board or as an elder.

You believe in God's power and your own power as His servant. You will use your influence to create position for your church in the community.

Because of your strong beliefs and desire for control, you may feel it is your spiritual duty to convert others to your faith and you will do so with gusto.

You will not be ignored nor apologize for your actions.

Finding Balance



It's my hope this knowledge will help you understand your internal conflicts and allow you to be kinder to yourself when faced with indecision. If you know where your conflict is coming from, you can work through it more effectively. I suggest you give yourself permission to cater to one or the other at any given time and don't beat yourself up because you can't satisfy both drives at once.

Or perhaps you'll find ways in which you can. Won't that be satisfying!

Some of you may now have a clearer understanding of why you're feeling unfulfilled in your job or career, or unhappy with where you live, or frustrated with how you feel you must spend some of your time.

In the end, there are two ways of looking at values clusters. We can see them as conflicting or we can feel they give us balance.

For example, I can sometimes experience indecision because of my high Utilitarian and Aesthetic values

clusters. However, I also find they give me balance. My Aesthetic value keeps me from working all the time and my Utilitarian attitude keeps me from playing all the time!

The spiritual teacher Emmet Fox taught that wisdom is having perfect balance between our emotions and our intellect – our heart and our head.

If you can balance your conflicting attitudes, you will be wise, indeed.

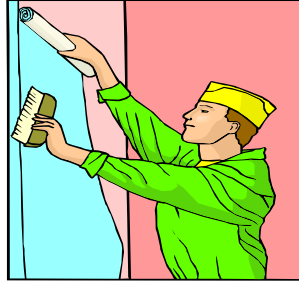


Chapter 10

Applications

"The bearings of this observation lays in the application on it."

Charles Dickens



If you're high Theoretical and low Utilitarian, you may be content with whatever knowledge you've gotten in these pages. However, if you're one who likes to *apply* knowledge, this chapter is for you.

Personal Applications

*"He who knows others is wise;
He who knows himself is enlightened."*

Lao-Tzu

Understanding values clusters can give you knowledge of both yourself and others. If you want to grow personally and professionally, you must know your values and set your goals based upon them.

In his Personal Foundation program, the late Thomas Leonard, founder of Coach U and CoachVille,

says, "If getting what you want makes one happy, and if getting your needs met brings satisfaction, then living a values-based life brings fulfillment. Fulfillment is that inner feeling beyond happiness or satisfaction – it's that lasting glow and the feeling of being totally you."

Leonard recommends that we reorient our entire lives around our values.

You may already be doing that – if so, good for you! If you feel you have more work to do, why not begin now?

I recommend you examine your values closely and then look at how you're living. If your values are not being fulfilled at work, you might seriously consider finding a career that will allow you to incorporate your values into the work you do.

The General Manager of a car dealership told me he was upset because he had an excellent salesman who left his job there to become a teacher. This tells me that perhaps this employee was high in the Theoretical and Social values – not someone who would be happy selling cars for a living.

Recently, a young woman in my church was crying and told me she'd just dropped out of graduate school because she didn't want to be there. She realized she was doing it to please someone else. I say good for her, yet I can see the grief this is causing her. Ultimately she'll be happier doing what she truly wants to do.

Knowing your own values and living by them can lift a tremendous burden and bring you inner peace and success, however you define them.



***"This above all: to thine own self be true,
And it must follow, as the night the day,
Thou canst not then be false to any man."***

William Shakespeare, *Hamlet*

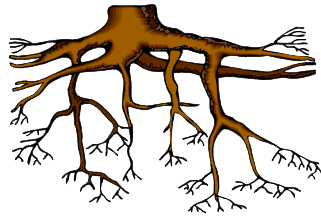
This brings us to the next step in our development. We don't have to be high in the Social or Traditional values clusters to care about others and want to improve our relationships with them.

Understanding values differences can help you see the other person's point of view even if it differs greatly from yours. When you show people you understand them and respect their values, you open the door to a higher level of communication and success in your relationships.

Try this exercise. Ask three people who know you well to tell you what they think your passions are – what you must have to be fulfilled. Then if they want, you do the same with them. It will give all of you more insight into each other's values.

Judy Suiter, President of Competitive Edge, Inc. in Atlanta and author of the book *Exploring Values* –

The Power of Attitudes, advises, "Remember what is essential may be invisible. Take time to explore beneath the surface - yourself and others."



People are like plants. Both need to be in the proper environment to thrive and survive.

One Christmas, I bought a beautiful living Christmas tree – a blue spruce. After the holidays, my brother and I planted it in my yard. That summer it died. I tried the same thing the following year with the same result.

I asked a landscaper what I was doing wrong and he told me that type of tree grows in the mountains and can't survive in the hot summers where I live.

People are the same. If you don't live or work in an environment that inspires your passion, you may not die, but you won't thrive. Part of this is under your control and some is the responsibility of management.



Business Applications

Which brings us to the benefits of companies understanding their employees' values and attitudes.

