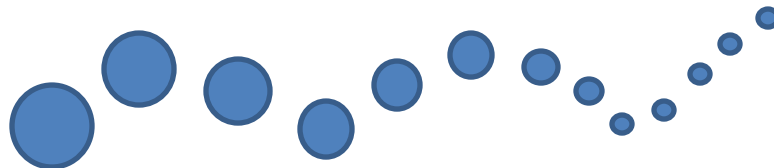


Leader Guide

Values

Our Waypoint to Success



June 2017

This page intentionally left blank.

Table of Contents

Overview

Purpose.....	1
Objective.....	1
Leader’s Responsibilities	1
Delivery.....	2
Required Support.....	2

Executing This Lesson

Getting Started

Welcome	3
Course Overview	3
Objective	3

What are Values?

Two Types of Values.....	4
Values in Our Relationships.....	5
Ethics and Values.....	7
Intersecting Values and Ethical Goals.....	8

Personal Values Journey

Personal Passions Exercise	10
Marker-stone Exercise	11
Values Based Living	12
Deliberate Practice.....	12
Committed Action	15

Organizational Values

Meaning and Purpose	19
Unit Specific Values	20

Conclusion

The Honorable Person.....	22
The Air Force Professional.....	22
Additional Information for Understanding	23

OVERVIEW

PURPOSE

This lesson is a 1.5 hour right brain exploration of personal/organizational core values using PowerPoint and experiential exercises. It is recommended to have an audience of at least 10 people but no more than thirty.

During the first 60 minutes the lesson intends to assist Airmen with living congruently by living their core values. The final 30 minutes is designed to help them understand how personal core values affect decision making and how their values fit into the organization's values. The end state should be to increase spiritual assets, recognize values/beliefs, create purpose/meaning, and amplify committed action to unit mission.

Objective

Understanding the importance of our values and where they fit within the organization, how they help us achieve our life goals, and where we are making investments toward our overall character.

Leader's Responsibilities

The Profession of Arms Center of Excellence (PACE) has partnered with Chaplain Lt Col Charles Seligman to guide presenters in the delivery of the *Values – Our Waypoint to Success* lesson to help Airmen discover their personal core values and how those values fit with the Air Force values. This guide is intended to assist the presenter in planning for and executing a successful learning event.

As the Leader, it is imperative that you are familiar with the content – PASSION is a must! Adequate preparation is key to a successful lesson. It is your responsibility to master the content; you must master the content for maximum benefit of your participants

Additionally, as the Leader, it is your responsibility to:

- ensure that you are in a relaxed frame of mind,
- establish an atmosphere conducive for learning and change,
- use effective communication and presentation skills,
- inspire meaningful guided discussions,
- ensure concepts are understood, and
- deliver the lesson as it is intended by following this guide.

Delivery

This lesson is designed and intended to be delivered in one iteration. The presenter is expected to follow the Lesson Guide as it is laid out. The format is two columns: the left side contains slide images, transitions, questions to ask the participant, notes, and help for executing the exercises. There is room for the presenter to make notes as well. The right side is the content that the leader must convey to the participants. **The leader is encouraged to provide their own examples within the lessons.** There are a couple of icons to give you visual cues during execution.



The duration of the lesson is approximately 90 minutes. There are suggested times posted throughout to keep you on schedule.



Denotes an activity.

Required Support

Facilities: You will need a room that accommodates 10 to 30 people comfortably, and has desks or tables with chairs because the lesson requires the participants to do some writing. There are times where responses from the audience are recorded so a marker board will be needed.

Equipment

Easel (if no marker board)

Computer with a disc drive or connected to the AF Network

Screen or SMART Board

Copier

Materials

Personal passion exercise for each participant (Master provided with the lesson materials)

Three marker stones per person; one with the epitaph (Master provided with the lesson materials)

3x5 card for each participant

Values card sort for each person

Chart paper

Markers

EXECUTING THIS LESSON

INSTRUCTIONAL GUIDANCE

Before class begins, set-up the four quadrants (reference slide 4) on chart paper or a marker board. You will use this periodically throughout the course. Have Slide 1 showing before your audience arrives.

