



Mountains and Valleys

Individual Core Values

This document is for employees, team members, and anyone participating in a situation where a person wants to identify their core values.

After each person in the group has completed this exercise, the group of people can work collectively to determine the common core values that reflect those of the group as a whole.

Tribal Core Values

"The single most important takeaway from Stage Four is that tribal leaders follow the core values of the tribe *no matter what the costs.*" *Tribal Leadership*, page 169.

Unfortunately, many organizations define company values by what leaders think the values should be, rather than what they are. This probably shapes the perception that values initiatives are a waste of time and effort. This top down, leader-directed approach doesn't connect or motivate people based on what matters to them. They are just words on a plaque or website.

Instead of identifying values at the top and passing them down through the organizational chart, an approach that elicits and reflects the deepest values of the people in an organization will better serve everyone involved. When people emphasize actual core values to drive the company culture, strategy and activities, people become highly productive and enjoy where they work. Core Values positively impact the communication, decision making, and relationships within in the organization and even with clients and vendors.

When core values are sorted from the bottom up, teams and tribes thrive.

Pitfalls

Because the process to align as a group usually takes thoughtfulness, teamwork, and a fair amount of time, it may be better to wait if the following conditions are true:

1. If the group has just started working together, it should focus on delivering results.
2. If the group is characterized by ineffectiveness, it should emphasize personal performance until each person pulls their own weight.
3. If the group is characterized by competition within the ranks, it should shift to an authentic interest in collaborating, instead of competing.

After these shift are made the group will be better prepared to align on Tribal Core Values.



Mountains and Valleys Instructions

Find the **Mountains and Valleys** chart on the next page.

Before continuing put hash marks on the dotted line in 5 or 10 year increments depending how old you are. The idea is to begin from childhood on the left and continue to the present day on the right.

Identify Milestones

1. Identify events in your life or career that were **milestone** events. These were significant or life changing and the type of thing someone would write in a biography about your life. These could be highly positive or negative events.
2. For each milestone, put a mark on the dotted line to indicate where in time that event occurred. Then Label the event. Try to identify 7-10 significant events.
3. For the each positive milestone, put a check mark above the line representing how highly satisfying or positive that event was for you.
4. For the each negative milestone, put a check mark below the line representing how unsatisfying or negative that event was for you.

Identify Values

1. Identify values for each event and write them next to the appropriate check mark above or below the line. For each check mark above the line, ask yourself: "What values were present or honored that made it so **satisfying** for me?"
2. For each check mark below the line, ask yourself: "What values were absent or threatened that made it so **unsatisfying** for me?"
3. For each of these milestone events, look at the list of values you have identified and consider if there is anything even **deeper** than these. What values are essential to your perfect world?

After you go through this initially on your own, talking with someone about each event may help clarify and stimulate other important values overlooked at first.

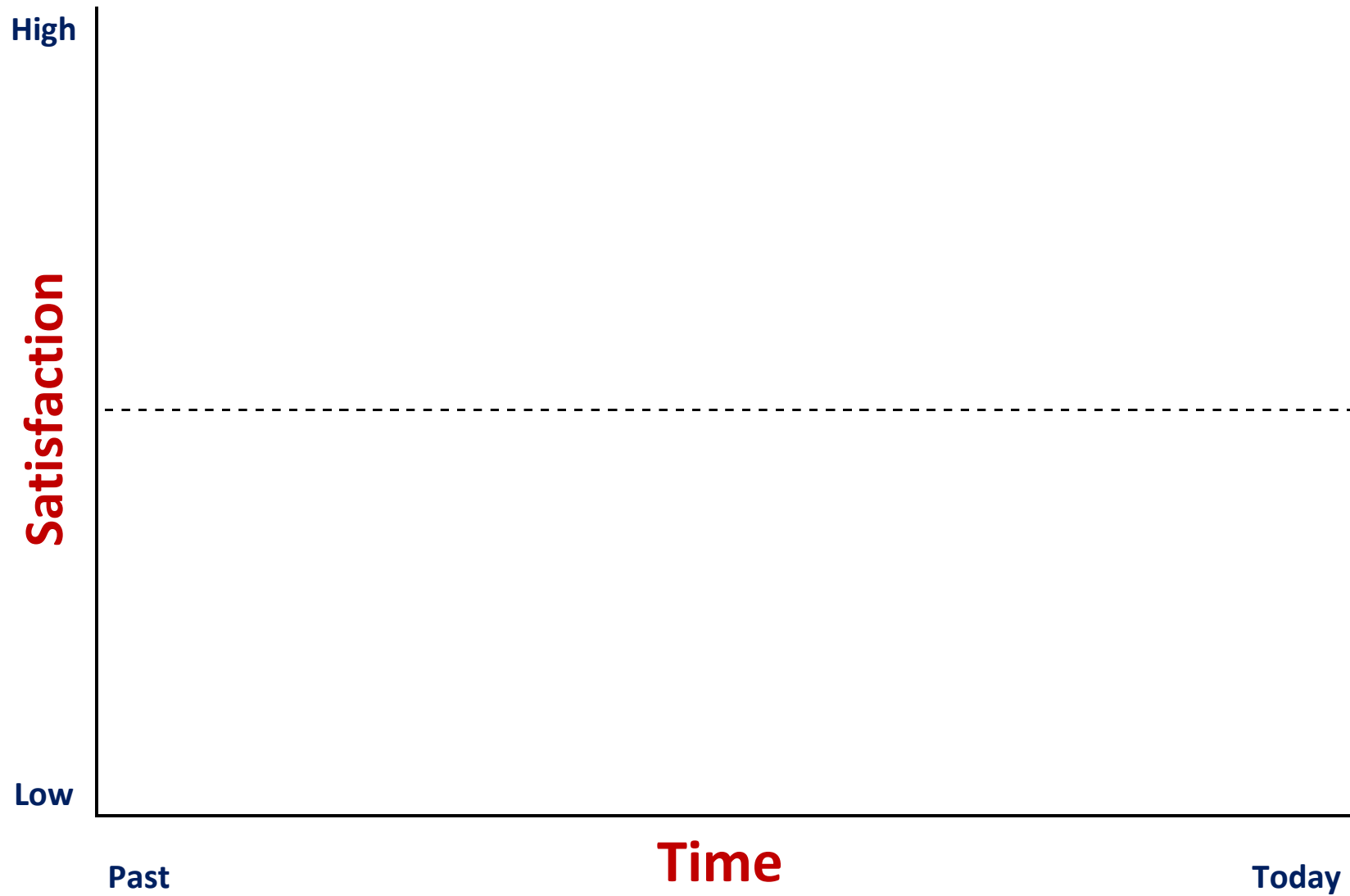
Consolidate Values

Looking across all the events, pick your top 5 to 8 values that matter the most to you. You can base this on how much they showed up on the map, or how strongly you feel about them.

Put them on the **My Core Values** sheet on the last page.



Mountains and Valleys Chart





My Core Values

From the Mountains and Valleys exercise, list the top values you discovered that most represent who you are (The particular order does not matter.)

List Your Top Values

For each value on the left ask yourself the following questions to help you reduce this list to just your top 3 to 5 core values. It may help to talk to a friend or coach to walk you through this.

- What is really important to me about that? Look for deeper values.
- Could I live without it?
- Does it compel me even in the face of adversity and difficulty?

Write your top 3-5 values below. If you clearly notice that some values are more important to you than others, you can put them in order of significance.

Write a sentence about each value and why it is so important to you.

Your Core Values	What Each Value Means (Create a definition that is meaningful to you)
1.	
2.	
3.	
4.	
5.	