



Our values determine what we do

PROFILE

Dr John Demartini, born in the USA, is a world leading behavioural expert, educationalist, speaker and author at the forefront of the personal and professional development industry.

DR DEMARTINI EXPLAINS TO ALAN HOSKING THE IMPORTANCE AND ROLE OF VALUES IN HUMAN PERFORMANCE.

(W) WHY IS CULTURE IMPORTANT WHEN HIRING PEOPLE?

We forget that companies are human systems and not unemotional, inanimate objects. Therefore the attraction and retention of the right people in any business is crucial to its success. Finding the right person for the job is not just about skills and experience. It is also about cultural fit.

HOW DO EMPLOYERS KNOW IF THEY HAVE THE RIGHT PERSON FOR THE JOB AND HOW DO POTENTIAL EMPLOYEES KNOW THE JOB IS RIGHT FOR THEM?

Every human being lives according to a set of values, priorities or hierarchy of needs. Values are like fingerprints. No two people have the same set of values. What ever is highest on each

individual's list is the area in which they are disciplined, and they are inspired to do those things at the top of their unique list. In addition, they have the most order and organisation in their lives in this area, and choose to identify themselves by means of that particular value or priority. Our hierarchy of values reflects how we make our decisions and how we act in the world.

People selectively attend first to those things which support their values. Attention surplus, retention surplus, intention surplus, attention deficit, retention deficit and intention deficit are therefore all determined by those values.

The highest elements on a person's hierarchy of values are the things they know about and feel comfortable and confident with. They are extroverts when it comes to these elements.

When individuals set goals or objectives and align their vision with their highest values they increase the probability of doing and achieving them. They build a belief that they can achieve their goals or objectives, and awaken leadership skills within themselves.

Further down the list of individual values are the elements which lead to frustration, procrastination and disorder, with which the individual cannot identify themselves.

The lowest elements on the same list are the things a person doesn't know about and can't do. They are therefore

introverts when it comes to these elements.

The goals aligned with people's lowest values are areas they procrastinate in, believe they can't do and they become followers.

We therefore need a way of identifying the true values of an individual before making a hiring decision, and the individual needs to understand the values of the organisation before taking the job.

WHY IS IT IMPORTANT FOR AN EMPLOYER TO UNDERSTAND A PERSON'S VALUES?

Everybody lives according to their values, so what is most important to them is where they will be most focused, structured, energetic and interested. That is particularly significant to an employer who hopes to get the best from an employee.

People are inspired if they do what they enjoy. Career fulfilment is fulfilling their vision every day.

Potential employees who ask about the benefits package are not doing what they enjoy. When there's congruency - doing what they like and enjoy - the person won't ask about the benefits. They will be more interested in what they will be doing.

When you do what you love and love what you do, you will have more energy at the end of the day than at the beginning. When you're job is not fulfilling your values, the day seems endless and after work you tend to

seek dopamine releasing activities such as excessive drinking, eating or sex to compensate for the lack of fulfillment during the day.

HOW DO VALUES AND GOAL SETTING IMPROVE AN EMPLOYEE'S PERFORMANCE?

Values change after a person has been hired. No-one works for a company. They are working to fulfil their values. If they can't see how their job description fulfills their values they become uninspired and their productivity is reduced.

When an employee sets and accomplishes a goal, they are inspired to set bigger goals. People who set congruent goals keep expanding.

When you set congruent goals, your space and time horizons expand. So does your ability to deal with frustration. Your patience, and wisdom to delegate and prioritise all go up. You will become a decision maker and not remain a follower.

A factory worker will have goals based on an hour to a day. A supervisor has "days to weeks" goals. A junior manager will have "weeks to months" goals, and a middle manager will have "months to a year" goals. Upper management should have a "year to a decade" goals, while a CEO has a "decade to a generation" goals. The visionary will set "generation to century" goals, where the goals become immortal in that the time horizons exceed the person's mortal life. An example of a visionary is Bill Gates - his thinking will stretch beyond his lifetime. The sage will have "century to millennium" goals.

HOW CAN AN EMPLOYER DETERMINE EMPLOYEES' VALUES?

I have developed what I call the 12 Demartini Method Value Determinants questions. These are:

- 1 What do you fill your space with (home and office)?
- 2 How do you spend your time?
- 3 How do you spend your energy?
- 4 What do you spend your money on beyond monthly set expenses?
- 5 Where are you most organised and ordered?
- 6 Where are you most disciplined and reliable?
- 7 What do you think about or focus on most?
- 8 What do you envision or dream about most?
- 9 What do you internally dialogue about most (what you talk to yourself about most)?
- 10 What do you externally dialogue about most?
- 11 What are you inspired about most?
- 12 What do you set goals towards most?

These questions will help an employer establish their employees' values and align their management styles accordingly. When employees values are linked to the corporate vision - productivity and profitability increase and everybody benefits." (HRJ)