

BECOMING AN EFFECTIVE & AUTHENTIC LEADER

A workbook & guide to help you grow



Leadership is tough work.
Leadership is vital work.
Leadership is not for the faint of heart.
Leadership is for all of us.

That's what we tell our trainees often. Sometimes they see themselves as leaders already, other times they have the desire but doubt their capacity. We know that anyone can become a great leader, and it starts with that first step.

This workbook and guide is taken from the curriculum we offer to our trainees. It is useful for those who wish to grow in their leadership capacity for community development. But it is also useful for anyone who wants to learn more about themselves, and discover their inherent potential to become an effective and authentic leader.

My hope is that this will help you better understand yourself, your potential, and what you have to give to the world. Every leader must start with that first step, and we believe that this first step is self-knowledge. Take the time to understand who you are, so that you can lead others to better know who they are and their inherent potential.

If you have downloaded this guide, it means you have started to engage with Cultivate and our mission to empower and equip community leaders. I'm so grateful for your interest in our work! As we invest into community leaders, I hope we can also invest into you. It takes a global village of strong leaders to shape future generations and make this world the kind of place we all dream of. You are needed! We have ample opportunities for you to get involved with our work and use your leadership skills.

Together we can cultivate change,

Elaine Tymchak
Founder & Executive Director
Cultivate





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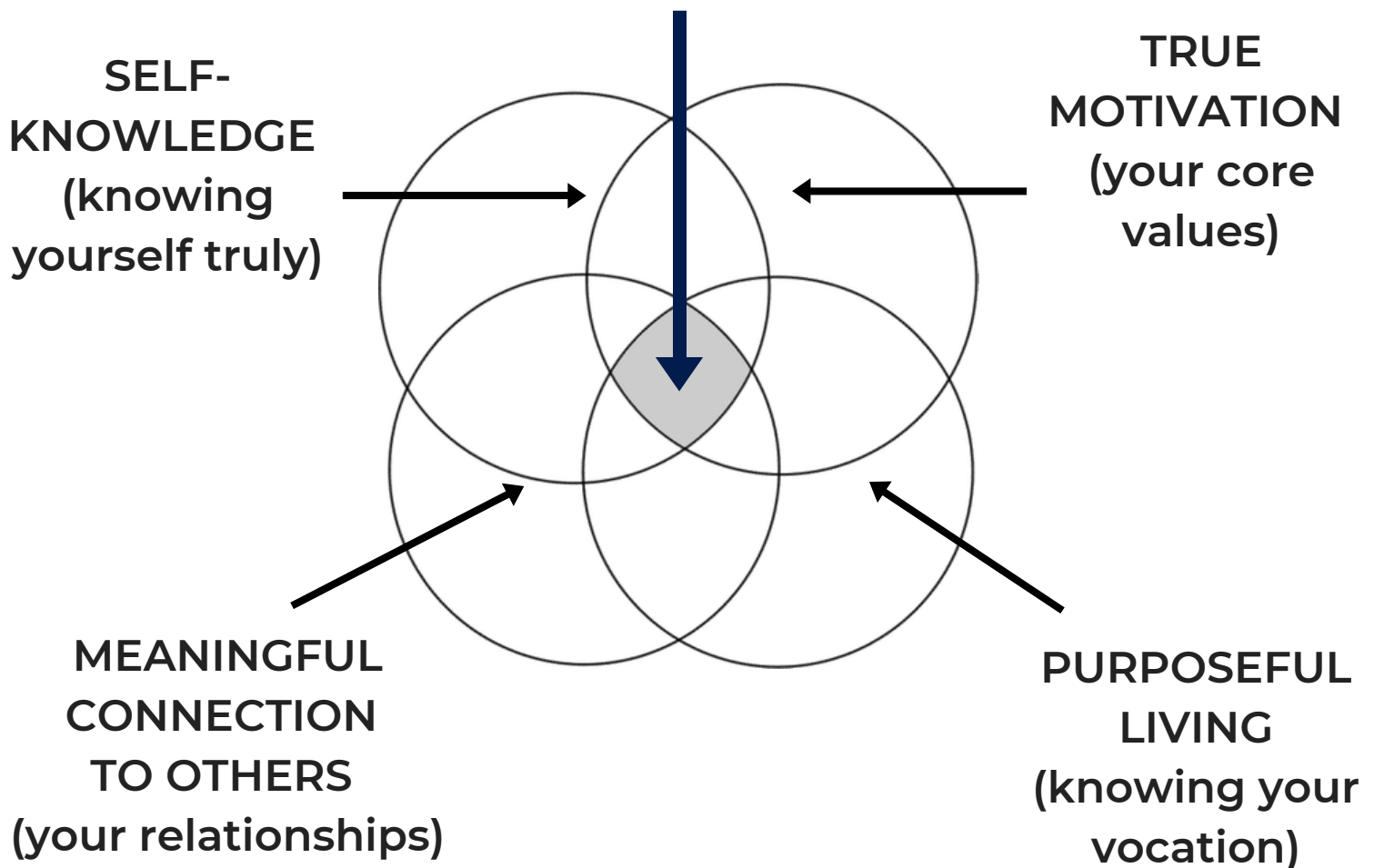
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DO YOU WANT TO BE A GREAT LEADER?

We believe that you can be, but this does not happen without hard work and dedication to becoming the kind of leader that this world truly needs. Leaders are commonplace, but someone who really makes this world better is a different kind of leader - someone who is truly effective and authentic. That is what we will explore in the coming pages.

True leadership that is effective and authentic takes place when four important components come together which we will explore in this course.

EFFECTIVE & AUTHENTIC LEADERSHIP



SELF KNOWLEDGE

You have a strong understanding of who you are, what you value, your strengths (talents, resources, experiences, privileges), and your weaknesses (what you do not possess).

TRUE MOTIVATION

You understand what you value and what motivates you to be the person that you are, or wish to become.

MEANINGFUL CONNECTIONS

You have a meaningful connection to other people resulting in their respect of you and their desire to follow you as a leader. Your relationships are built on a foundation of trust, mutuality, equality, and service to one another.