Getting to Know You

- ★ Your name
- ★ If you suddenly received a tax-free \$1,000,000 gift what would you do with it?
- ★ One thing I do better than most people is?
- ★ I think my unit/organization should be the one place in the world where...
- ★ Life is most meaningful to me when...

TRANSITION:

Getting Started

Welcome

Give a BRIEF introduction or background about yourself.

Have your participants turn to the person next to them and answer one of the questions on slide 2.

Course Overview

Provide a brief description of how the course is set up:

- What are Values?
- Personal Values Journey
- Organizational Values

Objective

Understanding the importance of our values and where they fit within the organization, how they help us achieve our life goals, and where we are making investments toward our overall character.

What are Values?



Values represent enduring, guiding principles for which we as individuals and organizations stand.

If you are not sure how to discover your values, think about where you spend your time and money; this will usually indicate what is important to you.

Other indicators can include what stories you hold onto, what energizes you or creates the greatest pain, or where you are emotionally attached.

Two Types of Values

Personal values are reflections of our needs, desires, and what we care about most in life.

Organizational values define its culture and beliefs.

The USAF Core Values are so fundamental that they define our very identity. The United States Air Force has clearly defined its identity with three simple values and are the standard in which our fellow service members and the American public hold us.

Our values are a large part of our decision making, even if we are not aware of what our values are. We may have some values that are better than others; some could even be detrimental to our overall well-being. That is the importance of knowing what our values are or at least where we are making investments toward our overall character.

Ask volunteers to share more examples from slide 2. Write these in the appropriate area on the quad chart. They will be examples of those people's values in each relationship.



ACTIVITY *Class Participation*

Use the quadrants prepared earlier.

TRANSITION: In life, we have four basic relationships that exist in two planes of existence.

We are emotional, physical, mental, and spiritual beings, so it's important for us to be in touch with each area of our being and remember that we can develop each of these four important areas.

Values in Our Relationships

The external plane is sensed through justice, altruism, or generosity of spirit and consists of our relationships with others and circumstances.

Others - There is a way in which you relate with other people. You may not be able to control what others do to you, but **you do have control over what you do** with what others do to you. Strong relationships with others is related to strong resiliency. So working on satisfying relationships with others is very important to our overall well-being.

Circumstances - You have a relationship with your circumstances. How you respond and react to the things that happen to you daily are part of your relationship with your circumstances. Like your relationship with others, you cannot always control what happens to you in life, **but you can control how you respond**. You respond in what you value. Remember, you have a relationship to the world around you.

The internal plane consists of interactions with the existential – our relationships with our spirituality and self. Questions of existence and transcendence characterize this relationship and is often sensed through awe, beauty, love, compassion and sincerity.

Self - You will relate with yourself in the way you take care of yourself and talk to yourself. Your emotions are part of this: your thoughts, beliefs, impulses, and decisions are all part of this relationship. There is nothing wrong with taking care of ourselves, and sometimes we need to put ourselves first; sometimes we need to put others first, and our values will help us know when to do both.

Spirituality - You have a relationship with your spiritual self. Spirituality and religion are different. Religion is often identified with a connection to a community with shared beliefs and rituals or practices while spirituality is more self-determined. For the Air Force, spirituality is one of four domains necessary for overall well-being. Spirituality can be defined as beliefs, principles, or values needed to persevere and prevail in accomplishing missions. That could be some belief in a higher power, or a strong set of core values that provides purpose, hope, and meaning.

Research has been showing for some time that there is a connection between religion/spirituality and our overall well-being. This is most likely due to spirituality transcending and supporting the other the relationships. So in this sense spirituality can comprehensively be defined as the discipline which seeks to develop the part of a person that contemplates meaning, purpose, and responsibilities and, in so doing, works to reconcile conflicts through healthy connections within oneself with others, with circumstances, and with a higher consciousness.

