

values:

**where it all
begins**

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tl;dr

- Determining what you *value* is critical to building a career you love.
- Often if something feels ‘off’ at work, it’s a values issue.
- You need your values and career to align: if things are out of alignment, it gets painful, quickly.
- In some cases, communicating a values issue with your manager or boss can prevent the need to look for a new job altogether.
- We provide a long list of values to help you decide which are relevant to you and your career.



Shell in the driver's seat

I hate small talk. The label 'chit-chat' captures the drudgery of the act perfectly and it doesn't help that I'm woeful at these conversations. I forget to ask the socially acceptable 'ease-in' questions. The truth is, I don't care what you're watching on Netflix. And I'm sure as hell not interested in your weekend workout routine. Zero care factor. I want to know the deep things in life. What are your big regrets? When do you feel most energised? Oh, and are you still using those breathing exercises your therapist gave you?

Any job where I have to make small talk for extended periods of time is probably not going to work well for me.

I was at my friend's engagement party a few months back and, like at most parties, it's customary to engage in tedious small talk for hours on end. I checked the time. Ugh! It was only 7.30 pm. I'd already exhausted my repertoire of go-to questions. It was time to park myself at the grazing table. No-one will expect me to talk with a mouth full of camembert, right? Or at least, that was my plan, until I spotted my friend Beck breezing through the door. I saw my moment. She was my escape from monotony. I made a beeline for her.

Beck and I hadn't seen each other in months. And just as she went to say hello, I jumped in with a banger: 'Hey, I heard you burnt out and quit your job. What happened?'

Beck's eyes went wide. She laughed, which sounded more like a choked kind of cough. Yeah. Not the best lead-in. But within minutes, we were into a full-on deep and meaningful about how her desire for achievement led to fatigue, exhaustion and, ultimately, burnout. She shared her story of recovery and told me about the boundaries she's put in place to rebuild her health.

Deep, authentic conversations are the ones that really matter to me. They're the ones we remember. They peel back the facade, exposing the raw truth

and insight hidden beneath. I guess that's why I'm drawn to them. Why waste time on shallow small talk when you can go deep?

In the same way conversations can skim the surface, our careers can hover in superficiality. I've seen many people stay in the shallow end. They focus on the external aspects of their career. The job titles, the money, the qualifications. Of course, these things matter, but they're just the surface—the exterior. It's easy to linger here, in the shallows where it's comfortable. But in choosing to do so we risk missing out on the deep things within us that we actually want in our lives. The deep end is where the real action is. So that's where we begin.

In this chapter, we'll dive into the deep end of your career. Instead of focusing on what you do for work (another cringeworthy small-talk go-to), we'll focus on who you are and what you *value*.

These values are the beliefs that guide and inform you in your life. We'll align these values with the other key aspects of your career road trip planning as we continue through this book. Screw surface. Dive in!

Sorting your career out starts with your values

It's Monday morning and you're driving to work. You've downed two coffees already, but there's zero buzz to speak of. To say that you're dreading your day would be a huge understatement. Your boss freaks you out with their fake smiles, whisper-shouting and passive-aggressive feedback.

Your teammates are as miserable as you, and no amount of happy hour beers can improve the vibe. To top it all off, the 'just checking to see where this is up to?' emails in your inbox have you considering throwing a u-turn and driving home to bed.

Except you don't, because you have no idea what you want to do with your career. So you keep driving and keep hoping that this week will be different.

Sound familiar? We've all been there.

Tick the boxes that apply:

- ☐ You're in a job where you're not challenged or growing but you don't know what to do next.
- ☐ You've spent \$40000+ on study only to end up in a career you hate.
- ☐ You work in a toxic culture but you're afraid to put yourself out there for another role.
- ☐ You've seen a role advertised that really excites you, but you're not quite sure if you have what it takes to do it.
- ☐ You work for a terrifying boss who could star in their very own true-crime podcast.
- ☐ You're fresh out of uni or college and have zero idea what to do now.
- ☐ You've returned from parental leave and realised you want a change.
- ☐ You know you need a new challenge, but you're afraid of rejection and clam up in interviews.
- ☐ You desperately need a change, but you're scared out of your mind to make a change.

First, I want you to feel validated. These are common problems people face in their career. But just because they're common, doesn't mean you should accept them.

You deserve a career you love. I'm going to repeat that in case you skim read that sentence:

You deserve a career you love.

