Value Sort

Acceptance to welcome people and perspectives without requiring conformity	**Accessibility** to remove barriers so people can participate, contribute, and benefit	**Accountability** to take ownership of decisions, actions, commitments, and outcomes
Accuracy to seek information and conclusions that are careful, correct, and well supported	**Achievement** to accomplish meaningful goals and make measurable progress	**Adaptability** to remain flexible and responsive as needs, evidence, and conditions change
Adventure to seek new experiences and challenges that expand perspective	**Agency** to empower people to act, make choices, and influence meaningful outcomes	**Alignment** to connect goals, actions, resources, and measures around shared priorities
Appreciation to recognize and value the efforts, strengths, and contributions of others	**Authenticity** to act genuinely and in ways that align with one's values and beliefs	**Autonomy** to have freedom and self-direction in choices, work, and learning
Balance to sustain healthy boundaries among work, relationships, rest, and other priorities	**Belonging** to create a sense of being accepted, valued, and part of the community	**Care** to attend thoughtfully to people, relationships, and the impact of our work
Challenge to engage difficult problems and stretch beyond current practice	**Clarity** to make goals, expectations, roles, and reasoning understandable	**Coherence** to ensure efforts fit together and reinforce a shared direction
Collaboration to prioritize teamwork, active listening, and collective problem-solving	**Commitment** to sustain meaningful effort and follow through on shared priorities	**Community** to strengthen connection, shared purpose, and collective responsibility
Compassion to respond to others' needs and challenges with care and concern	**Complexity** to recognize interdependence and resist oversimplifying difficult systems	**Continuous Learning** to keep learning, questioning, and improving over time

Value Sort

Contribution to use one's strengths and work to make a positive difference	**Courage** to speak up, take thoughtful risks, and act on what matters	**Creativity** to generate useful, original ideas and new ways of approaching problems
Curiosity to ask questions, seek understanding, and explore possibilities	**Dependability** to be reliable, consistent, and trustworthy in carrying out commitments	**Dignity** to honor the inherent worth of every person
Disciplined Inquiry to investigate problems systematically, test ideas, and learn from evidence	**Effectiveness** to choose actions that produce meaningful results	**Efficiency** to use time, effort, and resources wisely
Empathy to understand and care about others' experiences, needs, and perspectives	**Equity** to design fair systems so people receive the opportunities and support they need to succeed	**Evidence** to use relevant data, research, and experience to guide decisions and learning
Excellence to pursue high standards while continuing to learn and improve	**Experimentation** to test ideas on a manageable scale before expanding them	**Fairness** to make decisions and distribute opportunities using just and consistent principles
Faith to draw on spiritual or religious beliefs for meaning, purpose, and guidance	**Family** to nurture supportive, caring relationships with family and loved ones	**Feedback** to invite, give, and use constructive information for growth and improvement
Flexibility to adjust approaches when circumstances, needs, or learning change	**Focus** to prioritize what matters most and protect attention from competing demands	**Friendship** to build and sustain close, supportive, and trusting relationships
Fun to make room for enjoyment, play, and positive shared experiences	**Generosity** to share time, knowledge, resources, and credit with others	**Gratitude** to notice and appreciate people, opportunities, learning, and contributions

Value Sort

Growth Mindset to view abilities as developable and setbacks as opportunities to learn	**Honesty** to communicate truthfully and accurately, even when doing so is difficult	**Hope** to maintain belief that meaningful improvement is possible
Humility to recognize limits in one's knowledge and remain open to learning	**Humor** to use appropriate lightness and laughter to connect, cope, and gain perspective	**Inclusion** to create conditions where people are welcomed, respected, and able to participate
Innovation to develop and apply new ideas that improve practice and outcomes	**Integrity** to act honestly, ethically, and consistently, especially when choices are difficult	**Iteration** to refine ideas through repeated cycles of action, learning, and adjustment
Justice to promote fair treatment and address inequitable conditions	**Knowledge** to build, share, and apply understanding that strengthens practice	**Leadership** to help others move toward shared purpose and better outcomes
Learning from Failure to treat setbacks and unsuccessful tests as information for improvement	**Listening** to seek understanding by giving genuine attention to others' voices and experiences	**Love** to give and receive deep care, affection, and connection
Mindfulness to bring purposeful attention to the present situation and its impact	**Openness** to welcome new ideas, experiences, perspectives, and evidence	**Optimism** to focus on possibilities and believe constructive progress can be made
Ownership to take responsibility for the work and actively shape its direction	**Partnership** to work with others through mutual respect, shared benefit, and shared responsibility	**Patience** to allow time for learning, relationships, and meaningful change to develop
Peace to value calm, harmony, and constructive resolution of conflict	**Persistence** to continue purposeful effort despite obstacles and setbacks	**Practicality** to favor solutions that are useful, workable, and responsive to context

Value Sort

Psychological Safety to make it safe to ask questions, admit uncertainty, and raise concerns	**Purpose** to connect work to meaningful goals and outcomes	**Quality** to produce work that is thoughtful, reliable, and fit for its purpose
Reciprocity to learn with and contribute to others in mutually beneficial ways	**Reflection** to examine experience and evidence in order to improve future action	**Reliability** to produce consistent, dependable processes and results
Respect to honor the dignity, expertise, perspectives, and contributions of others	**Responsibility** to consider the consequences of actions and fulfill obligations to others	**Responsiveness** to adjust actions based on needs, context, feedback, and evidence
Risk-Taking to try promising approaches despite uncertainty when learning is possible	**Self-Awareness** to understand one's assumptions, strengths, limits, and impact on others	**Service** to use one's work and expertise to support others and the larger good
Shared Decision-Making to involve those affected in shaping important choices	**Shared Ownership** to build commitment by involving people in defining and leading the work	**Simplicity** to make processes and solutions as clear and manageable as possible
Stewardship to use resources responsibly and care for long-term organizational health	**Sustainability** to design improvements that can be maintained and supported over time	**Systems Thinking** to understand how structures, processes, relationships, and context interact
Transparency to communicate openly and explain the reasoning behind decisions	**Trust** to build confidence through reliability, honesty, openness, and mutual respect	**User-Centeredness** to center the experiences and needs of people affected by the work
Voice to ensure people can contribute perspectives and influence decisions that affect them	**Well-being** to support sustainable work, health, balance, and human flourishing	**Wisdom** to use knowledge, experience, judgment, and reflection to make sound choices

(Shepard, 2026)