



Wake Up Eager Workforce Podcast, Episode 74
Axiology Influencers: Why Robert S. Hartman's Work Matters Today
A Discussion with Art Ellis, PhD, Licensed Professional Counselor
-- Produced By Suzie Price

Transcript

www.pricelessprofessional.com/hartmanart

Suzie Price: [00:00:00] Our guest today, Licensed Professional Counselor Dr. Art Ellis, shares the impact Dr. Robert Hartman's work had on him when he was a college student in the 1960s, was being coached about his assessment results by Dr. Hartman. Dr. Hartman was the discoverer of Axiology, and it's the science used in the assessment that Dr. Ellis was taking at the time. And it's one of the sciences used in the TriMetrix assessment that we use. This is what Dr. Ellis shared, "It seemed to be such a comprehensive reflection of elements of my being. It was an "Aha" experience, everything came together. It was like I'd been looking for this organizing principle and really didn't know it, but recognized it when it was presented to me. So when he started explaining to me about the Dimensions of Value, suddenly all of this just fit together for me. From that point on, it just became an organizing principle for my life. All of my thought processes go through this Axiological filter." Today, we have a great discussion with Art Ellis. I can't wait to share it with you, you going to learn a lot, you're gonna be inspired and we have a great time, and I'm so happy to bring this to you. Michael, hit it.

Intro: Welcome to the Wake Up Eager Workforce Podcast, a show designed for leaders, trainers and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews and inspiration. Please welcome the host who is helping leaders, trainers and consultants everywhere, Suzie Price.

Suzie: [00:01:41] Hi there, my name is Suzie Price, and I'm with Priceless Professional Development and you are listening to the Wake Up Eager Workforce Podcast. We cover everything here related to helping you and the employees and the organizations you work in build a high commitment, low drama, wake up eager workforce. I am the Managing Principal and Owner of Priceless Professional Development, we've helped thousands of leaders across a multitude of industries, including insurance, technology, hospitality, construction, health care, consulting, recruiting, helped all of those types of organizations and industries build a wake up eager workforce. And we provide resources to help leaders engage with, understand and effectively manage employees throughout the employee lifecycle, from hiring, onboarding, team building, leadership development, succession planning, and conflict resolution. We also train and certify others to become experts. We have a signature 6 weeks certification program that allows for self-pacing or pre-planned course pacing, and you can become a Certified Professional DISC Analyst, Certified Professional Motivators Analyst, TriMetrix Expert Analyst. And for more information about these programs, go to pricelessprofessional.com/certification. And Shawn Simon is an Executive Coach at simonleads.com. He is a wonderful person. We actually enjoy him so much that he is actually part, we refer executive presence and emotional intelligence work to Shawn. And he's just a great guy. And he completed the Certified Professional DISC Analyst, and he had this to say about the certification process. "Hi, my name is Shawn Simon, Founder and Certified Executive Coach and Leadership Consultant at Simon



Leads, based in Philadelphia, Pennsylvania. I'm also based in Naples, Florida, and I'm so glad that I completed the Professional DISC Analyst Certification at Priceless Professional Development, for so many reasons. The certification process, first of all, is so convenient and the coaching support from Suzie Price is absolutely amazing. And it also, behind the scenes of certification, it gave me additional confidence to better interpreting DISC reports both in my coaching and for workshop training sessions that I often deliver for teams, and I can now effectively communicate DISC methodology to leadership that are looking to do any one of a number of things from building teamwork to accelerating their transition with a new team, and to operating with better awareness to their strengths and where they may have gaps as a team. But the DISC certification has clearly helped me to stand out as an Expert in my field." So if you have any questions about certification, go to pricelessprofessional.com/certification. Or you can reach out to me anytime, pricelessprofessional.com/suzie, S-U-Z-I-E, and all of that is lowercase. And we can talk about what you're looking for and tell you more about the programs.

Suzie: [00:04:56] So we're all about wake up eager here and this is the Wake Up Eager Workforce Podcast. And our goal is to provide information related to everything about waking up eager. And you can find a directory of all of our episodes at wakeupeagerworkforce.com, wake up eager workforce, all one word, dot com. And I have a request, if you would give me some feedback, feedback and or share this podcast with others. So if you're listening to this and you enjoy it and you're on a mobile device, take a screenshot and then share it on social media tag us @wakeupeager, or @suzieprice, I should be able to see that. If I see it, I will respond and share. We can both lift each other up and by your sharing and or leaving us a review that helps other people find the podcast. And so that would be my joy, if you feel inspired to do that. I have a short little video that I made about how do you leave a review, can do that by going to pricelessprofessional.com/review and you'll see how to actually leave a review on iTunes. You could also leave me a verbal review and we could share it here on the podcast. Or you can also leave me, there is a little purple microphone there, you just click it and speak. If you have feedback and you just want to verbalize something or you have a suggestion can always leave feedback there, pricelessprofessional.com/review, tells you how to review. Also shows you how to subscribe. We have our own Apps. You could actually get those too. But we'd love to get more visibility for the podcasts, we put a lot, a lot of energy and love into this. It is a love job here, it takes a lot of time. I'm recording this on a Saturday morning and it's just something I just am compelled to do. And as evidenced by this episode today, I just love talking to people, interesting people. It ties to the work we do. And I just think it's uplifting and inspiring and it's such a joy just to create it. So, you know, it's a good thing for you if in the midst of doing it, it already is it's reward. And that's what I would say about this entire podcast. But in today's episode, once again, finding joy in the conversation and then in the discussion.

Suzie: [00:07:19] So our directory wakeupeagerworkforce.com. You can reach out to me anytime at pricelessprofessional.com/suzie, S-U-Z-I-E. Today's episode is Episode 74, and we're on a bit of a series again about Axiology and its Axiology Influencers, Why Robert S. Hartman's Work Matters Today. And it's just, it's a discussion with Licensed Professional Counselor Art Ellis. He has his PhD and he knew Hartman, he and his wife, he talks about it in this episode. And here's what we're going to cover, you're going to learn more about Axiology and Hartman, and you're going to learn it through somebody who knew him. Art talks about why it was a life changing experience. We talk about how it's relevant today, the work that Hartman did and the work that we use today is why it's relevant to the entire world. How it could help us make good value decisions, live better. It actually transfers into profit sharing in businesses and

