

Table 1.1. Rotary International Fifty-Year-Old Ethics Test

<p style="text-align: center;">The Rotary Four-Way Test</p> <p>Of the things we think, say, or do:</p> <ol style="list-style-type: none">1. Is it the TRUTH?2. Is it FAIR to all concerned?3. Will it build GOODWILL and BETTER FRIENDSHIPS?4. Will it be BENEFICIAL to all concerned?

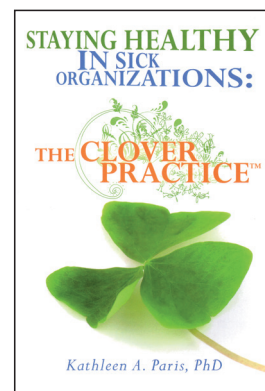


Table 1.2. A Dozen Ways to Tell the Truth, Always (At Work)

<ol style="list-style-type: none">1. Admit when you haven't finished (or started) a task that is due2. Admit when you don't know how to do something and ask for help3. Admit when you do have information, but are not at liberty to share it4. Refuse to say that someone is "at a meeting" or "gone for the day" when he/she is not5. Refuse to cover up information affecting the health and well-being of others6. Refuse to repeat "misinformation" (something you know is not true)7. State your honest reaction to an idea or proposal, no matter whose it is8. Give a performance appraisal that is accurate based on what you have heard, seen, and experienced9. Refuse to distort information about other companies' or organizations' products or services to win business for yourself10. Admit when you have made a mistake and make any corrections that you can—sooner rather than later11. Chose the right time and place to tell your truth12. Describe problems/situations accurately without making them sound better or worse than they are
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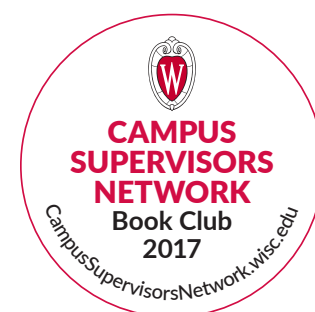
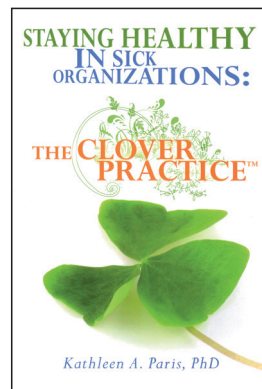


Table 1.3. How Easy or Hard Is It for Me?

1. Admit that I haven't finished/started a task that is due soon Easy for me _____ Hard for me
2. Admit when I don't know how to do something and ask for help Easy for me _____ Hard for me
3. Admit that I have information but that I am not at liberty to share it Easy for me _____ Hard for me
4. Refuse to say that someone is "at a meeting" or "gone for the day" when he/she is not Easy for me _____ Hard for me
5. Refuse to cover up information affecting the health and well-being of others Easy for me _____ Hard for me
6. Refuse to repeat "misinformation" (something I know is not true) Easy for me _____ Hard for me
7. State my honest reaction to an idea, proposal, or product, no matter whose it is Easy for me _____ Hard for me
8. Give a performance appraisal that is accurate based on what I have heard, seen, and experienced Easy for me _____ Hard for me
9. Refuse to distort information about other companies' or organizations' products or services to win business/good stuff for myself Easy for me _____ Hard for me
10. Admit when I have made a mistake and make any corrections that I can—sooner rather than later Easy for me _____ Hard for me
11. Choose the right time and place to tell my truth Easy for me _____ Hard for me
12. Describe problems/situations accurately without making them sound better or worse than they are Easy for me _____ Hard for me



