



# **Values-Based Leadership in Action Learner Workbook**



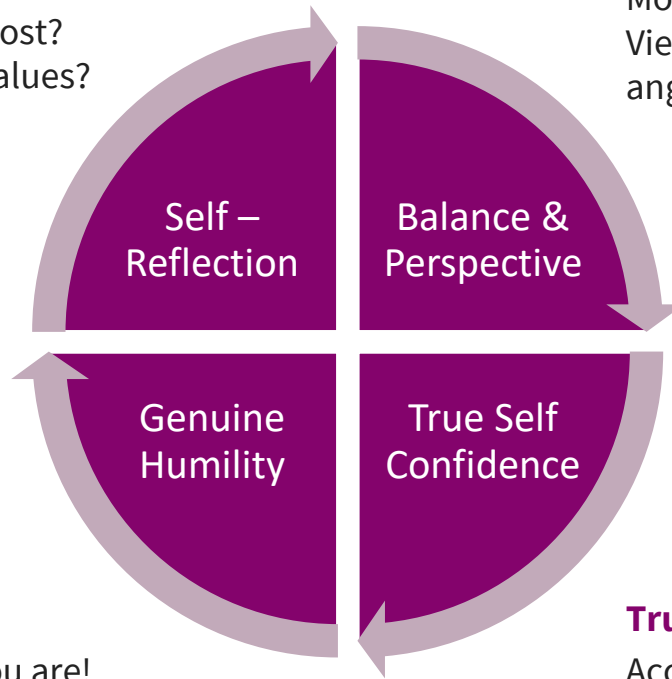
# The City of Madison's Leadership Framework

## Self-Reflection

- What do you stand for?
- What matters most?
- What are your values?

## Balance & Perspective

Model balance in your life  
View situations from all angles



## Genuine Humility

Never forget who you are!

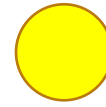
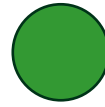
## True Self-Confidence





Accept who you are while continuing to improve

Notes:

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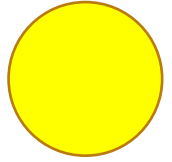
# Self-Assessment







VBL Principles	VBL Behaviors	I understand the VBL behaviors.  I support and am committed to using these VBL behaviors within my team or department.	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><b>Self-Reflection</b></p>	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			
 <p><b>Balance &amp; Perspective</b></p>	Leaders create spaces where diverse perspectives are welcomed			
	Leaders engage people in decision 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			
 <p><b>Self-Confidence</b></p>	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			
 <p><b>Genuine Humility</b></p>	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			
<b>Totals:</b>				

# Self-Assessment and 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
 <p><b>Self-Reflection</b></p>	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	
 <p><b>Balance &amp; Perspective</b></p>	Leaders create spaces where diverse perspectives are welcomed	
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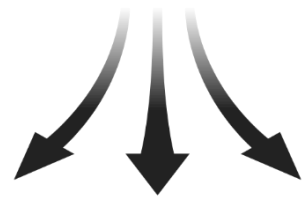
# Leadership in the Flow + 5 Core Energies

## Leadership in the Flow

Leadership is a \_\_\_\_\_ state.

Leadership is a state to be \_\_\_\_\_.

Activation is within \_\_\_\_\_.



## 5 Core Energies

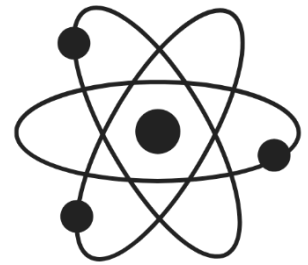
**Purpose:** Committed to a \_\_\_\_\_ cause.

**Wisdom:** Calm and receptive to the \_\_\_\_\_.

**Growth:** Curious and open to \_\_\_\_\_.

**Love:** \_\_\_\_\_ with those you work with and serve.

**Self-Realization:** \_\_\_\_\_ in a joyful spirit.



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# Values-Based Leadership – In the Flow

Self-Reflection



## Leading in the Flow with Self-Reflection

- Push, Pull, Pause, Pivot

Question: “How can we pivot our approach to address the concerns raised?”

- Direct Emotional Energy

Statement: “I understand this setback can be disappointing.”

Question: “How can we channel this energy into something productive?”

- Get Centered

Question: “What steps can I/you take to step back from the situation and approach it with a clear mind?”