Q - How do these relationships affect our work environment?

TRANSITION: We've set the foundation for why we are here today. We all now know that we have four basic relationships that exists in two planes of existence. The internal plane consists of our relationship with our spirituality and self, while in the external plane we relate with others and life's circumstances. Let's take a look at how these relationships affect our work environment.

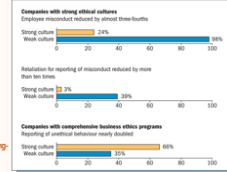
Ethics are About Values

Jan 2015 - Kessler International Survey

- 1- untimely and inappropriate use of cellphones
- 2- wearing inappropriate clothing to work
- 3- complete lack of courtesy
- 4- use of street talk and signs in professional meetings
- 5- the inability of younger staff to write a letter/email
- 6- the lack of personal responsibility
- 7- failure to say please and thank you
- 8- lying to phone caller
- 9- hanging up on phone calls when they are confronted and were uncomfortable
- 10- cheating on time billed to clients and stealing time by arriving late and leaving early
- 11- cutting corners on work product rather than staying after hours to correct the mistakes they made
- 12- visiting sex and dating websites on company time
- 13- texting on company phones
- 14- the inability to interact professionally with clients during a business function
- 15- the lack of manners
- 16- the lack of integrity

Source: <http://www.airforce.com/news-releases/survey-shows-workplace-etiquette-and-ethics-lacking-in-workplace-2015-01-14>

Companies with Strong Ethics Cultures Reduce the Risk of Unethical Behavior



Ethics and Values

In a Jan 2015 nationwide survey of upper and mid-level managers by Kessler International, respondents indicated by an 84% margin that their staff was inconsiderate and rude in the workplace. Sixty-five percent felt a majority of their staff **lacked a moral compass**.

Much of our ethics has to do with being congruent in what we say are our values are, both personally and organizationally, with how we conduct ourselves. When we come to work our personal values need to line up with the organizational values of the workplace. So if integrity is important to us and our workplace asks us to do something dishonest then we will have a conflict and vice versa.

The people that work for the managers in the Kessler International survey probably don't wake up in the morning and make a conscious decision to lie during a phone call or treat someone with a complete lack of courtesy. They are not bad people, just people making bad choices. The Air Force wants ethical people that can make good choices.

TRANSITION: Questions to think about:

Are you living the life you want to live right now?

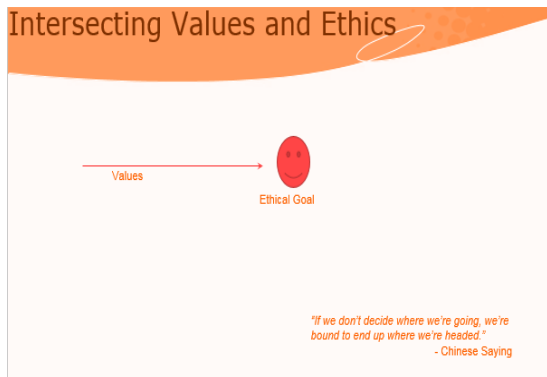
Are your values in line with the USAF core values?

Do your values have anything in common with the Air Force's values?

Do you know what your values are?

INSTRUCTIONAL GUIDANCE

Be familiar with the information found on page 22 “Additional Information for Understanding” that supports this topic. It will be helpful with your execution as well as addressing questions.



TRANSITION: Rhetorical Question: Do you or have you ever wondered why you don't feel like your life has direction, purpose, or meaning?

Let's do a fun exercise together.



Visualization Exercise

Intersecting Values and Ethical Goals

Values are different from ethical goals in that they (values) can't be completed.

Values can provide us with direction toward our ethical goals which are achievable and serve our values.

Imagine in your mind that you are in a large fertile valley in Colorado or Wyoming. You have a compass. Which direction will you go? [Use one response; ie. west]

You turn west and notice the road doesn't go perfectly west, but it will get you going in that direction. You reach the end of that road and you have to turn. Which way do you go? You keep moving, taking all the roads that take you in a more or less westerly direction.