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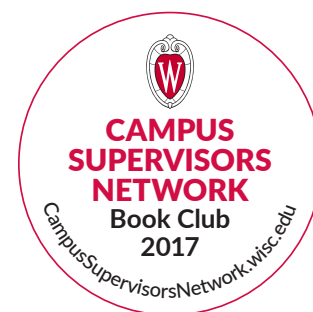
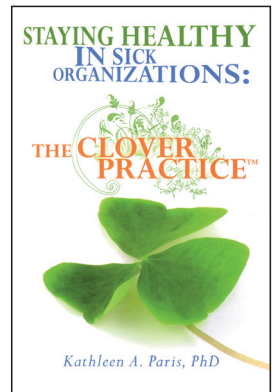


Table 1.4. What It All Means

<p>1. It is easier for me to Tell the Truth, Always, in situations where: _____</p> <p>_____</p> <p>_____</p>
<p>2. It is harder for me to Tell the Truth, Always, in situations where:</p> <p>_____</p> <p>_____</p>
<p>3. Look at the “harder for me” situations in question #2 above. What similarities do you see among those situations? Do you see any pattern (e.g., always involves a certain person, happens only with certain kinds of events or tasks, corresponds to how you are feeling physically, etc.)?</p> <p>_____</p> <p>_____</p>
<p>4. Select one situation you listed in question #2 in which you want to be able to Tell the Truth, Always. Write about what makes that situation an “honesty stumbling block” for you (e.g. fear of looking incompetent, being yelled at, losing compensation, don’t want to hurt others’ feelings, etc.).</p> <p>_____</p> <p>_____</p>
<p>5. How do you think this “honesty stumbling block” affects you (stress, worry, anger, guilt, fewer real relationships, etc.)?</p> <p>_____</p> <p>_____</p>
<p>6. On a scale of 1 to 10 where 1 is “Not Risky” and 10 is “Very Risky,” how would you rate the risk of Telling the Truth, Always, in the situation(s) you described in Question 2? (Circle your answer.)</p> <p>Not Risky 1 2 3 4 5 6 7 8 9 10 Very Risky</p>
<p>7. How realistic is your fear based on prior experiences with that person or group?</p> <p>_____</p> <p>_____</p>
<p>8. What is the worst that could happen to you if you Tell the Truth, Always, in that situation?</p> <p>_____</p> <p>_____</p>
<p>9. Write your goal—specifically what you intend to do, by when, why, and how you will know you are making progress in order to “Tell the Truth, Always.”</p> <p>_____</p> <p>_____</p> <p>_____</p>



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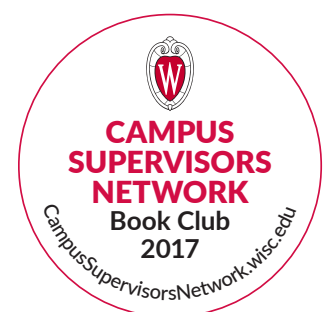


Table 2.1. Traditional Behavior Modification Communication Sequence

<p>1. When you _____ (Describe the behavior.)</p>
<p>2. It makes me feel _____ (Describe feelings.)</p>
<p>3. I would like you to _____ (Describe hoped for actions and behaviors.)</p>
<p>4. I am willing to _____ (Describe what you will do to improve the situation.)</p>
<p>5. Are you able/willing to do this (checking for agreement)?</p>

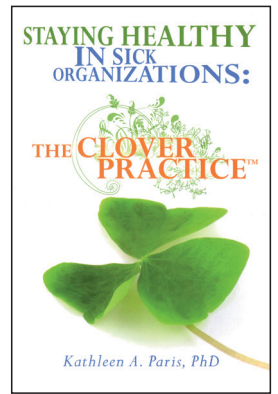


Table 2.2. New and Improved Communication Sequence

<p>1. When you _____ (Describe the behavior.)</p>
<p>2. I interpret this as _____ (Describe your "story.")</p>
<p>3. HOW DO YOU SEE THE SITUATION? (Provides a chance for others to tell their "story.")</p>
<p>4. I would like you to _____ (Describe hoped for actions and behaviors.)</p>
<p>5. I am willing to _____ (Describe what you will do to improve the situation.)</p>
<p>6. Are you willing to try it (checking for agreement)?</p>



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Table 3.1. Who Contributes to My Success at Work?