## Leading in the Flow with Balance & Perspective

Balance & Perspective



- Disarm

Statement: “I appreciate your perspective. I hear you saying [highlight something true that party said and affirm it].”

- Fuse Opposing Viewpoints

Statement: “I hear you saying [this] and I hear you saying [this]. Both statements are true.”

Question: “How can we use both perspectives to help us move forward?”

- Untwist Your Thinking

Statement: “The presentation was not a total disaster. Let’s take a moment to assess the situation objectively”

Question: “What are the strengths of your presentation, and how we can improve it for next time?”

- Affiliate

Question: “What common ground do we share, and how can we leverage it to work together more effectively?”



Self-Confidence

## Leading in the Flow with Self-Confidence

- Create the Right Frame

Question: “How can we frame this challenge as an opportunity for growth so we can move through it?”

- Practice a Growth Mindset

Question: “What can we learn from this setback, and how can we use it to improve moving forward?”

- Learn from Adversity

Question: “How can we turn this setback into a learning opportunity for ourselves and the team?”

- Embark on a Hero’s Journey

Question: “In spite of anticipated challenges, how can I frame a vision that inspires people to pursue this goal?”

## Leading in the Flow with Genuine Humility



Genuine Humility

- Understand Before You Act

Question: “What additional information do we need to fully understand the issue before making a decision?”

- Solicit Advice

Question: “How can we gather input from those most involved and impacted to ensure we make an informed decision?”

- Acknowledge, Apologize, Address

Statement: “I realize I made a mistake, and I’m sorry for the inconvenience it has caused. What steps can we take to get back on track and restore trust?”

- Act/Express Thoughtfully

Question: “How can we communicate this decision in a way that is both honest and considerate of others’ feelings?”

# Role Play: Scenario 1 – Customer Service

## Supervisor's Scenario Description:

Performer has handled customer services issues effectively in the past, although not consistently. Over the last week, Performer has shown signs of hesitation and stress when dealing with customer complaints about trash collection. You are preparing to meet with Performer to understand what's going on.

### Supervisor's Goal:

- Identify your game plan [below] by selecting 2-4 values-based leadership – in the flow actions.
- Adapt your game plan in real time to meet the needs of your employee, all while confirming your understanding of the complaint, problem solving solutions, and setting clear expectations.
- Be curious by asking open-ended and clarifying questions, as opposed to making assumptions

<i>Identify your plan is:</i>	
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## Performer's Scenario Description:

You are a customer service representative in a municipal government organization. A resident has lodged a complaint about recurring issues with trash collection in their neighborhood. Your supervisor has scheduled a meeting to discuss this complaint. Given your stellar record in handling such matters, you're anxious about the nature of the discussion, fearing it might involve criticism or additional workload.

### Performer's Goal:

Once your Supervisor has created a comfortable environment:

- Disclose details about the trash collection complaint **after** Supervisor asks clarifying and open-ended questions.
- Express the impact of the issue on the resident and the neighborhood.
- Collaborate in problem solving **after you feel** Supervisor tried to involve you in that decision making process

## Observer Scenario Description:

1. The specific task is to understand and address the resident's complaint about trash collection.
2. Supervisor demonstrates **at least two** values-based leadership – in the flow actions.
3. Supervisor adapts their leadership based on their employee's needs, showing empathy and problem-solving skills.
4. Yes, there is an opportunity to set expectations regarding addressing the issue and providing feedback on potential solutions.
5. Supervisor sets expectations clearly by confirming understanding of the complaint, proposing potential solutions, and gaining commitment to follow up on the matter.

<i>Notes:</i>	
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# Role Play: Scenario 2 – Workload Management

## Supervisor’s Scenario Description:

Performer is known as one of your most committed and reliable workers. They have consistently demonstrated their ability to manage their workload effectively. However, over the past few weeks, Performer has expressed concerns about feeling overwhelmed with the increased workload. You are preparing to meet with Performer to understand their struggles with workload management and provide meaningful feedback and support.

### **Supervisor’s Goal:**

- Identify your game plan [below] by selecting 2-4 values-based leadership – in the flow actions.
- Adapt your game plan in real time to meet the needs of your employee, all while identifying the cause of workload issues, acknowledging their concerns, problem solving solutions, and setting clear expectations.
- Be curious by asking open-ended and clarifying questions, as opposed to making assumptions

<i>Identify what your plan is:</i>	
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## Performer’s Scenario Description:

You work in a municipal department facing overwhelming workload due to budget cuts and increased demands due to a rapidly growing population. You’re feeling stressed and overwhelmed. You’ve scheduled a meeting with your Supervisor seeking support because you’re fearful of meeting deadlines while maintaining quality work and life balance.