And no, we're not saying your career will be easy. Any good career has its challenges, its share of highs and lows. But overall, your career should be energising, fulfilling and meaningful. Unfortunately, many people settle for less.

Values keep you on the right career road

I looked down at my phone. There were three missed calls from Hayley and a text message: 'Shell, I just quit my job. I need to talk to you. Call me when you're free.'

Hayley, one of my clients, was running a large communications team in a fast-growing business. She's a confident, high-energy, vibrant person. But her work seemed to drain her spark. She was feeling unmotivated, depleted and frustrated. After years of ignoring how her job was impacting her life, it finally caught up with her.

I called her back and she answered the call on the first ring. 'Hey Shell, I don't have much time, but I'd love your advice. I have to start applying for jobs ASAP. Could you review my LinkedIn and resume for me?'

My answer? 'No.'

Hayley was in a tough situation. She'd quit her job without having lined up the next gig. And in high-pressure situations like these, it's tempting to go straight to quick fixes. We look for the easiest solution (i.e. getting a new job ASAP), but it's not always the right one.

When you're facing career problems, you might feel the urge to jump straight onto LinkedIn and find your next opportunity. You start googling how much you can be paid elsewhere, hoping that if you get more money, you will magically feel happier at work. Maybe you distract yourself from the underlying problems that got you here by finding a new course to study.

Let's be clear: these are not bad things. I mean, who doesn't want more money or to learn new things? The problem occurs when we look for quick fixes without doing the deep work first.

When Hayley reached out, she was in crisis mode. She was focused on the immediate problem and finding a short-term solution. While she was in that headspace, she wasn't able to look at her career strategically. It was like she had her destination in mind: get another job. But no clue how to get there.

She needed to take time to slow down. To breathe and go back to her career strategy. Before she started applying for new jobs, she needed to take time to reflect on what wasn't working for her in her current role, so she could avoid it in her next role.

On your career road trip, you need a map of where you want to go. It's a direction you can follow time and time again whenever you want to change things up or need to remind yourself of where you want to be heading. If you've started to turn off course, a map will bring you back.

That's what our values do for us: they're the key element that brings us back on track with what we really want.

Uncovering your values

Knowing your values sounds simple in theory, but many people struggle to identify their values. Sometimes we don't realise what our values are until they are challenged, or aren't being met.

Think about a tough situation you've gone through at work. And no, I'm not talking about the annoying things that happen in every workplace, like when Joel parked in your favourite car park again (but also, please stop that immediately, Joel). I'm talking about the critical moments. Often, there's a

‘values conflict’ at the heart of our challenging career experiences. And it’s in these moments that you figure out your values.

Here’s an example.

Luke got a big promotion into a director of accounting role. He’d worked his butt off to get to this point. The new role came with some decent perks. He got a \$45000 salary increase, big bonuses and some exciting new responsibilities. It was all the things he was looking for. There was just one catch. It came with a new manager, Abbie. And *spoiler alert*, Abbie was going to become a big problem.

At first, Abbie seemed like a pretty cool boss. She was dynamic, had a fun sense of humour and had loads of experience. In the interview, she spoke about the endless career opportunities at Luke’s fingertips. It sounded like the dream job. Luke jumped at the offer.

But five months into the role, Luke wasn’t sleeping. He was working late every night and most weekends. And he couldn’t switch off from work.

In the early days, it seemed like the ultimate career move. So how did Luke end up here?

In the first month of starting, Luke noticed strange dynamics in his and Abbie’s working relationship. Abbie would express her complete trust in Luke, but then closely scrutinise each decision Luke made. A few months in, Luke overheard Abbie criticising his work to other team members. But Abbie wouldn’t share her feedback with him directly. Luke was already irritated, but it only got worse when he watched her take credit for the team’s wins in front of other leaders.

Within a matter of months, Luke’s confidence had completely deteriorated. He was constantly worried about what Abbie would think of his work. The lack of trust caused him to question every decision he made. It was a painful

but important experience. It's where Luke uncovered his values. He learned the non-negotiables needed for him to thrive at work.

Luke's first value was 'trust'. It was not enough to simply be told by a manager 'I trust you'. Luke needed to experience trust through action. He wanted independence and autonomy to deliver his work as he saw fit. Abbie's controlling style and failure to provide direct feedback was a breach of trust for Luke.