PURPOSEFUL LIVING

You have identified your life's purpose and calling. You have a well-developed vision for your life's path that empowers you and encourages you to persist when your strength falters or circumstances are difficult.

How do you rate yourself right now in these four areas?

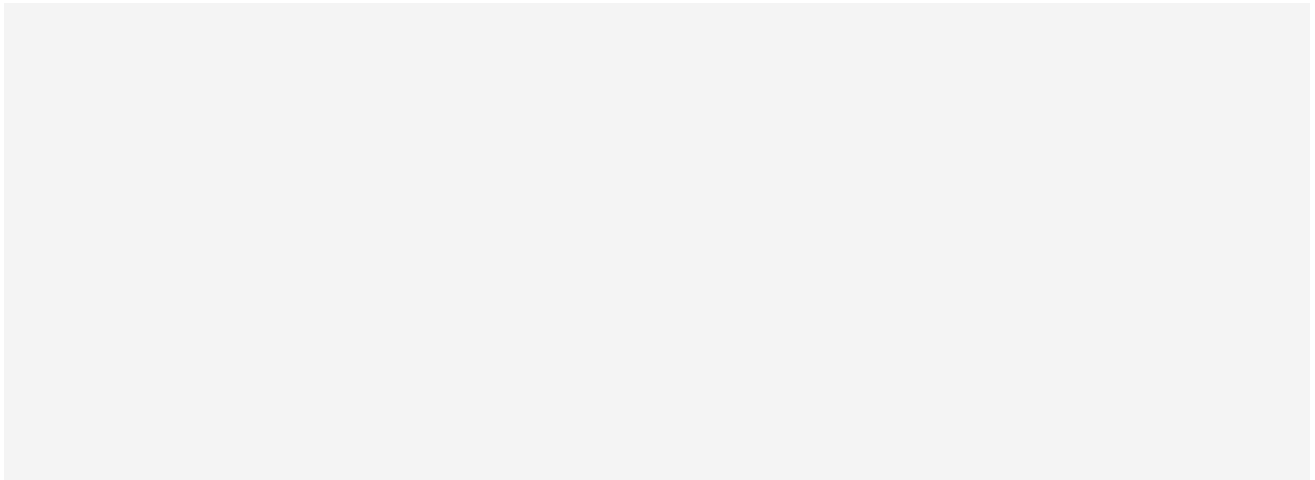
KNOWING YOURSELF

Self-knowledge is simply the ability to truly know yourself. It is easy to live in a way that is disconnected from your truest self. Many people walk through life never taking the time to reflect on their lives – the past, present, and future.

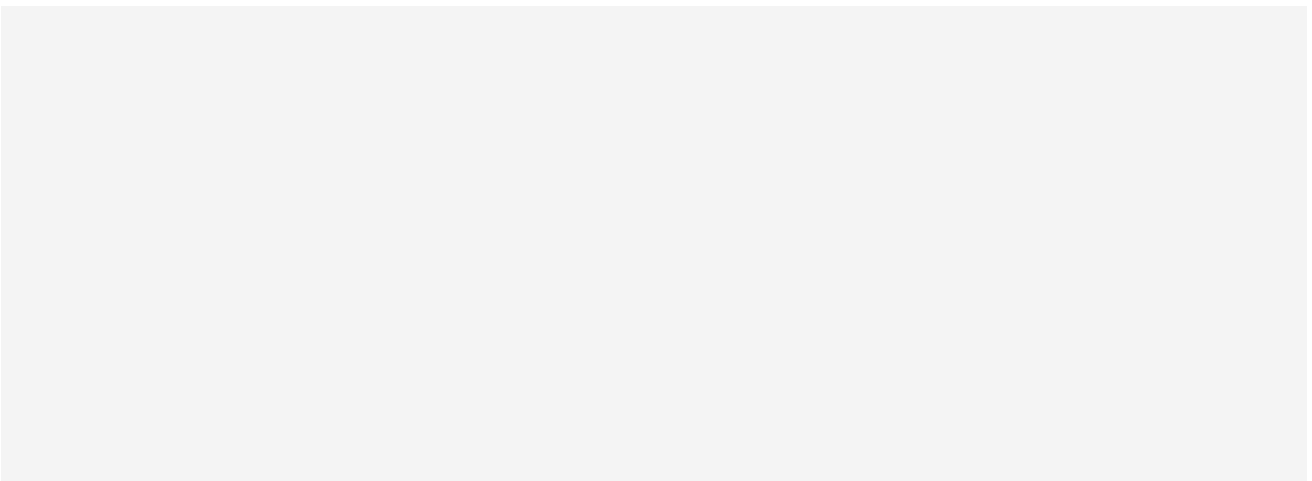
You cannot know where you are headed if you do not know where it is that you came from. Reflection on your past is important because it is the foundation that your life is built upon.

To reflect on your past, consider these questions:

