



# Introduction to Values-Based Leadership

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SELF-GUIDED GROUP DISCUSSION ACTIVITY

Time:

3 min



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min  
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# Instructions

1. Introduce yourself and pick a time keeper
2. Keep track of time. It's indicated in the upper-right corner of each page
3. Take turns reading each page aloud. Follow any instructions.

Agenda	
Time	Topic
3 min	Values-based leadership
8 min	Principle 1: Self-Reflection
8 min	Principle 2: Balance & Perspective
8 min	Principle 3: Life-long learner
8 min	Principle 4: Humility & Empathy
10 min	Your own leadership experience.



Read aloud

# Self-Reflection

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We are constantly in motion. What is the next task, next meeting, next project? Self-reflection is paying attention to your thoughts, emotions, decisions, and behaviors.

## **Self-reflection:**

- Helps you prioritize how and where to invest your time, efforts and energy
- Helps you align choices and decisions with your values
- Improves your self-awareness of the assumptions you make and biases you have
- Can take many forms- Journaling, meditation, prayer, etc.



Read  
aloud

Time:

8 min



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# Reflection- Examples

## BIG-PICTURE REFLECTIONS

What are my values?

What do I stand for?

What example do I want set?

What are my social identities? How do my identities influence how I see people, and how they see me?

## DAILY & WEEKLY REFLECTIONS

What did I say I was going to do today, and what did I actually do?

What went well, what did not?

How did I treat people?

What did I learn?

### **Discuss as a group:**

Do you have or can you see yourself creating a practice of self reflection?

Why or why not?



Read  
aloud

Time:

8 min



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# Balance & Perspective

"No one knows everything, but together we know a whole lot." -Simon Sinek

Leaders should seek out and engage with a variety of perspectives. Involving people in decisions that impact them is also part of the City's Service Promise. Engagement helps us improve our service and address inequities.

Balance & Perspective means you:

- Let go of a need to have all the answers
- Don't surround yourself with yes-people. You encourage others to speak up and aren't afraid of disagreement.
- Have both short-term plans and long term goals.
- Use non-binary thinking. Solutions are not either-or scenarios; there might be many ways to arrive at a solution.

**Discuss as a group:**

When is the last time you saw someone else's perspective? How easy or hard was it?



Read  
aloud

Time:

8 min

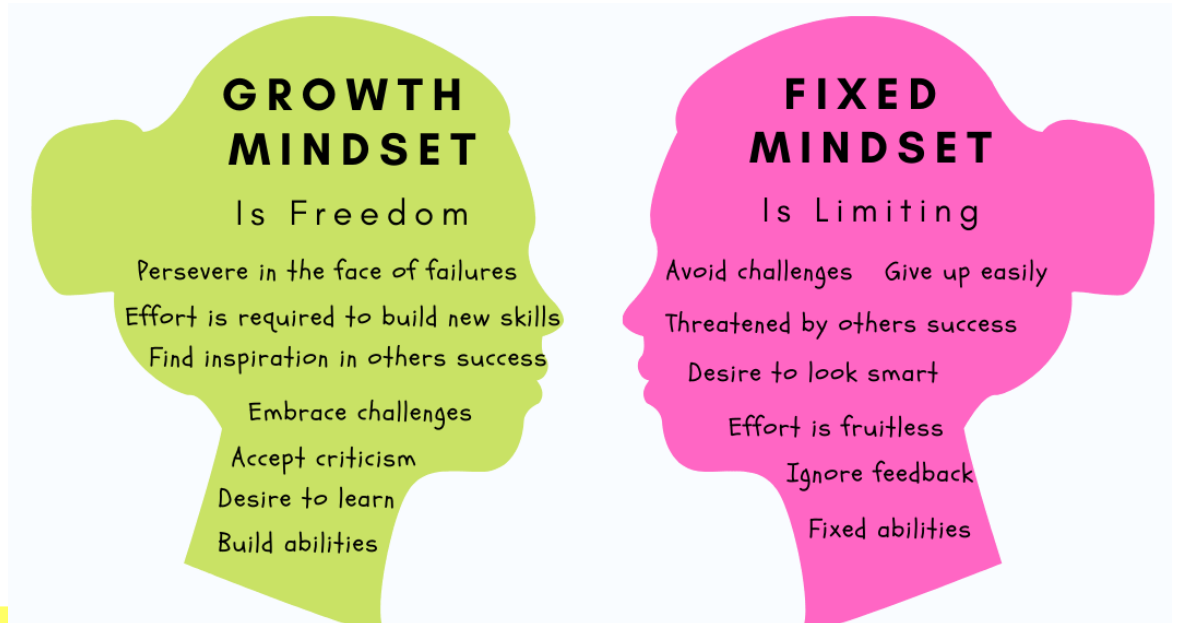


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# Life-Long Learning

Though it seems contradictory, confidence is critical to being a lifelong learner. How? True self-confidence allows you to:

- Learn from people who have more expertise than you instead of competing against them.
- Detach your sense of self-worth from your ideas, actions and work so you can receive feedback.
- Leverage your strengths instead of focusing only on your weaknesses
- Believe you can learn, grow, and improve



## Discuss as a group:

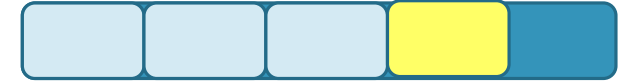
Do you have a growth mindset? Why or why not? How might self-confidence support learning, and how might it get in the way?



Read  
aloud

Time:

8 min



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# Humility & Empathy

Leadership is not a solo activity. No matter how high up you're sitting, you always depend on others.

Good leaders recognize moments and opportunities to follow others. They don't need to be in charge all the time.

Humility means being aware of, and admitting, what you don't know. It means asking for help, and being willing to apologize when you've let someone down. Cultural humility is also critical. We can't know everything about someone else's culture and lived experience.

Empathy is the ability to understand and share the feelings of another. But make sure you are assessing how they would feel in their shoes, not how you would feel in their shoes.

**Discuss as a group:**

What does humility mean to you? How might following others make you a better leader?



Read  
aloud

Time: 10 min  0 min left

# From your own leadership experience

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The best teacher is experience.

Think of your own leadership experience and/or a leader you admire.

**Discuss as a group:**  
How do the principles fit together? Which principle do you most want to focus on to grow as a leader? Why?

*That's it! You've completed the group discussion on the four principles of Values-Based Leadership.*





# Readings, References & Courses

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KRAEMER, HENRY. M. J. (2011). *From values to action: the four principles of values-based leadership*. San Francisco, Jossey-Bass.

DWECK, CAROL. S. (2006). *Mindset: the new psychology of success*. New York, Random House.

BROWN, BRENE. (2018). *Dare to lead*. Vermilion.

SENGE, PETER M. (1990). *The fifth discipline : the art and practice of the learning organization*. New York :Doubleday/Currency,

Take the Mindset Assessment: <https://blog.mindsetworks.com/what-s-my-mindset>

HR-OD Course Calendar: <https://www.cityofmadison.com/human-resources/professional-development/courses>

