



Holistic Centers Network

in the spirit of collaboration

How values inform our
decisions and actions

Vitalist Institute

Welcome

Hello everybody. Welcome to the e-book that accompanies our June 2019 webinar. Thank you Jeffrey from Vitalist for offering to host this and thank you Kim for the leadership session you hosted with Terry during the Centers Gathering at Hollyhock in May. Sharing how you've been bringing values into the culture at Esalen inspired this follow on webinar.

Jeffrey is trained in values with the DeMartini Institute and the Barrett Values Center and brings a wealth of experience. I love that we're diving into this. Jeffrey has been coaching the HCN board around our values so that we can really be a values driven organization and link our personal values to the organizational values. It's a delight to be in collaboration.

Christine Lines

Executive Director
Holistic Centers Network

Introduction

I am so honored to be here with this amazing group. I just love HCN and I love holistic centers of course. And I am thrilled to be here. I want to thank Dr. John Demartini and the Demartini Institute for the questions I will be using today, known as the "Values Determination Process," and much of the incredible depth that is behind this work. I want to start with an old Greek saying:

Know thyself, be thy self, love thyself.

What I want to refer to is that yourself, your authentic self, who you really are and who each of us is, is unique and we each have a unique set of priorities or values that is basically our inspired mission, our primary purpose that we came here dedicated to, whether we're conscious of it or not.

Through a lot of research that's been done, it turns out that our brains are actually this values fulfilling seeking device. Our brains are actually like a psycho stat, we know all of our systems are homeostatic in the sense that all of our organs, all of our body systems, they're all trying to find center and find balance all the time.

So whether that's through digestion or through our emotions, through our relationships, through our cosmology of how we see the world, everything is actually trying to get us back to our center. This e-book is designed to support that journey.

Jeffrey Williams

Founder

Vitalist Institute

Inspiration

In China, I shared about this because I'm really inspired by holistic centers and I'm really inspired that each of us is actually a holistic center. Each of us is whole and already perfect and already complete. And yet our experience that we go through in life really creates those times where we feel a void. We feel like something's missing.

This science that I use, that we're going to talk about today, really comes out of two different sciences that the Greeks put together, which is teleology and axiology. It's really the study of values and the study of priorities and how they work and come into expression.

One interesting thing about our psychological development as we move through our lives from conception forward is that we're perceiving, right? We're these perceiving devices and we're all made up of the same stuff. Whether it's our physical bodies, whether it's the trees outside, everything's made up of these units of energy matter. And these units are spinning, vibrating and translating.

And so for us, we're this consortium of all these or energy matter units and when we're in our center and when we're aligned to what the highest priority is, we actually vibrate and spin and translate differently than when we're out of alignment with that. When we go out of balance, we lean to one side and wobble. It's sort of like what this is, the science of how to get poised, how to access your order, your organization, your reliability, your responsibility, your inspiration.

So all these aspects are around what's going to get you turned on and what's going to help you persevere? Because the world we live in here on earth is a dualistic world. You're not going to find a fantasy world that I think a lot of new age philosophies profess, which is like, oh, we're going to finally get to a world of all peace and it's going to be all joy and all this fantasy where everything's good forever. That just doesn't happen.

If you look back at history as far back as you can go, it looks exactly like it looks right now. There's nothing really special about right now. It's that this has been happening all along. One of the keys that people have discovered around the world and now we're able to look at the brain and see what actually happens, is that your brain operates completely differently when you're aligned to your chief aim, to your mind's end. You came here with a primary objective and you could call that your soul's work.

And back to this thing about your developmental psychology, as you move through your development from conception, who knows past lives or not, I'm not going to make any claims there, but we go through a series of experiences and, especially the ones that are the most painful and most scary, those create places where we perceive something to be missing, we create this void down here and we're like, that's missing.

It creates an internal value.

We're like now I am going to figure out a way to fill that void in this life. Say for instance you were adopted away at birth and you got into some really sticky situations in a family that had a lot of trouble or it was dysfunctional.

You may put a super high value on creating family and creating cohesive, coherent family that connects and works together and is functional. And so you may spend your whole life seeking that out and creating that, fulfilling it. So the difference between this type of work around values and the work that we often see, connected to businesses and organizations is that this isn't a series of platitudes that are like community and cooperation.

It doesn't mean that those things aren't important; it's just that this is more individual, this is more like your soul and this is what you're here to fulfil. I see two kinds of values in the work that I do. One is that kind of level like social etiquette or platitudes which I call the outcomes, the desired outcomes. And we want to, in an organization or in our life, we want to experience more community of congruence.

We want to experience more joy, to experience more honesty or truth or transparency. Those could all be the desired outcomes side of values. The other side of values over here is much more like the aligned actions, the things that really, like I said before, turn you on, make you inspired, you always find energy for, you'll always find time for you. Always find money for. You'll always find space for; there are things in your life that these are.