When do you actually get to west?

How will you know when you arrive?

When is the direction west finished?

If you are not trying to get to a specific place, but are simply following a direction, the answer is never. Choosing to move in a direction will not get you anything like you get when you have an object or get to a location. Values are like that.

(Click graphic so the smiley with “ethical goal” enters the slide)

Q – Ask for questions

TRANSITION: If it didn’t matter where you were going, what path would you want to take?

Let’s continue the journey to discover personal values.

They are a string of moments along a path, but they never get you anything to possess. They are verbs and adverbs, never nouns and adjectives. They are not something to have, but something you do or a quality of something you do.

They never end; you are never finished without that ethical goal at the end that tells us we have accomplished our goal.

INSTRUCTIONAL GUIDANCE

The purpose of this module is to gradually move the audience toward discovering their own personal values. These exercises are progressively more personal and specific and require a little more from the participant. Participants will complete four activities/exercises: Passion Word Exercise, Marker Stone, Committed Action, and the Personal Values Inventory.



Personal Passions Word Exercise

Use Slide 7

MATERIALS NEEDED: Personal passion exercise for each participant

Pass out the Passion Word Exercise to each participant.

Explain that they need to read through the list quickly and place a check mark next to any word that generates excitement, energy or enthusiasm.

When that is completed, go back through the marked words and annotate their top five passion words on the bottom right-hand side of page 2.

This exercise will help you to identify your top five passion words. It will help you identify words that you quickly react to that can generate excitement, energy or enthusiasm is the first step to discovering your personal values.



Allow no more than three or four minutes for exercise completion.



Use no more than another two minutes for willing participants to share their top five words.



Marker Stone Exercise

Use Slide 8

MATERIALS NEEDED: Three marker stones per person; one with the epitaph

Use slide 9 - it builds with each step



Allow 2 minutes.

If participants can't think of anything suggest they use the passion words from exercise one and their answers to the questions from slide 2.

Use slide 9 - it builds with each step.



Allow 2 minutes.

Use slide 9 - it builds with each step



Allow no more than 5 minutes.

Q - "Do you live in such a way that the preacher won't have to lie at your funeral?"

This exercise will help you consider what you want your life to be about.

1. Take first marker stone and annotate your thoughts, beliefs, values that currently guide you.

2. For the second marker stone visualize your own marker stone many years from now at your funeral.

A crowd is present to celebrate your life and to honor your transition. Begin to listen to the praise being heaped upon you. Everyone in the crowd holds you in the highest esteem, and speaks of your dedication to your goals.

Write what you would WANT people to remember you by, not necessarily what you think they might say.

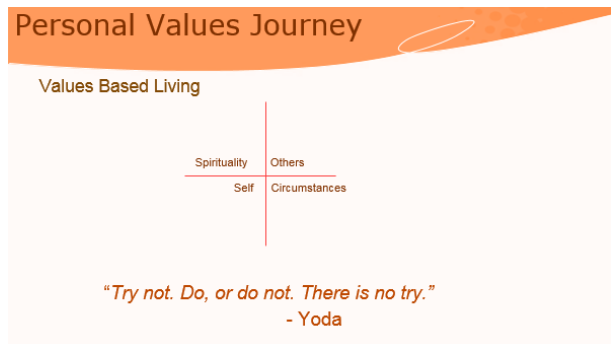
3. On the third marker stone ask everyone to write their name just above center. Refer them back to the words they wrote on the second marker stone -- these are their big rocks.

Q - What do you most want to see written on your marker stone? Your entire life summed up in one sentence."

Write some of the participant’s personal values on the quadrant board if time permits.

TRANSITION: We will call this our marker, because it will mark for us where we are now and where we want to be. It will act as a way of measuring how far off we are from where we have said we want to be.

And it will point us to the waypoint values that enable us to navigate life. In order for this to happen, though, we must “stretch” ourselves. In order to stretch, we must practice values based living.



