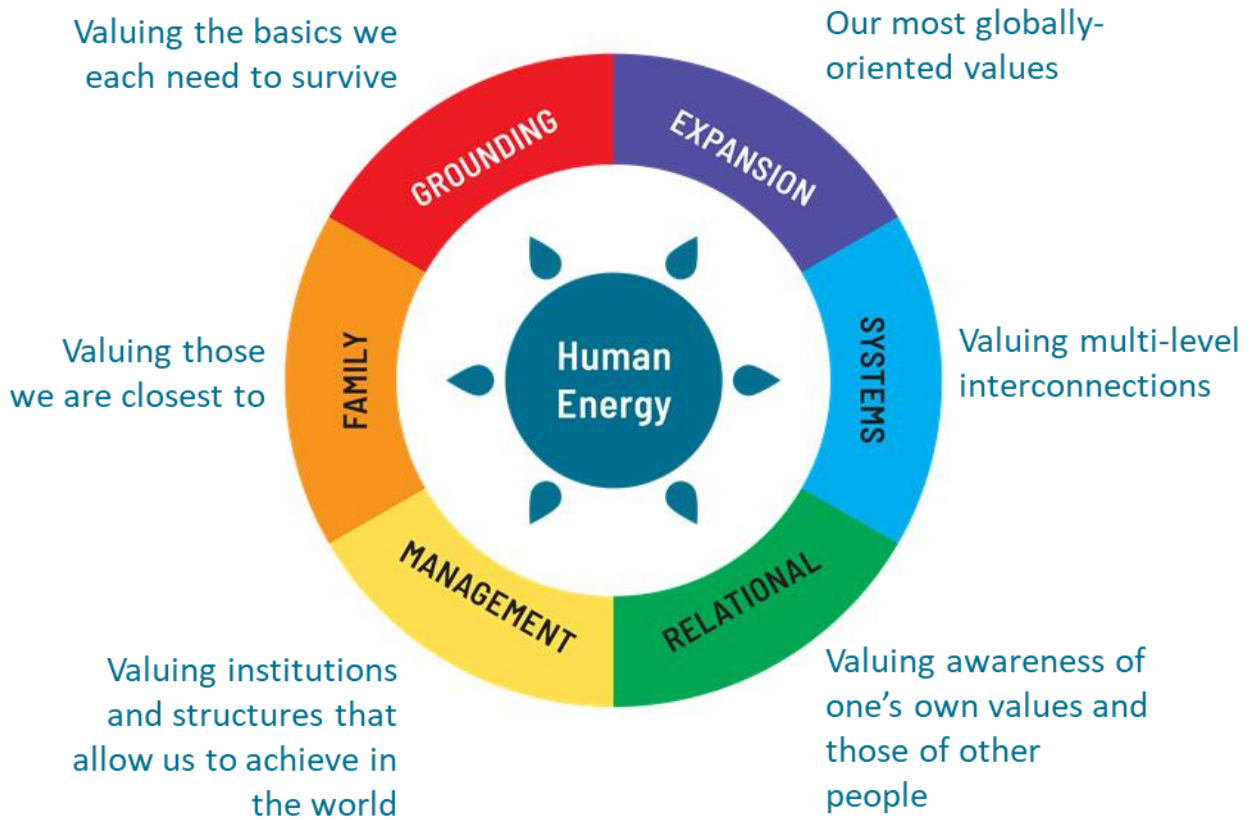




## “Core” and Secondary Values Perspectives



Together, all of the choices you made during the three-stage process of prioritizing among the 102 values in the Kairios Values Perspectives survey result in a simple “snapshot” of two aspects of your values “energy:” the top nine values you prioritized as being most important to you, and your most likely “core” values perspective.

Your core perspective represents the highest proportion of total values energy expressed in your values choices. While your core perspective likely describes your basic values worldview, a secondary, supportive perspective also strongly influences most people’s values worldview.

As you read the following descriptions, we invite you to reflect on them and decide to what degree, and how, you think one or more of them best reflects your unique values “lens” on the world.