1. Whom do you depend on to be successful in your work (people or groups)?

2. What might you do differently to make sure that the person or group in question #1 is successful? (Examples might be sharing information more often or willingly or widely, expressing appreciation, including people in events, meetings, etc.)

Table 3.2. My Work: Where It Comes from and Where It Goes

1. Who provides me with what I need to do my work? (That is, who makes sure that you have the information or leads or customers or patients or students or drills to do your work?)

2. What can I do to make sure that person or group continues to provide me with what I need when I need it? What kinds of information, follow-up, communication, appreciation, etc. can I provide?

3. Whom do I hand off my work to? Who receives the results of my work? (For example, if you are a nurse, it is the patients, families, and possibly other health care providers. If you are a metal fabricator, it may be the final customer or another person or production group. If you are a teacher, it is other educational levels and/or employers. If you are in sales, you may hand off to production.)

4. What can I do to make sure I hand off my completed work when and how it is needed? (This will probably require asking some questions of those who are in the next stage of whatever work process you are part of.)

Table 4.1. Family Beliefs and Values

As I think about where my family put effort, focus, and dollars when I was growing up, I think that we believed in and/or valued these things very highly:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

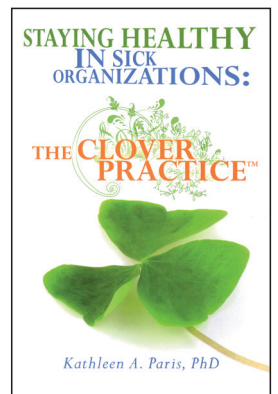


Table 4.2. Leftover Values

1. Even though my family valued:

I am making a different choice in my life. Instead, I value:

2. Have any of the “leftover” values impacted my work and career? If so, how?

3. How would a new belief and value make me more successful in my work life?

4. What values/beliefs are missing? What do I value or believe that my family did not necessarily hold to be very important?

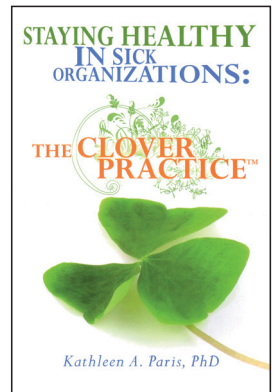
Table 4.3. Inherited Practices or Behaviors vs. What I Want for My Life

Practices or Behaviors from the Family I Grew up in That I Would Like to Change:	The Practices or Behaviors I Want for My Life:

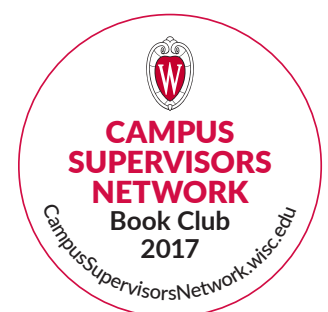


Table 4.4. When I Was Growing Up: What Happened to Me

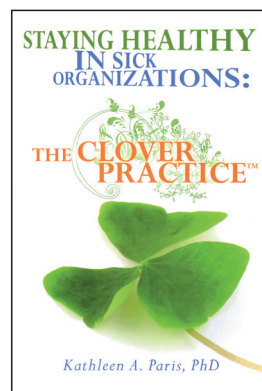
When I was growing up:	Yes	No	Don't Know
1. I was expected to be perfect.			
2. My parents seemed too busy to pay attention to me.			
3. I was spanked to the point of bruises or bleeding.			
4. We had a rigid family schedule that we could not deviate from.			
5. I was not allowed to express anger or disagreement.			
6. I was responsible for caring for other family members so that it interfered with school or friendships.			
7. Lying was common in my family.			
8. I saw family members being hit or verbally abused even though I was not.			
9. Our family kept secrets.			