Ultimately it's about understanding.

Going back to that Greek saying, you can't know yourself unless you know what your highest priorities are, what those prime objectives are. You can't be yourself unless you know what those are. And you certainly can't love yourself because until you know what those things are, you're likely holding yourself up to a yard stick of all the people you fantasize and you put on pedestals.

And so the way the mind works is in order to be able to access your prefrontal cortex in your whole brain functioning where you have resources from within to persevere through whatever comes up. There's no world out there that's all support and you know, part of us wants to buy that, right? Commerce is selling it and it's just this big fantasy. Nor is there actually a world that is all challenge and part of us, that's hurt and wounded and struggling really, can proceed that way.

The people who are really depressed and down in the dumps are perceiving a one sided world that's all challenge. The truth is that it's 50, 50, and by that I mean let me use an example in relationship like marriage, I'll use my own marriage.

So, everything in your life like I mentioned, not only yourself, your mind, your physical symptoms, but your relationships also are going to be that psycho stat or that homeostatic device in your life. If I go to work and during my day at work, I'm just like I crushed it today. I made great money, I helped all these people, I'm on top of the world. I put myself up here and I'm doing so amazing. This is great. I guarantee you, and I've had this experience every single time I've done that, I walk into the door at home and my wife's like, you f*&ked up today, you did this and this and this and you forgot this and you didn't go to the grocery store and I asked you to pay that bill. She is taking me from up here and bringing me back to the middle.

And the opposite example is true as well. I go and I have a really tough day and I'm down in the dumps and I come home, Blah. I just can't stand it. I don't even know what I'm doing anymore. And she's like, you're amazing. Did you see that? This and this and this and this and this. So she's building me back up to center.

Everything in our life is actually trying to get us back to center because in that center, that's the only place we have any poise.

Where we have any stability, is in our own center.

So, once we know ourselves, we have this incredible capacity to orient ourselves really well. Once you know your center, you can see all sides of all things, but when you are living out of congruence with your center, you're living according to someone else's highest values or you've put someone up on a pedestal and you're like, those people or that person's amazing. They've got it all going on.

What happens in those situations is that we inject their values into us; we diminish our own values and we try to live out their values and support them in fulfilling their values. Ultimately, let's just think of a relationship early on, like when you're in that honeymoon phase or that crush rush, right? Where you're, oh my gosh, I'm so into this person. This person is amazing. I just love them. Look at them.

They're perfect in every way, right? And you see all this stuff. And what happens in those moments when we have that kind of crush is we create a fantasy, right? And we put them up on a pedestal and we're like, oh my gosh. Like what they're doing in the world is so important.

It's so amazing. I'm going to get behind them in every possible way. I'm going to support them and I'm going to actually challenge them to be what they need to be. What happens is that we exaggerate someone else's values and minimize our own, but our life, our brain literally won't let that happen for very long.

If you've ever been in a relationship like that there's only a matter of days, weeks, months, maybe years before you're finally like, I can't stand that person. I didn't realize she was such a psycho and she had all these negative traits and you know, does this, and she does this and oh, it's just disgusting. And what's happening is your being is like, we cannot go on any longer. We'll either have to get sick or we'll have to get out of this relationship or we'll do whatever it takes.

Everything in our life becomes a feedback loop that's trying to push us back into our center.

Our own minds end like, this is what we're here to do. And if we don't do it, we just don't feel fulfilled. And the difference between someone who is aligned in their highest values and living their highest priorities is that they access their whole brain. They're living in their prefrontal cortex. They have the parietal lobes on board. And they are their own executive in their life.

When you're living someone else's values or when you feel that life isn't supporting you or challenging you to fulfil your own values, then you're living someone else's, what happens is you stress out and when you stress out, you drop into an older part of the brain called the hindbrain, the limbic system, and now you're experiencing life through the amygdala, which is all predator prey games.

Because we're trying to seek pleasure and avoid pain. I know that working with hundreds and hundreds of clients every month; what happens is that people come in here and they're stressed out and their bodies are starting to show symptoms. Their lives are starting to show symptoms, and it's all because they're stuck in their limbic system and they're not remembering to know themselves, be themselves and love themselves.

What we do often, whether it's in an organization, a business or in a relationship, we will try to be loved by supporting somebody or by being something that we're not. And in doing that, it just ends up suppressing a whole bunch of authentic reality of who we really are.

I want to share with you a set of questions.

The set of questions requires you to be incredibly authentic and honest because the tendency to say what you think someone else wants you to say is really high.

Through this series of questions, you're going to be taking notes and I want you to come up with the top three answers for each question.

Then we'll be organizing them afterwards into your own personal hierarchy of values or priorities. I'm going to just walk you through these questions. Is everyone ready with some paper or something to write on? Okay, good.