The second value for Luke was 'recognition'. Luke wanted the team to be recognised for the work they delivered. He wanted his team's creativity, wins and progress to be acknowledged and respected. Each time Abbie took credit for their work, he felt devalued, undermined and sidelined.

What we see in Luke's story is a values conflict. Luke's values were not met because of Abbie's management style. And when there is a clash of values, problems follow.

So what did Luke do from here?

Luke identified the gap between his values and his work environment. Once he clarified what wasn't working for him he met with Abbie to share his values and communicate what wasn't working for him in the role. He articulated the changes he needed to thrive at work.

Ultimately, he was evaluating whether the values conflict could be resolved before making any decisions, like resigning.

Communicating honestly about your values is essential. While it's daunting to have this kind of conversation with your manager, it can be a catalyst for positive change, or help you to determine if it's time to move on.

What can we learn from Luke's story? As Luke began to understand his values, he was able to articulate what wasn't working for him and identify the changes that needed to occur.

What are values?

Now that we know why values matter, let's clarify what we mean by career 'values'. There are a lot of definitions out there. But to keep it simple, we think of values as the 'non-negotiables' to you in your life. They are deeply held ideals, or the beliefs that matter to you personally. They shape how you live and how you work, and influence the type of work you love doing.

My four values are:

- *Growth.*

I need to be continually growing and learning at work. I want to feel challenged and stretched in my job. If I'm not challenged, I get bored quickly and become disengaged in the job or work I'm doing. My value of growth has meant that taking a step back into a role with less responsibility or less challenge doesn't work for me.

- *Autonomy.*

Over time, I've realised how important autonomy is to me. I want to work when I want, where I want, how I want. My family is my priority and so having autonomy enables me to do school pick-ups and be at important family events. Learning this about myself has been very helpful in my career decision making. It led me to start my own consulting business because my version of autonomy was better suited to self-employment.

- *Fun.*

When work is boring, I feel like I am dying a slow and painful death. That means fun at work is non-negotiable. Fun fact: HR is hilarious because people are weird. It's a career filled with fun, drama and stranger-than-fiction moments. My desire for fun and a bit of weirdness is what drew me to this industry, and it's what's kept me here.

- *Authenticity.*

I have an amazing BS radar. That means I want my workplace to keep it real, say it straight and tell the truth. At times, when I've worked in a team that has felt fake or inauthentic, it has caused me to feel anxious or unsettled. If I haven't been able to resolve the clash of values, I've ended up opting out.

Glen's comments on values

Values are hugely personal and I'd imagine every single person has their own values based on where they grew up, how they grew up, their influences, their exposure to basic life needs and their chemical makeup.

In my own life I am acutely aware that in the scheme of the universe I am not here but for the blink of an eye, if that. So given this fact, why would I want to put up with rubbish, toxic middle management (hi), being told what to do all the time or not having a sense of my own destiny? Sure, there is a bit of a control freak in me and for those who also live in their heads—like I do—it might be easy to fall into these deep thought patterns.

But ultimately for me, my values are really a reflection of who I am. I say what I mean and mean what I say. Let me build my own life and destiny my way. With this comes risk, which I am accustomed to, and that's why when we talk about values, risk may be part of this discussion and is so important to acknowledge.

In my book *Sort Your Money Out*, I talked about LOOT (life on own terms) as a differentiation from a money movement out of the United States called FIRE (Financial Independence, Retire Early). I challenged the notion of working at a job you don't love for a long period of time,

grinding away to amass wealth to then retire early from that job. I believe we can live life on our own terms now. By 'now', I mean applying the teachings and thought starters in this book and putting a plan in place to get you moving.

Living LOOT does not mean you need to be self-employed or an entrepreneur. It is just being aware that you are in fact intentional with your life, career and vocation, ensuring these things align with your values. If you value security, a 9-to-5 government job could in fact be like living in heaven for you, whereas when I compare that against my own value set it is more like living in hell. The key here is to be aware of who you are and what you value, and then work out what you want to do. Wherever you land on the value or risk matrix of life, you still need to be in the driver's seat and not a passenger.

My top four values:

- *Autonomy.*

I work best when I'm in control: my personality is one that needs to be in the driver's seat. I see an opportunity and I feel the need to go hard at it. That's part of the reason I chose to become a business owner: I operate best when I can make the calls. I guess you can say LOOT for me!

