The Citizen Leader

WORKBOOK

Be the Person
They'd Want to Follow

SECOND EDITION

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The Citizen Leader Workbook

This online workbook, formatted as a fill-in PDF, is made available to you so that you can capture your thoughts and responses to the questions that appear throughout *The Citizen Leader*. I created this workbook so you can have a separate and reusable set of materials to use for your own ongoing personal and professional growth and development. This workbook will make it easier for you to repeat the exercises in the book as you draw on and apply them again and again while serving your communities.

Note: These materials are an integral part of *The Citizen Leader* book. They are designed and intended for use by individuals who have in hand and are working through the exercises in the book. If you have not purchased a print version of *The Citizen Leader*, you will find a link to buy it at www.TheCitizenLeader.com.

Using the Workbook

Use this workbook as a tool to capture your thoughts and responses:

- This workbook is formatted as a fill-in PDF, and may be used again and again.
- Print out a blank copy and write down your responses.

How to Get the Most from *The Citizen Leader*

- Approach each question with curiosity and honesty.
- Go slowly. The questions build intentionally. Don't rush.
- Be thorough. Linger with your answers. Go deeper.
- Stay open. Be willing to meet yourself anew.
- Ask: How can I turn my insights into meaningful actions?
- Most importantly, apply what you learn. Insight without action fades. Growth requires practice and application repeated over time.

Enhance Your Learning and Growth by Partnering Up

To promote your learning and growth, peer up. Partner with someone who also has a desire to grow as a citizen and as a leader. Or put together a small group of peers. Work together. Remember, "It takes two knives to keep one sharp." If you choose to partner with someone:

- Challenge one another to be thoughtful, to be rigorous, to be fearless.
- Act as a sounding board for one another. Suspend judgment.
- Allow one another to try on and try out ideas, approaches, words and interactions.
- Give one another feedback, and know that only you will be—and must be—the final arbiter of your choices and actions. That is an act of leadership.
- Finally, be accountable to yourself and to your partner(s) for answering and following through on the question "How will I use what I am learning to build my bonds with others in order to engage their enthusiasm to participate, serve, act and persevere?"

PART ONE

Character

CHAPTER

1

Self-Awareness

What Does Leader Mean in My World?

To begin with, explore a view of leadership—through the eyes of the people around you.

Ask a few people in your life—colleagues, friends, family, students—what they think.

What are the essential qualities, values, or behaviors *they* look for in a leader?

Why do those qualities, values, or behaviors matter to them?
(Take note of any themes or surprises.)

Given what you heard, reflect on yourself and candidly answer the following questions:

What strengths do you bring to being a leader?
(Consider the feedback you've received, and what you notice in yourself.)

What qualities, values, or behaviors do you want to strengthen as a leader?

Why?

CHAPTER

2

Credibility

My Values

Let's begin with a broad scan. From the list below, choose about ten values that resonate most deeply with you. These are the promises, both personal and public, that shape how you strive to be, act, live and lead.

Acceptance, Accomplishment, Accountability, Achievement, Adventure, Affiliation, Agency, Approval, Attractiveness, Authenticity, Autonomy, Balance, Beauty, Caring, Challenge, Change, Collaboration, Comfort, Commitment, Common Good, Compassion, Competence, Conformity, Consensus, Contribution, Cooperation, Courage, Courtesy, Creativity, Decisiveness, Dependability, Discipline, Duty, Ecology, Equality, Excellence, Excitement, Exploration, Facts, Fairness, Faith, Fame, Family, Fear, Fitness, Flexibility, Forgiveness, Freedom, Friendship, Fun, Generosity, God's Will, Gratitude, Green, Growth, Harmony, Health, Helpfulness, Home, Honesty, Honor, Humility, Humor, Independence, Industry, Inner Peace, Innovation, Integrity, Intimacy, Justice, Knowledge, Leisure, Loved, Loving, Loyalty, Mastery, Mindfulness, Moderation, Money, Nonconformity, Nurturance, Openness, Order, Partnership, Passion, Peace, Play, Pleasure, Power, Prestige, Productivity, Profit, Realism, Recognition, Respect, Responsibility, Rigor, Risk, Romance, Safety, Security, Self-Acceptance, Self-Control, Self-Esteem, Self-Knowledge, Service, Sexuality, Simplicity, Social Justice, Solitude, Spirituality, Stability, Teamwork, Thrift, Tolerance, Tradition, Transparency, Trust, Wealth, Win

Feel free to add your own.

This list is a starting point, not a boundary. Add anything else that feels essential to how you live and lead.

