



The Impact of Your Valuing Habits on Delivering Project Value

Presented by:

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What You'll Learn Today...

- Natural Law of Value
- Value vs. Valuing Habits
- Your Valuing Habits
- The Green & Gold Game
- Common Value Judgments Errors
- Take Away Points

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Importance of Value



I conceive that the great part of the miseries of mankind are brought upon them by false estimates they have made of the value of things.
- Benjamin Franklin



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Foundation of Value



- **Axiology** is the science of value and value judgments
- Hartman Value Profile (HVP)



“What good does it do a person to know all about [the] potential inner strength he has if in practical, everyday situations he can’t use it?” – Robert S. Hartman

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The Basics of Axiology



Lowest Class of Value

- **Systemic:** plans, rules, best practices, procedures; ideas or expectations



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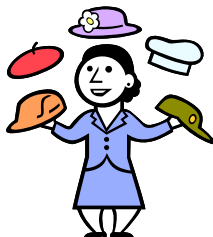
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The Basics of Axiology



Middle Class of Value

- **Extrinsic:** priorities, practical or situational; doing-focused; tasks (tangible)



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The Basics of Axiology



Highest Class of Value

- **Intrinsic:** personal or spiritual; infinitely valuable; irreplaceable; **human beings** (intangibles)



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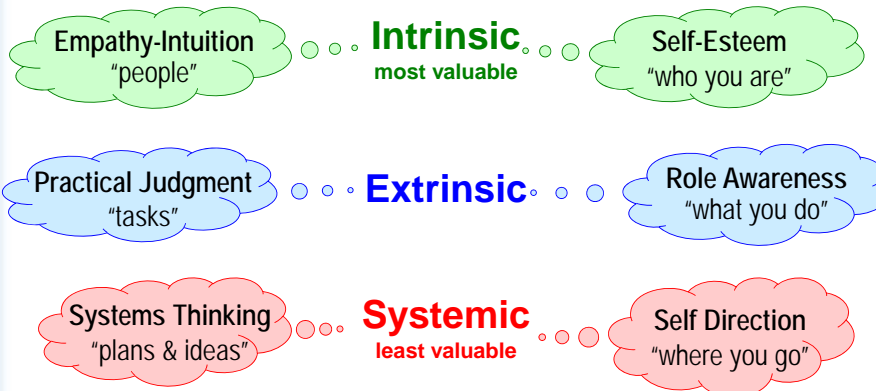
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Axiology



World View

Self View



You can measure your valuing habits.

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Values vs. Valuing Habits

- Everyone has core values
 - A Core Value is "*non-negotiable*"
- Everyone has valuing habits
 - Valuing Habits MUST be negotiable
- Conflict arises when we confuse the two.
- Effective leadership and delivering value requires that you "negotiate" some of your valuing habits

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Values & Valuing Habits

- **Value** is an ideal or principle we hold important.
- Value can be honesty, integrity, excellence, compassion, quality, timeliness etc.
- **Valuing habit** is a conditioned response based on our perspective of what adds value.



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Mathematical Hierarchy of Value



- All things have an **objective** value relative to all else.
- The HOV identifies the universal, **mathematical** structure of value.
- It is as **immutable** as the laws of gravity.
- HVP allows us to compare your *subjective* valuing habits with *objective* ideal HOV



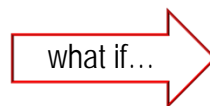
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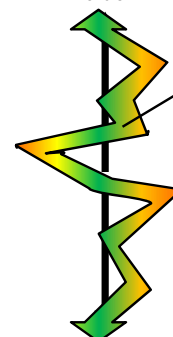
Mis-aligned Valuing Habits



Value judgments, i.e. priorities, decisions, choices, often come from Valuing Habits (not core values)



Core Positive Value



Valuing habits

Core Negative Value

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Mis-aligned Valuing Habits



- "There's nothing more important than my family."
- Yet, consumed by your work



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Mis-aligned Valuing Habits



- "Customer service is our business."
- Yet, won't hire extra people to answer the phones.



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Mathematical Hierarchy of Value



Dimension	Properties	Value
Intrinsic	Infinite	Highest

If you wish to maximize value,
this is the proper order by which to value.