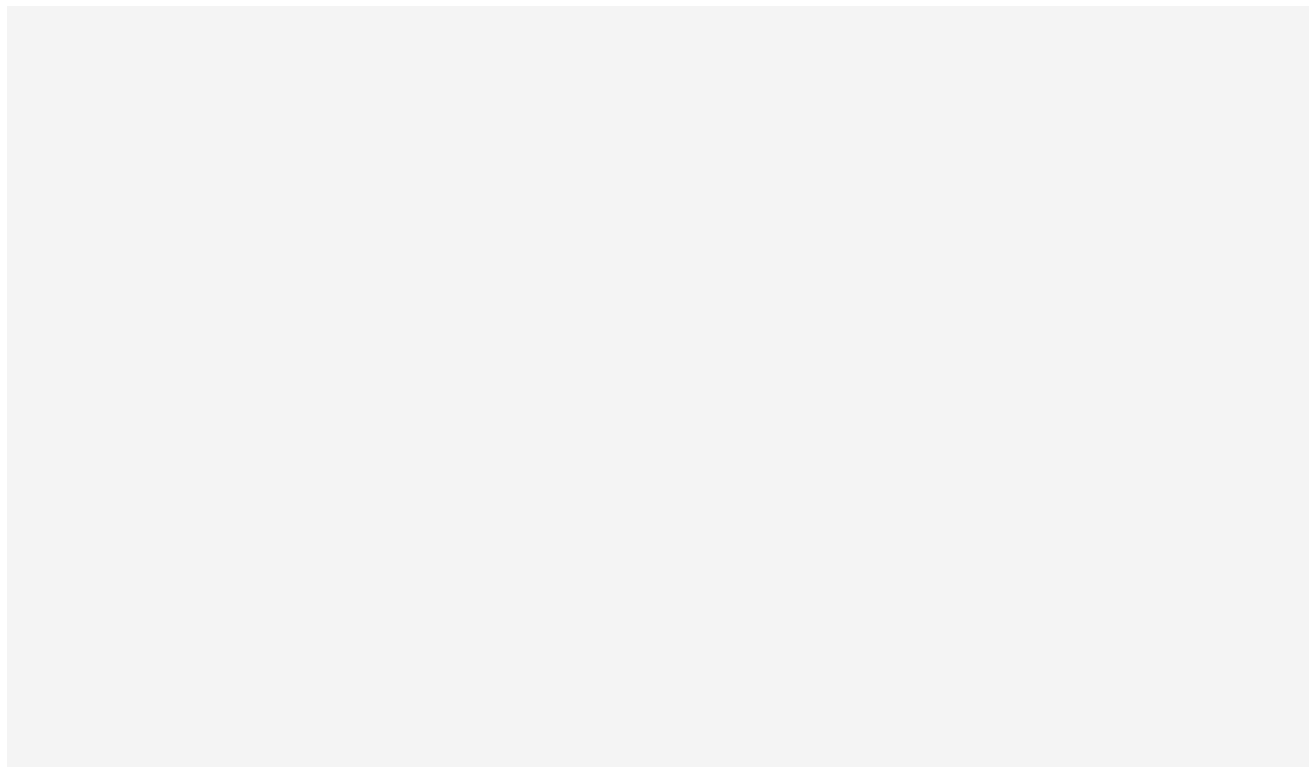
Where you have been? What path has your life taken?



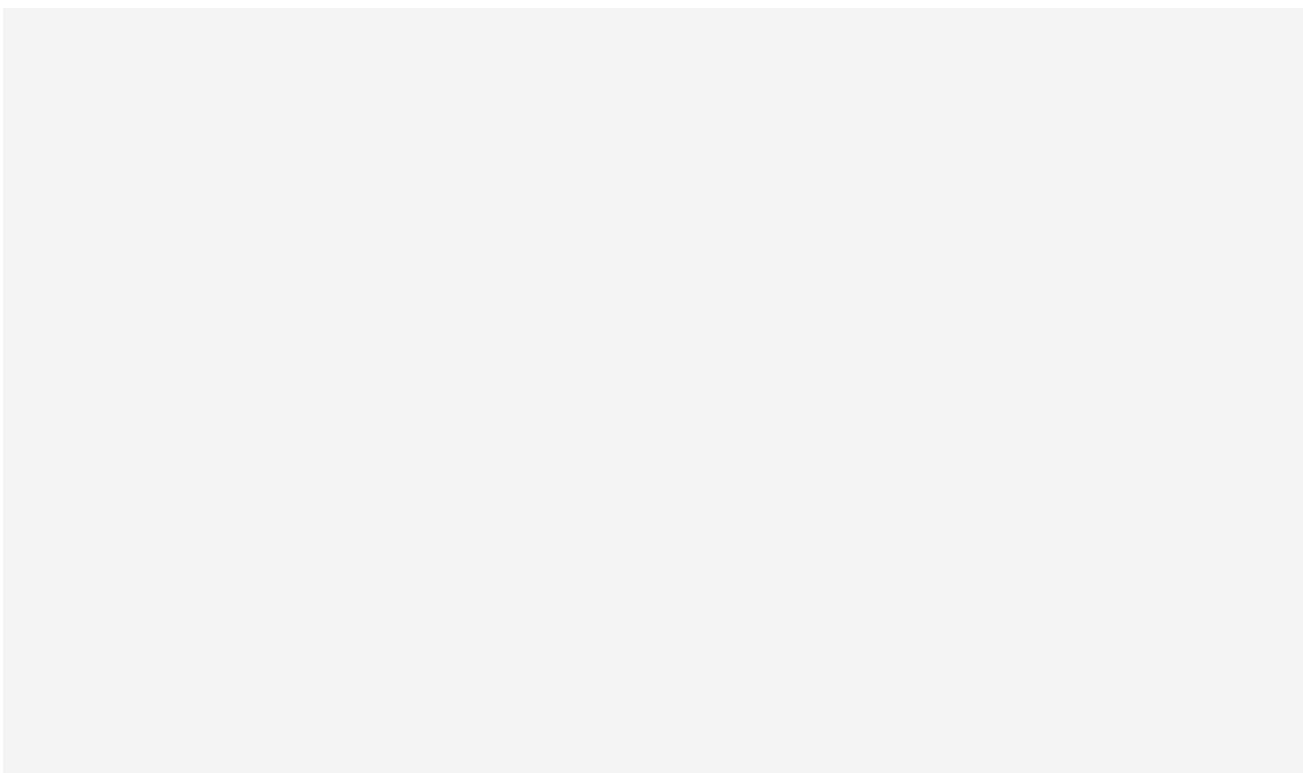
What defines who you are? What defines your understanding of yourself and your own perceived value?



What experiences, people, life events, beliefs, or worldviews have made you who you are today?



What have you accomplished?