If you're a business owner or manager, knowing the values of your employees and people you're thinking of hiring can make your company more successful and save you thousands of dollars a year by hiring and keeping the best people. It can make hiring, managing, and team building both a science and an art.

Hiring people by assessing their values isn't an exact science, but it can help you match the person to the job. You'll get more satisfied, productive employees and will be able to retain them longer if you manage them according to *their* wants and needs, not yours or the company's.

A recruiter for a large company told me recently they lost a manager who had only been with them a few months. He said recruiting, hiring, training and paying this man cost the company \$85,000. Money that's gone forever. And finding his replacement will cost them as much again. Ouch!

If the company had assessed this employee's values beforehand, they might not have hired him or perhaps they would have done a better job of managing him.

Studies show that most people are hired for their skills and fired or lost because of their attitude and/or the way they are treated by management.

Any company that's serious about hiring and

retaining good people must look beyond their applicants' skill levels and job interview impressions.

Most job recruiters admit that about 90% of their hiring decisions are made from the interview. But a study by Michigan State University shows that interviewing is only 14% accurate. One doesn't have to be a rocket scientist to do the math and see that successful recruiters need something more upon which to rely.



"Job interviewing is 14% accurate."

Source: Michigan State University

Research done by Behavioral-Values Research Associates, Ltd. between 1993-98 concluded, *"If your career is an extension of who you are, you will not have to be motivated. You will get up in the morning and desire to go to work, because your environment will be providing the 'valuing' you need in order to achieve your maximum potential."*

The study goes on to say, *"Companies all over the world are realizing that an investment in pre-selection assessments can facilitate a win/win scenario for the employee and the company, moving both toward their goals and redirecting others to a position where a win/win is achievable."*

Behavior and Values

More and more, successful companies are using some type of behavioral assessment in hiring and managing their employees, to see *how* a person will do the job. A values assessment will show a company *why* the person wants the job.

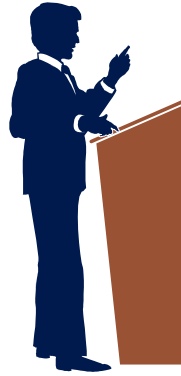
Those of you who have knowledge of DISC behavioral styles will appreciate this story. If you're in business and you don't have any knowledge of behavioral styles, I recommend you get some.

Once I was coaching the executive team of a company on their *DISC Style Analysis and Personal Interests, Attitudes, and Values* profiles. One vice president, who hadn't seen his profiles yet, told me he'd been to a seminar on DISC styles and was sure he was high in the "D" (Dominance) factor. (Most people with the Core "D" behavioral style are ambitious and want to be in charge.) This executive felt he had a core "D" style because he said he couldn't wait for the president to leave the company because he wanted the top job.

He was surprised to find out he had a core "S" (Steadiness) style, which is the opposite of the "D" style. And his "D" factor was *low*. I told him his desire to be in charge wasn't coming from his behavioral style, but from his high Individualistic value, which was number one.

If the president did leave and this vice president applied for the job, those hiring might have passed him over if they wanted a "take charge" kind of CEO

and looked at his DISC profile only. Yet with his high Individualistic and Utilitarian values, he would be a good choice.



This true story illustrates the importance of knowing employees' values clusters.

Your *values* are what you want most out of life. Your *behavioral style* is how you'll go about getting it.

For information on how to determine your DISC behavioral style and personal values, see page 65.

Conclusion

"We may affirm absolutely that nothing in the world has been accomplished without passion."

Georg W. F. Hegel

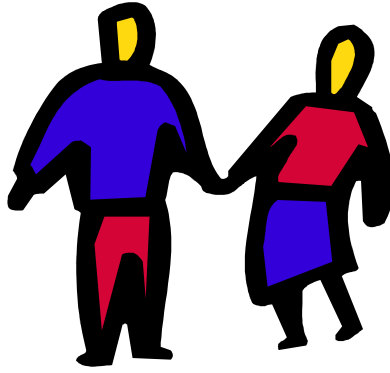


You may not feel as if you're a passionate person, but you are passionate about your values. And you're passionate about the well being of your loved ones.

A New Understanding

The more you understand your different attitudes and how they affect your relationship with yourself and others, the more fulfilled you will be.

If we can all resolve to stop judging others who have different world views, the more harmonious our relationships at work and at home will be. And if harmony is not important to you, then realize that having and using this knowledge will make you more effective in influencing and managing other people.



I believe our judging of one another's behavior, values, and beliefs is what causes most of our problems. Understanding is the first step toward becoming non-judgmental. If we stop feeling that our values are "good/right" and other people's are "bad/wrong," we can eliminate the us-versus-them mentality that divides us as individuals and as a society.

If you want to know more...

About your Values

You can get your own personal Behavior and Motivators™ assessment, which will not only show where you rank in each of the six attitudes; it will also measure your unique behavioral style. An understanding of behaviors and values is crucial to your personal and professional success.

FREE BONUS

The investment for your Behavior and Motivators assessment is \$157; it includes a complimentary one-on-one telephone coaching strategy session to help you get the most value from your assessment. (Total value: \$357.00)

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