Explain that below their name is space for the sentence that describes their life (they can list 3-5 words instead if they wish).

Tell the group to let their sentence be so powerful that it can drive their whole life, and that they need to be committed enough to that sentence that nothing will distract them from their goal.

Values Based Living

In his book “Peak: Secrets From the New Science of Expertise,” Anders Ericsson says we need to engage in deliberate practice.

Deliberate Practice involves stepping outside our comfort zones to stretch our current abilities - sort of like working out to build muscle. If we do not push the muscle to exert itself and perform then it will not strengthen and grow.

Ericsson also says we need well defined goals and feedback to make adjustments and improvements. So just having a belief or value is not enough to enable us to accomplish our goals. In fact, a belief or value won’t even change our thinking or behavior.

We’ve already talked about how values are essential to achieving our goals and to ensuring we live lives congruent to our beliefs and values. Think back to the last exercise - living by your marker stone - is going to require daily work to stretch yourself outside of the thinking and actions you’re used to.

The process of daily work is compassion. We have already formed habits in our thinking and actions, so this kind of values based living is going to take some time. And, just like forming any new habit takes time, we will have to allow ourselves to stumble a few times in the process of allowing deliberate practice to form us. Our committed action will ensure our success.

Values are found in our decisions, i.e. verbs, but if our values are not leading us to our goals we need to be “at the controls” to redirect our choices to get us where we want to be.

In the everyday relationships we have in these four areas it is important that we remember our marker.

So when you spill coffee on your shirt on your way in to work, instead of reacting in an emotionally out-of-control way, it will be important for you to be mindful of the relationship we are having with that circumstance and say to yourself... (point to someone and ask for their marker phrase)

When someone cuts you off in traffic and we want to react, become mindful of your reaction and consider your marker phrase (ask for another marker) to take a new course of action.

In the words of the wise sage, Yoda said “Try not. Do, or do not. There is no try.”

TRANSITION: You may recall that something called committed action was mentioned a few minutes ago. We are going to do an exercise to help us with our committed action which will help us achieve our values based living.

Personal Values Journey

Committed Action

- ★ Goal: build larger and larger patterns of behavior that are values consistent
- ★ Values congruent behavior that leads to our goals
 - ★ Willingness is a primary condition of committed action
 - ★ Committed action inevitably invites unwanted experience
 - ★ Utilizing deliberate practice
- ★ Commitment is funded by ongoing process of valuing



11



Two-Sided Coin Exercise

MATERIALS NEEDED:

Quarter sheet of paper

OR an index card per participant



Allow no more than 5 minutes.

Pass out the paper or cards

Committed Action

For our values to be congruent with our goals we have to be willing to live congruently. That means utilizing deliberate practice to stretch us out of our habit patterns. This will get us out of our reactive habits and into a more meaningful/purposeful life.

It is important to keep in mind that committed action inevitably invites unwanted experience in that obstacles will come and we will have to choose how to respond. But then that is what we have been talking about this whole time. Refusing to walk in order to avoid the obstacles sounds like a pretty boring and isolated life.

The goal is to develop larger and larger patterns of behavior that are consistent with your desired character – living by your marker stone.

Step 1: Find some activity or relationship (reference the four quadrants) in your life that you value, but from which you find yourself pulling away. Maybe it's a relationship you care about deeply but in which you've noticed you've been less engaged. Maybe it's an activity you care about but you aren't taking much action on.

Step 2: On one side, write down what you value in that relationship or area of living.

Who do you really want to be to that individual?
What are some descriptors of how you would like to be in that area of your life?

Now turn the card over. On the other side, write down what difficult thoughts and feelings might show up for you when you start taking action toward that value.

EXAMPLE

Personal Values Journey

The Two-sided Coin

Front of Paper	Back of Paper
<p>Value: My family Provider, Protector, Nurturer Loving, Caring, Mutually Nurturing</p>	<p>Pain: I'm not going to be able to handle it when they die This is too painful The feeling of anxiety knowing that death is inevitable</p>

What we have to remember is that we all have pain, challenges, and obstacles. That's the backside of the card.

