

# Beyond the Horizons Consulting

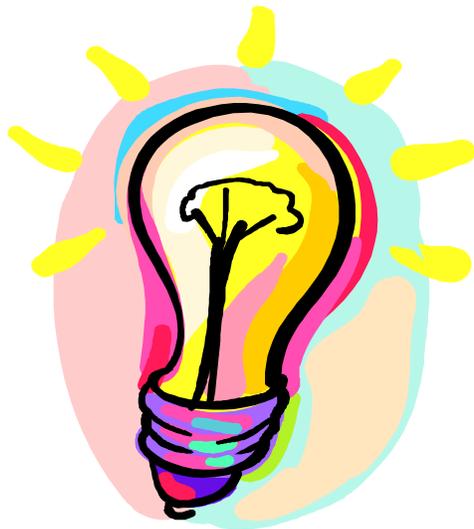
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## Tools in your Success Kit

Last month our Newsletter was entitled “The Sweet Sound of Success.” For the next several issues we will deal with *tools in your success kit*. We start this month with one of the tools that will help you know yourself.

The Chinese philosopher Lao Tse wrote, “he who knows others is learned. He who knows himself is wise.” Some of the tools I’ll be describing will help you do just that — to become wise, in terms of utilizing your self-knowledge to make better personal and professional decisions — and also to become learned in terms of understanding others. But I don’t want my readers to think these are the only tools for self-understanding. In fact, meditation — listening to



the still, small voice within — reading self-help books, and joining a coaching group are all good tools. All these activities aid us in becoming **objective observers** of ourselves.

## Assessment and Consultation

One of the best ways to become better acquainted with ourselves is to do a reliable assessment and then have a meeting with a professional to understand our results through explanation and meaningful dialog. This issue deals with the Personal Interests, Attitudes and Values instrument, which can help CEOs, managers, and employees better understand what motivates them.

There are basically six values under consideration, which in themselves are neither positive nor negative. However, human beings place evaluate each of these differently. Let’s begin with the **Utilitarian**. This value represents an interest in money and in the practical affairs of “getting and spending.” Persons who score high on the Utilitarian scale are greatly motivated by the security that money and tangible wealth can bring. They conduct their affairs in a practical way so as to maximize their wealth and may be thought of as the stereotypical businessperson.

Now let’s consider the **Theoretical** drive, which is to amass knowledge and to categorize it in order to apply it to current problems. This cognitive attitude seeks always to know the truth. The person with a high Theoretical score strives to be an expert in his/her chosen field, and “competence” and “logic” become bywords in this environment.

Third, we will look at the **Social** motivation. A person with a high score in this area is the most selfless of all types. For such an individual, compassion and care for fellow beings — and possibly all creatures — bring joy and fulfillment. Helping others informs this person’s work and is her/his strongest motivator.

Fourth, let us look at the **Individualistic** value. This may be thought of as ego drive, the motivation that puts power behind a person's other values. Although the power motivation may easily go awry, especially with a narcissistic individual such as Napoleon, in lesser doses the Individualistic motivation can be quite helpful. It is the power and energy that helps us make our dreams into reality through belief in self and persistence. Normally this Individualistic motive works through one of the other values. For example, if a person exhibits a Social motive and also some degree of Individualism, he or she may spearhead the development of a human services organization.

Fifth is the **Traditional** value or motivation. Here a high score indicates that an individual prizes a particular code or system for living. This person finds his/her meaning in being part of a larger community that is founded on principles which speak to the individual. Persons who are staunch members of their religious community or who are active members of the Sierra Club or who regularly attend 12-step meetings probably would score high on the Traditional indicator.

Last but not least is the **Aesthetic** value. These individuals are particularly touched by all things beautiful in their environment — some by the beauty of nature, others by manmade beauty in art, literature, music, and so on.

## The Value of Self-Understanding using the Personal Interests, Attitudes, and Values Instrument

An assessment such as the Personal Interests, Attitudes, and Values instrument can really help us understand what is important to us. Knowing that certain values really “strike home” allows us to make choices that help us fulfill these values and, by contrast, let go of those behaviors based on values not consonant with our true self. Much peace comes from choosing activities, experiences, and fellow companions who share our basic values.

## The Value of the Assessment for Business

Businesses, like individuals, demonstrate a cluster of one or two values which are sacrosanct to their owners and managers. The organization's mission statement reflects — or should reflect — these values. They are also

probably known to most employees, who basically agree with this set of values if they experience satisfaction in the organization. Then there is a second set of values which are given lip service as being important, but are actually rarely observed in the behavior and language of the leaders, much less in satisfied employees. Finally, there may be two values which are not even apparent in the consciousness of this particular business. For example, in a scientific startup company, the theoretical and utilitarian values will probably be uppermost. The individualistic value may be next in importance, as the company carves out a market niche. The other three values may not even be on the horizon — social, aesthetic, and traditional.

Yet, in a human services organization, social and traditional values may be most important, while theoretical and utilitarian may be looked upon with condescension.

For the individual and for the business, it is most important to achieve a good fit between values. A bad fit, such as between a mainly utilitarian business and a socially minded individual can result not only in unhappiness for the individual, but also a drain of energy for the organization.

In addition, if CEOs and managers are aware of what motivates their personnel, they can be creative with benefits and rewards. When employees demonstrate a high aesthetic motivation, some companies have responded by creating a garden location for lunch breaks. Other companies have initiated half days on Fridays during the summer months so employees can enjoy the outdoors during these months. Yet other companies encourage their employees to decorate their offices in unique, tasteful ways. And a list could be made for each of the six values.

You can see that appealing to a person's best side — or strong suit — not only bestows a benefit and appreciation on that individual, it results in greater motivation to return that appreciation and understanding through enhanced performance.

**Professional business coaches are able to help businesses understand their employees' top motivators using instruments like that just described. To add this important tool to your success kit, call Jean Eva for a no-risk, confidential consultation today!  
(505) 466-4990**