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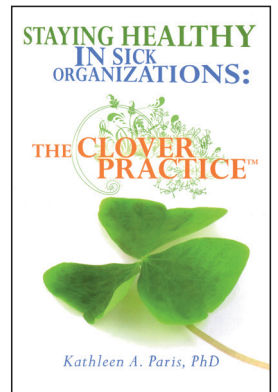
When I was growing up:	Yes	No	Don't Know
10. One or more family members were impaired by alcohol or drugs daily or weekly.			
11. I was hit by a family member.			
12. I tried to protect others from being hit or verbally abused.			
13. I was sexually abused.			
14. One or both of my parents had secret extramarital affairs.			
15. One or both of my parents were ill for a long time.			
16. One or both of my parents died.			
17. We did not have enough food or clothing or housing to be physically comfortable.			
18. There was constant anger and bitterness between my parents.			
19. I felt like I was a spouse to my parent rather than a kid.			
20. Family religious practices made it difficult to participate in school or with friends.			
21. A particular activity dominated my parents' lives so that they didn't pay attention to me (cleaning, shopping, TV, gambling, eating, etc.).			
22. I was afraid of my father.			



TABLES



When I was growing up:	Yes	No	Don't Know
23. I was afraid of my mother.			
24. My parents were fearful of many things.			
25. I was constantly worried that we wouldn't have enough money to get by.			
26. I was afraid that one or both of my parents would leave.			
27. My family believed that women should never work outside the home.			
28. My family believed that men should always be the sole financial support for their families.			
29. One or more of my parents or grandparents were addicted to alcohol or drugs.			
30. My parents or other family members fought a lot.			
31. Conflicts were never handled openly. Problems were shoved under the rug.			
32. People teased me about how I looked or other imperfections.			

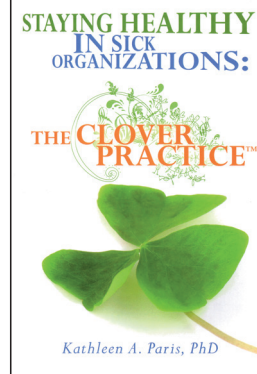


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Table 4.5. Behaviors Now

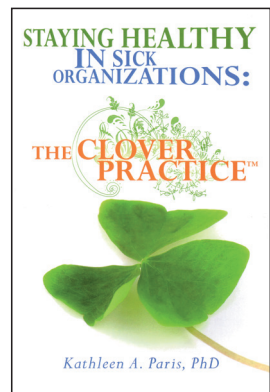
When I Was Growing Up:	Behaviors Now
1. I was expected to be perfect.	1. Has expectations of others that are unrealistic or unattainable because self-expectations are so high. 2. Overworks to the point of exhaustion regularly. 3. Cannot admit to mistakes. 4. Will not ask for help even if job is in jeopardy. 5. Is careless and sloppy in work habits. 6. Other: _____
2. My parents seemed too busy to pay attention to me.	1. Takes credit for work of others. 2. Lets others take credit for his/her work. 3. Dominates every meeting. 4. Seeks attention through inappropriate clothing or behavior. 5. Works below level of skills or talents. 6. Other: _____
3. I was spanked to the point of bruises or bleeding.	1. Overly harsh verbally toward coworkers or direct reports. 2. Believes he/she is not worthy of an appropriate salary or working conditions. 3. Stays stuck in a poor job situation. 4. Fumes silently rather than speaking up. 5. Other: _____
4. We had a rigid family schedule that we could not deviate from.	1. Has difficulty changing plans. 2. Not able to be flexible when required. 3. Overly critical of coworkers and direct reports. 4. Extremely uncomfortable with change or ambiguity. 5. Regularly late for appointments. 6. Other: _____