### **Performer’s Goal:**

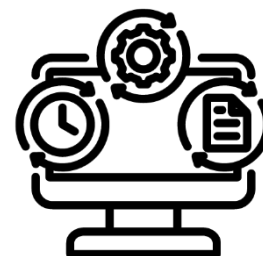
Once Supervisor has created a comfortable environment:

- Disclose concerns about workload management openly after Supervisor asks clarifying and open-ended questions.
- Express the impact of the workload on productivity and well-being.
- Collaborate in problem solving after you feel Supervisor tried to involve you in that decision making process.

## Observer Scenario Description:

1. The specific task is to address workload management concerns.
2. Supervisor demonstrates at least two values-based leadership – in the flow actions.
3. Supervisor adapts their leadership based on their employee’s needs, showing empathy and problem-solving skills.
4. Yes, there is an opportunity to set expectations regarding workload management strategies and provide feedback on potential solutions.
5. Supervisor sets expectations clearly by confirming understanding of the workload challenges, proposing potential strategies/solutions for workload management, and gaining commitment to implement these strategies collaboratively with the employee.

<i>Notes:</i>	
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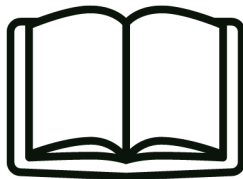


# Additional Resources



## Resources

- <https://claushoefele.com/d2l/flow-optimal-human-experience>
- <https://hbr.org/2024/01/leading-in-the-flow-of-work>
- <https://mentora.institute/hbr-leading-in-the-flow-of-work/>



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

# Leadership in the Flow + VBL – Appendix

Leadership in the Flow	Context of How the Behaviors Could Show Up	Core Energy	VBL Principle
<b>Push, Pull Pause, Pivot</b>	"When our initial proposal met resistance, instead of giving up, we decided to pivot. We refined our idea based on the feedback received, addressing concerns and highlighting benefits more clearly. It was essential to keep moving forward, even if it meant adjusting our approach."	<p><b>Purpose Energy: Committed to a Noble Cause</b></p> <p>When you run into resistance, find a way to move forward by refining your idea and then presenting it again; shelving it if the costs are too high; waiting for changes that might renew interest in it; or reimagining it altogether.</p>	Self Reflection
<b>Direct Emotional Energy</b>	"After a disappointing loss, I gathered the team and channeled my frustration into motivation. I reminded them of our goals and used the pain of defeat to fuel our determination. We pledged to practice harder, turning our setback into an opportunity for growth."	<p><b>Wisdom Energy: Calm and Receptive to the Truth</b></p> <p>Harness the energy your feelings are producing to advance your purpose. For instance, use the pain of defeat to motivate a team to practice with greater discipline.</p>	Self Reflection
<b>Get Centered</b>	"Amidst the chaos of conflicting opinions, I took a moment to get centered. I focused on my inner tranquility, allowing me to approach the situation with clarity and composure. This inner peace guided me in making decisions that aligned with our team's goals."	<p><b>Self-Realization Energy: Centered in a Joyful Spirit</b></p> <p>Step back from your thoughts and feelings and focus on the tranquility deep inside you.</p>	Self Reflection
<b>Disarm</b>	"During a heated discussion, I sought to disarm tensions by acknowledging the valid points made by each party. By finding common ground and affirming the truth in their perspectives, I fostered a more constructive dialogue, paving the way for resolution."	<p><b>Wisdom Energy: Calm and Receptive to the Truth</b></p> <p>When you encounter disagreement, find something true in what the other party is saying and affirm it.</p>	Balance & Perspective
<b>Fuse Opposite Viewpoints</b>	"When confronted with differing opinions on our project's direction, I facilitated a discussion to fuse these opposing viewpoints. By highlighting the strengths of each perspective and exploring how they complemented one another, we arrived at a more comprehensive and balanced strategy."	<p><b>Wisdom Energy: Calm and Receptive to the Truth</b></p> <p>Find a way to integrate contradictory positions into a more nuanced and balanced perspective. For instance, if team members disagree about the quality of their presentation, their manager might point out that while the presentation was analytically persuasive, it overlooked building an emotional connection.</p>	Balance & Perspective

