



Explorer Report

Values-based Indicator of Motivation

Version 1

A Sample

15th December 2016



introduction

Values are those things that are most important to us – they guide us in the way we live and work. Living according to our values makes life more satisfying. Not living according to our values feels wrong and makes us feel less energised and less connected. When our values are clear to us, making decisions becomes easier – they are the ‘road signs’ of our lives. When we get lost they help us to get back on track.

Nevertheless, many people find it hard to articulate their values – or at least to identify those that are really important and fundamental. When people are asked to express their values they often quote ideas that are based on social norms or historical pressures (from parents or peers).

The VbIM questionnaire is designed to clarify and challenge some of your ideas, to question whether some of what you say is more superficial and to help you identify what is more fundamental. Making this a conscious effort helps people determine their priorities and decide how much life is turning out the way they want it to be.

Remember that most value from this report will come from the thoughts that it generates rather than directly from the values identified.

Remember that the values identified in this report are based on how you answered the questions at this point in time. By reflecting on the results you may ‘update’ your ideas about what is most important to you now.

When reading this report bear in mind that:

The results are only suggestions – consider how true they are now and whether you would like to make them more prominent in the life you are leading

The results may invite a process of change – values are not necessarily fixed and different things become important at different stages of our lives

If you feel inclined to reject any of the suggestions in the report, consider firstly whether they might possibly contain some truth (whether currently or in the past or potentially in the future) and, if that were so, what would be the implications.

The report is part of a process of exploration which can reveal the obvious as well as discover what was hidden



The four values themes

Your answers to the questionnaire have been assessed in terms of four major 'themes' as described below:

Personal Satisfaction
(What I want for myself)

This group of values concerns the ways in which an individual gains satisfaction on a day-to-day basis. This can be in terms of either material reward or the more abstract satisfaction that people get from their appreciation of art, culture and the world of ideas.

Personal Development
(What I want to become)

This group of values concerns longer term issues of how people wish to change, grow and develop. This can be in terms of skills, competencies and careers or in more personal terms such as growth in knowledge, wisdom, beliefs and spirituality.

Relationship Satisfaction
(What I want from or with others)

This group of values concerns what we get from our interactions with other people. Contact with others may be valued for different reasons such as the stimulation and recognition that it brings or the warmth and sense of belonging that it generates.

Community Orientation
(What I want from the community)

This group of values extends the concept of relationships to include a wider community. It involves a concern for the kind of society in which people live such as balancing rights with responsibilities and respect for tradition as well as concern for the wider good.



How does the questionnaire work?

The questionnaire is based on 24 'values', each of which relates to something which may or may not be important in an individual's life. These 24 values can be subdivided into four different groups, referred to as 'themes'.

The way the questionnaire works is by seeing how strongly you endorse each of the items in the questionnaire. Those items that you endorse most strongly and consistently will identify the values that are most important to you. All 24 values are placed in order from highest to lowest in terms of their importance to you personally.

The first part of this report identifies your top six values and indicates which of the four themes each falls under. This allows you to see whether your values span all four themes or whether, at this stage of your life, you are more focussed upon one theme rather than the others.

The report then describes these top six values in more detail so that you can consider more deeply the extent to which you identify with their importance and how much they guide you in the way you live and work.

At this point, you are asked to consider how important each value really is and, if you agree that it is really important, whether you are currently able to express that value in the way you live and work.

On the basis of your pattern of answers to the questionnaire, it is also possible to identify particular values that may turn out to be more important than you might consciously believe and also other values that may be less important. This can help to challenge your thinking about what is really important to you.

You will first be presented with values that may be more important to you than you realise and then by others that may be less important than you realise.

Secondly, your responses to the questionnaire will be compared to those of others who have taken the questionnaire in the past in order to identify values which you tend to endorse more than other people do. This will help you to consider whether such values also have a place in your value system.

Finally, you will be invited to consider how this report may have helped you to clarify your values and what you should do next to explore your value system further.

You will be asked to identify the top 3 values that you consider are most important to you at this point in time and to think of ways in which these can be satisfied more fully at work or at home.



before looking at your results

It is firstly useful to consider what you already know or say about your values. Before you see the results from the questionnaire try using your own language to write down what you consider to be your top three values at this point in time in the three blue ovals.

To help you identify your most important values, think about the times when you have been most happy, energised or excited. Try to remember what you were doing and why you enjoyed it. Then consider what need or desire was being fulfilled and give it a name.