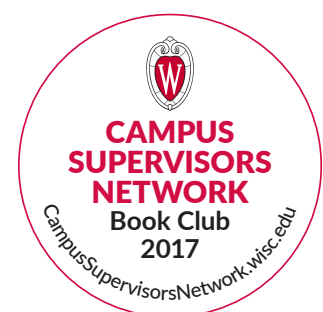
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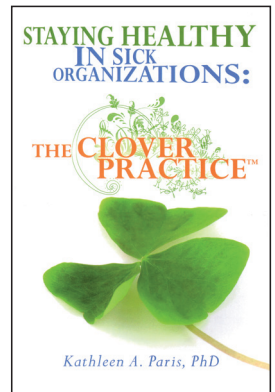
When I Was Growing Up:	Behaviors Now
5. I was not allowed to express anger or disagreement.	1. Does not speak up when workload is overwhelming or when conditions are unreasonable. 2. Fearful of anger in others. 3. Exhibits anger often and inappropriately at work. 4. Verbally abuses others. 5. Frequently gets locked into conflict with others. 6. Fumes silently rather than speaking up. 7. Other: _____
6. I was responsible for caring for other family members so that it interfered with school or friendships.	1. Believes he/she is not worthy of an appropriate salary or working conditions. 2. Over performs while enabling others to underperform. 3. Stays stuck in a poor job situation. 4. Fumes silently rather than speaking up. 5. Other: _____
7. Lying was common in my family.	1. Lies to look good. 2. Has trouble distinguishing between truth and lies. 3. Gets caught in lies by coworkers or supervisors. 4. Regularly suspects that others are lying. 5. Has difficulty establishing trusting relationships with coworkers. 6. Other: _____



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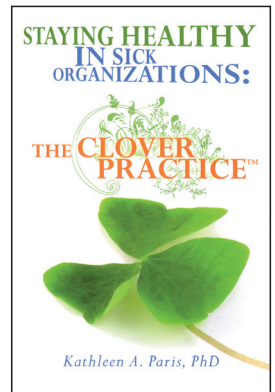
When I Was Growing Up:	Behaviors Now
8. I saw family members being hit or verbally abused even though I was not.	1. Feels guilty if not over performing. 2. Overworks to the point of exhaustion regularly 3. Over performs while enabling others to underperform. 4. Stays stuck in a poor job situation. 5. Underperforms given skills and talents. 6. Other: _____
9. Our family kept secrets.	1. Has difficulty establishing trusting relationships with coworkers. 2. Fearful of being "found out" as incompetent. 3. Hoards information, reluctant to share information openly. 4. Stays stuck in a poor job situation. 5. Other: _____
10. One or more family members were impaired by alcohol or drugs daily or weekly.	Anything in this "Behaviors Now" column.
11. I was hit by a family member.	1. Believes he/she is not worthy of an appropriate salary or working conditions. 2. Hits other employees or customers or throws things if enraged. 3. Stays stuck in a poor job situation. 4. Works below level of skills or talents. 5. Fumes silently rather than speaking up. 6. Other: _____



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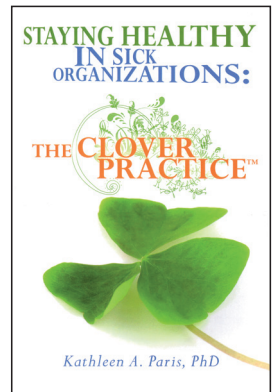
When I Was Growing Up:	Behaviors Now
12. I tried to protect others from being hit or verbally abused.	1. Feels guilty if not over performing. 2. Overworks to the point of exhaustion regularly 3. Over performs while enabling others to underperform. 4. Stays stuck in a poor job situation. 5. Believes he/she is not worthy of an appropriate salary or working conditions. 6. Works below level of skills or talents. 7. Fumes silently rather than speaking up. 8. Other: _____
13. I was sexually abused.	1. Believes he/she is not worthy of an appropriate salary or working conditions. 2. Has expectations of others that are unrealistic or unattainable because self-expectations are so high. 3. Stays stuck in a poor job situation. 4. Does not speak up when workload is overwhelming or when conditions are unreasonable. 5. Feels guilty if not over performing. 6. Overworks to point of exhaustion. 7. Is regularly involved in sexual relationships at work. 8. Has difficulty establishing trusting relationships with coworkers. 9. Needs to control every work situation to the point where others rebel. 10. Works below level of skills or talents. 11. Always wants things done his/her way only. 12. Fumes silently rather than speaking up. 13. Other: _____