## Grounding Perspective

*Valuing the basics we each need to survive*

The Grounding Perspective represents the need to fulfill the most basic requirements for life, such as shelter, physical mobility, and security, as well as the basic human emotional need for kindness, toward oneself and others. For many people at any given time, this cluster of values may need less conscious attention as they already operate “in the background.” But it is also natural for Grounding values to become more important, requiring more attention in times of stress and significant life change, for example because of illness or accident or prolonged financial or social pressure. Stress can also result from positive life events, such as embarking on demanding educational programs, taking on job roles that require expanded competencies, or starting a new family. As its name says, this Perspective is needed to ground us in a solid foundation for life, on which all other values rest. We most often see Grounding Perspective values prioritized by people who are post-secondary students, young parents, and people who are experiencing destabilizing life conditions. Societies that do not sufficiently prioritize the Grounding Perspective may fail to adequately ensure the basic conditions for life for their citizens and dependents, resulting homelessness or population displacement, unsafe communities, or preventable public health problems. For some people, the choice of Grounding values expresses a more generalized concern for the fundamental well-being of others. We all need to consciously re-evaluate Grounding values at every stage of life, in order to build, maintain, and when necessary, re-build our life foundations.

### **Grounding as a Core Perspective**

When the Grounding is the most highly energized or “core” perspective, it requires us to pay attention to issues of personal health, basic security, and/or physical mobility. In times of crisis or prolonged stresses, paying attention to the values in this Perspective means changing the things in life that have negative impacts that one can control, or by seeking help. If Grounding values are being triggered by life choices that result in temporary trade-offs such as financial or physical insecurity, it can help to pay attention to mental health and well-being in the short term and find ways to put energy into actions that will support the eventual return to one’s most desired values perspective in the long term. In that situation, acknowledging the importance of these values and addressing them consciously can be a first step in returning to a more stable, secure life condition.



## Family Perspective

*Valuing those we are closest to*

The Family Perspective is characterized by the importance of belonging to a group, whether it is your family, a social group, or the organization in which you work. For most of us, the first primary group is the family we grow up with and the initial social circles we are familiar with that establishes a sense of who we are. Family Perspective can also include “family of choice” beyond blood relations: neighbors, friends, guardians or cherished teachers or role models; people like co-workers with whom we spend

extended time and develop familiarity. A Family Perspective connection may include any person or group with whom we have strong emotional ties. This can be especially important as we grow and mature within communities of people we choose to affiliate with because we may feel they share and express values that are deeply important to us. Within this perspective, the individual assumes some responsibility for his or her actions, but also depends on maintaining relationships with others in this primary group for guidance and support; or with those toward whom we feel it is our moral responsibility to guide and support. In this perspective we find basic personal development values like belief, honesty, and self-worth, which may appear early in life and remain as core values throughout life. Interaction values such as courtesy, fairness, loyalty, and respect belong to this perspective. Organizations and institutions may also share Family perspective, expressed in norms that prioritize loyalty to employees, for example with regard to secured job tenure and retirement programs, showing emotional connections in caring for co-workers or customers in times of need, and in shared celebrations, whether long-established traditions, or newly-created in order to express the value of genuine ties of emotion and belonging beyond the impersonal requirements of job descriptions. This is a Foundational perspective, through which we seek, both for ourselves and for others who are important to us, the stability of shared identity and the emotional satisfaction of belonging.

### **Family as a Core Perspective**

If this is your strongest, or “core” perspective, the Family perspective values receive most of your attention and energy day-to-day. Whether it is your family, a social group, or the organization in which you work, belonging to the group is likely to be the way you receive recognition and respect, which affirm your worth as a person, and it is likely you are energized by being able to reciprocate. This combination of giving and receiving can often be the case for people in the caring and service professions, at any level, who often value even strangers as they would family; or for people who treat any activity as an opportunity to give and receive basic human affirmation. Family is a Foundational life-perspective, and through this perspective you are likely to seek an emotionally stable life. However, you may experience insecurity if external conditions challenge that stability. Change often requires that we find ways to cope with value orientations different from our own. People having this core perspective may tend to look to a person or persons whom they view as having moral or positional authority for structure and guidance in important life matters; as a parent or in leadership roles you may also expect others to look up to you and expect yourself to provide stability and direction for those in your care. Circumstances of change, especially changes that challenge your authority, may be demanding a more impartial stance than you have previously been accustomed to. Such times provide opportunities for assessing if you are in need of building new skills, and if so, creating action steps to address your needs. In such times gathering around you the people you need to help you determine your growth choices may provide the most solid path toward re-establishing stability.