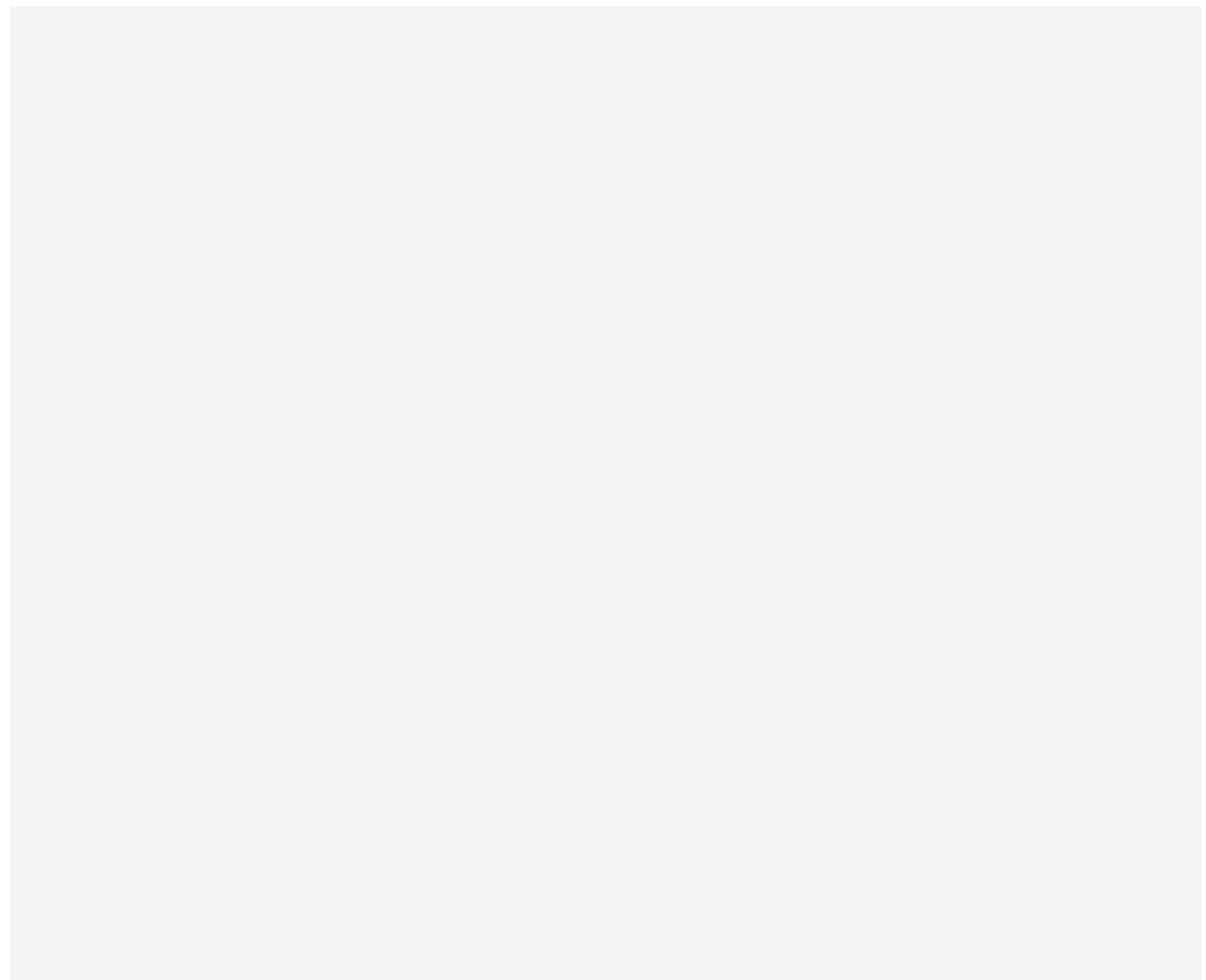
VISUALIZING YOUR LIFE'S PATH

Next, create a visual design your life. Think of the major and minor events in your lifetime and their impact on you.

- First make a list the significant positive and negative events and circumstances you have experienced in your life.
- Then, create something that will help you visualize your life. Your design can be what you choose – a map, a timeline, a drawing, a word cloud, whatever you wish.

This is a reflective exercise and it may take you a couple days to finish, do not rush it!

List the positive & negative events and circumstances of your life.

A large, empty light gray rectangular box intended for the user to create a visual design of their life's path. It occupies the majority of the lower half of the page.

REFRAMING - SEE IT IN A NEW WAY

When you are done with your visual design of your life, go through each event or circumstance and ask yourself:

- *Why am I grateful that this blessing or hardship happened to me?*
- *What role did I play in the positive events of my life?*
- *What is the redemptive value of the negative events in my life?*
- *What did I gain from the difficulties?*
- *Did one or several events affect future events?*

This will help you begin to find gratitude for all that you have experienced and will also help you begin to discover that many of your strengths have been built upon your greatest struggles. Hopefully this activity has helped you to see your life and experiences in a new way.

In what ways can you reframe your beliefs and views about your life?

SEE YOURSELF POSITIVELY

Now, let's take some time to dig deeper into who you are and what you value.

To be an authentic leader, you must have an accurate understanding of yourself. Often, we do not see all the achievements, abilities, capacities, and potential that we possess.

Take some time to think of all the wonderful things about you as a unique person whose life is a blessing.

In 10 words, describe yourself.

List 3 talents that you have.

List 3 unique life experiences that you have had that make you different from others.

List 3 resources that you have (physical, financial, communal, relational, emotional, or spiritual).

List 3 privileges that you have.

What are you most proud about yourself?

What are your biggest strengths (talents, characteristics, competencies)?

What are the top 3 experiences in your life which have had the most significant impact on who you are today?

Who are the top 3 people who have had the most significant impact on your life? How did these people influence your life for the better? What did they say, do, or give to you?

ACCEPT YOUR LIMITATIONS

Now, Take time to think about what you wish could be different.

What are your biggest weaknesses or limitations (inabilities, characteristics)?

Why are these things weaknesses? Is it because of limitations that you have which cannot be changed, circumstances outside of your control, or because you have not had the opportunity to address them?

If you had unlimited resources and abilities, what is one thing you would change about yourself or your life?

With the limited resources and abilities you have today, what is one thing you can change about yourself or your life?