Many of us get stuck there engulfed by the difficulty. We forget that those difficulties are connected to something very important that the front of our card represents. If it weren't for the important, valuable parts of our life then we might be wonderful people and things.

Step 3: Take that card and put it in your pocket, wallet, or purse. For the next week, take it out and ask yourself: "Am I willing to have that card, both sides of it, in its totality or would I choose to walk away from it?" Because it's a package deal, you can't have one side without the other.

TRANSITION: Values are freely chosen; we get to decide whether we will pick up the front of the card. What we don't get to choose is what's on the other side of the card. The back of the card just comes along for the ride. So if we don't want the hardship and challenges we will have to discard that which is valuable to us.

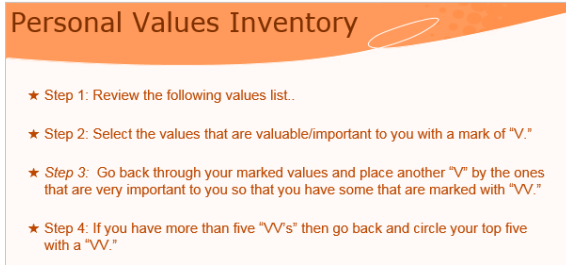


Personal Values Inventory

NOTE: This is the climax of the presentation. All of the exercises have built toward the accomplishment of this exercise where the participants will discover their personal core values.

This is key because in the next section we will try to help the learner see how their values fit into the organizational values, mission, and purpose.)

MATERIALS NEEDED: Personal Values Inventory



Personal Values Inventory

- ★ Step 1: Review the following values list.
- ★ Step 2: Select the values that are valuable/important to you with a mark of "V."
- ★ Step 3: Go back through your marked values and place another "V" by the ones that are very important to you so that you have some that are marked with "VV."
- ★ Step 4: If you have more than five "VV's" then go back and circle your top five with a "VV."

TRANSITION: Up to this point we have discussed your personal values. Now let's consider the organizational values. **Show slide 14.**

Pass out the inventory and instruct participants to follow the directions. They only need to complete the first 2 pages. The rest is for homework.



THIS IS THE ONE HOUR POINT IN THE LESSON

ORGANIZATIONAL VALUES

Organizational Values

COURAGE to do the right thing

Duty – doing what is required

Respectfully treating others with dignity

Loyalty – to our nation 1st, AF values & commitments 2nd, Airmen 3rd

Discipline shapes your appearance & actions

Teamwork – contributions by us all

Mission – operations, product, and resources excellence

Your word is unquestionable because of honesty

Own your actions with accountability

TRANSITION: It's important to consider... do we have some common ethical values that we can agree on?

Organizational Values

Universal Ethical Values

- ★ Integrity
- ★ Manners
- ★ Fairness
- ★ Caring
- ★ Respect
- ★ Excellence
- ★ Accountability
- ★ Courtesy
- ★ Appropriateness

TRANSITION: Does it seem obvious how our values create meaning and purpose in our lives?

Military operations and the chain of command require trust.

Would you go to someone in your chain of command who you don't trust?

Trust means we can speak openly and honestly to each other? How about you and I? If we can't trust our leadership or the organization to take care of us (leave, TDY, concern for them as person) then what do we have?

What values does this organization need to have?

Q - Can we agree with these?

Organizational Values

Finding Meaning and Purpose

Ethical Values + Deliberate Practice → ethical goals + committed action = meaning/purpose

Organizational Values

The Hardest Part

- ★ USAFA has an honor code:
 - ★ We will not lie, cheat, or steal,
 - ★ or tolerate anyone among us who does.
- ★ What is the hardest part of that?
 - ★ Line 1
 - ★ Line 2

"To sin by silence when they should protest makes cowards of men."
-- Abraham Lincoln



Guided Discussion

Lead a discussion regarding the reputation of a person who will be known by how they live, as we saw in the marker stone exercise. So to, the organization's reputation must be earned. We earn that through consistent actions that align with who we say we are. Are there examples of organizations who live out their core values today?