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Example of Hierarchy of Value



Dimension	Properties	Value
Intrinsic	Infinite	Caring for others

*Explanation:
Care for people first, then donate to charity, then be patriotic.*

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Example of Hierarchy of Value



What is the correct Axiological Order?

- A) Being Productive
- B) Being Right
- C) Accepting Others

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Example of Hierarchy of Value



Dimension	Properties	Value
Intrinsic	Infinite	
Extrinsic	Limited	
Systemic	Is / Is Not	

*Explanation:
Human beings are worth more than producing or creating a 'thing'. Creating is worth more than being right.*

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Delivering Value



- Align with the Natural Laws of Value
- Understand YOUR current Valuing Habits
- Develop Value-Centered Habits

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It's the Green & Gold Game!



- Rule #1: **WIN!!!**
- Rule #2: **Get the MAXIMUM number of POSITIVE points possible**


Instructions: You will be divided into two teams, Team A and Team B. Each team will decide as a group whether to choose Gold or Green to maximize points.

You will have 2 minutes per round to make the choice and there will be 5 rounds.

After both teams have made the decision to vote Gold or Green, I will announce the decision to both teams. Points will be awarded according to the scoring system on the next slide.

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It's the Green & Gold Game!



- Rule #1: **WIN!!!**
- Rule #2: **Get the MAXIMUM number of POSITIVE points possible**

Scoring System

A = Gold +5 points
 B = Green -5 points

A = Gold -3 points
 B = Gold -3 points


A = Green -5 points
 B = Gold +5 points

A = Green +3 points
 B = Green +3 points

ROUND	Team A	Team B
1		
2		
3		
4		
5		
Total Score		

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It's the Green & Gold Game!



1. Who won the game?
2. What was the object of the game?
3. What is the maximum points possible?
4. What assumptions did you make?

Scoring System

A = Gold +5 points
 B = Green -5 points

A = Gold -3 points
 B = Gold -3 points

A = Green -5 points
 B = Gold +5 points

A = Green +3 points
 B = Green +3 points

ROUND	Team A	Team B	
1	+3	+3	
2	+3	+3	
3	+3	+3	
4	+3	+3	
5	+3	+3	
Total Score	15	15	30

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It's the Green & Gold Game!



- How often do your Systemic thoughts (*focusing on the lowest value*) want to jump in and take control of a situation?
- How often do these thoughts have strong opinions about what is right and what is wrong?
- How often do these thoughts have an opinion but another thought convinces you to sit back, be silent, and just let things happen?

This game mirrors the way mis-aligned systemic thoughts may want you to live your life.

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Common Systemic Transpositions



- Categor-EYES
- 2D Fruity
- One Size Fits All
- Infomaniac
- Fear of Nice

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Categor-Eyes



- When you think of a bird...



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Categor-Eyes



- When you think of "bachelor" ...



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Categor-Eyes



- When you think of a PM...



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Categor-Eyes



- You're either in the category or out.
- Every member of the category is as good as every other member.



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2-D Fruity

- Two dimensional thinking (either... or...)
- "Sucker's choice"
- Cause and Effect
- Flatview of the Extrinsic
- Lack of Empathy & Imagination

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One Size Fits All

- It worked before...
- Missing the missing links
- Premature Cause-clusions (*i.e. malaria*)



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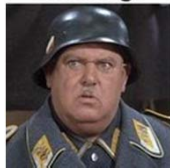
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Infomaniac



- Need to know-it-all
- Sergeant Schultz

I Know
Nothing!



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Fear of Nice



- Punishment leads to obedience
- *Niceness = Weakness*



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Your Tendencies

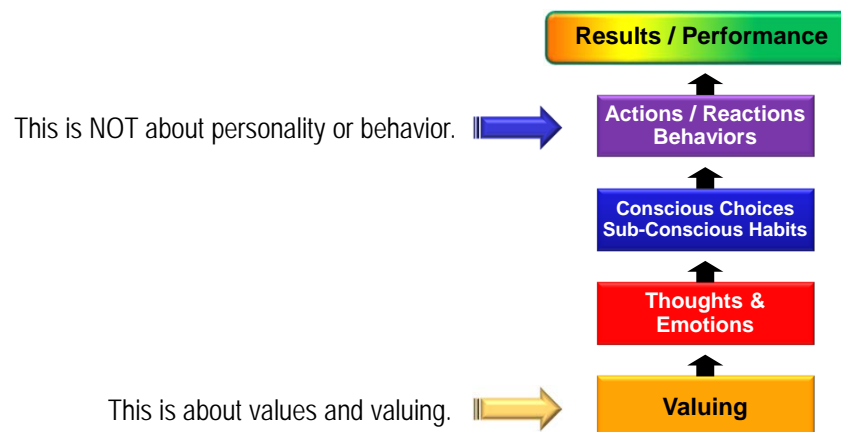
- Do you know where your values and valuing habits are aligned?
- Where are you possibly making errors in value judgments?