The critical piece here is to be really brutally honest and accurate about the answers.

Because if you're not, you'll end up feeling like you're spinning your wheels when you try to take action in this. Each one of us is here to fulfil our potential and to step into fulfilment. And you cannot do that when you're not aligned to who you truly are and start to be that and love that.

I also want to say right up front that no one's values are more valuable than anyone else's values. So it doesn't matter if mothering your child is the thing that comes up, that is absolutely as valuable as being a CEO or being the President of the United States or whatever else. Because it's your unique soul, you came here and you experience the shift that you experienced to create the holes that you need to fill. So it's you.

It's a personal experience, this human thing, and the beautiful thing is once you know what that personal experience is, you can begin to enter into new types of relationships that are caring relationships in which you have agreed to expose who you are to those people and to be challenged and supported by those people in your life to fulfil your highest priorities and values, not everyone else's.

That's huge.

We can experience three types of relationships.

The first type

Is a relationship where you exaggerate someone else's values. If Christine is all about fulfilling this mission and every time I'm with Christine, I just talk about what's important to her. I exaggerate her values and minimize my own. That's called a careful relationship.

The second type

This is where I'm exaggerating my own values and I don't really care about yours. I'm minimizing your values. I don't even ask you what is important to you. That's called a careless relationship.

The third type

Is a relationship in which both parties are authentically sharing and exposing their highest priorities and asking themselves, how does Christine fulfilling her highest values help me in fulfilling my highest values? How can I challenge and support her through my own highest priorities to fulfil her highest values and priorities. That's called a caring relationship.

Okay. Onto the questions.

1. What do you fill your primary, personal or professional space with most?

Imagine the place that you spend the most time, either at home or at work or in your car and ask yourself, what do I fill this space with most? What are these items really representing for me? For me it was like, oh, I keep my phone around. Honestly tech is not my thing. Phone is not my thing. But what is important to me is the people in my life. Both my family and my clients contacting me through my phone. So my phone is with me all the time. And so I might have phone, but what does that really mean?

I want you to come up with the three top answers for all of these to the best of your ability. Look carefully and specifically at how you fill your personal and professional space most. What are the three items that fill that space? What items stand out for you?

On my desk, do I have pictures of my kids? Do I have my makeup or do I have my books? Do I have my writing utensils? Do I have my computer? Do I have my client information? Do I have essential oils? Crystals? What is it that you fill your space with most? Do you see business materials, awards, and certificates? Do you see design items, paint, artwork, stuff?

Just take a moment to answer that for yourself and just a little reminder not to answer with social idealisms, injected or wishful thinking stuff. It has to be what you actually fill your space with.

That truly demonstrates what's important to you.

2. How do you spend your time most when you are awake?

When you're awake, be totally honest, what is it that you are actually spending your time on? The other way to look at this that I found really worked for me was to look at what will I always find time for? I could be completely maxed out. And if there's an opportunity to visit [Breitenbush Hot Springs](#), I've got to figure that out. I'll find time for that. It's like high priority things.

It breaks this myth of people telling me that, we've all heard this, oh, I don't really have time for what I really want to do. I'm just like that just smells like bs. It's just not true. You will find time for what it is that you love and what's important to you. Sometimes financial security is so important that we keep going to work and we keep telling ourselves, I wish I was playing tennis or whatever, but we're not. And so we have to be honest here.

Our life actually demonstrates what our priorities are and our values are. So I want you to really look carefully. How do you structure your 24 hour day in the waking hours? What is it that you really do when you find yourself awake?

For me it's teaching, writing, working with clients, being with my kids. Those are really things that are high value. It could be cooking, it could be food. It could be around your health. It could be around exercise. It could be around meditation, could be around science and tech. It could your kids, your work, things that are important to you, you don't put off until tomorrow.

You don't keep putting off. You're already doing them, I promise.

3. How do you spend your energy most?

Another way to look at this is what energizes you most in your life? Look at how you spend your energy. What energizes you most? What are these three things that you always find energy for?

You always have energy for things that are truly most important to you, that are highest on your list of values. And that inspire you. You always run out of energy for things that are low priority, that aren't important. Ask yourself how do I spend my energy?

What are the things that I always find energy for? What do I do? What do I love doing that elevates my energy? And it's similar to the money thing or the time thing. You'll always find energy for the things that are the highest priority in your life.

So just roll through your days and really notice honestly is it being at service at work? Is it solving problems in other people's lives? Is it listening? Is it working out? Exercising, socializing, cooking, entertaining, partying, shopping, making yourself look amazing. Reading, researching, leading, managing.

What is it for you?

4. How do you spend your money most?

Whatever you spend money on, you're going to find money for things that you love and that inspire you, that are top priority and top value. So for me, going to the Centers Gathering, I really couldn't afford it but I just did it.

