

## APPENDIX

### Most Common Values

The list represents the most common values cited by 4,576 people who created values structures consisting of eight values in workshops facilitated by the author. The contributors were mostly managers and professionals but contained some others. Approximately 60% were American, and the rest were from many other countries. The percentage for the category represents the proportion of all identified values the category represents. The values in this list account for 95.6% of those identified, with the rest made up of idiosyncratic values that were cited by less than one-in-a-thousand people. The percentage for the value represents what proportion of people identified that value as one of their top eight.

#### **Balance and Harmony, 4.9%**

balance, 8.9%  
peace, 4.2%  
harmony, 3.8%  
work life balance, 3.8%  
inner harmony, 3.0%  
flexibility, 2.7%  
presence, 2.3%  
acceptance, 2.1%  
calm, 1.6%  
mindfulness, 1.6%  
tranquility, 1.2%  
equanimity, 1.1%  
time, 1.0%  
reflection, 0.9%  
ease, 0.7%  
life balance, 0.4%  
clarity, 0.2%

#### **Contribution and Impact, 3.5%**

impact, 8.3%  
make a difference, 4.2%  
legacy, 3.4%  
service, 3.4%  
make things better, 3.0%  
help people, 2.3%  
outcomes, 1.1%  
helping, 0.5%  
help others, 0.3%  
contribution, 0.3%  
making a difference, 0.3%  
making things better, 0.3%  
sustainability, 0.2%  
helping people, 0.1%  
positive impact, 0.1%  
impactful, 0.1%

#### **Creativity and Innovation, 3.2%**

creativity, 10.1%  
innovation, 4.6%  
imagination, 2.4%  
dreaming, 1.7%  
experimentation, 1.4%  
uniqueness, 1.3%  
difference, 1.2%  
edge, 1.1%  
expression, 0.6%  
making, 0.6%  
invention, 0.5%  
chaos, 0.2%  
creative, 0.1%

#### **Empathy and Compassion, 6.1%**

empathy, 13.5%  
kindness, 7.3%  
compassion, 4.9%  
generosity, 2.9%  
understanding, 2.8%  
humanity, 2.5%  
giving, 2.4%  
support, 2.2%  
caring, 2.2%  
care, 1.5%  
sharing, 1.5%  
heart, 1.2%  
charity, 1.2%  
warmth, 0.9%  
admiration, 0.6%  
other focused, 0.4%  
patient centered, 0.2%  
selflessness, 0.2%  
others, 0.2%  
thoughtfulness, 0.2%  
supportive, 0.1%  
altruism, 0.1%  
feeling, 0.1%  
thoughtful, 0.1%

#### **Family and Relationships, 7.9%**

family, 31.2%  
love, 8.6%  
relationships, 8.5%  
connected, 2.5%  
friendship, 1.6%  
friends and family, 1.5%  
community, 1.4%  
connection, 1.3%  
unconditional love, 1.2%  
friends, 1.1%  
congeniality, 0.9%  
family and friends, 0.8%  
unity, 0.7%  
affection, 0.7%  
connectedness, 0.4%  
people, 0.4%  
belonging, 0.3%  
family friends, 0.1%  
familia, 0.1%  
friends / family, 0.1%  
connections, 0.1%

#### **Freedom and Independence, 2.8%**

freedom, 7.5%  
autonomy, 3.4%  
independence, 3.0%  
agency, 2.9%  
adventure, 2.1%

change, 1.7%  
spontaneity, 0.7%  
free, 0.6%  
free expression, 0.3%

#### **Growth and Development, 3.0%**

growth, 11.1%  
opportunity, 2.6%  
progress, 2.6%  
expertise, 2.3%  
improvement, 1.9%  
actualization, 1.3%  
development, 1.3%  
adaptability, 0.2%  
mentorship, 0.2%  
self actualization, 0.1%  
personal growth, 0.1%

#### **Happiness and Joy, 9.3%**

happiness, 16.0%  
fulfillment, 9.6%  
joy, 7.4%  
humor, 5.2%  
contentment, 4.6%  
fun, 4.5%  
satisfaction, 2.9%  
playfulness, 2.7%  
feeling alive, 2.3%  
optimism, 2.2%  
positivity, 2.2%  
beauty, 1.6%  
bliss, 1.6%  
stimulation, 1.4%  
laughter, 1.3%  
hope, 1.2%  
gratification, 1.2%  
pleasure, 0.9%  
sense of humor, 0.9%  
wonder, 0.9%  
exuberance, 0.9%  
ecstasy, 0.5%  
humorous, 0.5%  
awe, 0.5%  
feel good, 0.5%  
positive, 0.2%  
happy, 0.2%  
content, 0.1%

#### **Health and Wellbeing, 5.7%**

health, 9.2%  
inner peace, 8.6%  
wellbeing, 7.5%  
security, 3.7%  
stability, 3.2%  
energy, 2.8%

serenity, 2.3%  
life, 1.3%  
comfort, 1.3%  
zen, 1.0%  
safety, 1.0%  
nature, 0.9%  
active, 0.8%  
healing, 0.7%  
closure, 0.5%  
peace of mind, 0.3%  
sense of wellbeing, 0.3%  
healthy, 0.1%