into international relations and nuclear wars. We talk about all of that today. And I also believe you're going to be inspired as you learn more about his life. And it's interesting and as I talk in the episode, he and his wife are very vibrant, energetic, interesting people. So I think you're going to find that. To find the show notes, everything we talk about today is listed there. We also always have a transcript that you can look at. We also timestamp different parts of different topics so you can also, we try to make it very accessible. So you can see, everybody's time is precious, right? So there's different forms of using and benefiting from each episode. So if you go to pricelessprofessional.com/hartmanart, A-R-T, pricelessprofessional.com/hartmanart, H-A-R-T-M-A-N-A-R-T. And that's Art's first name, and Hartman, of course, is Hartman's last name, and it's all one word, lower case, pricelessprofessional.com/hartmanart. You'll have all the links to everything, you know, Axiology is a quick touch base on this, Formal Axiology is a logic-based science, it is the study of one's thinking habits. It measures the quality of our judgment decision-making. There's the history of Robert Hartman, I'm going to invite you to go read his book. And it's the book that, one of the books we talk about, Art and I talk about where he helped make that, edited and did the second edition and has a forward in it, and makes that, and other works are all listed in the show notes at pricelessprofessional.com/hartmanart. But I would invite you to read *Freedom to Live*. And if you purchase it through the Institute, I share in the show notes, then the Hartman Institute benefits from you purchasing it there. But Hartman wrote many books. He has thousands of pages, 100,000 pages in his archives, which we are bringing forward as part of the Hartman Institute. But in his work, he worked with companies, he worked with students. I became certified in the TriMetrix Acumen part of the assessment in about 2005, and I joined the Hartman Institute board in 2019. And so that's kind of my history with it.

Suzie: [00:10:38] Let me tell you about Art. He is a PhD. He's a Licensed Professional Counselor and he has been a Clinician since 1971. He holds degrees in psychology and rehabilitation, rehabilitation counseling from the University of Tennessee in Knoxville. He has a Doctorate from LaSalle University. He's also a Certified Master Addictions Therapist and a diplomat of the American Psychotherapy Association. His work career was a therapist in the psychology service of a Veterans administration medical center. He studied Formal Axiology under Robert S. Hartman and Hartman personally trained him in the use and interpretation of the Hartman Value Profile, which again, that is this third science in TriMetrix, it's the Acumen, where there are many versions of the Hartman Value Profile out there and TriMetrix is just one of them. Art has been active in the Hartman Institute since its formation, he has served on the Board of Directors and is now Chair Emeritus and member of the Wisdom Council, and he's currently a member of the Society of Industrial and Organizational Psychology, the International Coaching Federation and Association for Talent Development. Here's the interview.

Suzie: [00:11:50] Hi, Art so glad to have you here. Thank you.

Dr. Art Ellis: [00:11:54] Oh, I'm so happy to be here. I'm delighted to have this opportunity to talk with you.

Suzie: [00:11:59] It's going to be our blessing I am sure. Want you to kick us off with telling how you became aware of Hartman's work. And I think you took his classes maybe? And I know he trained you, but talk a little bit about how you became aware of him and then why spend a good bit of your life committed to his work in various ways?

Art: [00:12:21] Well, I have to give my wife Charlotte credit for introducing me to Dr. Hartman. Dr. Hartman came to the University of Tennessee in Knoxville at the invitation of the fairly new Dean of the School of Philosophy; he was trying to get things really established. I believe it was 1967, some of the information that I've been reviewing says 68, but my memory is 1967, and he was there for 2 quarters each year, the Fall quarter, we were on the quarter system at that time, and the Winter quarter. So he was there from September, and then would leave when the quarter was over at the end of May and go back to Mexico and teach at the University, the National University of Mexico in Mexico City. So my wife was fulfilling some of her requirements to take things that were outside her business regimen and one of the things that she chose to take, I believe, was an ethics course from Dr. Hartman. And she was so impressed that she said, "You must meet this gentleman." And one of the things that Dr. Hartman always seemed to get around to doing with his students, no matter what the class was, I'm not sure this is exactly true, but everybody seemed to end up taking what at that time was the Hartman Value Inventory, and he would give it to students and then do a personal interpretation for them. And she was just blown away by this experience, like many people who have the opportunity to take the Hartman Value Profile even today. And so she introduced me to him and said, "You must take the test." And so he administered the test to me and gave me an interpretation and I was just blown away. I had been an engineering student, but I had switched to psychology. So I was a psychology major at the time and was very interested in all of the depth that this instrument was able to reflect and was just fascinated and said, "How can I learn about this?" And he said, "Well, you need to take some philosophy courses and get some background." So I enrolled in some philosophy courses, and some of which he taught. And he invited me to come to his after hours seminars, which he was teaching how to administer and interpret the Hartman Value Profile and teaching about the fundamentals of Formal Axiology. So that was my introduction to Dr. Hartman. And by the way, my wife is such a good person at dealing with other people that she became fast friends with the Hartman's and with Rita Hartman, Dr. Hartman's wife. And we became the people who helped them unload when they got there in from Mexico to get settled in their house in September and then we would help them pack up at the end of May to go back to Mexico. And we did that every year that they came during the time that he was there up until his death in '73.

Suzie: [00:15:42] Wow. When you took the test and you were blown away, do you remember, you said the depths, do you remember other things about it that struck you?

Art: [00:15:52] Oh, it just seemed to be such a comprehensive reflection of elements of my being and what it became for me and what it, it was an "Aha" experience. You know what an "Aha" experience is?

Suzie: [00:16:11] Yes.

Art: [00:16:11] Is that a familiar term to you?

Suzie: [00:16:13] Yes.

Art: [00:16:13] When it's like, you know, everything comes together.

Suzie: [00:16:17] Yes.

Art: [00:16:17] And it was like I have been looking for this organizing principle and I really didn't know it, but recognized it when it was presented to me. So when he started explaining to me about the Dimensions of Value, and he was doing this in the process of giving me information from the test, then, you know, suddenly all of this stuff just fit together for me. And so from that point onward, it just became an organizing principle for my life. And the more I learned about it, of course, the more sophisticated I was in thinking about it. But basically, from that point on, all my thought processes go through the Axiological filter.

Suzie: [00:17:09] It makes sense in so many ways because I can relate having a similar kind of experience except you were actually having it with Dr. Robert Hartman. But it also makes me think of, I had not known that you had been majoring in engineering and then switched to psychology. So the engineer, the part of you that wanted to be an engineer, probably related to having a framework or having a formula, you know, particularly related to that, I would guess.

Art: [00:17:36] Yeah, I'm sort of a mixed up, eclectic kind of person, have interests in a broad range of things, initial interest in engineering and still have that kind of thinking to some extent, didn't pursue engineering primarily because we were going through a phase where engineers couldn't get jobs and I was concerned about that. So I switched to another interest, which was very different from engineering.

Suzie: [00:18:06] Thank goodness you did.