It's those things that are important to me. Like working in this way and being involved in groups of leadership and people who are doing holistic centers work is such a high value for me that I'm going to find the money or put it on a credit card, do whatever I have to do in order to make that happen for me.

You'll create or find money for things that are truly valuable, are of high importance to you. You'll always run out of money and won't spend money on things that aren't important or aren't high value for you. Ask yourself, do you spend your money on home and security?

Do you spend it on putting it back into your business development? Do you put it into wealth and equity? Do you put it into clothes and accessories? Do you put it on education or social activities, events, entertainment?

What is it for you? Top three answers. Also I want to remind, I didn't say this, but you are likely to get the same answers over and over again and that's expected. So don't look for new answers. If it's the same, it's okay. It's often like, wait, shouldn't I have new answers? It's actually normal.

You ready for the next one? All right.

5. Where in your life are you the most organized?

Where do you have the highest degree of organization and order in your life? Find those areas of your life where there's a lot less disorder and you have a lot more organization in order, you'll spend time organizing. You can always find whatever it is.

I know that for me, there's no way in hell I think anyone could understand my organization around my research and books and writing, but I know where it is. I know it's important to me. So it doesn't mean that it needs to be organized in the sense that someone else could understand it, but to you it's ordered and organized.

Find those areas where there's less chaos, where you experience less chaos in your life, more order. Is it your social calendar, your exercise regime, your diet, your clothes, your shoes, your financial house, your business, your management, food, children.

Where is it that you have the highest level of order and organization to you?

At the end of this, most people have between three and eight common answers and that's about it. That's normal and you may have more right now and at the end we might find that some of those collapse into one, that they're similar enough to each other, that they actually are one thing.

6. Where are you the most reliable, disciplined, and focused in your life?

What are the top three areas in which you demonstrate reliability, discipline, and focus? This is a similar question, but it's a little different so be creative.

If something is important to you I guarantee you're already dedicated to it, you're committed to it, you're disciplined around it, you're focused on it. You'll be inspired from within to do these things and to stay on top of them.

Where does nobody have to remind you to get up and do something, where you know it's not something that you need alarms or a bunch of stuff or a coffee to go do. I'm talking about the things in your life where you from within you're intrinsically motivated or inspired to do these things.

Is it your study, your exercise, your social life, social media, your appearance, your diet, your business, work, serving people, helping people, family, management, kids, your relationship, your sex life. What is it for you?

I know I'm super disciplined around sex, or I'm going to be completely reliable around that for sure. Just find that area for you. I stay really focused too.

Now we move into the more inward section.

The first six questions are about how you outwardly engage with the world.

The next questions are about your inner world a little more.

7. What do you think about most, inwardly inside. What dominates your thinking and thoughts?

I have a caveat for all these internal ones. I have a caveat which is that I'm not talking about these momentary transient distractions, depreciating self thought, negative self talk. I'm referring to the things that you think about or focus on most that you have evidence of gradually coming true in your life and manifesting. It doesn't mean that it's already done. I've been thinking this and I've done a law of attraction.

I'm talking about things that are continuously going. These top three things that keep coming up and you inwardly think about and you have evidence, like connections happen in your life, new people, resources show up, opportunities show up. You have this sense that there is realistic, gradual momentum of this thought becoming real.

These three things that you think about inwardly most, that you have evidence that they're becoming part of your life. Your mind will repeatedly focus on things that have meaning for you, that are special or focused on high value, high priority. You might get distracted and you might get a phone call, you might get a text or whatever, but you'll come back to these things. I want you to think about that.

Identify what you're repeatedly and commonly thinking and concerning yourself about, how you would love your life to be, what you would love to do, what you love to experience or have, but not fantasies, things that you have evidence of coming true.

I want to mention your inner language.

If you're hearing words associated with these thoughts, such as, I should do this, I ought to do this, I have to do this, I'm supposed to do this. That's not what I'm talking about today.

I'm talking about the things that you'd love to. I am choosing to. Those are really what it's about it. It's something along those two words. It's imperative language and it exposes a lot about our values all day long.

If you listen to your friends, your business partners, your co-workers, and your relationships all the time, there's a little trick to figuring out what people's values are, it's listening to that imperative language.

When they say, Oh, I'd love to go camping tonight, that's something they actually value. If they're like, oh, we totally should go camping tonight, they don't actually want to go. That's an injected value place. The more you hear the yeah I shoulds, I ought to, I'm supposed to, I have to, the more you're in complete survival and you're willing to inject other people's values to just try and retain the relationship or to tell them what you think they want to hear.

Just remind yourself of that as well. The way to find out what you value is listening to how your thoughts are, how your speech is working through that language.