### **Management Perspective**

*Valuing institutions and structures that allow us to achieve in the world*

The objective of the Management perspective is to establish a stable, reliable, and manageable world. This is accomplished mainly through the institutions and organizations in which we work, and through which we exceed our individual grasp, enabling us to achieve both personal and organizational goals. The values in this perspective are those that support the skills necessary to achieve productive

outcomes and maintain operations in a predictable and controlled manner. These values are not limited to work environments, and may operate in other organization, team, social or family structures. From the Management perspective problems are identified through reliable sources of information, defined by means of rational effort and analysis, and delegated to those best equipped to solve them. Designation of authority, control over distribution of resources and rewards, and standards for whom we communicate with, how, and when may be regulated by normative structures embedded in the organization. Legitimate authority is distributed to various people and typically follows a hierarchy which defines levels of responsibility that are assigned based on technical competence, willingness to assume it, and readiness as assessed by those in higher authority. Whether or not one works in an organizational situation, we all need to manage our lives through the creation and maintenance of rules and reliable structures. In the Management perspective, establishing foundations of legality, legitimate authority and rational controls is necessary to provide a platform of stability in a changing world.

### **Management as a Core Perspective**

If this is your most energized or “core” perspective, Management perspective likely receives most of your attention and energy. This perspective emphasizes managerial responsibility, achievement, and control over one’s span of authority. Thriving in this perspective requires attention to values like competence, which necessitates ongoing skill evaluation leading to training and education. Taking more personal responsibility for developing one’s own technical competence is an important factor in development, and people having this perspective may feel a pull toward skill-building and education, not only to be successful at their jobs, but to feel self-confidence in their abilities to advance and achieve on a personal level. The Management perspective can, for some, also tend toward an over-valuing and over-reliance on analytical and structural skills. One of the common risks for people who invest the greatest amount of their attention and energy in this perspective is an under-valuing of the importance of people and relationship skills—the “soft skills”—needed to fully accomplish the goals and objectives that are vital to this perspective. Communication and interaction processes may tend to favor structural efficiency by being overly goal-focused, or simply be driven by policy and procedure, at the cost of the kind of interpersonal interaction that leads to sharing information and ideas that can be critical to understanding and being effective in complex situations. Management perspective values are Focus values, meaning that they are values that very much drive hour-to-hour and day-to-day, real-world concerns.



### **Relational Perspective**

*Valuing awareness of one’s own values and those of other people*

When Relational awareness is a strongly energized values perspective, we tend toward understanding the world through our relationships: both internally, with ourselves, and externally, with others. In its developmental aspect, this is a two-part perspective, through which we become increasingly aware of our individual uniqueness with regard to of the set of values we personally hold, and that those values may differ from those held by others. Subsequently it is through this perspective that we seek to become aware and gain understanding of the values others hold, through listening and

learning. It is through the Relational perspective that you assume responsibility for the interpersonal effects and consequences of your own actions; and it is from this perspective that you may shift toward being principally motivated by basic confidence in your own values-based life decisions when confronted by ambiguous situations and choices. This does not mean you no longer need to listen to or respect others; on the contrary, the Relational Awareness perspective generally emphasizes the importance of attending to and respecting others all the more carefully, even if these values may not be reciprocated in ways you recognize in a given situation. It is through the Relational Awareness perspective that we begin to recognize that we are all, always, inextricably in relationship with everyone and everything around us.

### **Relational as a Core Perspective**

The Relational perspective is fundamentally a developmental perspective, which integrates our own self-development with our need to exist among others in a social world. Developing one's Relational values starts with self-awareness, and relies on values like courage, creativity, search for meaning, and reflection. Internalizing these values in turn begins to impact our relationships with others, which rely on values such as being present, asking open-ended questions, listening, showing empathy, and developing trust and taking responsibility for the consequences of your decisions and actions as they impact others.. Attempting the values shift toward increased self-accountability can create some uncomfortable feelings or even anxiety for many people, and may provoke confusion and even some turmoil within organizations that are expanding past command-and-control values sets to accommodate relational values. Assuming additional levels of responsibility in a changing world—for self, for work, for relationships—creates dynamic tensions that require a readiness to not just tolerate but even welcome the associated challenges as opportunities for personal growth. This perspective is a dynamic one that requires that the values of safety, respect, and responsibility toward self and others are in place and operating, even if “in the background.”