Art: [00:18:10] I've often reflected about that, "What would have happened if I had stuck with engineering, you know?" You know, but I'm happy with how things turned out.

Suzie: [00:18:21] Yeah. You would help people lead the way my guess is. Yeah?

Art: [00:18:22] I don't know how many people have the kind of experience I had in taking the Hartman Value Profile. I don't know what your experience has been with people, it's a common experience for taking the test to be a life changing experience. As an interesting historical sidelight, Yon Hartman, who was a Dr. Hartman's son, wrote to us in the Institute one time and said, "You are in the Institute focusing way too much on the Hartman Value Profile." And he said in his letter to us that, "Taking the test does not change anyone." And he felt like there were many other aspects of Hartman's work that we needed to focus our attention on as well. And I agree with that because there is a tremendous amount of Hartman's thinking that we need to get out to the world. However, but I disagree with the statement that, "People taking the test are not changed," because I think there is an opportunity there for people to be changed. They don't have to understand all about the framework of Formal Axiology to understand that there is some basic, there are some basic things here, which if I integrate these into my life, can make a difference.

Suzie: [00:19:55] Absolutely. You're helping further both avenues of that, one in regard to helping make sure his biography gets out, all the work you did on that, all the work you've done in the Institute. So for you Yon, you know, and all the work you've done with clients or personal clients around the Hartman Value Profile and you fund, you and your wife fund the publishing of Hartman's work. What does he have, 100,000 pages of material in his archives that are just now getting accessed?

Art: [00:20:33] I'm thrilled to see that happening. We've been working toward that for years. When Rehm Edwards had the opportunity to become an Editor with the series, which first published *Freedom to Live*, that was the first publication that the Hartman Institute was able to get into print, that was the Hartman Institute's itself. There were other books that had been written, one of them was *Forms of Value and Valuation*, which Edward and Davis had published previously. And of course, there was Hartman's *Structure of Value*. But this was the first publication that we actually could claim as our own. And Rehm was able to do that with the Value Inquiry book series. And also then Rehm and I were able to publish *The Knowledge of Good* Hartman's manuscript, which was the history of the Valuation of Thought, going all the way back to the early, early philosophers and early commenters about values. It's a cumbersome work to read, but we thought extremely important historically to get Hartman's thoughts about where all of these serious thinkers about values fell short and where they did not get to the crux of the matter, which he felt like Formal Axiology was able to do.

Suzie: [00:22:00] Interesting. And then coming out is something that you're supporting and have backed is *The Revolution Against War*, that's coming out. And that's as a result of you funding archival research and publishing, and so many things, kudos to you and Charlotte, for all of that, *The Revolution of War*.

Art: [00:22:21] I am extremely happy to see that happening. I'm so thankful for the people who are putting such great effort into it.

Suzie: [00:22:30] When you think about Hartman, if somebody didn't know anything about him or didn't know anything about his science and you were to describe him, how would you describe him? You spent time with him, you helped him pack, you helped him unpack, I mean, you were like breathing like I do with my neighbors kind of thing, you know, you, "How would you describe your neighbor who, you know, helped do stuff, you know, when they needed help." He was a teacher to you and a mentor, what would you say?

Art: [00:23:00] He was such a deep thinker, but at the same time, he was humorous, had a good sense of humor, always just absolutely bowled over by the intellectual power that I felt in his presence, you know, someone who has this kind of capacity, especially when I learned some things about him, all that, all the vast number of things that he studied and multiple language skills and just, you know, a person that was almost, you would be overawed with, except at the same time he could put you at ease and you would really enjoy him. And his students just loved him. If they connected with him, you know, they just loved him and wanted to be in his presence, wanted to soak up whatever it was that he was willing to dispense. And so it was a delightful experience.

Suzie: [00:24:07] I was thinking, when you were talking about his intellectual power, was he kind? And it sounds like he was. If students, you can be kind and be very focused. So it sounds like he was kind.

Art: [00:24:19] I think, yes. And I think he probably impacted a great many students through his use of, and he was using the Hartman Value Profile Inventory, as it was called at that time, as a teaching tool. But obviously, when he administered it to students and told them what it said about them, I'm sure that was impactful to countless numbers of people. In fact, he describes that a little bit in *Freedom to Live* when he's talking about one of his classes at M.I.T. in which

they are studying Formal Axiology, and I'm sure using the test along with that also, when he talks about some of the students who really integrated this into their lives and the vast changes that it made in some of their relationships and in some of their directions in life. So just that aspect of his interaction with students must have been a very significant thing for many of them. One of the things that, some of us were in the library a few years ago in the archives, and there are lists of students who were in his classes at M.I.T. and Princeton and some of the other places that he taught, and somebody who was sitting with these said, "I wonder what's happened to all these people and how they would regard Hartman now?" So I made an attempt, unsuccessful as it was, to see if I could trace anyone, I was not able to track down anyone. I'm sure that if we went into it in a big way and invested in it, we could do that. The only people that I was able to actually get in touch with were the ones from the University of Tennessee that I already knew about.

Suzie: [00:26:22] Yes. Yes.

Art: [00:26:24] But I thought it was such an interesting question. And, you know, in terms of what we were just talking about, I'm sure that I'm making an assumption that what I have said about his impact on people individually must have been considerable.

Suzie: [00:26:40] Yes. Well, it impacted you.

Art: [00:26:42] Certainly, changed my entire life, I think.

Suzie: [00:26:46] And then what? You know, there's the ripple effect of it. If you're staying with the Institute, you're, you know, putting his works out into the world and then you're furthering it. I mean, I think I heard you said you've been to every conference, so we're on our 44th conference this year, every conference that the institute has had except for one. Is that right?

Art: [00:27:06] That's correct. There was one year I had some kind of conflict and didn't make it. Other than that, actually there was 2, I did not make it to the one in Mexico that occurred in '83.

Suzie: [00:27:18] Wow.

Art: [00:27:19] So other than that, I have been to every one, it was too difficult go to Mexico in 1983.

Suzie: [00:27:28] No telling what was going on, right? But you know your involvement furthers it, you know, and just, you know, so it's like, so somehow because of your involvement, that led to my involvement is the way I look at it, you know, we're all standing on your shoulders basically.

Art: [00:27:44] That is such a nice thought to think that, you know, that the linkages that we're making carry on beyond us and hopefully will have an impact, cumulative impact as we move on into the future. We spent many years, you know, trying to, our small group of people, trying to keep this alive. We have an impact around the world that I think we're probably pretty much unaware of because there are so many people and so many places who use the Hartman Value Profile as derivatives in some form or other. And so, you know, I think the impact through all

these different people who are not really closely associated with us and some of whom we may not even know about, I think the impact is occurring in ways that we aren't even aware.