For example, someone might identify a time at school (for example, receiving a prize) and might say that the need which that event fulfilled at that time was 'achievement' (others might say 'being well regarded by other people' and others might say 'being the best').

Having identified the value, then answer the questions in the boxes in that row. If you find this exercise difficult, you can leave it for the moment and come back to it later if you prefer.

Top Value

Describe what this value means

How does it show itself in what you do in:

your everyday behaviour?

your long-term decisions?

Value 2

Describe what this value means

How does it show itself in what you do in:

your everyday behaviour?

your long-term decisions?

Value 3

Describe what this value means

How does it show itself in what you do in:

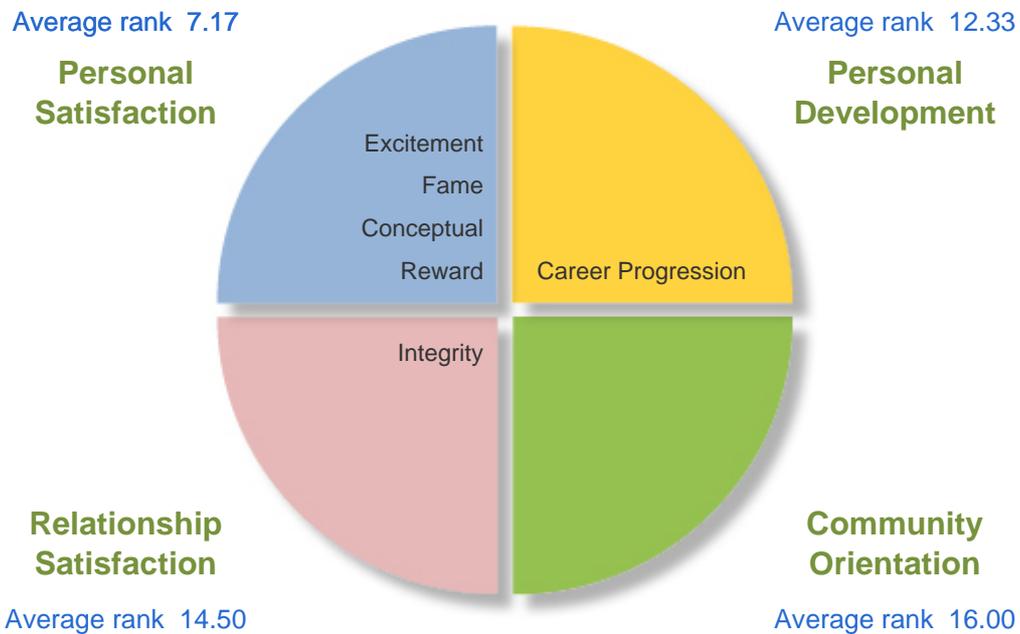
your everyday behaviour?

your long-term decisions?

a summary of your results



The diagram below shows the six values which you ranked most highly when completing the second part of the VbIM questionnaire. Each value is placed within its appropriate area in the circle.



This diagram will help you to see which of the four values themes are currently most important to you.

A full ranking of all twenty-four values which are assessed by the questionnaire is shown on the following page.

The chart below shows your ranking of the 24 values, separated into four columns. The columns correspond to the four value themes described at the beginning of this report.

	Personal Satisfaction	Personal Development	Relationship Satisfaction	Community Orientation
1	Reward			
2		Career Progression		
3	Conceptual			
4			Integrity	
5	Fame			
6	Excitement			
7				Altruism
8	Change			
9		Personal Growth		
10			Connection	
11		Legacy		
12		Wisdom		
13			Openness	
14				Culture
15				Accountability
16		Influence		
17			Social Contact	
18				Libertarian
19				Harmony
20	Well-being			
21			Inclusion	
22			Collaboration	
23				Tradition
24		Transcendence		

On the next few pages the values which you ranked most highly and also those which you ranked least highly will be described in more detail. You will also be given some food for thought which comes from a more detailed analysis of the results from the questionnaire.



what is important to you

Before continuing, it should be explained that the VbIM questionnaire ranks your values in three different ways. You may remember that in the second part of the questionnaire you were asked to rank the 24 values by dragging each to its appropriate position. This method produces your 'conscious' appraisal of your values and reflects what you would probably say to others if they were to ask you what things you value in life.

It is this conscious ranking of your values which was used in the previous page to select out your six top values. The other ranking methods will be discussed later on in the report, but for the moment, the following descriptions focus on your top six and bottom three values from your conscious ranking. Your top six values were 'Reward', 'Career Progression', 'Conceptual', 'Integrity', 'Fame' and 'Excitement' and your bottom three values were 'Collaboration', 'Tradition' and 'Transcendence'.