Meaning and Purpose

When our ethics are led by our values initiated with deliberate practice we can accomplish our goals.

When we add our committed action we will find our lives to be congruent, meaningful, and purposeful.

Our values are then leading us somewhere we want to go!

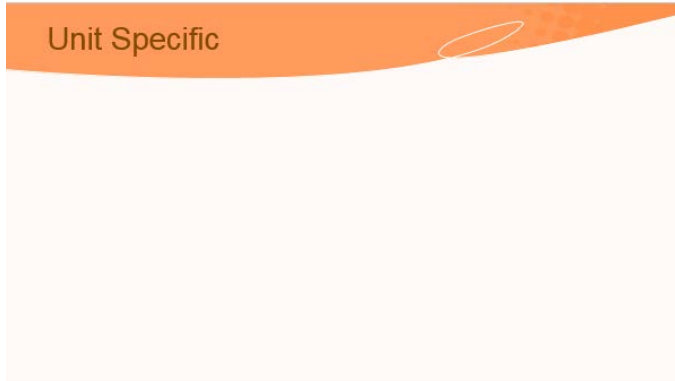
Ethics is about choosing what is right in the four relationships of our life and our organization, and that is all guided by our values.

Our values can create meaning and purpose by guiding us in our decision making if we are willing to commit ourselves to measuring our actions against what we say is valuable to us and then be willing to accept the outcome(s).

At the Air Force Academy they have said that integrity and accountability are important values. We know that because of their honor code.

The second part is not about us doing anything wrong, it's about not overlooking the wrong around us. In an organization, it is the responsibility of each member of the organization to keep each other accountable.

It's true in our society. "See something, say something." Is that a fair and reasonable expectation that we have in the (insert *name of your unit?*)



Unit Specific Values

This slide is unit specific. You should have prepared this slide ahead of time using documents possibly from unit leaders, unit emblems, unit mottos. Usually a document from unit leaders when they first take command that outlines their vision and values they consider important. If there is none, then talk to the unit leaders about what core values are most important to them for their unit. What core values are essential to this unit succeeding? You can place excerpts on the slide in whatever fashion you want. Consider looking at a Ted Talk for inspiration on slide formatting. The end result should be to put together a list of the most important organizational values so that the participants can see how their core values fit into the unit.

You might say something like this, “Our commander has provided his/her vision to us through a memo sent out in 2013 where he called the unit to meet his expectations and accomplish the vision and goals he set for the (insert name of your unit). These were inspiring documents.”

TRANSITION: If all of us adhere to the values of the organization it will gain a reputation and the

All of us have some sort of reputation. Different people experience us in different ways. Ethics and values is not an area where you can just wear it at work, and then take it off when you go home. The Air Force has called on us to live a certain set of values as well, Integrity, Service, Excellence.

individuals in that organization will gain a reputation of having high standards, ethical behavior, and men and women of character.

Unit Specific

- ★ Trust
- ★ Responsibility
- ★ Pride
- ★ Motivated
- ★ Balance
- ★ Integrity
- ★ Service
- ★ Excellence
- ★ Readiness
- ★ Justice
- ★ Honor
- ★ Accountable
- ★ Brave
- ★ Respect
- ★ Professional
- ★ Efficiency

Q - What values do you have that align with the (insert your unit name)? (Take inputs from participants)

Q - Do any of your values align with or fit in with the (insert your unit name)?

TRANSITION: How do your values inform your work? As an Airman, as a member of (insert unit)?

Unit Specific

Ethical Values + DP → ethical goals + committed action = meaning/purpose

- ★ Trust
- ★ Responsibility
- ★ Pride
- ★ Motivated
- ★ Balance
- ★ Integrity
- ★ Service
- ★ Excellence
- ★ Readiness
- ★ Justice
- ★ Honor
- ★ Accountable
- ★ Brave
- ★ Respect
- ★ Professional
- ★ Efficiency



+YOU = SUCCESS

Look at our unit emblem and think about the different values we are about. When our unit does these things then the vision and mission of the organization will be realized. The vision and mission are goals that will be realized when we make our values part of the journey. So what values do you have that align with the (insert your unit name)? (Take inputs from participants) Do any of your values align with or fit in with the (insert your unit name)?