Suzie: [00:28:39] Right. Right. You know, I think he even said and I don't know if I've read this directly or just heard it, so you can correct me if I'm incorrect, but he died unexpectedly, I believe, nobody was expecting his passing at that time. He wasn't sick or anything, right? 1973

Art: [00:28:56] He fairly quickly developing liver disorder, I believe, cancer, I don't know what but it took him very quickly.

Suzie: [00:29:08] Quickly. So I think he had said, you know, "I'm starting this, but this work is to be furthered by everybody else." That's not a direct quote or anything, that he thought it would be carried on.

Art: [00:29:21] He never thought this was a finished product at all.

Suzie: [00:29:24] Yeah.

Art: [00:29:24] This is just something getting started. And someone asked him one time, in my presence, "What do you think about the work that you're doing in the Structure of Value?" I think we're probably talking about the Structure of Value. And he said, "You know, I think it will take 100 years before the real meaning of the Structure of Value is appreciated and maybe in practice." So he hoped it will happen much quicker than that. And some of his writing is much more optimistic about things changing much more quickly. And it turns out, I think he was way too optimistic about some of that. But my rule is things always take longer and cost more than you think they're going to anyway.

Suzie: [00:30:11] Exactly. So in your mind, how is Hartman's work relevant today? If somebody, and this actually came up at our last conference, somebody asked, didn't ask the question exactly like that, but that was the point, you know, it's like, "Okay, you are talking about Hartman's history and we're bringing up his past works, but how is it relevant today?" I have a sense about what that is, and I kind of have my own knowing around that, but I didn't know Hartman and I didn't know known back then, I'd be curious what you would say about why his work is relevant today. I think it's more relevant than ever. What say you?

Art: [00:30:51] I agree with you. I think it is more relevant than ever. And, you know, there are different ways that I could express how I think its relevance is so important right now, but I think I would put it into the terminology, at the moment, is when have in our lifetimes has making good decisions been more important? Making a good value decisions? And what we have to offer, what Hartman has given us to offer to the rest of the world is a process of learning how to make good value decisions and how to live better, how for all of us to live better as a result of this becoming a standard practice rather than something that's rare. In our world, we celebrate when something good occurs as if it is an unusual experience. And what I would like to live in is a world in which good things happen all the time, and what's rare is when something bad happens. So that is, I guess, the crux. And why is it important in other ways? Well, for example, the work that he did with profit sharing industries, and by the way, what all of this is, Formal Axiology, because it has to do with valuing how businesses function and how people are treated in business. But the work that he did in establishing the profit sharing plans. Cliff Hurst has been

in touch with someone or someone got in touch with him, who is a part of some kind of National or International Profit Sharing Organization which still exists, this gentleman told Cliff that our 401K up keep plans, and all those things are absolutely based on the kinds of ideas that Hartman put in place. So that's carrying right on into my life, every month when those things occur. And then we've got all of this thought about, and he was so concerned about how international relations are occurring, and what's happening with nuclear war, which was a big issue at the time, and looks like it's an issue again at this time, and how all of these interactions between nations, you know, need to be looked at in a way that is beneficial to the entire world rather than to one group here and group there, that we all live in a world together. And since we have the capacity to destroy it at any time, we need to understand even more than ever that we all live on this planet and we need to learn how to live in better harmony. And that's the message and the emphasis of much of his writing that has to do with nations and *The Revolution Against War* book, will have several of his essays about that. And it was for this kind of thinking that he was nominated for the Nobel Prize for proposing that a group of countries around the world that were called non-aligned, form an alliance together and support non-nuclear life on this planet. So that much about his writing, and, you know, and there are many other things that he's, in the archives, because his interests were so broad and his stock processes encompassed so many things. By the way, he used to carry these little bitty pieces of paper in his shirt pocket with a little bitty stub of a pencil, and any time he heard something or thought of something that he thought was relevant or he thought was amusing or if I could use, he would bring out those little bitty pieces of paper and make notes. And sometimes they were things that were amusing to him and sometimes they were deep thoughts, I'm sure.

Suzie: [00:35:33] Yeah. Yeah. I got a peek at the rough draft of the quote book and some of the quotes in there are just exactly that, there is deep thought and then there's some amusing, you just do a little chuckle, and you do really, you know, it's education on so many levels in understanding the, what you're explaining, the broad nature of his studies. And then just, it helped me see the dimensions that we learn about and talk about so much, in a new light, in a different way. I mean, it's a, the quote book is going to kind of help display his personality more I believe.

Art: [00:36:11] That is such a wonderful idea.

Suzie: [00:36:14] Yeah, that's awesome. And it's happening because of your commitment to all this. And I give a lot of kudos to you and Charlotte for all of that. In your work as a psychologist and as a addiction specialist, maybe you formally or maybe you informally used Hartman's work. Could you talk a little bit about that? You might, I think you talked about it, you had to use certain tools, so you weren't able to always use the Hartman Value Profile in government work or regulation, but just talk about in general how or where you applied it formally or informally in your work.

Art: [00:36:53] Well, formally, as you have alluded to, it wasn't on the approved list, so I couldn't use it formally, but I could use it informally. And I did a lot of individual counseling and therapy. And there would be times when I felt like there was a person who could really benefit from this, look at themselves from this Axiological Values perspective and maybe zero in on some of the issues that they were dealing with that were fuzzy to them, that actually the Valuation Profile and the information revealed there, would help clarify. So I found that experience, a number of times, with people particularly who are really seeking some insightful kinds of help in changing

their lives. In thinking about addiction, addiction is not a situation that anyone elected to have in their lives, their high school counselors did not talk to them about how to become addicted.

Suzie: [00:38:04] Exactly. Yes, somehow they landed there.

Art: [00:38:07] One must understand, and I was dealing with primarily, with substance addiction. And there's all kinds of addictions, that people become addicted to substances because it becomes for them some kind of solution. It's not a good solution, but it's, you know, it's addressing some kind of issue. And so helping them understand what it is that you're trying to address and to figure out some other way of doing that, is what addiction therapy and changing one's life is all about. The problem with people who become addicted in a long-term sense is, that they cheat themselves out of opportunities to learn how to live some other way, they don't have the experiences of solving problems in some other way, because if they become really heavily addicted to something, the solution to any problem after a while becomes, go use whatever your favorite drug is.

Suzie: [00:39:13] Right.