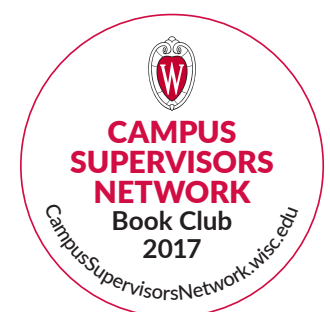
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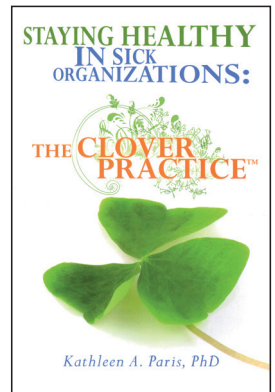
When I Was Growing Up:	Behaviors Now
14. One or both of my parents had secret extramarital affairs.	1. Has difficulty establishing trusting relationships with coworkers. 2. Lies to look good. 3. Is regularly involved in sexual relationships at work. 4. Stays stuck in a poor job situation. 5. Other: _____
15. One or both of my parents were ill for a long time.	1. Needs to control every work situation to the point where others rebel. 2. Extremely uncomfortable with change or ambiguity. 3. Claims more space, supplies, or privileges than entitled to by position or work tasks. 4. Stays stuck in a poor job situation. 5. Other: _____
16. One or both of my parents died.	1. Needs to control every work situation to the point where others rebel. 2. Extremely uncomfortable with change or ambiguity. 3. Claims more space, supplies, or privileges than entitled to by position or work tasks. 4. Over performs while enabling others to underperform. 5. Stays stuck in a poor job situation. 6. Other: _____
17. We did not have enough food or clothing or housing to be physically comfortable.	1. Needs to control every work situation to the point where others rebel. 2. Extremely uncomfortable with change or ambiguity. 3. Claims more space, supplies, or privileges than entitled to by position or work tasks. 4. Stays stuck in a poor job situation. 5. Other: _____



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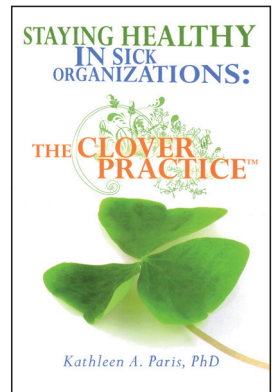
When I Was Growing Up:	Behaviors Now
18. There was constant anger and bitterness between my parents.	1. Believes he/she is not worthy of an appropriate salary or working conditions. 2. Over performs while enabling others to underperform. 3. Stays stuck in a poor job situation. 4. Works below level of skills or talents. 5. Frequently gets locked into conflict with others. 6. Fumes silently rather than speaking up. 7. Other: _____
19. I felt like I was a spouse to my parent rather than a kid.	1. Believes he/she is not worthy of an appropriate salary or working conditions. 2. Over performs while enabling others to underperform. 3. Stays stuck in a poor job situation. 4. Works below level of skills or talents. 5. Other: _____
20. Family religious practices made it difficult to participate in school or with friends.	1. Stays stuck in a poor job situation. 2. Works below level of skills or talents. 3. Believes he/she is not worthy of an appropriate salary or working conditions. 4. Over performs while enabling others to underperform. 5. Has difficulty establishing mutual relationships with coworkers.