Everyone around us can usually tell us what are values are by looking at our lives. What are your values? What are the markers saying about our life? About our organization?

Our organization is offering an opportunity to find meaning and purpose. All it needs is committed action to those values that our lives have in common with the organizational values to achieve our ethical goals.

When you look at your EPRs/OPRs what do they say? Our performance reports are useful in that they can inform us how well we are doing achieving our marker. What values do your unit leaders see in you and your work? How well does that line up with what you have written about yourself today?

Conclusion

The Honorable Person/Organization

- ★ Is known by certain characteristics (integrity, excellence, selflessness)
- ★ These characteristics are lived out through our behaviors (concern for others, openness, genuineness)
- ★ Our behaviors are determined by our choices
- ★ How are your choices decided?

TRANSITION: In Chapter XVII of his Rule of 1221, St Francis of Assisi told the friars not to preach unless they had received the proper permission to do so. Then he added, "Let all the brothers, however, preach by their deeds."

Conclusion

The Air Force Professional

- ★ A trusted servant to our Nation who
 - Demonstrates unquestionable competence
 - Adheres to the highest ethical standards
 - Is a steward of the future of the Air Force profession
- ★ Distinguished by a willing commitment and loyalty to Air Force Core Values

Why is this so important? Our reputation depends on it. If we urge others to be ethical and live a values filled life, but we don't ourselves that's called... hypocritical. If we don't follow or teach an ethical life of values then we are... an unethical leader. And what good is it if we are a strongly ethical person, but do not exude that in our everyday life in community with others? What we need are people who are both congruently values driven personally and who lead by the same standard. Leaders lead others and do not leave it to someone else to take the lead. The gift of this organization is that (insert commander name) doesn't leave ethics up to random chance or for each person to just figure out on their own, he/she set the bar to define what it means to be successful in the (insert unit name).

Hopefully you can see how core values serve as a waypoint for us to navigate our lives. They provide direction in every choice and every action to help us to be men and women worthy of our Nation's trust.



Additional Information for Understanding

Study this information to be able to understand the lesson concept and to easily answer questions.

1. Values can lead us to our goals if they are in line with our goals.
2. But values are not goals. We obtain goals while walking a valued path. This is why values are better than goals. Values go on forever always providing purpose to our life even after we have reached a desired goal. Even if we don't see the movement it is there. Like gravity working on water held in a cup. You don't see any movement, but the valued force is there. It may appear there is no direction at all. But when we pierce the cup we see the direction of gravity easily.
3. Values are not feelings. A person high on drugs feels good, but being high is not a valued outcome we should desire. Sometimes moving in our valued direction will not feel good, it might be real, hard work. Does that mean we don't pursue it?
4. Having values means that something is important to us; when that happens we could be hurt. Sometimes our pain will point us to our values.
5. A valued path will not be a straight one. We will not always be able to head exactly west. Over time our path will be evident as to what direction we are heading.
6. Values are always in the present. The moment you choose a value, you are on that path because they are verbs. *Our values can become our outcome, not our goals.* This kind of life is about taking the journey not finishing in a specific way. *While we strive to be a person of integrity it's more about living a life of integrity each moment of the day than it is reaching the point where we can say we are a person of integrity.*
7. Not living according to your values is not failure, if we are allowed to get back on the path and start again. Sometimes we wander. We simply point our compass back west and start to live our value again. Or maybe a new experience along the way shifts our value so we are heading southwest.
8. My values are just that, mine. In so that they are mine, they are perfect. That doesn't mean they are good or that they are good for someone else. That you have a value is what we are after. Perfect in Latin means Per (thoroughly) and Fect (made). The joy is in the journey, not the outcome. Living true to self is the idea.