Art: [00:39:14] And so they don't have the experience of working through problems and have a reservoir of tools to help them. So when they start into this process of becoming not addicted and having some other kind of lifestyle, they're way behind those of us who have gone through struggles in life and figured out how to do things and made bad decisions that weren't like their bad decisions, ours didn't end up maybe in the same place that theirs did. And we were able to learn something from ours that they didn't have the opportunity to learn from their bad decisions. So now we have to identify how to do that. And what I found was that using the Hartman Value Profile, at times helped people identify for themselves where they are in their own lives, in their own development, and understand from that perspective some of the things that they need to focus on and work on in order to be able to function well in ordinary life with ordinary kinds of struggles and deal with them in more acceptable and successful ways. So that is the treatment, I'm not sure I answered your question or not.

Suzie: [00:40:40] You did. It was perfect. And you know what, it had me thinking is, you know, I know how I explain the dimensions, so, you know, and it's about, if you were going to explain it to someone who had no background in an Axiology and they haven't studied the dimensions, maybe it's even you're thinking of thinking of a client who says, "I'm ready to try to make better decisions, I'm ready to beat this addiction." I don't know. Asking and putting you on the spot here, but how would you describe it? Oftentimes, I'll say this is measuring how clearly you're seeing this dimension related to people and how clearly, you know, so this part is showing right now, a snapshot of how you feel about this dimension. I'd be curious to how you would, some of the language that you would use.

Art: [00:41:30] Have you been at one of my presentations on Formal Axiology Simplified?

Suzie: [00:41:37] I have not.

Art: [00:41:40] Over the last 5 years or so, I think I've done that 2 or 3 times. I did it once for one of our conferences and I did it in Europe for one of their conferences. And then Cliff and I

used that also in one of the pre-conference trainings that we did a couple years ago. But anyway.

Suzie: [00:42:01] Okay. Yeah. So, you know what? That conference last year was the first one I'd ever been to. It was all new to me, in regard to the conference, I've been using the tools for a long time. But anyway. So tell us. So I am not putting you on the spot if you've been giving this talk on this, so very good. How would you describe? What would you share?

Art: [00:42:18] Well, just to give you an encapsulation, one of the things that I think is important is that you do not have to be a philosopher or Formal Axiologist to use these tools. Are you sitting in a room right now that has a light and a light switch?

Suzie: [00:42:37] Yes.

Art: [00:42:38] If you went over, and I said, "Suzie, go over and flip the light off and flip it back on," you could do that, could you not?

Suzie: [00:42:47] I could.

Art: [00:42:48] And then if I say that to you, "Suzie, explain to me what just happened."

Suzie: [00:42:54] Like I hit the switch and the light changed.

Art: [00:43:00] Right. And that's all you need to know about all of the physics that goes into making that process work.

Suzie: [00:43:11] That's true.

Art: [00:43:12] And if you ask a physicist what happened, they will give you all kinds of an explanation. But the bottom line is, they still don't quite know what it is that happened between the switch and the light coming on, they do not know all about it. So from this kind of standpoint, you can give somebody just some basics, that Formal Axiology has to do with the way that you deal with all of the aspects of your life. And we divide that into 3 dimensions, and these 3 dimensions form a hierarchy. It's not that they are not each important, it is that they each have a place in the hierarchy. And the most important one is called the intrinsic, and it basically has to do with people and your relationships with people. And it has a lot of other aspects too. But we'll just think about that for the moment. The second most valuable one is called the extrinsic. And it has to do with all of the material and practical things that make up your life. And the least important, but still very important, and it's how everything in your life and your thinking is organized, so it has to do with the systems that govern our lives. Those 3 things make up the process of Axiology. And so how we value all 3 of these dimensions, and as we go through everyday life, if you don't know a thing about Axiology, never heard the word before, you're still doing it. You're still making decisions every day about people and about the stuff in your life, about the rules that you have to follow. If you understood Formal Axiology a little better and you understood these dimensions, you might change some of the ways that you make some of those decisions, because you might come to see that there are elements that you are not valuing appropriately, you're valuing some things too much and some other things not enough and you might not be giving proper attention to the people in your life. Or you may be giving too

much attention to the stuff in your life. And so I think that just as a basic kind of explanation of what this is all about, is trying to learn how to make better decisions by learning how this hierarchy works. So that would be my basic explanation of Formal Axiology.

Suzie: [00:46:12] I love it. It's perfect. It was perfect and super helpful.

Art: [00:46:17] But one of the things that I've always been a real advocate for, is what I call Informal Axiology.

Suzie: [00:46:24] Yes.

Art: [00:46:26] It's when, you know, we just teach people or some people are natural loaded anyway, they understand the hierarchy, they've never heard of it, but they understand that people are more important things. But if we could get people to think about this field of Axiology as commonly, let's think for a moment about Stephen Hawking and Carl Sagan, what did they do for cosmology and physics? They brought it right into the living room, they made all of the information about the stars and physics and quantum mechanics, they made that into common vocabulary that people don't shun that, I mean...

Suzie: [00:47:18] It's just normal, it's just everyday life, they didn't make it, it's like turning off the light switch, basically, you know?

Art: [00:47:18] Exactly. So if we could get Formal, if we could get Axiology, my Informal kind of Axiology into that kind of framework so that we don't have to change the name, we'll just have to have people understand that this is about values and value decision making.

Suzie: [00:47:46] Yes.

Art: [00:47:46] And if we can get that somehow into the psyche so that people are aware and using that commonly, normally, then we will change the world.

Suzie: [00:48:02] Yeah. Yup. That's awesome. I'm for it, Informal Axiology. I'm doing my part, making it accessible, we all are. And I think, it was so interesting to me, too, is that when people discover this work, many pick it up, like I knew I was trained by TTI Success Insights, they came to Atlanta, I had just started by business since 2003, and I had gotten certified in 2 of the other tools that they use, which, and then I was, they were in town to train you on the, we call Acumen. And I remember I didn't sleep for like 3 days afterwards, I came home and I was like, obsessed. I mean, I'm like, I knew. And I think there, I'm not, I mean, other people who've gotten into it, I knew that this was a part of my purpose. I knew that this was going to be something I used in my business. And I've grown my focus on it and started to exclude everything else that I used to do if it's not related.

Art: [00:49:08] It grabbed you?

Suzie: [00:49:10] Yeah. It grab me just like, I mean, I was like I knew, I mean, I was like, I literally didn't sleep, you know. So to me, we all had, not everybody needs to own it like that, but we can be way-showers, that's my goal anyway, is to continue to be a helper to those who are looking for insight, looking for a tool to understand how they make decisions. Look, you know, I

don't want to push it on anyone, but I do believe in its value and I see it every day. And it's, I'm right there with you. And I love the analogy or the thought of taking it right out of the living room like Hawking and Sagan did, you know, to make it just everyday. I think we're getting there, with all these publishings of the, I think you have to acknowledge the history and I think we're doing better and better about all that, whose shoulders do we stand on and then bring all of that with as we go forward. So it's going to be interesting.