- *Flexibility.*

I work best when I have the power to control how, when and where I work. Sometimes it's in a café over breakfast and a coffee; sometimes it's at home in the evenings. I need to be in a settled headspace to work effectively and those times of feeling settled for me aren't at a consistent time of day or place: I need the power to choose when I drop into the deep work zone.

(continued)

- *Honesty.*

I am a truth seeker—always. Honesty helps me understand where everything and everyone stands so as a team I know for sure we’re moving forward in the right direction. This is also a weakness of mine. In fact, in the past (a steep learning curve) during some business negotiations, people have said certain things that have not been true, and I’ve walked away disappointed. Not everyone says something and means it—I can’t assume everyone is like me on this. So to protect this weakness of people not dealing in the same value currency as me, I need to make sure things are in writing (which is best practice anyway!).

- *Communication.*

I’m a strong believer that communication is often the problem and solution. It’s one of the most useful tools to keep going at goals at a good pace, so for me, clear and concise communication is a critical aspect of my business and my team. ‘Just tell me how it is!’

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Now that you know why values are important, and how they work in your career, it’s time to choose your own values. Here, you’ll work out what you value most from your job, workplace and career.

There are over 100 values in the list that follows for you to choose from. We know it can be overwhelming to pick your values when you’re looking at a long list. You might be thinking ‘all of them are important’. Yeah, they are, but not all of them are important to you.

Look for words that jump out at you. Think about what is non-negotiable for you to thrive at work. Look for those ‘must-haves’ in your life, work and career.

Values

Achievement	Confidence	Flexibility
Adventure	Connection	Forgiveness
Ambition	Consistency	Freedom
Authenticity	Courage	Friendship
Autonomy	Creativity	Fun
Balance	Curiosity	Generosity
Beauty	Determination	Grace
Boldness	Discipline	Gratitude
Bravery	Drive	Grit
Care	Empathy	Growth
Career	Encouragement	Happiness
Challenge	Entrepreneurship	Harmony
Change	Equality	Health
Clarity	Excellence	Home
Collaboration	Execution	Honesty
Commitment	Fairness	Hope
Communication	Faith	Humility
Community	Family	Humour
Compassion	Financial security	Inclusion

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Independence	Openness	Service
Individualism	Optimism	Simplicity
Influence	Patience	Speed
Initiative	Peace	Spiritualism
Innovation	Perseverance	Status
Integrity	Pleasure	Strategy
Intuition	Poise	Strength
Job security	Popularity	Structure
Joy	Positivity	Success
Justice	Power	Team
Kindness	Presence	Tenacity
Knowledge	Quality	Time
Leadership	Recognition	Trust
Learning	Relationship	Understanding
Legacy	Reliability	Vision
Lifestyle	Reputation	Wealth
Love	Respect	Wellbeing
Loyalty	Responsibility	Willingness
Minimalism	Risk-taking	Wisdom
Money	Safety	

List eight values that you feel resonate with you. These are the things you want to have in your career and job.

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____
- 8 _____

Would you rather ...

Now, let's start to narrow it down. It's time to play a game of 'Would you rather ...'. This will help you to shortlist your values and select your final four career values.

How to play:

- Review the eight values you've listed; group similar values next to each other to help you compare them.
- From there, you can narrow it down by picking which one is more important to you.
- It's important to reduce the number of values as it helps you clarify the things that are essential. Your job or career won't always be able to meet every value, but you want to be clear on the most crucial ones, in order to have them met.

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<i>Would you rather ...</i>	
e.g. Authenticity	e.g. Integrity

My final four values

Now list your final values and outline why they matter to you, or what each value looks like when it's being met.

Example

Influence: to me, this means that I get to influence and contribute to key decisions and help shape the direction of the team, business or strategy. I'm listened to and heard by the organisation I work in, and my input is valued and brings about change.

- 1 _____
- 2 _____
- 3 _____
- 4 _____

Putting your values to work

If you love your job, employer and career, you've found a values match. This is worth celebrating. If you are looking for a change or a new opportunity, or you're not loving your current job, this is where your values become crucial.

Your values will guide you and lead you down the right path. But before you make any decisions or pursue a change, you need to weigh up the opportunity against your values. This isn't just true for the big decisions, like 'should I leave physiotherapy to become an engineer?' Our values matter in both the big changes and the small changes.

Maybe you've been offered a 3-month higher duties role while your manager is on extended leave. Or a 12-month temporary role has come up in a different department and your manager thinks you should go for it. Before you say yes, stop and consider the opportunity. Weigh it against your values. Even when it seems like an easy or natural decision, it's important to evaluate the opportunity against your values to check for any potential conflicts.