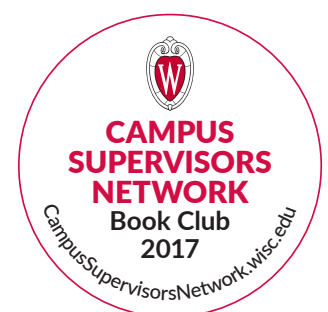
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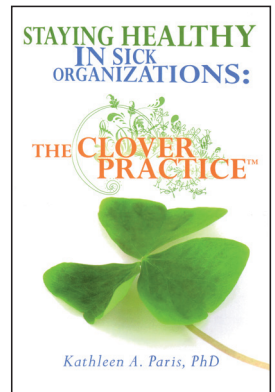
When I Was Growing Up:	Behaviors Now
21. A particular activity dominated my parents' lives so that they didn't pay attention to me (cleaning, shopping, TV, gambling, eating, etc.).	1. Takes credit for work of others. 2. Lets others take credit for his/her work. 3. Dominates every meeting. 4. Seeks attention through inappropriate clothing or behavior. 5. Works below level of skills or talents. 6. Overworks to the point of exhaustion regularly. 7. Other: _____
22. I was afraid of my father.	1. Fearful of males and not able to stand up for self in disagreements with men. 2. Has difficulty working with male team members. 3. Uses flirting or sexual behaviors to avoid conflict with men. 4. Behaves harshly toward coworkers and direct reports. 5. Fumes silently rather than speaking up. 6. Other: _____
23. I was afraid of my mother.	1. Fearful of women and not able to stand up for self in disagreements with women. 2. Has difficulty working with female team members. 3. Uses flirting or sexual behaviors to avoid conflict with women. 4. Behaves harshly toward coworkers and direct reports. 5. Fumes silently rather than speaking up. 6. Other: _____



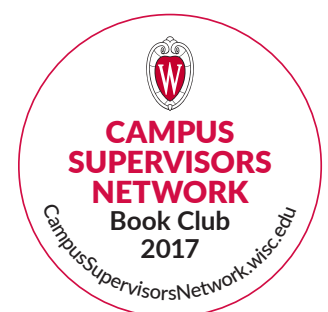
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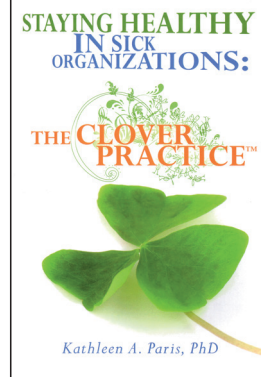
When I Was Growing Up:	Behaviors Now
24. My parents were fearful of many things.	1. Needs to control every work situation to the point where others rebel. 2. Extremely uncomfortable with change or ambiguity. 3. Always wants things done his/her way only. 4. Stays stuck in a poor job situation. 5. Cannot admit to mistakes. 6. Other: _____
25. I was constantly worried that we wouldn't have enough money to get by.	1. Needs to control every work situation to the point where others rebel. 2. Extremely uncomfortable with change or ambiguity. 3. Claims more space, supplies, or privileges than entitled to by position or work tasks. 4. Always wants things done his/her way only. 5. Stays stuck in a poor job situation. 6. Works below level of skills and talents. 7. Other: _____
26. I was afraid that one or both of my parents would leave.	1. Needs to control every work situation to the point where others rebel. 2. Extremely uncomfortable with change or ambiguity. 3. Claims more space, supplies, or privileges than entitled to by position or work tasks. 4. Stays stuck in a poor job situation. 5. Always wants things done his/her way only. 6. Fumes silently rather than speaking up. 7. Over performs while enabling others to underperform. 8. Other: _____