Your top six conscious values

Reward

Rewards, such as money and possessions, are important to us all. At one level we need these to survive. They are also the tangible signs of success. Those for whom rewards are a key value are likely to base decisions about what they do on the possibilities for increasing their material well-being. Reward-orientated people can be very hard working and competitive. They can give an enormous amount of energy to their work and they make a very obvious link between the remuneration they receive and how good they are at their job - and hence how successful they are (and are perceived by others to be).

Your results suggest that Reward is the most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

It is likely that you will put a lot of energy into areas where you believe there will be significant material gain. This drive to obtain some of the material badges of success

may mean that you are prepared to take risks that increase your financial prospects. The down side of this is that you may therefore take jobs that have high reward but are not intrinsically fulfilling. There will be some people who find it hard to appreciate your orientation towards material reward. You may also be inclined to judge others by the possessions and rewards that they have managed to obtain.

At work you may find systems or structures that limit your earnings potential are demotivating (for example a limit on your possible earnings or rigid pay scales which are based on seniority rather than how well you actually perform). This may mean that you would prefer a job where reward is based on effort and success such as performance bonuses and commission.

Career Progression

People who are concerned with Career Progression are often extremely driven and ambitious. Their energy is focussed on making a success of their work life - although some may achieve this through activities that may not follow a traditional career. Either way, they seek significant challenges that require considerable effort and determination in order to succeed. Their drive can involve working hard to become an expert or working long hours to achieve perfection. It is therefore not surprising that such people are often described as driven, determined and highly competitive with a strong need to succeed at their chosen activity.

Your results suggest that Career Progression is the second most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

This suggests that you put a good deal of energy and effort into your work. People are likely to see you taking on increasingly challenging projects and may describe you as driven or ambitious. At times this might lead you to neglect activities that you consider routine or unimportant since your drive is to 'get on' rather than 'stand still'. Some people with this kind of focus may end up focussing too much on their future career at the expense of their health and work-life balance.

From an employment perspective, those who get a high score usually like to see the next job move ahead of them, whether it is a promotion or an increased challenge. This would make an organisation with a flat structure with little opportunity for upward progression or one where there is a limit on the variety of projects that can be undertaken less attractive to you.

Conceptual

Those who value the Conceptual want to make, and be seen to make, a difference with their analytic or creative thinking. They welcome the opportunity to use their intellect to grapple with challenging situations and to be recognised for their ability to be insightful, creative, rational, and/or mentally flexible. Those with a more creative focus are likely to welcome novelty and to have a hunger for continuous improvement, whereas those with a more 'rational' turn of mind often favour a more scientific or evidence-based approach to life.

Your results suggest that Conceptual is the 3rd most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

This suggests that it is important for you to be seen as having a strong rational mind-set or as someone who has new and clever ideas. People with this value often seek opportunities to engage with others who demonstrate good thinking skills. This does not necessarily imply that you feel the need and have the confidence to contribute significantly yourself. However, it is likely that you would like to do so in some form or other.

At work the ability to think creatively and to produce a coherent and rational argument have both become more highly prized by employers in our ever-changing world. However, it may be important to recognise that people who place a great deal of emphasis on thinking can sometimes neglect important factors such as the personal and emotional issues that affect a situation. Such neglect can have a negative consequence on the relational climate in which they operate. This consideration would be particularly important in an organisation that has a dominant caring or helping agenda and where thinking takes a back seat to a more person-centred ethos.

Integrity

Integrity is a value that implies a strong need to be seen as honest, fair and 'incorruptible'. People who value integrity believe that it is important to be principled and truthful. This contributes to the building of strong relationships through interactions that are based on authenticity - on people knowing who and what they are without enhancement or deception. Integrity also suggests a tolerance of other people, and a sense of fair play, even with someone whom one may dislike. At work it implies giving the employer a 'fair effort for a fair day's pay' and giving the customer a realistic understanding of what is being offered.

Your results suggest that Integrity is the 4th most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

You are likely to place a great deal of importance on people being honest and principled. You are also likely to admire people who stick to what they believe in especially if they experience problems and hardship as a result since this shows strength of character and belief. You may find it hard to understand how some people are willing to sacrifice their principles for personal gain.

In an employment context there is a strong belief that integrity is an important quality. Some industries (like financial services) often make it one of their most sought after qualities - although this does not mean that they always manage to achieve what they set out to. The downside for people who place such a high value on integrity is that they can sometimes come across as a bit self-righteous.