Who do you admire most and what are the qualities in this person that you wish you had? How can you begin to develop these qualities in yourself?

An authentic leader knows that he or she cannot be perfect, and that there will always be things to improve. If you want to grow as an authentic leader, you should aware of your weaknesses and work continually to improve them.

A great leader also knows that even though they possess weaknesses or limitations, sometimes those weaknesses or limitations will never be able to be changed. You must learn to accept the things you cannot change about yourself. You will only become frustrated if you continually try to change something that cannot be changed.

When you know you have weaknesses or limitations you have three options:

1. Work hard to change them for the better.
2. Ask for help from others.
3. Accept them.

What will you do with the weaknesses and limitations that you have?

KNOW WHAT YOU VALUE MOST

We are motivated in life by the things we value the most.

Sometimes we know clearly what we value most, but sometimes we do not. We may think we value something, but our actions show that not to be true. And if we are not acting out our values, then truly they are not our values at all. We can say we believe something, and truly believe that we hold this belief, but until we act out that belief, it's not a part of who we are. Therefore, knowing what you value is so important so that you can set your life on a path that follows these values. It is also so important to take the time to analyze your actions and see what values they point to. You may be surprised to find that your actions reveal values that you did not even know you held as important.

Next we will help you discover the core values that you already have, and how these values can be the roadmap for your life and work. Once you know your values, they can help you in so many ways. It will help you live a life that is more authentic to who you truly are and will give you a deeper connection to yourself. Your values are also what you consciously and unconsciously use to determine what you should or should not do. They are your moral compass that points to the right direction. But if your values are not something you have discovered, it is so much more difficult for you to make good and wise decisions that are in line with who you are and who you want to be.

What are *values*?

- 1.Principles or standards upon which we make our decisions.
- 2.The principles that form the basis of our actions (motivation).

Values are what define us. They describe what we stand for, represent our passions, and are the foundation for our purpose or what we live for.

We receive values from our parents, our religion, our friends, our community, and our culture. To add to the confusion, we are influenced by the values from opposing political groups, media, community or national leaders, and even our closest friends. With all of these influences, we are ultimately left to make our own choices about whose advice and values to follow. Or, we give up our right to choose and make others responsible for our choices.

Identifying your values does not tell you *what* values you should live by, but provides you with a method that lets you discover what values you *do* live by.

What gives our life its meaning and relevance are our values. When examined, we discover that values are the principles or standards upon which we base our decisions about how we want to live our lives now and in the future. Our choices, whether we are aware of it or not, reflect our values.

If you have *clarity of purpose* (a true understanding of yourself, your calling, and your abilities) and a true understanding of your values, you will be able to find success in your work and life. This success will be defined by your purpose and values. **It may not look like success to others, but to you, it is the best possible success you can find.** All other kinds of success will now become empty and meaningless. Also, when we do not honor our values, our mental, emotional, and physical state suffers. Thus, our work suffers.

CLARITY OF PURPOSE + VALUES = SUCCESS

Values are not transmitted or taught but are learned directly from an individual's life experiences. They develop, grow, and change through interaction with self, the environment, and other people. Throughout the course of life, values are continually changing.

We are often not consciously aware of our values. Some are obvious and visible, but most are hidden from awareness. The way you choose to live your life provides clues, such as how you spend your time and money. Everything you do or say tells something about what you value. What gets you angry enough to take a stand or to take action? What do you fantasize or daydream about? When do you feel the most alive and energized in your life? Answering these and other similar questions reveals your true values.

The more we understand our values, the more we are able to make good choices, take appropriate action, and trust that we are acting in a way which aligns with our true self and our calling.

IDENTIFYING YOUR CORE VALUES

Think about these questions to help you begin to identify your own core values. Answering these and other similar questions reveals your true values.

Looking at all aspects of your life, where or how do you spend the most time?

What gets you angry enough to take a stand or to take action?

What do you fantasize or daydream about?

When do you feel the most alive and energized in your life?

Beyond life's basic needs, what must you have in your life to experience joy and fulfillment?

What values are essential to supporting your inner self?

Here are some examples of core values. You can have core values not listed here, but this is a sample list to help you identify yours. Use the questions you just answered to help you really be honest about what you value.

Aesthetics - Appreciation and enjoyment of beauty for beauty's sake

Ambition - Strong desire for achievement

Appearance - Concern for the attractiveness of one's own person

Broadmindedness - Open-minded, tolerant

Competence - Capable, effective

Creativity - Imaginative

Emotional Health - Peace of mind, freedom from overwhelming anxiety

Equality - Equal opportunity for all

Ethics - Having principles of conduct

Helpfulness - Working for others, or devotion to others

Honesty - Truthful, sincere

Knowledge - Seeking of truth, information

Leadership - Influence over others

Leisure - Time for enjoyment, gratification

Love - Devotion, companionship, warm attachment to another

Physical Health - Freedom from physical disease or pain

Security - Freedom from concern for material resources

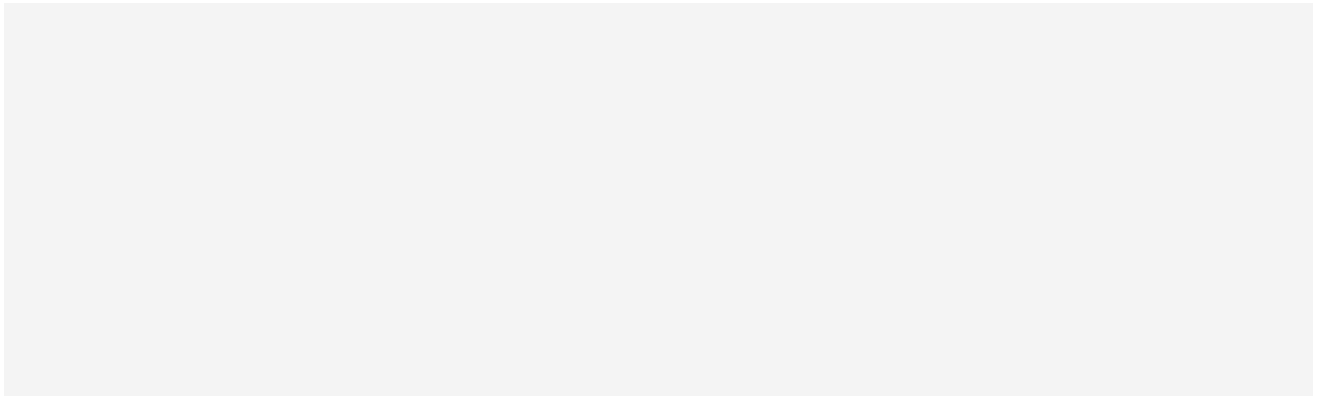
Popularity - Being liked, approved, and accepted by many