Okay. The next one is very similar. All these are going to be similar, but it's a different aspect. I know for me there's a difference between my inner thinking and my inner visualization.

8. What do you visualize about most and realize?

Think about what it is you visualize about. And that might look a little different for each of you, but it's what do you see in your mind's eye about how you love your life to be? That you actually have evidence of beginning to come true. That's that same caveat. You need to see that there are fruits coming into reality about what you visualize.

What are the three things that you visualize, you envision, you daydream about most and you bring about or you're beginning to bring about? Not fantasies. Again, it's not delusions or unrealistic expectations.

Is it your family lifestyle that you dream about? Is it becoming wealthy? Is it traveling the world? Is it completing or continuing to expand your education wisdom? Is it teaching? Is it meeting and socializing with amazing people? Is it becoming a leader in your field? Is it leading or managing great businesses like holistic centers? What is it?

Top three things.

Sometimes you might not get three.

That's okay too.

9. What do you internally dialogue about?

This question is similar. I asked what do you think about inwardly, what do you visualize about. It's just a nuance, a difference, thinking it might be one thing and then there's that inner banter.

Maybe I'm just completely having bipolar psychotic disorder, but I have these inner dialogues sometimes about things.

And so what is it that you internally dialogue with yourself about most?

10. What do you talk about most to others in social settings?

You're at a party, you're passing out on the couch because it's just not really you, you know, blah, blah, blah. Then someone mentions blank and you're like, Geez, I could talk about that. Blah, blah, blah. And you just start going.

I want you to think about those top three things that you drive the conversation to most in social settings. What do you love to, desire to, love to externally converse about most? You'll keep driving the conversation.

This is a great way to figure out what's important to people in your life. When they show up and they ask you, hey, how are your kids? It's very likely that kids and families is a high value to them. So again, in order to have a caring relationship with someone, you have to know what's important to them.

Where is it that you become an extrovert? If somebody starts talking about clothes and makeup, I just fall asleep, I'm not gonna be there. Right? But if you start talking about brain function and human potential, I could stay up ongoingly probably for a month. Where do you come alive in conversation, what will you always want to talk about?

Another thing you might ask, what do you ask questions about? What do you start conversations with? What can't you wait to talk about or engage with people about? We're almost there. What we're doing is answering these questions and being brutally honest about the answers in our lives.

11. What inspires you most? Or what's common to the people that inspire you most?

I want you to think about your life or what has inspired you most. Go to the most inspired moments. What was common to those? What's common to the most inspiring people in your life?

Is it someone's individual mastery? Is it overcoming or conquering a massive fear or challenge? Is it achieving a meaningful goal? Is it when you see someone fully expressing their art or their performance or their masterpiece, is it deep and meaningful lyrics or what's common to those lyrics in the song that makes you come to tears every time?

We're talking about our personal values, the things that are really driving every decision, every perception and action in your life. We're trying to expose that as who we are, so that we can be that and love that.

Ask yourself what are the top three most inspiring things?

Once you've answered all these questions I'll show you how to organize the answers.

12. What do you love learning, reading and studying about or listening to most?

Who are the people you listen to on podcasts? What are the themes? What are the blogs you read? What are the articles you read? What are the magazines or the books?

What are the top three things? If you went to a bookstore and you were like, I'm going straight to this section...

What are those top three things that you love to study, read, learn about?

At the end you might have some questions like why do I have this? What could this mean? I'll help you investigate. If you get three answers and you still aren't quite sure what they mean, that's okay too because we'll help dissect that at the end.

13. What are your most consistent and persistent long-term goals that you have evidence of coming true?

Usually even if I do the first six or seven questions, we get a pretty clear sense of what your values and priorities are.

These extra ones add more range and depth and make sure we're not missing anything.

We're looking for the top three answers that are realistic in your life.

This set of questions are something I highly recommend doing quarterly or twice annually at least because things do change in your life.

One example is a woman who has a job and then she gets pregnant. All of a sudden with kids your hierarchy of values changes and that's a good thing to keep track on.

Now we're going to organize these answers so you get a little hierarchy of values for yourself.

I will give you a little exercise to do and then some questions to ask around your job or organization that you can ask yourself using these values.

So how are we going to do that? We're going to go back to the very first answer.

I'll just use my own. My very first answer is teaching. What I'm going to do is make a side column over here on my paper or find a new paper and I'm going to put teaching.

And then every time teaching comes up on my answers as I go through. This includes synonyms for teaching, other things that could be considered teaching. For me, even my work with one on one clients, I discovered I still consider that teaching.

What I want you to do is take those answers and every time teaching comes up, cross it off and tally it up. So you're going to tally up one teaching. Okay? Teaching again. Teaching. Teaching. You might end up with eight answers to say that first answer.

Then you're going to go back and you're going to pick the second answer. And when you go through, continuously looking for the synonyms or similar answers to that answer that you're creating the hierarchy around. So go ahead and go back to that beginning.