Art: [00:50:04] I'm happy to be around to witness these things happening with the Institute to see energetic people, and I'm so thrilled to see people like you, younger people coming in who are excited and who are grasping the implications of this and grasping its history. I don't think we can expect everyone to get excited the way you did and the way I did, which means that for the Institute's purposes, we need to be able to offer them values in other ways, and maybe they'll get excited about it at some point. But we need to be able to offer them things that can support whatever it is that they're doing and make being a part of us worth their time, and worth their intellectual involvement, I hope.

Suzie: [00:51:00] Yes. Yes. I was so thrilled with the conference last year in Westminster College and the group that was there in the, to me, everybody in the room had different places, different starting points. We had academics and we had people steeped in the work and people who are brand new, some people who'd never even heard of it, but just kind of happened by and decided to participate.

Art: [00:51:24] Walking down the hallway.

Suzie: [00:51:26] Yeah.

Art: [00:51:27] But people who were doing our support work, who were hooking up the microphones and all that, weren't even a part of us, and they were taking it all in.

Suzie: [00:51:37] Yeah, they were like crying at the end, you know, not crying, but tears at the end, it mean so much. So to me, it's like that came to mind when you said, "We've got to make being a part of us, you know, something that adds value to everyone and not just those of us who want to be steeped in it and teach it," you know, just immersed in it, you know. And I think that we made a good start at that last conference because that did happen, you know, like you said, that the photographers and all, you know, at the end, everybody was sharing about, you know, what their takeaways are and a couple folks got really, "So you're learning this and, you know, I love the love in the room," because it really was, we were talking about hefty intellectual things in some ways but it was done with love and sharing and laughter and interest. It's just super invigorating. So thank you for keeping it going, and for continuing to be so involved, it's just a gift.

Art: [00:52:31] Oh, I stand on the shoulders of a lot of people too, because friends and colleagues of the Institute over the years have enriched me so much that I have just always been basking in the glow of many intelligent people who just, you know, their brilliance and their thought about these subjects as we were trying to clarify and move forward with the mathematics at some point, their contributions are just inexpressible, they're just magnificent.

Suzie: [00:53:15] Good is good and good stays and good moves forward, so that is what's happening.

Art: [00:53:22] Yes. And one of the books that I read sometime in recent history is called *Factfulness*. I am not sure if you have heard of it?

Suzie: [00:53:26] What is it called?

Art: [00:53:26] It's a call *Factfulness*, F-A-C-T-F-U-L-N-E-S-S.

Suzie: [00:53:35] Ok, yeah, that's an unusual word.

Art: [00:53:38] Hans Rosling was the author, a Swedish Gentleman. Bill Gates said that this is one of the most important books he ever read. And Rosling was a physician who did a lot of work in Third World countries and did a lot of work with epidemics, which we are dealing with now. And he died in the course of writing this book and actually his daughter and son-in-law finished the book, they worked with him in the foundation that they had. And his issue in writing this book was that we often interpret statistics incorrectly, that, and he gave many examples of statistics that we look at one way and there are other ways to look at them, you're not rewriting the truth but you are understanding them in a different way. And the subtitle of his book was *Things Are Not As Bad As You Think They Are*.

Suzie: [00:54:37] I love that. Yes. Yes.

Art: [00:54:40] And one of the things that really stuck with me in that he said, it was, "All forward progress is forward progress, even if it is only a little bit," and he said, "We miss this in statistics because we look at it and we say, "Oh, gee whiz, so it's this and it's only moved that much." He says, "If it's moved at all, we've done something." And so he's looking at all kinds of situations around the world and interpreting them in a different light, not skewing the figures, not, you know, trying to make lies out of the statistics, but just understanding what's going on in the world in a different way. I found that to be very helpful in my worldview, and my worldview needs a lot of help right now. So I have to work on that all the time.

Suzie: [00:55:44] Yes, I think we all are, in our own way, finding our way through all of this. But I will put that book in the show notes, and I'll definitely be checking that out, I'm a big, big believer in, you know, little efforts add up and to look for those and to celebrate that and to not always look so far ahead that you think, "Oh, I failed." It's like, "Look at what you did in the moment," you know, and "How are you feeling right now?" You know, so I think that's a wake up eager life, you know?

Art: [00:56:14] Indeed.

Suzie: [00:56:15] So speaking of wake up eager life, that's something we talk about a lot here, wake up eager workforce, wake up eager life. I was very impressed, the first, I'd known who you were, Art, you know, over the years, just because I've had the *Freedom to Live* book, but I didn't know you, had never met you in person. And of course, at the conference I actually had the opportunity to meet your wife and you are both very vibrant, energetically and physically, but you both, are both very energetic, bright and pleasant, and just have a good way about both of

you. And so I'd be very curious for you to talk about what you do regularly, what you both do, you might even talk about that. How long have you been married, if you don't mind me asking?

Art: [00:57:00] 51 years.

Suzie: [00:57:01] 51 years. How about that? Figured as much since you were talking about college and how she introduced you to Hartman through her class. But mind, body and spirit, are there specific things that you all do in each one of those categories, maybe you individually or maybe you as a couple, anything that you'd like to talk about or mention in regard to that? Those areas for waking up eager for having this vibrance that I picked up from you both?

Art: [00:57:29] Well, as far as the mind part of it, I like to wake up each day affirming the day and with a, an affirmation of gratitude for this day and for all the days that have gone before and for the wonderful blessings that I enjoy every day. So that's how I like to start my day off. And I like to think about Meister Eckhart, you know, he was?

Suzie: [00:57:59] Yeah. Is that Eckhart Tolle?

Art: [00:58:01] No, not Eckhart Tolle, it is something different. Meister Eckhart, who was a 15th century Theologian, German Theologian.

Suzie: [00:58:09] Okay.

Art: [00:58:10] Executed during the early, he died, he was in the process of being tried and he died during the inquisition. But one of the things that Meister Eckhart said was, "If the only prayer you ever say is thank you, that will be sufficient."

Suzie: [00:58:31] Yeah.

Art: [00:58:32] And I just always thought that that was such a beautiful approach to life and approach to understanding.

Suzie: [00:58:41] Yes. Yes. Amen. Beautiful quote.