Fame

Those who value Fame usually enjoy being in the limelight and at the centre of attention. They have a particularly strong need for recognition and the admiration of their peers, quite apart from that of the wider community. People with a concern for fame are motivated to create a noticeable public image, to the extent they may even seek infamy as opposed to fame, since to be completely ignored is, for them, the worst thing of all. Seeking fame can involve a wide range of activities but at its core is the desire to be visible and recognised.

Your results suggest that Fame is the 5th most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

Being in the spotlight then is probably either something you actively seek for yourself

or that you admire in others who manage to achieve celebrity or are in the public eye. People with this value (and who also have the personal confidence to put themselves forward) can invest a good deal of energy in activities that have an audience - situations where people are likely to be present, to notice and to talk about what happens.

If this applies to you, then you are unlikely to "hide your light under a bushel" and this could make you quite an 'exciting' person. However, some people may find your behaviour too dramatic or self-focussed. Perhaps, at times, your need for visibility and personal recognition overshadows the need to work in co-operation with others and may have consequences for how you are seen as a team player. At times the value you place on visibility could feel a little 'high-risk' since being in the limelight can be rewarding but it can also leave you exposed.

On the other hand, if you do not have the personal confidence to live and express this value in your own behaviour, you may find people who do very appealing. This may show itself in the way you admire or become jealous of certain people who succeed at being in the limelight. You may like to consider how you feel towards friends who are more extrovert or exhibitionist than yourself or towards celebrities of one kind or another.

Excitement

The primary goal of a person who values Excitement is to have a good time and to arrange life so that there are ample opportunities for fun and recreation. They may also have a need for excitement and variety, a wish to 'live for the moment' and not to delay gratification. Often fun-loving individuals are fast living, expect instant results and are usually not weighed down with the 'baggage' of the past.

Your results suggest that Excitement is the 6th most important value for you amongst all the 24 values. This means that this area appears to be particularly important to you as a source of motivation.

You appear to place a high value on having fun, living in the present, seizing the moment and letting tomorrow unfold. You are likely to give a higher priority to what happens today than to making plans for the future.

Some people will find this approach extremely refreshing. They may admire your capacity to make the most out of life. Perhaps you have achieved just the right balance between seeking pleasure today, enabling you to release or escape from the pressures of everyday living. However, there will be some critics who may regard your approach as a little too carefree, irresponsible or even hedonistic. Perhaps you sometimes burn the candle at both ends and find that you have not given sufficient thought to the events of tomorrow.

In an employment context, such an emphasis on the present suits certain action-packed environments where there are constant demands (as long as a person

enjoys these demands, that is). However in other job situations, where the requirement is for a more controlled and regulated approach, having such an emphasis on fun, stimulation and immediacy could become more problematic.

Your lowest conscious values

Inclusion

Those who value Inclusion have a strong desire to feel part of something bigger. They seek a sense of belonging, either from joining or being part of a community. This has a longer-term focus than simply that of making social contact and it drives them to build allegiances with other people or groups who share their own values of loyalty, reliability and mutual support when needed. Some achieve this by staying close to where they were brought up. Others create a community of friends, whilst still others achieve this by joining groups that give them a sense of identity and continuity (e.g. joining a football supporters club, a local gang, the Women's Institute, a local Community Support Group etc.). The underlying need is to establish a sense of group identity, of belonging, of having 'roots' and being 'in' rather than 'out'.

Your results suggest that Inclusion is the 21st most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

It seems that being part of a community is not as attractive to you as it is to others. Perhaps the sense of belonging and of being recognised is less important than your need for a sense of independence or separation. Perhaps the prospect of being part of a community carries the risk of 'being known warts and all' and you value privacy or anonymity more than this allows. Perhaps you already feel part of a community but have not found the benefits of this as rewarding as other people do.

In a work context you do not seem driven to join and belong. This may enable you to be more effective as an independent and autonomous individual - something that some organisations value highly. However, it may make it harder for you to become a member of a team, especially where other members have a higher expectation of how people should join and integrate.

Collaboration

People who are Collaborative are concerned with co-operation, participation and consensus. They believe that working together is a valuable goal and are willing to sacrifice other things in order to achieve this. They value the input of others and often work hard to involve people who they see as part of the team or group. They believe that the whole is greater than the sum of the parts and so will subjugate their own needs for the good of group cohesion. Their approach to decision making is generally to seek opinions and to arrive at a consensus. As a result, collaborative people are often less interested in making their own mark than arriving at the best possible solution: they value the process, rather than championing their own particular idea.