Hit the second answer, and do the same thing.

So you're tallying up every time that second answer or a synonym for it comes up.

Keep going until your list is exhausted.

I want to give you a few things to do with the list that you come up with.

The first thing is once you get that hierarchy, I've had people end up really sad or crying because what they've been telling themselves has been their highest priorities and values isn't what shows up on this map and that can be challenging.

But what I want to offer you is a way to go back and check your authenticity around this because we want to be careful that we're not just trying to align ourselves to a set of values that aren't ours, that are authentically someone else's that we've been injecting into our lives. Because of mother, father, teacher, preacher, you know, you name it.

One of the ways to do this, is to go back through your life and say, teaching for me, I'm going to ask myself if this is a value, where did I have a void of that missing in my life?

And mine was a challenge because it wasn't that I couldn't learn or I wasn't taught. But for me, what I found was that school was incredibly boring and just not interesting to me. It was around things that I thought were outdated. I felt like most of the teachers couldn't really ask engaging questions.

What happened is that I put a high value on teaching something that was interesting, that was meaningful, that was useful to help us reach our potential as human beings. So that's how teaching became one.

It's just one example, but you want to go back through and make sure that you can identify voids, things in your life that you perceived as missing, that led you to put a high value on that in your life.

So that's one thing. The second is, I'll use again my own relationship with my beloved, my wife, is that once we did this work, and she actually refused to do it for about two or three years, she's just like, screw you and your value stuff and all that.

Finally I got her to do these questions. And she found out that a lot of what was actually important to her now wasn't what she'd been holding over my head, telling me what was important to us. Her own values had transformed since we met 18 years ago or whatever it was at that point.

That was a wakeup call and what you can do in a caring relationship is what I did. My strategy around it was, okay, so your highest values are around your art, your health and the kids. So I'm going to prioritize my efforts to support and challenge you to continue to do your art.

Every time there's an audition or rehearsal, I've got the kids. I'll arrange that, everyday I'll make sure you've got time to do whatever is important to you around your health. Like go to pilates or yoga or whatever it is.

What you can do in relationships that become conscious is prioritize your actions in that relationship to support and challenge the people that you love. That's a caring relationship. And you can ask them to do the same.

Hey, teaching this and this are highest priority for me. So whenever you see me acting like something else is important you can ask me, hey, is that really important or maybe would you love to go teach? And did you schedule any teaching, that kind of stuff. So that's one thing I want you to know.

We're going to move to work and job tasks and around your center or your work. I want you to know that a lot of us are doing things right now in our lives that are not high priority, high value.

We're doing all these low priority, low value things, which means we're going to procrastinate, we're going to hesitate, we're going to frustrate, these are things that are going to cause us to be in that limbic system. Perceiving that we're in fight or flight because we're doing what we don't love. You may not be able to just say, I can delegate and drop every task that I have that isn't high value or high priority, that may not be a reality today.

Here's a simple question you can ask yourself:

How is doing _____

(whatever task or job description you have on your plate that isn't a high value)

helping or serving me in achieving or fulfilling my highest value of

If you could start to ask those questions to yourself and to the people on your team, once you know what their values are and they're like, Hey, my highest value is around my family. And they say, oh I'm cleaning toilets. And I don't know.

If you ask them though, how does being on the cleaning arts team, cleaning out bathrooms, help you fulfil your highest value around family?

*The beautiful thing is our minds are incredibly creative,
they are meaning makers.*

What they're going to do is answer, well, it's giving me money so that I can do this with my kids. It's giving me this. Your brain will continuously be creative and you want to keep asking that question or ask yourself that question until you get 20, 30, 40, 50 answers.

That's how you inspire people.

You inspire people
by turning on
their inner wisdom
so that they're
ordered, organized, reliable,
disciplined, responsible, inspired.

Because they see
that whatever it is
they're doing is linked
to the fulfilment
of their soul's path,
of what it is
they're here to do.

It's allowing them to know themselves, be themselves, love themselves and connect the dots.

You can do this in your organization and it goes a lot deeper than that. I just wanted to drop a few ideas on how to use this in your life, in your relationships and in your work and then the double-checking of these values in your own life, is this really my value, what are the voids?

You might have to get a little creative and I'd love to jump on the phone with any of you who have more questions about this or your organization wants to see how this could work in relationship to your objectives and your initiatives that are on the table.

I've seen that this is the fast track to getting people engaged, getting people to maximize their productivity and their inspiration around what it is they're involved in, what it is they're doing.

Your organization has a soul

especially

in the realm of holistic centers.

Post Webinar Dialogue

Christine: Kim, I'm curious your thoughts, I know you work a lot around values as well.

