

Values-Based Leadership

Learner Workbook

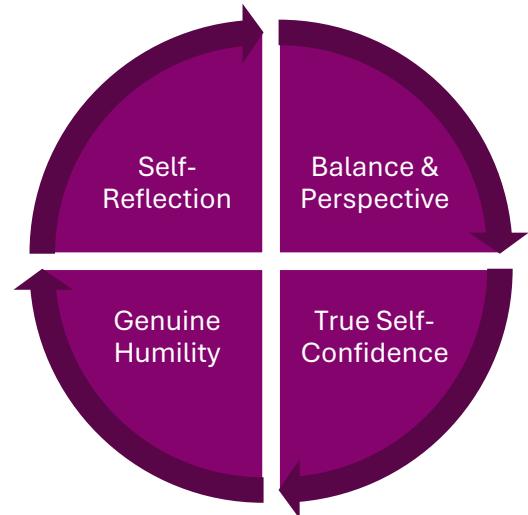


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City of Madison's Leadership Framework

Notes:



Self-Reflection:

The ability to step back, filter out the noise and identify:

- **What you stand for.**
- **What are your values.**
- **What matters most.**

This leads to _____.



Notes:

Round 1 Notes:

Round 2 Notes:

Values:

List of **VALUES**



Accountability	Ethics	Kindness	Self-respect
Achievement	Excellence	Knowledge	Serenity
Adaptability	Fairness	Leadership	Service
Adventure	Faith	Learning	Simplicity
Altruism	Family	Legacy	Spirituality
Ambition	Financial stability	Leisure	Sportsmanship
Authenticity	Forgiveness	Love	Stewardship
Balance	Freedom	Loyalty	Success
Beauty	Friendship	Making a difference	Teamwork
Being the best	Fun	Nature	Thrift
Belonging	Future generations	Openness	Time
Career	Generosity	Optimism	Tradition
Caring	Giving back	Order	Travel
Collaboration	Grace	Parenting	Trust
Commitment	Gratitude	Patience	Truth
Community	Growth	Patriotism	Understanding
Compassion	Harmony	Peace	Uniqueness
Competence	Health	Perseverance	Usefulness
Confidence	Home	Personal fulfillment	Vision
Connection	Honesty	Power	Vulnerability
Contentment	Hope	Pride	Wealth
Contribution	Humility	Recognition	Well-being
Cooperation	Humor	Reliability	Wholeheartedness
Courage	Inclusion	Resourcefulness	Wisdom
Creativity	Independence	Respect	
Curiosity	Initiative	Responsibility	<i>Write your own:</i>
Dignity	Integrity	Risk-taking	_____
Diversity	Intuition	Safety	_____
Environment	Job security	Security	_____
Efficiency	Joy	Self-discipline	_____
Equality	Justice	Self-expression	_____

Source: [Dare to Lead](#) by Brené Brown

Balance & Perspective:

The ability to model a balanced life.



The ability to see situations from all angles, including viewpoints that are _____ to your own.

This leads to _____ and _____ decision making.



Notes:

Life Bucket:

Life Bucket	My Goal	Actual Hours Spent	Difference
Career			
Family			
Sleep			
Total:	168 hours = 100%		

Source: [From Values to Action](#) by Harry Kraemer

Reflect on an area of your life that might be out of balance currently. What step will you take (in the next seven days) to bring more balance to an area of your life?

Notes:

True Self-Confidence:

The ability to appreciate your skills, attributes, and qualities while also _____ continued self-improvement.



This leads to a _____.



Notes:

.....

Discussion Questions:

1. Think about a situation when you avoided seeking help or assistance due to concerns about appearing inadequate. How did this impact your progress and the quality of your work?
 2. Reflect on a moment when you faced uncertainty or doubt in a leadership role. How did your true self-confidence enable you to navigate that uncertainty?
 3. Think about a time when you were overly critical of yourself and doubted your abilities. How did this self-doubt impact your interactions with colleagues or team members?
-

Genuine Humility:

Never _____ who you are.

_____ the values of each person.

Treat everyone _____.



This keeps you _____ in who you truly are.



Notes:

.....

Discussion Questions:

1. Have you ever encountered a scenario where a lack of genuine humility resulted in a disconnect between a leader and their team? What were the consequences of this disconnect?
 2. Consider a time when you had to provide feedback to a colleague or team member. How did approaching the situation with genuine humility affect the outcome of the conversation?
 3. Reflect on a situation where you felt a leader demonstrated genuine humility by appreciating the values and contributions of each team member. How did this impact team dynamics and morale?
-

Self-Assessment:



VBL Principles	VBL Behaviors	I understand the VBL Behaviors.	I see potential challenges or obstacles in using these VBL Behaviors on an individual/organizational level.	I want to further develop my skills in this behavior.
	<p>Leaders have a deep understanding of themselves and their values</p> <p>Leaders regulate their emotions and show empathy</p> <p>Leaders use feedback for self-improvement</p> <p>Leaders continuously learn and integrate new information</p>			
	<p>Leaders create spaces where diverse perspectives are welcomed</p> <p>Leaders engage people in decision that impact them</p> <p>Leaders question and challenge the status quo for the sake of equity and innovation</p> <p>Leaders hold space for multiple truths to exist among complex and competing interests</p>			
	<p>Leaders recognize and celebrate the strengths of themselves and others</p> <p>Leaders acknowledge their limitations and ask for help when they need it</p> <p>Leaders reframe their challenges and failures as learning opportunities</p> <p>Leaders believe that with time and hard work they can evolve into a better version of themselves</p>			
	<p>Leaders check their assumptions by asking open ended questions</p> <p>Leaders acknowledge and celebrate the efforts of their team</p> <p>Leaders admit when they're wrong and take steps to self-correct</p> <p>Leaders willingly receive the feedback of others with an open mind</p>			
Totals:				

Self-Assessment & Notes:

If you chose “I see potential challenges or obstacles in using these VBL behaviors on an individual/organizational level.” (Yellow column), add your thoughts here.

What challenges or obstacles might impact you using these value-based leadership behaviors in your daily work?

VBL Principles	VBL Behaviors	Notes
 Self-Reflection	Leaders have a deep understanding of themselves and their values	
	Leaders regulate their emotions and show empathy	
	Leaders use feedback for self-improvement	
	Leaders continuously learn and integrate new information	
 Balance & Perspective	Leaders create spaces where diverse perspectives are welcomed	
	Leaders engage people in decisions that impact them	
	Leaders question and challenge the status quo for the sake of equity and innovation	
	Leaders hold space for multiple truths to exist among complex and competing interests	
 Self-Confidence	Leaders recognize and celebrate the strengths of themselves and others	
	Leaders acknowledge their limitations and ask for help when they need it	
	Leaders reframe their challenges and failures as learning opportunities	
	Leaders believe that with time and hard work they can evolve into a better version of themselves	
 Genuine Humility	Leaders check their assumptions by asking open-ended questions	
	Leaders acknowledge and celebrate the efforts of their team	
	Leaders admit when they’re wrong and take steps to self-correct	
	Leaders willingly receive the feedback of others with an open mind	



Action Planning

Take a moment to reflect and identify what you might want to start, stop, or continue doing as a result of my self-assessment.



START

I will start...



STOP

I will stop...



CONTINUE

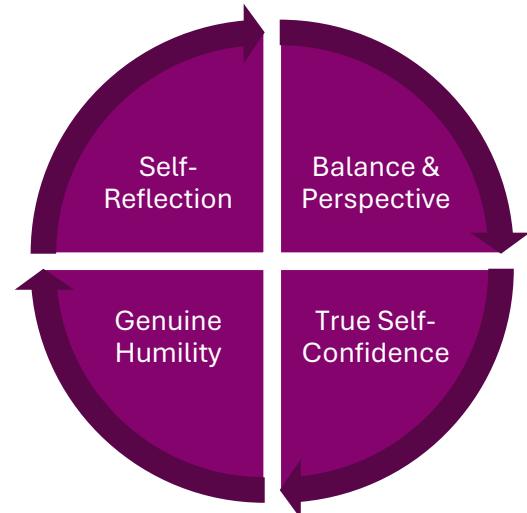
I will continue...



Values-Based Leadership Overview

Growing as leaders is more than seeking knowledge and developing skills; it is a relational process. At the City of Madison, we promote Values-Based Leadership. This is an invitation to center what matters most to you while being open and receptive to others.

The four principles of Values-Based Leadership are interconnected. They are Self-reflection, Balance and Perspective, True Self-Confidence, and Genuine Humility.



Self-Reflection

The ability to pause and take time to understand yourself is essential as a leader. Ask yourself: What do I stand for? What are my values? What matters most to me? Are my choices aligned with my values? Self-reflection also includes reflecting on your life experience, potential biases, and social identities. Self-reflection increases our self-awareness, which is critical to being an inclusive leader.

Balance & Perspective

The ability to see situations from multiple perspectives is essential as a leader. Especially, viewpoints that are different than your own. Reach out to others with openness and curiosity. Listen deeply. Involve people in decisions that impact them. In various spaces, ask "Whose perspective is missing from the conversation?"

True Self-Confidence

The ability to accept your strengths while recognizing there's always room for improvement is essential as a leader. Leadership is not about being right all the time, instead it's about doing right. Knowing when to lean into your skills and where to lean on others is a sign of true self-confidence and that directly comes from our ability to self-reflect as leaders and increase our own awareness.

Genuine Humility

The ability to never forget, and remain grounded in who you truly are, is essential as a leader. By doing so, you're able to enjoy the journey of growing in your career, while not falling victim to an inflated ego. Appreciating the values of each person and treating them respectfully allows you to remain authentic, approachable, and open to others; keeping you connected to your team.

These principles were adapted from the book [*From Values to Action: The Four Principles of Values-Based Leadership*](#) by Harry Kraemer



Resources:

Online Resources:

- [Values-Based Leadership: Becoming Your Best Self Article](#)
- [Brené Brown's Website](#)
- [Dare to Lead Podcast with Brené Brown](#)
- [Dare to Lead List of Values by Brené Brown](#)

Books:

- [From Values to Action: The Four Principles of Values-Based Leadership](#) book by Harry Kraemer
- [Dare to Lead](#) book by Brené Brown