Your results suggest that Collaboration is the 22nd most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

You therefore probably see less of a need for co-operation and consensus than most people. Perhaps you value your independence or you have a clear view that a more directive input is sometimes needed. Whilst you recognise that working together can sometimes be more effective, you also believe that this can lead to inefficiencies. This may therefore make you quite cautious about working together and sacrificing some of your autonomy.

In an employment context collaboration is often actively encouraged and there are times when the only way to achieve something is with a high level of collaboration. However, you believe that autonomy and lack of consensus is sometimes appropriate and you are more willing than most to take an independent stance. You may be less inclined to be participative or inclusive than others, which could create some frictions - especially with people who place great value on inclusion. You may also find it somewhat frustrating in an organisation where consensus drives all decision making.

Tradition

Tradition is a powerful value that reinforces the norms and acceptable principles of society. It involves the idea that there are rules of conduct that regulate behaviour and that sets of values are at the heart of a good society. It can also involve the idea that we should show more respect for the past and our heritage. Those who value tradition are likely to be supporters of the established order of things and of the notion of authority and are likely to place particular emphasis on groupings such as the family or various traditional authority figures and institutions.

Your results suggest that Tradition is the 23rd most important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

It seems that you would not appreciate a society that shows too much respect for the past and its rules and rituals. You probably believe that many traditions have become outdated and need to be reviewed in the light of modern-day realities. Perhaps you find the sense of order, authority and dependability that tradition brings to be constraining and unnecessary. This makes you likely to challenge the status quo and to criticise some of the guiding principles which have been established and embedded into society.

In an employment context your approach to tradition means that you are likely to criticise the methods of the past and bring in new ideas that allow for growth, change and improvement. This could make you a welcome innovator or a thorn in the side of authority. It is very likely that you would not be attracted to traditional, stable, authoritarian or hierarchical organisations.

Transcendence

Transcendence implies a need to connect with the non-material and non-physical values that help to give meaning to life. To some, this will be in the form of a spiritual or religious orientation to life. For others, it may involve a meditative or humanistic approach to life. Irrespective of the means by which a person seeks transcendence, it will always involve a need for a deeper understanding of what it is to be human and the search for some channel that embodies or creates this. Transcendence often involves core beliefs and principles and these may relate to the idea of a powerful driving force in the universe or may simply involve a strong belief that one should live according to an ethical code.

Your results suggest that Transcendence is the least important value for you amongst all the 24 values. This suggests that this area is probably not an important source of motivation for you.

This means that, for you, satisfaction could take a number of forms - material, intellectual or social - but it is unlikely to be spiritual or religious. Like most people, you would have questions about the purpose and meaning of life but you are unlikely to find the answer in the spiritual world. In an employment context this may make it easier for you to operate in organisations that have simple commercial or materialistic goals. Alternatively, commercialism may not fit your values and you may adhere to some other moral or ethical code (e.g. valuing humanistic ideals or believing in "common decency"). Either way, your responses to the questionnaire suggest that you do not feel a need to believe in a non-material or spiritual dimension.



As explained in the previous section, the VbIM report ranks your values in three different ways. The report so far has dealt only with your conscious ranking of your values.

The second way of ranking your values is by taking all the statements and, for each particular value, calculating which ones received the highest ratings. This produces a more reliable measure since your top values come from the consistency with which you rate all the statements.

Differences in these two methods of ranking can be very useful to explore. It is possible that the first part of the questionnaire has identified values that are slightly less conscious – but that, in reality, they mean more to you than some of those described earlier. What follows are the values that change position using the two methods and which may therefore be worth considering in more depth:

Values which may be more important to you than you consciously think

Evaluating your responses to the statements in the first part of the questionnaire suggests that the following values which were not in your original top six conscious values may be more important to you than you are currently aware:

Influence

People who place value on Influence are motivated to make a difference - often by means of their work with and through others. This can drive them to seek positions where they have more opportunity to exert influence over people, policy or tasks. For this reason it is not unusual to find them in leadership positions. However, their style in such positions will be highly influenced by their other personal values as well as by their personality. Some express themselves by being quite forceful and persuasive. Others can be more subtle or democratic. Either way, they are drawn to the centre of things where they can gain satisfaction from controlling purpose and direction.