## Systems Perspective

### *Valuing multi-level interconnections*

The Systems perspective represents an awareness of oneself and others within larger, collaborative systems that are perceived to extend beyond the boundaries of a single group, organization, or other political or social structure. As such, it requires an expansion in thinking from the sphere of one's personal span of work and relationships to recognize the value of interdependent and dynamic relationships and structures. This perspective depends upon diversity as well as mutual accountability for vitality and effectiveness, and authority is seen less as residing within individuals and instead more within networks of people and groups. Naturally, more foundational values (such as Responsibility, Competence, Belonging and Trust) and their associated skills are required to be in place to support effective operation within the Systems Awareness perspective. Leadership in this perspective tends toward flexibility, meaning that the role of leader may be shared, or that leaders step forward and are supported by others in response to situational conditions. High-performing, successfully innovative teams operate in this perspective, under conditions where the requisite foundational values are supported by skills and actions: rules and roles are fully understood, agreed and internalized, execution is disciplined, team members communicate openly and confidently and vision is shared. Because this perspective is dynamic by nature, systems, though perhaps cyclical, will not remain stable, even at levels of high performance. The tendency is for systems to re-form and re-configure, and times of transition may require renewed attention to the values found in more foundational perspectives.

### **Systems as a Core Perspective**

If this is your most highly or energized "Core" perspective, Systems awareness values receive most of your attention and energy, and the Systems value perspective characterizes how values you may hold in other perspectives across the Values Field are defined and activated. From the Systems viewpoint, you will tend to hold an awareness of yourself as a responsible and contributing part of a larger system. In practice, this requires you to accomplish objectives through an interdependent relationship with others in the system. This involves activating values that include Diversity, Equality and Collaboration, and goes beyond concepts like delegation to encompass full empowerment of others and mutual accountability. The Systems Awareness perspective requires you to hold a dynamic idea of the way you see the world, and requires adapting to continually changing situations, while holding flexibly to the values that you consider to be your core. While this may often be energizing to you, it can be confusing and daunting to those who hold core perspectives that are characterized by valuing stability (Grounding, Family and Management). In work and other relationships, you may be challenged to address the aspired-to goals and visions of others in ways that accommodate such differences. Most people hold some Systems values, but may activate them through more foundational Core perspectives; and there are occasions when those whose core perspective is Systems may find it difficult to find the patience to draw on more Foundational values when relating or working with them. In such cases, prioritizing the Relational perspective value of empathy is paramount.



## Expansion Perspective

### *Our most globally-oriented values*

The Expansion perspective deals with the largest, most global scope of values we can aspire to. Expansion values are nearly always aspirational and visionary, meaning some may be beyond the scope of any individual to achieve alone and within the scope of a human lifetime. Values within this perspective always require the participation of many people, including people who have gone before us and whose research, experimentation, technical contributions and wisdom remain to be built upon. This perspective requires that we expand our frames of reference to think beyond immediate timeframes and day-to-day considerations; and that we recognize that no one can control or assume individual responsibility for implementing these values on a global level. Expansion values are highly dynamic and related to perennial concerns for human and planetary flourishing, and the conditions they require for fulfilment may shift depending on culture, geography and historic moment. Our use of technology increasingly allows us to connect with people across the entire planet which may also bring an increase of attention to values which must be shared at a global level, such as human rights and planetary ecology. Bringing meaningful attention and effort to supporting Expansion perspective values also requires that values belonging to more Foundational perspectives must be in operation: Grounding, Family, Management, Relational and Systems values are all imperative to our efforts to realize the Expansion values.

### **Expansion as a Core Perspective**

When the Expansion is your most highly energized or “core” perspective, you likely seek to expand your understanding and horizons with values that may never be fully realizable and that tend to require both strong commitment and a degree of detachment from purely personal concerns. Expansion is not likely to be the most commonly held perspective within most individuals’ local communities and spans of acquaintance. Individuals striving toward this perspective may sometimes feel small, inadequate or isolated in the face of global values concerned with injustice and environmental degradation, but will recognize and gravitate toward peers in this perspective, seeking and offering mutual support of others for whom these values are also a high priority. Networks animated by Expansion values typically may be able to operate for periods of time in this perspective, but the cyclic nature of human experience will at some point lead to dissolution without a necessary periodic reformulation in more foundational perspectives. The Expansion perspective requires you to hold a fluid idea of the way you see the world and yourself within it and requires adapting to continually changing situations. This may require both maintaining a sense of your own core identity and those foundational values that form a bedrock for your sense of self, while at the same time holding flexibly to the values that you consider to be most important from the global perspective of Expansion values.