Self-Sufficiency - Self-reliant, independent

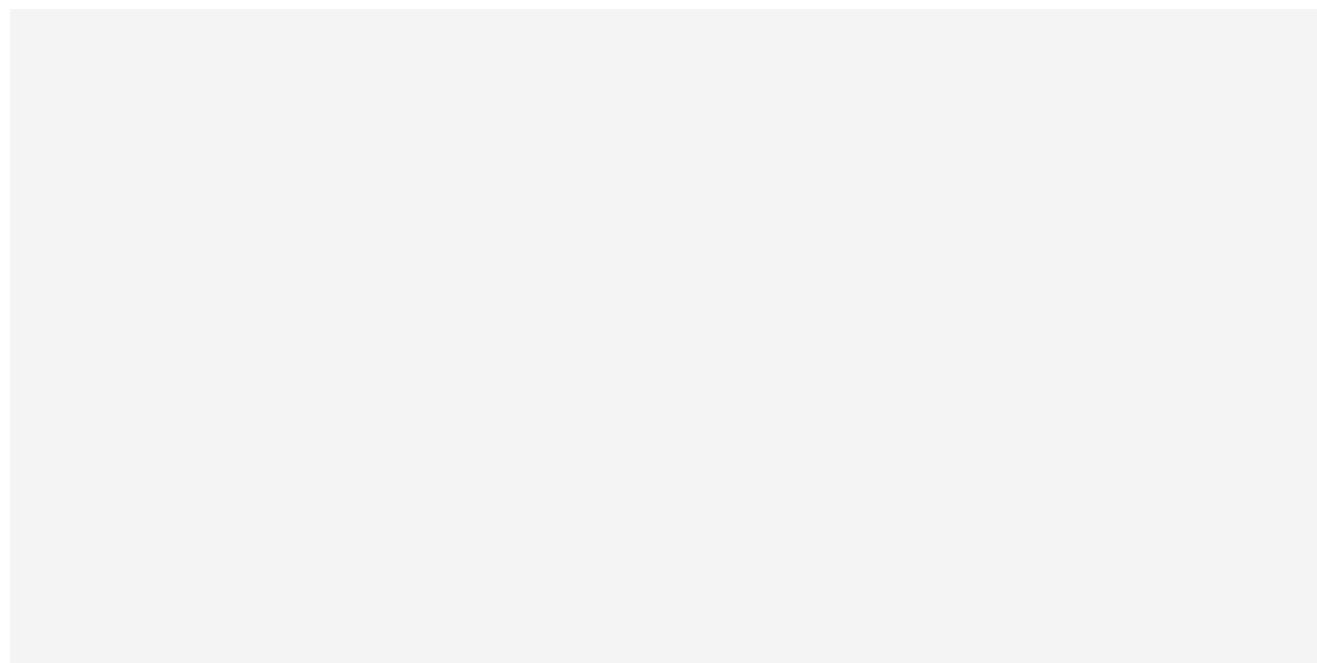
Spirituality/Faith - Belief in, and activity held on behalf of, a Higher Power

Success - Accomplishment brought about by effort and determination

From your answers above, or from this list, choose 10 values that are important to you.



Now, from this list of 10, choose 5 values that are the most important to you. Next to each value, explain why this value is important to you.



LIVING YOUR CORE VALUES

Now that you know your core values, they can help you make difficult decisions and then feel confident in the decisions you have made.

- What job should I pursue?
- Should I start my own business or community program?
- Should I compromise, or be firm, in my position in this situation?
- Should I follow tradition, or travel a new path, in this situation?

You may discover that your top values are not what you anticipated, or what you wish they would be. But, remember that no value is wrong in itself. It is how you act on those values that show their importance or worth. By knowing your core values, you can now identify ways that you can use your values to pursue the meaningful relationships and purposeful living that make up the other two circles which lead to authentic leadership.

Consider your top five values and ask yourself these questions:

How do I see evidence of these values in my life today?

How did I act or show one of these values recently?

How have I recently acted in a way that goes against my values?

Do the dreams and plans that I have for my vocation go against my core values?

Are there any changes I should make to my current circumstances, actions, or beliefs that will help me better align with my values?

Now that you know your core values, remember them. When you have difficult decisions to make, use these values to evaluate the options that you have. Even if an option seems like the best, if it goes against your values, inevitably you will find that truly this decision is not the best and that you will experience frustration, regret, or dissatisfaction.

MEANINGFUL CONNECTION TO OTHERS

Human beings are relational beings. We cannot survive outside of community. Since the beginning of time, people have found the most joy, love, fulfillment, and purpose when their lives are centered around true, deep relationships. Here we will learn how to improve our relationships and become the kind of leaders that others want to follow.

To be an authentic leader, you must have a community to lead! You must develop meaningful relationships that are based on some important principles:

AUTHENTICITY

You express your genuine self to others and receive their genuine selves in return. Authenticity means that your relationships are honest, truthful, and worthy of value.

MUTUALITY

Your relationships are not one-sided; you give to others and receive from them, just as they give to you and receive from you.

EMPATHY

You do not simply *sympathize* for the needs and experiences of others (or feel pity or an understanding of what that person is experiencing that is detached from emotion) but seek to truly understand them in a way that allows you to experience their emotions through *empathy* (to understand or relate to someone else's emotional experience).