Inclusion

Those who value Inclusion have a strong desire to feel part of something bigger. They seek a sense of belonging, either from joining or being part of a community. This has a longer-term focus than simply that of making social contact and it drives them to build allegiances with other people or groups who share their own values of loyalty, reliability and mutual support when needed. Some achieve this by staying close to where they were brought up. Others create a community of friends, whilst still others achieve this by joining groups that give them a sense of identity and continuity (e.g. joining a football supporters club, a local gang, the Women's Institute, a local Community Support Group etc.). The underlying need is to establish a sense of group identity, of belonging, of having 'roots' and being 'in' rather than 'out'.

Harmony

Those who value Harmony believe that, as a society, we need to develop understanding and tolerance. This involves the appreciation of difference and an interest in the 'common good'. They believe that people should make an active attempt to get on with each other and to live in a non-judgemental manner. Harmony implies give-and-take and aspects of respect, but does not necessarily imply authority, or indeed passivity - rather a conscious attempt to amiably cohabit in a complex world.

Wisdom

People who value Wisdom focus on how life helps people to develop a deeper understanding, generosity, purpose and meaning. They are concerned less about knowledge and information and more about emotional maturity and forgiveness. Their orientation towards life's difficulties is to turn bad experiences into something from which meaning can be extracted. They tend not to pre-judge people and are less likely to jump to conclusions or make harsh and unfair judgements of them. Harboured grudges, feeling revengeful or becoming bitter and twisted are all emotions that they would like to see becoming alien to themselves and others.

Culture

Some people have a great love of cultural expression in its various forms such as painting, music, drama, dancing etc. Such things may not have great practical or functional value, but people who value culture feel that there are more important things that reside in human imagination and sensitivity. They appreciate aesthetic expression but they also usually value self-expression and people who dare to be different. People with such values are likely to promote the importance and richness of human imagination which they see as an important pillar of society. They may see culture as an 'educational' and aesthetic force for good, as a source of intellectual and emotional meaning or as a high form of freedom of expression.

Transcendence

Transcendence implies a need to connect with the non-material and non-physical values that help to give meaning to life. To some, this will be in the form of a spiritual or religious orientation to life. For others, it may involve a meditative or humanistic approach to life. Irrespective of the means by which a person seeks transcendence, it will always involve a need for a deeper understanding of what it is to be human and the search for some channel that embodies or creates this. Transcendence often involves core beliefs and principles and these may relate to the idea of a powerful driving force in the universe or may simply involve a strong belief that one should live according to an ethical code.

Values which may be less important to you than you consciously think

Looking at your responses to the statements in the first part of the questionnaire also suggests that some values which you consciously rank highly may be less important than you currently think. These are 'Career Progression', 'Conceptual', 'Integrity', 'Fame' and 'Excitement'.

It is worthwhile spending some time thinking about these values. Is it that you say you value them because you have always said you value them? Or is it that you feel some sort of pressure (e.g. from your peer group, or from your family background) to continue to endorse these values? Or perhaps there is some ideology which you have always adhered to which makes you continue to endorse these values?

Comparing your values with those of other people

Your responses to the statements in the first part of the questionnaire were compared to the responses made by a large group of people who have taken the questionnaire in the past. This makes it possible to see if you place a greater importance on certain particular values than other people do.

None of the 24 values were rated by you significantly more highly than by other people.

Summarising your thinking



You have now considered your values from a number of different angles. This can make for a potentially complex picture and so this section is designed for you to summarise your thinking and pull it all together.

Using the blue ovals below, write down what you now consider to be your top three values. Then consider what needs or desires each of these three values fulfils for you and go on to answer the questions in the boxes in that row.

Top Value

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?

Value 2

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?

Value 3

How is it currently satisfied?

How do you intend to satisfy it further:

in your current circumstances?

by changing your circumstances?



final remarks

We hope that you have found this report useful. It is intended to act as a mirror by reflecting your more conscious ideas but also to highlight areas that may be just under the surface.

The importance of our values cannot be under-estimated. Together with our personality, they are core to our sense of identity. They are sometimes buried deep in our history where the pressures of our upbringing and experience have resulted in them becoming shrouded in our stories that are part truth and part myth.

As mentioned earlier, clarifying our true values makes decisions easier and better and gives us a compass with which to navigate through life. Sometimes it's the smallest decisions that can change our lives forever.

Whether this report has helped you to gain radical insight or simply helped you to clarify what you already understand, it is worth contemplating the thoughts below:

We shall not cease from exploration,
and the end of all our exploring
will be to arrive where we started
and know the place for the first time.

T. S. Eliot

Knowing others is wisdom, knowing yourself is
enlightenment.

Lao Tzu