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Hartman Value Profile



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1



1	A good meal
2	A technical improvement
3	Nonsense
4	A fine
5	A rubbish heap
6	A devoted scientist
7	Blow up an airliner in flight
8	Burn a heretic at the stake
9	A short-circuit
10	"With this ring, I thee wed."
11	A baby
12	Torture a person in a concentration camp
13	Love of nature
14	A madman
15	An assembly line
16	Slavery
17	A mathematical genius
18	A uniform

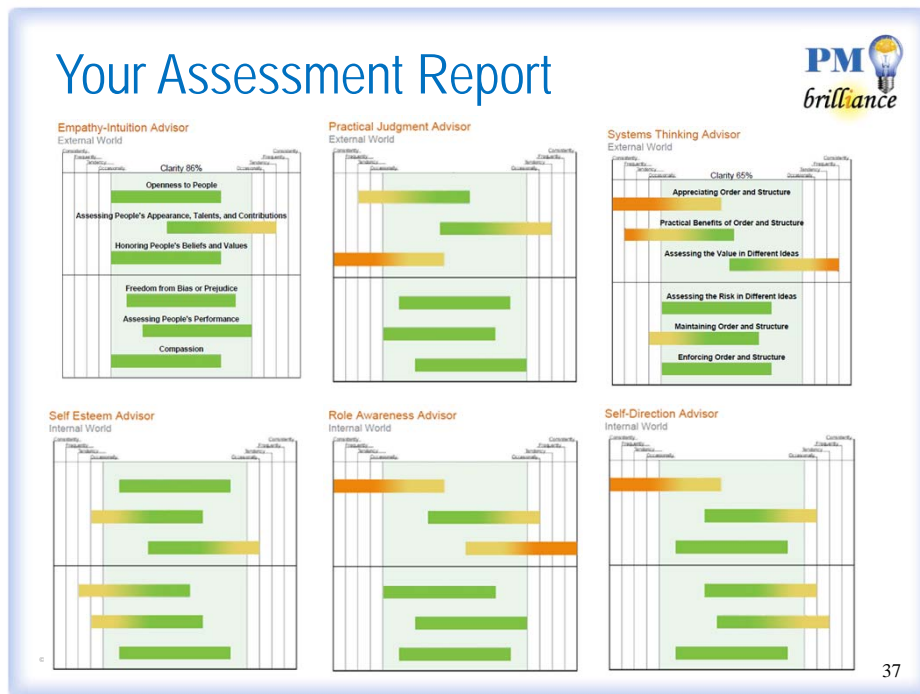
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W
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2

1	I like my work it does me good
2	The universe is a remarkably harmonious system
3	The world makes little sense to me
4	No matter how hard I work, I shall always be frustrated
5	My working conditions are poor and ruin my work
6	I feel at home in the world
7	I hate my work
8	My life is messing up the world
9	My work contributes nothing to the world
10	My work brings out the best in me
11	I enjoy being myself
12	I curse the day I was born
13	I love my work
14	The lack of meaning in the universe disturbs me
15	The more I understand my place in the world, the better I get at my work.
16	My work makes me unhappy
17	I love the beauty of the world
18	My work adds to the beauty and harmony of the world

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Delivering Value Take Away Points



- #1: Value comes from focusing on Natural Strengths
(valuing habits aligned with values)!
- #2: You have the POWER to choose and to CHANGE.
- #3: New skills & habits require PRACTICE.
- #4: Become more Value-Centered and you will naturally deliver greater value.

“Try not to become a man [or woman] of success but rather try to become a man [or woman] of value.”

– Albert Einstein

Valuable Stuff



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