There are no right or wrong answers here. What matters is that the values you choose feel authentic—true to who you are now. Choose the ones that guide your behavior, your actions, your decisions, and how you show up in relationships and community.

Jot down your choices. Cross out, revise, reorder—whatever you need to do to land on a list that feels honest and real. Think of this as your first draft. You'll refine it over time as you continue to uncover the core values that form the foundation of your character.



My Values in Action

Use the space on the next pages to describe your values in practice. What do they look like in action in your everyday life?

Value:

How this shows up in action:

Value:

How this shows up in action:

Value:

How this shows up in action:

Value:

How this shows up in action:

Value:

How this shows up in action:

Value:

How this shows up in action:

Value:

How this shows up in action:

Everyday Values

Let's take a look at this from another perspective.

Think about a few of your recent interactions—at work or in your personal life. What values came through in how you showed up?

What are some of the choices you've made lately—even the ones no one saw? What values were behind those choices?

Now think about how you've spent your time over the past few weeks. What values were reflected in the choices you made about how you spent your time?

Now imagine yourself through the eyes of people who know you well—at work, at home, or in your regular daily life. What values do they likely see in the way you act, speak, and make choices?

Values at Work

Take some time to reflect on the work you do or the service you regularly provide.

What values does that work reflect?

Pattern of My Actions

Given all of the values that you've identified (pages 10-18 in this workbook), which are the ones that are regularly supported by the pattern of your actions?

Value:

Value:

Value:

Value:

Value:

Value:

Value:

Who am I?

Now, with the benefit of the feedback you have gotten from others, you've gathered valuable additional data about what values show up in your day-to-day life. What values, if any, differ from what you have previously written down?

Value:

Value:

Let's bring it all together. In addition to what you've recorded above, write down the values that emerged from the *pattern of your actions* (pages 19-20 in this workbook). While this might be repetitive, you will capture the *handful of values* that you *regularly* demonstrate through your behaviors, words, choices and interactions. These values reflect how you are known. They help you answer the question: *Who am I?*

Value:

Value:

Value:

Value:

Value:

Modifying My Values

Finally, upon reflection, examination and with the benefit of feedback, you might very well want to modify some of your behaviors in order to change or strengthen your values. Collect your thoughts and identify what you want to be different.

Value:

Behaviors I want to modify:

Value:

Behaviors I want to modify:

Value:

Behaviors I want to modify:

My Aspirations

I aspire to be known by this additional value and commit to regularly demonstrate it in the future.

Why do I care?

What behaviors and actions do I need to demonstrate regularly in the future to align with this value—to act with integrity?

My Role in Shaping the World

Take a moment to reflect on these questions—quietly, without judgment:

When have I recently shaped my environment for the better? (Recall a moment, even small, where your actions or words made a difference.)

Write your reflection:

When have I shaped my environment in ways I regret, or wish I had handled differently?

Write your reflection:

What values do I most want to remember tomorrow, when I speak, act, or make choices?

Write your reflection:

Notice that in both the proud moments and the hard ones, you were shaping something. The work going forward is to choose your shaping consciously and intentionally.

PART TWO

Citizen Leader

CHAPTER

3

Community

Community

Who are your communities?

Focus on just one of the communities of which you are a member. In your mind's eye, picture several of the individuals in that community, and write down your response:

Who is in this particular community?

Active Citizen

Allow yourself to own and relish your own right and role as an active citizen. Go ahead, say it out loud: "I am an active citizen of *write it here* community!"

What strengths do you bring to being a citizen?
(Be candid. Consider how you show up in your community today.)

What qualities, values, or behaviors would you like to strengthen in yourself as a citizen?

Convictions

So, let's take a look at your convictions about the community of which you just proclaimed yourself an active citizen.

Candidly and honestly respond to the following questions:

What do I love about this community?

What are my current strong beliefs and feelings about this community?

What are the more significant services or work that *I am doing* in this community?

I do this service or work because...

I care about my service or work because...

How does my service or work improve life for others?

I am of the mind that the person who has experience as an active citizen will possess the unique capacity to engage others as a leader.

CHAPTER

4

Citizen Leadership

Citizen Leader in Action

Know

What initiative do I want to champion or am I being asked to lead in my community?

What is one piece of evidence (or more) that convinces me of the need for the initiative?

What do I anticipate the key obstacles will be to implementing the initiative?

What will be the benefits when the initiative is successfully implemented?

What would be the consequences if it were not implemented?