Kim: Oh, thank you. Well, I'm just sitting here integrating and reflecting about the power I see for myself. I'm sitting here thinking, on a very personal level. Hmm. Interesting. Organizationally I will admit that at the beginning I was like, aha, the model that we talked about might fall in Jeffrey's first category of platitudes. However, I think there's an interesting connection between the two. So there is a texture to this that has a very individual flavor to it and how the individual engages with the organization. I think there's tremendous power in here and how do you tap into motivating somebody in aligning their individual values with the collective.

Kim: I also love taking individual oriented tools and applying them at the collective, which people have mixed feelings about. And I could see that organizations do the same thing. We invest in certain things, we spend our money on certain things, we talk about certain things. And so there are certainly patterns in the organizational system, what I was thinking about as we were doing this was organizational systems persist beyond any particular individuals. So they have their own culture that emerges. And so there is an interesting union between the specificity of these patterns and what might be the platitudes because it's the platitudes that persist in the rhetoric of the organization. That's what I was thinking.

Jeffrey: That totally makes sense. So here's what I think, that nobody wakes up in the morning to fulfil your values for you. And since your brain is working in a way that is designed to fulfil your own values, you wake up to fulfil your own values like that, we know, let's just be clear about that. So in an organization, every individual who shows up has woken up that day to fulfil their own values and they have a set, and the platitudes aren't bad. They're just another aspect. It's like two sides of a coin, right? And so you have the actions that are aligned for you and you have the desired outcomes. And so an organization has both as well. Another exercise I could send everyone, which the HCN board has done, but it's more on this other side, is an individuated version of the social platitudes or like these other type of values, the desired outcome values.

Jeffrey: Because those are critical too. And so the combination of the two, I ended up linking to your own psychological development on this scale. We can find out what is it that keeps sabotaging your expression of your higher values, where you want to contribute to something, where you want to make a difference in the world where you want to be in service and even selfless service or self transcendence. And so the values become a key to helping understand developmentally what is it that's really hindering us from expressing and fulfilling our values. And then what shows up in an organization most likely is other employees or other aspects of the organization that are triggering our own psychological dramas and traumas that keep us from fulfilling our own, which keep us from engaging in an organization. So these are ways of combining these tools and that's where I've created the whole coaching program for individuals, but also for individuals of an organization around their organization.

Jeffrey: It takes a lot of work. We get a sense from individuals what their values are and we ask an organization what they think the values, actions and desired outcomes are. Then we ask the employees who are working, Hey, what do you think that the organization's desired outcomes and aligned actions are, because sometimes there's an incongruence between leadership or a board of directors and the people who are out there deployed to do it. In order to bring it into congruence in coherence, that is how we drive productivity, engagement and inspiration. It's actually not super difficult, it's just about asking the right questions.

Kim: I can see that and I might offer up, to plant a seed whether for the future or if anyone else wants to do a little digging. There is an emerging tool in, at least in on the business side of things in an area called job crafting. I don't know if anyone's heard about the idea of job crafting? What we found with some of this momentum around everyone, follow your bliss and have this perfect life is that a lot of people can't do that, or a lot of jobs don't have the capacity, the opportunity. So if I bring someone in and they are an hourly paid person who is weeding the flower beds, that may or may not be their bliss, but they're here for other reasons. And so job crafting is a way that you could use the tool Jeffrey, that you've offered up around values, where you help people understand that even the most mundane activities can actually ultimately, and you mentioned this a little bit earlier, be taken to a higher level of how might this very mundane activity actually relate to a deeper value or either a career objective and, or my personal purpose.

Kim: So if I truly believe in the non-profit that I'm a part of, because it aligns with my purpose, then I can find a way to identify that weeding this flowerbed is part of my higher purpose. Even if in that moment weeding the flower bed doesn't feel like it's really what I'm here on the world to do kind of thing. And so job crafting is, you can look it up and find different tools for job crafting, but it is an interesting way of, I could see as you were talking, thinking that that might be a tool to weave together as far as motivating people in, do they align their values into organizations because organizations have values that may or may not align with people's.

Jeffrey: Yeah, and it's just creative questions. You can get anyone to connect their values to the values of an organization, but there's not always a fit. It's not always like that. Also the idea of follow your bliss is sort of fantasy. You know? It depends on how you interpret that. But if it's an interpretation that you're always going to feel great and always going to be happy, then that's just bs, right? We know that challenges come up and maximum growth occurs at the edge of challenge and support, right? If it's not, we don't grow. When we're just in the world of support, that's like being surrounded by prey.

Jeffrey: We can just eat and we can just fall into the comfort of lushness and eat all the time and everything is there for us but we don't grow. In fact, our supporters are sometimes our worst enemies in the land of fulfilling our values, our challengers, people we resent that we kind of see as predators. Those people are often chasing us out of our stagnation. Right? Breaking us out of the patterns and the habits that we have, that aren't authentic and aren't aligned to the values and priorities we have and aren't giving us the outcomes. That's for sure.