Before accepting a new job

Use these simple steps to weigh up a new opportunity:

1. *Review the job advertisement, core duties and any information available about the business.*

Ask yourself:

- How do the duties in this job match my values?
- What areas in the job don't align with my values?
- What parts of the job will energise me?
- What parts of the job will drain my energy?

- How does the business brand or values align with my values?
 - What areas might be a deal-breaker for me?
2. *During an interview, ask the interviewer questions that relate to your values.*

Here are some examples that may help you design your questions:

- One of my values is learning. That means I love to try new things so that I can be continually growing and challenging myself. What are the learning and development opportunities in this role?
- I love spending time with my family. What does flexible work look like for employees here?
- Being trusted in a role is important to me. It helps me to thrive at work. Can you tell me what trust looks like in this role?
- Having autonomy helps me do my best work. What level of discretion will I have over my goals and work?
- I thrive at work when I get to have an influence over the strategic direction and goals. What level of influence does this role have in the strategic activities?

Will my values change over time?

The short answer is yes. Your values do change over time. Life changes can cause your values to shift. However, I'd argue they don't change very often. For me, between the ages of 18 to 28 years my values were fairly consistent and aligned with being in the early part of my career. They were 'growth', 'fun', 'authenticity' and 'achievement'.

After having kids, my values changed. Achievement became less important. Instead, I wanted more autonomy. The need to have ownership over how I worked became essential to me. I wanted complete autonomy so I could work in a way that suited my family.

So, it's worthwhile reviewing the list of values every few years and reflecting on them when you're considering making a change.

Asher, 31

Central Coast, NSW

I left school and found myself in the general workforce, just doing the things that I thought everyone did. I ended up getting a job with a national company in their head office and was doing a 3-hour total commute each day. Soon enough, early rises, constant travelling and consistent late nights became normal and I slowly entered the rat race.



I worked my way through the ranks, finally ending up in a well-paid people management role. The money was amazing, but I soon realised that it came at a cost. The role and the environment that surrounded it were not something I could learn to enjoy—even after 12 months of trying. As a result, I began experiencing anxiety and increasingly felt that I wasn't where I wanted to be.

I knew I needed to get out, so I made the decision to leave that world and do something completely different. I needed to spend more time doing things I loved and one thing that's always been important in my life is music—I'm a bass player. So I found a job in a local music shop, a complete shift in the kind of work I'd been doing, but one where my responsibilities weren't suffocating me. I was close to home and I was doing something I cared about.

Changing to a role that offers far less money might not make much sense to many, but I now look forward to work each day and I get to spend more time at home with my family.

I decided that my quality of life is more important than money and have not regretted my decision since.

Asher knew something was up. He was experiencing a clash in values. With a bit of time and assessment he figured out his non-negotiables and the values that truly mattered to him in his life (not just his work), and he took proactive steps to build his career around those values.

How do you know if you have a values conflict?

Not every work conflict and problem relates to your values. It's important to work out whether you're dealing with a clash of values or if it's one of those normal (albeit irritating) work issues found in every workplace.

The following examples will help to demonstrate the types of values conflicts you might experience:

- *Annoying work issue:* Josh is playing his Foo Fighters Greatest Hits playlist without headphones because he thinks it helps the whole team get into a state of flow (ummm, sorry Josh, it's not working for me).
- *Values conflict:* you value flexibility and choice in where, when and how you work. You want the option to work from home or a café or the train. And, you want to work hours that suit your personal life. But your workplace has just announced that all employees have to work from the office 80 per cent of the week.
- *Annoying work issue:* your manager is slow to respond to your queries and emails, and sometimes forgets to get back to you.
- *Values conflict:* you value inclusion and want all team members to feel they belong. But your team is cliquey and the boss fosters an 'us vs them' culture, pitting team members against each other.
- *Annoying work issue:* your teammate is a loud talker, louder typer and even louder eater and it's equal parts irritating and gross.

- *Values conflict*: you value kindness and care, but the organisation you're working in tolerates bullying, gossip and cutthroat behaviour from its employees.

The difference between an 'annoying work issue' and a 'values conflict' is defined by impact. Is the problem something you can address, work through or compartmentalise? Or is it pervasive and systemic—that is, an issue that's not easily resolved? Is it the type of problem that impacts your health? Does it keep you up at night or cause your engagement, performance and motivation to decline?