I Personally Care

I *personally* care about this initiative because…

Go deep:

I *personally* care about this initiative because…

Go deeper:

I *personally* care about this initiative because...

Act

At this juncture, you have used the *Know…Care…Act* framework to sharpen your understanding (head) of the reasons for the change or initiative you want to lead, and you have probed the deeper reasons for why you personally care (heart). It remains, then, for you to focus on what you are doing now and what you will do in the future to move your initiative forward (hands-on action). With a solid foundation of head and heart—with the two forces of knowing and caring solidly in play—you have done the internal work to now act in ways that demonstrate your commitment.

Let's get to it:

What are you doing *now* to champion the initiative?

Are your actions having an impact?

Impact. It's one of those words that gets thrown around without much consideration for what it really means. And, it means different things to different people. So, in the interest of bringing rigor to your response, let me pause to give *impact* a working definition. An action has impact, or is impactful, when it has a *compelling effect*—when it *accelerates or shifts the trajectory of the matter at hand in a way that is important or significant.*

So, let's return to the prior question:

Are your actions having an impact on the initiative?

Why do you say so? What are the compelling effects?

Now, let's look to the future. Shift your attention to what you could do from this point forward. You have just stated what you are currently doing. Now, imagine and describe other actions you might take that could have a compelling effect on advancing your initiative. As you do so, keep your thinking broad so that you include actions that might engender risk or even fear on your part.

What are possible impactful actions or risks you could take to champion or lead this initiative?

CHAPTER

5

Courage

I courage to...

What *impactful* actions do *I courage* to take *in the next three weeks to* champion or lead this initiative?

Action: I courage to...

Why this action?

What will be the measure of progress?

Action: I courage to...

Why this action?

What will be the measure of progress?

Fears and Risks

It takes courage to act in the face of the possibility that your actions might cause you to fall out of favor with coworkers, friends, family or members of your community. Yet, when you take those actions to safeguard your values, you strengthen your integrity and honor your true self.

What are your thoughts? Do you think you have the necessary *force of courage* to champion your initiative?

Why or why not?

There is nothing that says you need to be taking on the initiative without the support of others in your community or in your world. So, if you feel that you lack the necessary *force of courage*, whose support could you enlist to help you overcome your reservations and fears?

What will you ask of each of these individuals?

CHAPTER

6

Gratitude

Gratitude

Start with the *receiving* end.

Recall an occasion when you received a *meaningful* expression of gratitude.

Specifically, what occurred, what was said to you, and what made it *meaningful*?

What was the impact on you?

If it was work related, what was the impact on your work?

Now consider the *giving* end.

Recall an occasion when you offered a *meaningful* expression of gratitude to someone. Specifically, what occurred, and what did you say?

How did the person respond?

What was the impact on you?

Allow the following questions to guide you in expressing meaningful gratitude, and by extension in building and strengthening your bonds with the people you lead. Say your answers out loud first, paying attention to the feelings that you experience along the way, and then jot down a few notes.

What is one specific contribution that someone in your crew has made recently to your team, group or community and for which you are grateful?

Why are you grateful?

As you answer, remember that this is also a chance to remind your crew of your larger purpose and to reinforce their place in it. Let the person know how their contribution fits into the bigger picture for your group or community. This matters most for those who might be struggling with the myopia of the routine or the mundane; your effort could help them reconnect to their purpose and their important place.

How does this specific contribution:

Benefit others?

Serve the larger group or community?

Now the only thing that remains is to put this into practice. Decide when you will express your gratitude, ideally within the next two days.

Love lies at the core of all the roles that you will step into as a leader. You build and strengthen the bonds that move others to participate, to serve, to act and to persevere when you operate from a place of the heart—from a place of love.

Pure and simple, people who love are the better leaders.

Your Next Steps

Here are specific ongoing actions for you to pursue:

Champion or take the lead on an initiative that you care about, and that will serve to better a community of your choosing and improve life for all.

Apply the Know…Care…Act framework again and again to focus your thinking, engage your heart and decide on action.

Model the force of courage for your peers and members of your community by taking compelling, impactful action to move your initiative forward.

Action: I courage to…

Why this action?

What will be the measure of progress?

Personal Reflections and Learning

When, after some time apart from a friend or neighbor, the beloved American philosopher and essayist Henry David Thoreau would sit down to dine with them and he would initiate their reacquaintance by asking, *"What has become clear to you since last we met?"*

So now, in the spirit of reacquaintance, as well as in the spirit of meeting yourself anew in these pages, ask yourself: *"What has become clear to you over the course of these pages?"*