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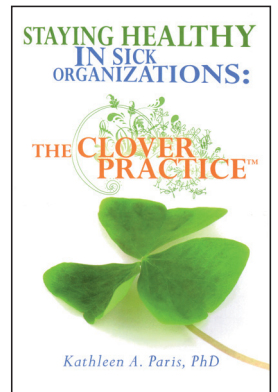
When I Was Growing Up:	Behaviors Now
27. My family believed that women should never work outside the home. (For women only.)	1. Works below level of skills or talents. 2. Over performs while enabling others to underperform. 3. Has expectations of others that are unrealistic or unattainable because self-expectations are so high. 4. Overworks to the point of exhaustion regularly. 5. Cannot admit to mistakes. 6. Will not ask for help even if job is in jeopardy. 7. Believes she is not worthy of an appropriate salary or working conditions. 8. Other: _____
28. My family believed that men should always be the sole financial support for their families. (For men only.)	1. Stays stuck in a poor job situation. 2. Underperforms given skills and talents. 3. Has difficulty working with female team members. 4. Overworks to the point of exhaustion regularly. 5. Cannot admit to mistakes. 6. Will not ask for help even if job is in jeopardy. 7. Other: _____
29. One or more of my grandparents were addicted to alcohol or drugs.	Anything in this "Behaviors Now" column.



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When I Was Growing Up:	Behaviors Now
30. My parents or other family members fought a lot.	1. Fearful that others will be angry if any disagreement is voiced. 2. Underperforms given skills and talents. 3. Extremely uncomfortable with change or ambiguity. 4. Frequently gets locked into conflict with others. 5. Hits other employees or customers or throws things if enraged. 6. Fumes silently rather than speaking up. 7. Other: _____
31. Conflict was never handled openly. Problems were shoved under the rug.	1. Fearful that others will be angry if any disagreement is voiced. 2. Does not speak up when workload is overwhelming or when conditions are unreasonable. 3. Cannot admit to mistakes. 4. Lies to look good. 5. Cannot solve problems effectively. 6. Uses flirting or sexual behaviors to avoid conflict. 7. Fumes silently rather than speaking up. 8. Other: _____
32. People teased me about how I looked or other imperfections.	1. Over performs while enabling others to underperform. 2. Lies to look good. 3. Cannot admit to mistakes. 4. Stays stuck in a poor job situation. 5. Has expectations of others that are unrealistic or unattainable because self-expectations are so high. 6. Overworks to the point of exhaustion regularly. 7. Other: _____



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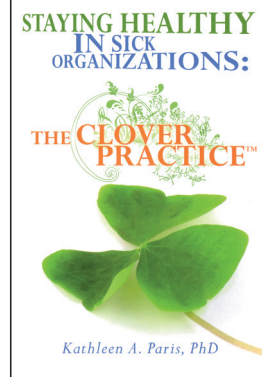


Table 6.1. What I Really Enjoy Doing

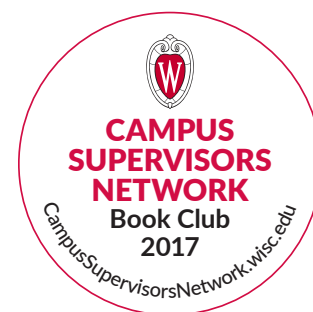
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•	_____
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•	_____
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Table 6.2. Family and Friends' Views

1. My family and friends tell me I am good at:	
•	_____
•	_____
•	_____
•	_____
•	_____
•	_____
•	_____
•	_____
2. Does what people told you feel like a good fit for you?	

3. What ideas does this give you for next steps?	

TABLES



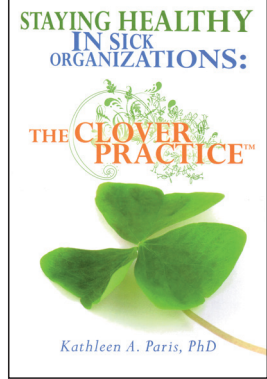


Table 6.3. The Ideal Future for Me

1. If I were doing what I really want to do with my life, this is what I would be doing:

2. This is how I would feel:

3. This is how my typical day would go:

Morning _____

Afternoon _____

Evening _____

Table 6.4. My Plan

My Ultimate Job/ Career/Lifestyle Goals	What I Will Do To Achieve Them
	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____

TABLES