Art: [00:58:42] For body was, both of us try to stay active, my wife is 3 times as active as I am. I try to get in 10,000 steps a day if I can, and sometimes 15 or more. I can do that almost every day unless I'm sedentary for some reason or it's a lousy day and I can't get out and do things. We live in the woods on a lot of acreage and so we have grounds and lots of projects. So we have lots of things to keep moving and energized. And we like to do that. We like to hike and walk, we spent a lot of time in the Alps, which we didn't get to do this year. So we like to walk there. Last year, Charlotte did a hike that she's been wanting to do for years, she got to the Owner of the little hotel where we stayed to escort her up this mountain cliff face, which is a 3,000 foot elevation climb.

Suzie: [00:59:54] Oh, my gosh.

Art: [00:59:55] So the people who live there do this routinely. They go up the trail, you know, they'll do it in an hour or an hour and a half. So Teresa, our hostess, said, "Oh, let's allow three

hours or so." So I said, "Okay, I'm going to take the gondola and I'll meet you at the top for lunch. So I'm gonna be there drinking a beer."

Suzie: [01:00:24] Where exactly was this?

Art: [01:00:28] This is in a little town called Wegen, W-E-G-E-N, which is up in the Alps.

Suzie: [01:00:40] Okay, cool.

Art: [01:00:41] In Bernice. So anyway, so I get on the gondola and go up at about what I think is going to be the right time, and I think 2 hours after that or so they finally show, it took them 5 hours. She was so elated to have done this hike, I wouldn't have been able to to make the climb. So anyway, we would do all sorts of crazy things like that.

Suzie: [01:01:11] Oh, that is wonderful. That does not surprise me. I can totally see it. She's got her bright, shiny face; she's very petite, got a cute ponytail. I can see her; I can see her doing that as you were talking. I can see her climbing up the mountain with a big smile on her face.

Art: [01:01:27] Well, we actually didn't quit there we walked on for another 3 miles around another mountain, there was a basically a flat trail, not a climb, and then I caught a train back down to our village.

Suzie: [01:01:43] Wow, fun.

Art: [01:01:46] But it was a fun day. Anyways, spiritually, we used to have cats. I used to say that cats were my spiritual advisers. And they, I actually really miss them since they've been gone, but our lifestyle doesn't support pets very well these days. But I like to have a cadre of friends around me who, we share the same kinds of values and we can discuss those and reinforce and explore. I have to include all the inspiration that I've gotten from all those Hartman conferences I mean, there hasn't been a single one that I've been to that I have not come back somehow changed somehow inspired, somehow become a better person because of that. And then I read all kinds of things, I read broadly. One of the things that I have missed during this time of being confined is going to the library.

Suzie: [01:02:55] Oh, yes. My favorite place.

Art: [01:02:58] Fortunately, we have a rather large library of our own. So we've been reading through a lot of things here. But I read everything from cosmology to Easter religion and everything, mysteries and everything in between. And, you know, there are a lot of those things that have little snippets of insight or information, even in novels, you know, in mysteries there are some things that are very, very insightful, and some of the things that is there.

Suzie: [01:03:29] Yes. I'm always seeing a turn of phrase. I love mystery. So I'm always reading them, a turn of phrase or a smart, they have to study people to write a good mystery, right? You always get them, interesting things there, yes.

Art: [01:03:41] One of my favorites is an author whose name is Donna Leon. And she has written a whole bunch, 20, more than 20 novels, set in Venice. And they follow a police detective.

Suzie: [01:04:00] I love that stuff.

Art: [01:04:00] And I say that she knows Informal Axiology, even though she probably doesn't know, because the way that character behaves and the sensitivity with which he deals with things and the kinds of issues that he thinks about are just so rich, and in this kind of thing. So I really enjoy her.

Suzie: [01:04:27] Ok. I'm going to be looking that up, Donna Leon, L-E-O-N-E?

Art: [01:04:31] No, just without the E on the end, Leon.

Suzie: [01:04:34] Ok, Leon. Okay. Yep. Always looking for, because that helps you relax, I feel like my mind is so busy all the time and I'm always thinking, thinking, thinking. So I kind of it helps me to read mysteries or watch mysteries.

Art: [01:04:45] Oh, you'll enjoy it.

Suzie: [01:04:47] I'm still thinking, but it is fun. Yeah.

Art: [01:04:50] By the way, the German Public Television Network did a whole series of these books as films and I've seen a few of them, we don't have much access to those things. But I think there is a way to access them. And as films, they are wonderful. And the characters who play these things, the places that they have been seen, they've all become so popular, stars around the world.

Suzie: [01:05:25] Well, how about that? Okay, I am going to look that up. We'll put a link to that in the show notes or anything we find on that too, so.

Art: [01:05:31] Right.

Suzie: [01:05:32] So what advice would you give your 25 year-old self?

Art: [01:05:36] Enjoy the moment more, you know, and slow down a little bit. Take more time. Surround myself with the best people I can find and listen to them and learn from them and strive to be the best I can be every day, which I still try to do that. Every day I reflect on that and I usually find myself coming up short. But it's a good exercise anyway.

Suzie: [01:06:07] Yes. Yes. Sounds like some good wisdom. If you could have one billboard anywhere, what would it be and what would it say or where would it be and what would it say?

Art: [01:06:19] Where would it be? I don't have a good answer, Times Square.

Suzie: [01:06:23] Ok, good. Ok, that would be seen by a lot of people.

Art: [01:06:28] Well, how about a paraphrase of John Wesley, who founded the Methodist Church a long time ago and by paraphrasing one of the things he said goes like this, "Do all the good you can for everyone you can, every time you can, every day."

Suzie: [01:06:53] Love it. All right, so in closing, Art, if there's one last little bit of wisdom about Hartman and his work or might be it's a couple things of wisdom, reminders to people listening who are everyday maybe working with teams or maybe working with clients or in their home life, of course, what would you share? What would you say?

Art: [01:07:22] Well, I would just encapsulate from what we've probably already said before. And that is to simply keep the hierarchy in mind, that people are more important than things. And both of those things are more important than the rules and the structure. So if you keep those 3 things in order, the decisions that you make will be kinder to everyone around you and will probably be better decisions. And in relationships, the thing that I would pass on is that when it doesn't matter, there are times when it might matter, but when it does not matter, it is more important to be kind than to be right.

Suzie: [01:08:13] Yes. Wonderful. So, Art, if somebody wanted to get in touch with you to have a conversation, are you open to that?

Art: [01:08:22] Sure.

Suzie: [01:08:23] How would they reach out to you?