#### **Integrity and Honesty, 8.1%**

integrity, 19.4%  
honesty, 10.0%  
authenticity, 5.7%  
accountability, 4.2%  
openness, 3.6%  
transparency, 3.3%  
humility, 3.1%  
do the right thing, 2.8%  
professionalism, 2.0%  
truth, 1.9%  
ethical, 1.5%  
character, 1.5%  
moral beauty, 1.4%  
ethics, 1.2%  
goodness, 1.2%  
good, 0.8%  
values, 0.4%  
moral courage, 0.3%  
open, 0.3%  
authentic, 0.2%  
doing the right thing, 0.1%  
honest, 0.1%  
fairness, 5.2%

#### **Justice and Fairness, 2.3%**

justice, 3.8%  
equity, 2.8%  
diversity, 1.7%  
inclusion, 1.7%  
equality, 1.5%  
social justice, 0.9%  
inclusive, 0.2%  
diverse, 0.1%  
inclusivity, 0.1%

**Learning and Education, 4.9%**

learning, 7.0%  
curiosity, 5.8%  
wisdom, 3.2%  
self-awareness, 2.6%  
critical thinking, 2.5%  
education, 2.5%  
logic, 2.4%  
discovery, 2.3%  
knowledge, 2.1%  
intellectualism, 2.0%  
teaching, 1.6%  
awareness, 1.5%  
focus, 1.5%  
thinking, 0.9%  
attention, 0.4%  
intelligence, 0.3%  
perspective, 0.2%  
intellectual, 0.2%  
experience, 0.2%  
intellect, 0.1%  
intellectual curiosity, 0.1%

**Purpose and Passion, 3.6%**

purpose, 8.1%  
passion, 7.0%  
motivation, 3.0%  
enthusiasm, 3.0%  
significance, 3.0%  
engaged, 1.6%  
dedication, 1.5%  
engagement, 0.9%  
vision, 0.3%  
drive, 0.2%  
meaning, 0.2%  
engage, 0.1%  
inspiration, 0.1%

**Productivity and Efficiency, 7.9%**

excellence, 9.9%  
achievement, 8.5%  
success, 6.9%  
accomplishment, 6.6%  
ambition, 3.5%  
competence, 3.0%  
quality, 3.0%  
hard work, 2.8%  
productivity, 2.7%  
work, 2.6%  
diligence, 2.1%  
rigor, 1.9%  
strong work ethic, 1.7%  
excel, 1.3%  
organization, 1.2%  
industriousness, 1.2%  
hard work, 1.0%  
job effectiveness, 1.0%  
work ethic, 0.5%  
efficiency, 0.4%  
achievements, 0.3%  
effectiveness, 0.2%  
accomplishments, 0.2%  
hard working, 0.2%  
strong work ethics, 0.2%  
competency, 0.1%

performance, 0.1%

**Recognition and Appreciation, 4.0%**

confidence, 4.1%  
recognition, 4.0%  
appreciation, 3.9%  
gratitude, 3.3%  
empowerment, 3.3%  
acknowledgement, 3.0%  
valued, 2.8%  
pride, 2.0%  
self esteem, 1.8%  
validation, 1.7%  
reward, 1.2%  
affirmation, 0.6%

**Respect and Dignity, 2.4%**

respect, 12.2%  
dignity, 2.6%  
tolerance, 1.6%  
grace, 1.3%  
honor, 1.3%  
respectful, 0.1%

**Faith and Spirituality, 1.5%**

faith, 6.3%  
golden rule, 2.4%  
spirituality, 2.3%  
connected to the universe, 0.9%  
spirit, 0.1%

**Strength and Courage, 5.9%**

courage, 8.2%  
perseverance, 5.3%  
resilience, 5.1%  
grit, 4.3%  
discipline, 4.1%  
challenge, 3.4%  
strength, 3.0%  
patience, 2.6%  
action, 2.1%  
initiative, 1.8%  
determination, 1.7%  
fortitude, 1.4%  
bravery, 1.3%  
persistence, 1.2%  
effort, 1.1%  
continuance, 0.3%  
resiliency, 0.2%  
resourcefulness, 0.2%  
tenacity, 0.2%

**Teamwork and Collaboration, 2.9%**

collaboration, 5.0%  
communication, 4.5%  
teamwork, 3.7%  
listening, 2.4%  
mentoring, 2.1%  
cooperation, 2.1%  
collegiality, 1.2%  
facilitation, 0.8%  
team, 0.5%

leadership, 0.3%  
collaborative, 0.2%  
customer centricity, 0.2%  
partnership, 0.2%  
culture, 0.1%  
influence, 0.1%

**Trust and Reliability, 4.5%**

trust, 11.3%  
loyalty, 6.6%  
reliability, 5.2%  
responsibility, 3.5%  
commitment, 3.3%  
consistency, 2.6%  
dependability, 1.7%  
duty, 1.0%  
priority, 0.7%  
trustworthy, 0.2%  
reliable, 0.1%  
dependable, 0.1%

**Wealth and Financial Security, 1.1%**

wealth, 3.3%  
financial security, 2.8%  
maximize income, 1.6%  
financial stability, 0.5%  
financial, 0.4%  
income, 0.2%