Christine: It's fascinating to explore all these different ways that we can apply this. I'm wondering if Peter, Yvonne or Sverre, would you like to say anything more or add to the conversation? And I love what you brought in there, Kim and the job crafting. I'm thinking it would be fascinating if you and Jeffrey co-created a session around values at the gathering next year when we're at [Esalen](#), somehow linking the individual and the collective. I don't know how we might do that. Would it be for HCN or individual centers? I'm just planting the seed now that I think a session around this could be fascinating, especially with the expertise that you both have.

Yvonne: It's also interesting, I think you said Jeffrey earlier that often it comes down to one value. And I was looking at my hierarchy and thinking, well actually this need for connection and travel and the work and being of service and the development of my inner life can all be linked together and become one value. In a way, so yes, I can see how that can work. It's interesting and helpful, how I've chosen a work which helps me connect and travel and develop my inner life and my work and they all become part of the same value.

Jeffrey: Right, all those sub values are helping you fulfil your highest value. They're part of it. And that's often what people find, oh, right these things are all here and they're all helping me to do that one thing. Even though it's like a multifaceted one thing. There are also ways we can use them. Because these are based on perceptions, our values are based on perception and usually they're based on a polarized perception, meaning that we see one side of something more than the other. There is a type of work that I share that allows you to transform your hierarchy of values. So if you love doing all this stuff but you have no value on wealth building or something, and you have some sort of polarized perception around wealth, that you'll never actually have enough wealth to even have that sustainable future for yourself or to be able to fulfil the highest value, we can do work to open yourself up to see the other sides of those old perceptions that may go back to your parents or how you viewed the wealthy or something like that.

Jeffrey: It's very specific work, but it's profound. What happens is that you can actually end up reordering your hierarchy of values in a day, just a little bit and you can move something around, which is interesting because it's all perception.

Christine: Sverre, I know you missed some of session but would you like to say anything and I'll share the recording afterwards. Then you can go through the whole exercise.

Sverre: In my work department we share about individual feelings and how you're doing in life and so on, which is great. We don't really talk about how we can work together though, so I find it fascinating. I look forward to studying this more to see how can we actually align ourselves. Finding out who we are, what we are, what our priorities are, how we can align that with the priority or whatever of the task of the various departments. It's very good. I'm really enjoying it.

Christine: Great. Thank you Sverre. Peter or Danielle, are you there at Breitenbush?

Danielle: Hi Guys. I slipped into this conversation late in the game. But my questions around values and being in community and being part of the business have been really coming to light recently, in particular because the building where we usually work has become infested with fleas, and we've been questioning how to treat it and trying to do it as naturally as possible and simultaneously trying to keep business running at the same time. So yeah, I was curious what other communities would do in the face of this kind of scenario? Like whether to treat with chemicals or not because that's not in alignment with, you know, my personal values and simultaneously the business is really important.

Christine: Thanks for bringing that up. Brinton was mentioning in the chatbox would we have time to chat about how Findhorn manages insects. I think within the bigger connection with nature, and he's saying, no joke, we're having an issue here. Sverre, I wonder maybe you could connect as you focalized Cluny Garden for many years. Maybe you'd be happy to connect with Breitenbush after this call or sometime to share more your experience, or your ideas around that?

Sverre: Yes. Beam me up Scotty.

Christine: Great, thank you everyone. Thank you so much Jeffrey. I think there's a lot to keep exploring, Thank you again.

Jeffrey: Yeah. Everyone here right now, I'd be more than happy to jump on the phone for 10 or 15 minutes if there's follow up questions for you just as a gift.

Christine: That's wonderful. Thank you so much, Jeffrey. Thank you everyone. Have a beautiful day where you are and we'll be in touch.

For more info

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Jeffrey is a father, husband, teacher, and dedicated student of life. He lives with his wife and their four children in Nevada City, California. A holistic wellness visionary, Jeffrey founded his first wellness center, Lifestyles of Light, in 2002 and his second, The Vitalist Institute, in 2016. For the past 20+ years, Jeffrey has immersed himself in learning about the capabilities of the human body through rigorous study and application of traditional and modern wellness systems from all over the world.

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Christine is Executive Director of the Holistic Centers Network and Network Weaver of the Findhorn Foundation, the spiritual-eco-holistic learning community in the north of Scotland. She is passionate about weaving the global network of holistic centers in a peer to peer learning community. A writer and traveller at heart, she values the inner journey and outer adventure. Christine has 17+ years experience organising retreats and gatherings, and first heard about the Holistic Centers Gathering in 2010 as the Retreats Manager of the Byron Yoga Centre in Australia. She has been dedicated to the evolution of HCN ever since.