As much as your teammate's loud eating is seriously irritating, it probably won't rattle you to your core. But seeing a teammate thrown under the bus in a meeting because of terrible workplace culture will. It will stay with you. You'll be thinking about it tomorrow. And when it happens again you'll be keeping a tally. This, friends, is a values conflict.

Annie, 29

Broome, WA

I was working in the landcare/environmental sector as I had a degree in this area. I was casual and my boss had promised full-time, but that never happened. I didn't realise how much I was struggling till he made me work on my birthday for a job that was not urgent. I got talking to the other worker there and realised I needed out.

I messaged my uncle, who was always looking for workers—I didn't know anything about the job. Ended up in north WA driving around on a quad bike digging holes for 8 months.

I got my head back in the game with the environment sector. I landed some amazing opportunities but then ended up in a similar situation where the promise of full-time work never eventuated.



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I needed a change. I was either thinking of agriculture or tourism. While I thought through my options, I quit and went to work on a remote cattle station, which is when I started to listen to podcasts, *my millennial money* included.

I worked a year there, loved it, but realised I wanted to be involved in the research side of things. I managed to secure a job as a technical assistant in irrigation research. Not long after I applied for a development officer role within the same organisation and officially started this year.

I now live in the most amazing place, with my horse, in a secure job and thanks to the *my millennial money* podcast I am getting ahead of the money game.

Some of Annie's core values were safety, reliability and consistency: the stability of knowing she had a permanent job. But she also found a great balance between her overarching lifestyle goals (like where she lives and being able to enjoy spending time with her horse) and her career goals.

So, once we know we may have a values conflict, what next?

How do I deal with a values conflict?

In most cases, the best step is to have healthy and honest conversations with your manager. If you're rolling your eyes or shuddering at the thought of having one of the conversations, we get it. They aren't easy discussions to have.

So, here's our 'three-step values framework' for how to have conversations about a values conflict. It will help you prepare for any difficult conversation you need to have at work.

1. Value	The first step is to identify the value conflict for you. What specific value do you feel is being challenged or not being met? Communicate it.
2. Situation	Next, describe the situation or give an example that supports the concern raised.
3. Impact	Finally, communicate the impact this situation has had on you or others.

Let's put the framework into action by walking through an example conversation with your boss.

1. Value	I want to chat with you about a challenge I'm working through at the moment. For me, one of my personal values is growth. I've learned that I do my best work when I'm growing and learning in my role. I love having opportunities to stretch and try new things.
2. Situation	I've been doing this role for two years, and at first it was a big learning curve, but over the past 6 months I feel like I've stalled in my growth and development. When I look at the core skills in the role, I feel like I've mastered most of them, and I'm no longer challenged. I'm also not getting any development opportunities or feedback either, so there's not a lot of on-the-job growth or learning happening at the moment.
3. Impact	As a result, I'm feeling my engagement is dropping and I'm not as energised by the role anymore. I feel like I'm not progressing towards a goal and challenged in my work. I would love to explore if there are any other roles within the business or if there's scope to adjust my job description so I can have more learning and growth in my role.

I'm a big advocate for having healthy conversations at work. Using the three-step values framework will help you have healthy and honest conversations at work. But more than that, the ability to have difficult conversations is a vital career skill to master and they can have an incredibly positive impact on your career.

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Reflect on any previous roles you've had, or perhaps a current role. Where were/are your values aligning well?

Where were/are your values clashing?

If you're facing values-based issues in a role you're currently in, what options are available to you to communicate the issue and find a solution?

What things are just annoyances at work, and not complete value-breakers?

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Practise placing any relevant values within the three-step values framework so you can move into discussions about the issue/s in a prepared way.

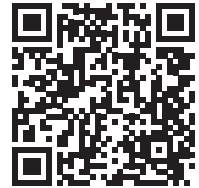
1	Value	The first step is to identify the value conflict for you. What specific value do you feel is being challenged or not being met? Communicate it.
2	Situation	Next, describe the situation or give an example that supports the concern raised.
3	Impact	Finally, communicate the impact this situation has had on you or others.

A final word

So, you've uncovered and defined your values. In chapters 2 and 3, we'll work through your mindset and how we can align it with your values to craft a career you love.

resources

Scan the QR code for these resources and more.



- Download the values longlist.
- Download a blank template of the three-step values framework to keep workshopping your values issues.