# Leadership in the Flow + VBL – Appendix

Leadership in the Flow	Context of How the Behaviors Could Show Up	Core Energy	VBL Principle
<b>Untwist Your Thinking</b>	"Despite setbacks, I made a conscious effort to untwist my thinking and view the situation objectively. Rather than catastrophizing our recent presentation as a 'total disaster,' I acknowledged its strengths and identified areas for improvement, enabling us to learn and grow from the experience."	<b>Wisdom Energy: Calm and Receptive to the Truth</b>  Eliminate distorted thoughts so that you can see the situation in a clear, objective light. No, a presentation wasn't a "total disaster."	Balance & Perspective
<b>Affiliate</b>	"In building rapport with stakeholders, I focused on finding common ground and shared goals. By affiliating with others, we formed stronger connections and collaborated more effectively, driving towards mutual success."	<b>Love Energy: Connected with Those You Work With and Serve</b>  Find common ground with others.	Balance & Perspective
<b>Create the Right Frame</b>	"When assigning tasks to my team, I framed the challenges as opportunities for growth and innovation. By emphasizing the positive aspects and highlighting each individual's strengths, I inspired them to tackle obstacles with enthusiasm and creativity."	<b>Wisdom Energy: Calm and Receptive to the Truth</b>  Describe challenges, opportunities, and assignments in a way that brings out the best in people.	Self-Confidence
<b>Practice a Growth Mindset</b>	"Embracing a growth mindset, I encouraged myself and others to see setbacks as opportunities for learning and development. By recognizing our untapped potential, we approached challenges with resilience and a determination to continually improve."	<b>Growth Energy: Curious and Open to Learning</b>  Recognize the vast untapped potential that exists in you and others.	Self-Confidence
<b>Learn from Adversity</b>	"Following a project setback, I used the experience as a learning opportunity for myself and the team. Instead of dwelling on failure, we analyzed what went wrong and identified areas for improvement. By embracing adversity, we emerged stronger and more prepared for future challenges."	<b>Growth Energy: Curious and Open to Learning</b>  Use setbacks and failures to help you and others become better—not bitter.	Self-Confidence
<b>Embark on a Hero's Journey</b>	"I crafted a compelling vision that inspired my team to embark on a challenging project despite the obstacles. By framing our journey as a heroic quest with a meaningful goal, I instilled a sense of purpose and rallied everyone's commitment to achieving success, no matter the hardships we might face."	<b>Purpose Energy: Committed to a Noble Cause</b>  Craft a compelling vision that inspires people to pursue a goal despite tough challenges.	Self-Confidence

# Leadership in the Flow + VBL – Appendix

Leadership in the Flow	Context of How the Behaviors Could Show Up	Core Energy	VBL Principle
<b>Understand Before You Act</b>	"Before making any decisions, I took the time to thoroughly understand the issue at hand. I approached it with curiosity, asking questions and gathering information from all perspectives. This comprehensive understanding allowed me to make informed decisions that considered the broader context and potential implications."	<b>Wisdom Energy: Calm and Receptive to the Truth</b>  Approach an issue with heightened curiosity, and fully explore it before making your move.	Genuine Humility
<b>Solicit Advice</b>	"Recognizing the value of diverse perspectives, I actively sought advice from experts and stakeholders. By openly soliciting their input, I gained valuable insights that informed our decision-making process and fostered a sense of inclusivity and collaboration within the team."	<b>Growth Energy: Curious and Open to Learning</b>  Gain a deeper understanding of others' perspectives by asking experts and stakeholders to openly share their thoughts.	Genuine Humility
<b>Acknowledge, Apologize, Address</b>	"Upon realizing a mistake, I swiftly acknowledged it, apologized to those affected, and took immediate steps to address the issue. By demonstrating accountability and a commitment to rectifying the situation, I preserved trust and maintained integrity within the team."	<b>Growth Energy: Curious and Open to Learning</b>  Swiftly acknowledge, apologize for, and correct mistakes.	Genuine Humility
<b>Act/Express Thoughtfully</b>	"When faced with tough decisions or delivering hard truths, I approached each situation with thoughtfulness and empathy. I considered the impact of my words and actions, striving to communicate with care and compassion while remaining honest and transparent."	<b>Love Energy: Connected with Those You Work with and Serve</b>  Bring a deep sense of caring to how you make tough decisions and communicate hard truths.	Genuine Humility