UNCONDITIONAL LOVE

True relationships will only happen when you determine to give love to the other. This is not based on their returned love to you, what you gain from the relationship, the qualities of the other, or even their desire to be in a relationship with you. When you love someone without any conditions, you will gain their trust, respect, and the ability to know them as they truly are.

AUTHENTICITY

Authenticity means you are true to yourself, and you show others your true self. Because you are being true to yourself, your relationships will be more honest, truthful, and people will find more value in their relationship with you.

Unfortunately, sometimes we are unable to be our true, authentic selves with others. Maybe you live in a society whose culture or laws prevent you from expressing a part of yourself.

Some examples:

- A woman who is very independent, extroverted (unreserved), and values being a leader lives in a community where women are treated as second-class citizens.
- A young adult who has developed political beliefs that are very different from his parents, but because his parents are paying for his education, he fears that if he is open about his beliefs, they will stop supporting his education.

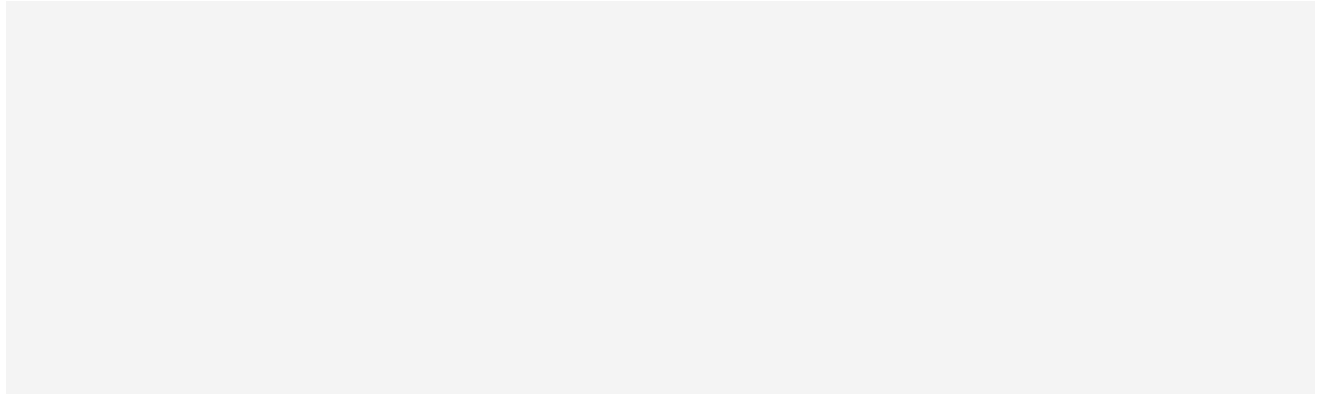
You may find yourself in situations where you are unable to be your true self and that you cannot change those situations. Often leaders discover that they lead two lives or have two different personalities that they use in different circumstances. You may find that with your community, you must display yourself as a strong leader who is intelligent, makes no mistakes, and has no troubles or struggles in your life. But you know that your reality is much different. You question your abilities, you see the mistakes that you make, and you have many troubles. **This duality, being two different people, is very difficult and will exhaust you.** You may be able to live this way for many years, but in the end, you will suffer.

Being authentic means that you are true to yourself, and that you show others the full, true person that you are. They may expect you to be someone else, but soon you will find that people will respect you and have a deeper connection with you when you are authentic.

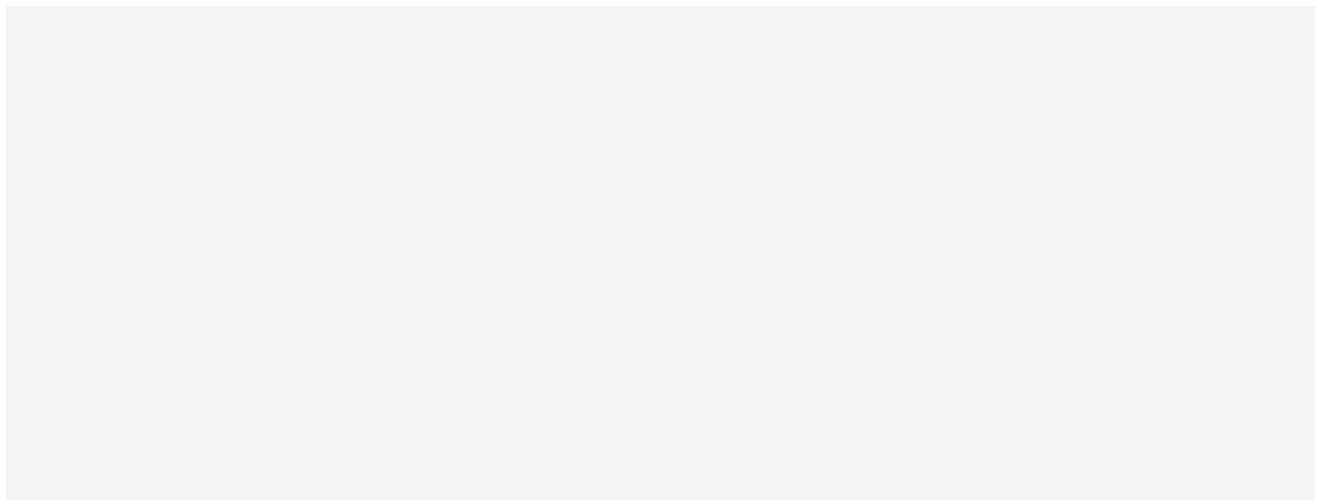
Almost every person is able to find a group of people with whom they are able to be their true selves, but it may not be easy. If you do not yet have this kind of community, do everything you can to find it. Your emotional and spiritual health are only as strong as your ability to be your true self with the people who matter the most to you.

Of course, there will be times you need to adapt your personality to the circumstances you are in. You may be someone who loves to make jokes and find humor in the things you see, but sometimes you may need to present yourself in a more serious, professional manner. But if you find that for most of the time you are presenting to the world someone who is not your true self, your abilities as a leader will diminish, your health will be affected, and you will find that you have not true, meaningful relationships as people will not know the real you.