Art: [01:08:25] My e-mail is F-F-A-N-C-I-C-S, that's F-FANCIES at Earth Link dot net. (ffancies@earthlink.net)

Suzie: [01:08:40] Ok, great. We'll put a link to that in the show notes, maybe somebody has an idea or something they want to ask you about, but we'll put that in the show notes. It's been such a pleasure to spend time talking with you today. And thank you for all the good you bring to the world. You are just appreciated.

Art: [01:08:59] Well, thank you for the opportunity and I've enjoyed the stimulation.

Suzie: [01:09:04] Awesome.

Suzie: [01:09:06] I hope you enjoyed and got a lot from our discussion today. Some of my favorite takeaways at the end when we're talking about all forward progress is forward progress, even if just a little bit. That is something that is important to really, don't let that slip by you. And in today's time when things are stressful and we're all feeling some tilt with all the change, to me it's more important than ever to every day list what you are thankful for, pay attention to what progress you made and all forward progress is forward progress, even if just a little bit. And my thought is, where you focus is where you're going to go. So focus on what forward progress you have made, even if things are tilted or stilted for a little bit right now. What has happened? You know, so you hear me, and I've talked about it much, in so much of my writing and in these conversations in the podcast, but one percent a day and in 70 days, you're twice improve. So one percent is 15 minutes a day. It's a reminder of the exponential growth principle. Little steps lead to big progress and that we need to relish, we need to celebrate what good happened

today. And that leads me to my other comment that I love that Art shared, and you feel that from him, you see that in his wife, they live a life of thankfulness. I loved his comments about that, thankfulness, his approach to life. They tied together. So thankful for what happened today, thank you, I make lists every single day, in my mind when I'm walking, when I'm folding clothes, what am I thankful for. We have to cultivate that energy within us, that spirit. And when we do, it doesn't stay forever, so we kind of, it's not like a college degree, right. So we have to continually tap into align with, calibrate, to that focus. So, didn't plan to say all that, but it's so important and it helps me every day, helps me every day to remember what is working. And really, truly where we focus, is where we're going, and where we're going is where we focus. And so let's focus on the progress that we've made. I can't change everything that's happening in the world, but I can change how I spend my day, how I spend my focus, and how I help and serve. And we each have our own way of doing that. There's not just one way. So I just encourage you to really, really own that.

Suzie: [01:11:49] The show notes for today's episode is pricelessprofessional.com/hartmanart, H-A-R-T-M-A-M-A-R-T, hartmanart, there's everything is there, all the links to everything we talked about. I want to mention the Hartman conference. It's gonna be awesome. I'm so excited, I'm working with a committee, I'm their conference chair. This year is a 44th annual conference, it is virtual, the theme is Change 3 and it's using good judgment, doing good things, letting love lead, those are the 3 dimensions in the Hartman Value Profile. And we're going to have interactive sessions and it's going to be great. So it is very inexpensive to attend, you benefit if you go ahead and become a member, you save money to attend. There'll be recordings. It's on September 22nd, October 13th and November the 10th. And it's 3 sessions, 3 hours. If you go to hartmaninstitute.org, you will see all the information and click on Events, you'll see all the information there. You can also reach out to me. I'll share we're updating the agenda as we have it. You can also sign up for our newsletter and get all the latest news there, too. So you go to hartmaninstitute.org/newsletter.

Suzie: [01:13:04] I want to mention 2 books that we're about to publish through the Hartman Institute that are relevant to our topic today, which is Hartman's Work. And we don't have the official title of the book yet on the quote book, but it'll be something about the wit and wisdom of Hartman, and Cliff Hurst, who has been on this podcast before, and I have, I will have a link to his website in the show notes at pricelessprofessional.com/hartmanart. He has been pulling these quotes together with Catherine Blakemore, who is a Brand Strategist, I'll also put a link to her website, contact information. She's helped me tremendously with some of the branding and marketing. But between Cliff and Catherine, they're getting the wisdom of Hartman's book pulled together. And I just want to give you a little insider tip into what's gonna be there. And this is some of the notes of the opening and about wit and wisdom and about Hartman. I'm going to read it from their source, "To have wit means to have mental sharpness and alertness, intellectual quickness and penetration, acumen. It includes, continues Webster, having a readiness and seizing upon and expressing brilliantly and amusingly ideas that are startlingly incongruous in association, that, too, was Hartman." Who else could have said, "Your inner self, your humble Being is what makes dogs lick you? That's all." I am going to say that again, because I'm a big dog lover. I have two dogs; Oliver and Walter are at my feet right this moment, sacked out waiting for their next walk. But he said, Hartman said, "Your inner self, your humble Being, with a capital B, is what makes dogs lick you. That's all." So that's some of the wit of Hartman. Who else could have said that? Hartman. That's wisdom. And here's some more about wit from Webster. "Wit, continues Webster, may also express itself in the form of deft and



spontaneous play with unperceived analogies, often with a critical or satirical application. In describing how we can end wars, Hartman writes satirically, when nations give wars, we should not attend." How about that? "When nations give wars, we should not attend." That's vintage Hartman. So there are more than 130 such gems from the pen of Robert Hartman in the following pages. Read and ponder, then share this book with others. Together, let's inspire the world with the wisdom of Robert S. Hartman, by sharing his wit.

Suzie: [01:15:34] So that book is coming out, I will be sharing it with all of my clients and I'm sharing it with you in advance, getting an advance peek. And that's coming out. And in addition to the book that we mentioned in the conversation, *The Revolution Against War*, and it is Hartman's writings with editorial work done by Cliff Hurst. And again, the design and layout created and giving freely, they are volunteering their time to do all of this. And Art Ellis is helping cover some of the publishing costs to get all this going and happening. But here is a quote about *The Revolution Against War* from Catherine Rogers, who is the President of Fielding Graduate Institute, and she's the Author of a book towards a Positive Positivist World, here's what she said, "At the heart of the deeply moving work is the simple idea that the path to a world of peace is through our value structures. The Hartman piece is not the absence of war, but rather of mindset and way of being. This collection fosters the cultivation of that world view." So that's a quote about *The Revolution Against War* and so that will be coming out. And as it is, I'll let you know more here.

Suzie: [01:16:48] If you'd like to connect, I'm doing a lot more time on LinkedIn that's become my main social media platform. So if we're not connected there, please reach out and let's connect at Suzie Price. I also have a Priceless Professional Development page and a Wake Up Eager Workforce page, so you can keep track of us there. You can also find all of our episodes at wakeupeagerworkforce.com and you can also leave a review or a comment at pricelessprofessional.com/review. I look forward to our next connection. You take care, be well and remember that small efforts add up, all forward progress is forward progress, even if just a little bit. Let's spend some time today making your lists of appreciation and notice how good you feel. Take care.

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