Think about how authentic you are able to be today. Where are you able to be your true, authentic self? In your home, with your family? In your church or faith group? In your school with your teachers and other students? With your friends who know you best? With everyone in your community? In another community, or group, outside of yours? Where you work? Online/social media?



If you discover that you are not your authentic self with a certain person or group of people, or in a specific place, what can you do to change this? How can you begin to show others more of yourself? If you need to develop more authenticity in your life, how will you do that? What fears do you have about being more authentic?



MUTUALITY

Mutuality means that both people in a relationship are equally contributing to the relationship. There is cooperation. Both people are giving to the other and receiving from the other. Though both people may give and receive different things from the relationship, they still both receive and give of what they have.

Relationships that are mutually benefiting to people are the healthiest.

Sometimes we find ourselves in a relationship where the other person is always asking of us, and never truly giving back. Maybe this person is constantly needing your help or advice, but when you ask for help, this person is nowhere to be found. This kind of relationship will often exhaust you, drain you of all your energy and compassion.

A relationship is mutual, is cooperative, even if both people are not able to give and receive at the same time. You may have a friend or family member who requires more from you during a time of illness or difficulty. But you know that this person will help you in the future when you need it, or they did help you long ago when you needed them most. A relationship is mutual, is cooperative, even when both people are not able to give and receive the same things. You may have more financial resources to financially help someone when they are in need, knowing that this person may never be able to give it back to you. However, you know that this person will help you in other ways whenever you ask.

Healthy, mutual relationships are ones where both people are satisfied with the effort, energy, time, and consistency that the other person gives. No relationship can be healthy if you feel that what you give is always so much more than what you receive. You will always find yourself to be discouraged, angry, frustrated, and exhausted from such relationships.

As a community leader, you will likely find that you are giving to others often. And most likely, those who you are leading are not able to give back to you in the same ways. But you still need to work hard to build mutuality in your relationships with the people in your community. It is your responsibility to help them see that you still need them, in the ways that they can give to you.

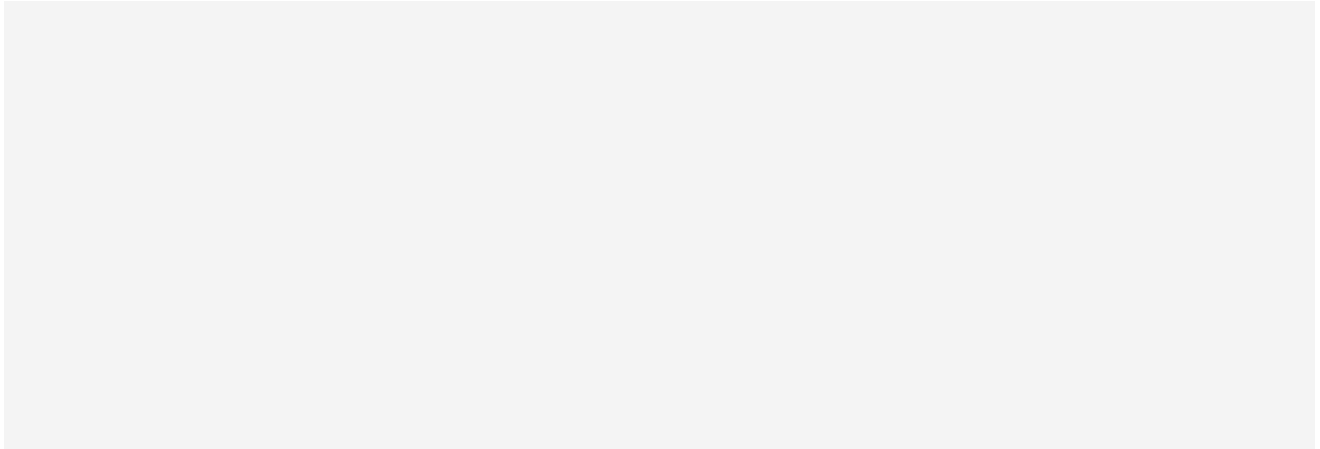
You likely will experience that people in your community do not have any troubles asking you for your time, advice, resources, or help. But these same people may not easily give you their time, advice, resources or help.

As a leader, it is your responsibility to guide your community to learn about mutuality and help them see the ways that they can help you in return. It may be something that no one else has ever done in your community before, or it may be something that is not culturally appropriate, but we encourage you to ask your community, your relationships, to build mutuality with you. Help them find ways that they can have a healthy, mutual, cooperative relationship with you. As they learn how to have such a relationship with you, they will also learn how to have such relationships with one another.

What are some ways that you can encourage people you have relationships with to develop mutuality with you?

How can you demonstrate or teach people in your community about mutuality? How can you encourage them to see that they do have things of value to share with you and with others, even if they have many struggles?

What are some of the barriers or difficulties that you will face if you ask people in your community, in your program, or even your family, to give of things that you need as you are also giving to them?



EMPATHY

Empathy is the ability to understand and share the feelings of another person. Empathy is the ability to truly understand, to truly relate to someone else's emotional experience of a situation. Empathy is not just an intellectual understanding of the person's struggle or problems. Empathy is also not feeling pity, sorrow, or sadness about the person's situation. That is called sympathy. Feeling sympathy is not wrong, but empathy is a much deeper experience where you truly are experiencing the problem through the emotions of the person.

Empathy is so important in the work of community development. True leaders must have true empathy for the people they are serving. They must deeply, truly understand and experience the struggles and problems that their community faces.

To develop empathy, as a leader you must put yourself in the situations of others. Maybe it is difficult or impossible for you to truly experience the same problems. Or maybe it is dangerous or unwise to do that. Maybe you want to develop empathy for the young women forced into prostitution by their poverty. It would be dangerous and very irresponsible for you to begin to spend time in brothels, or maybe to even approach a young woman to talk with while she is being forced to work by her pimps. But you can build relationships with women who have been rescued from the sex trade, and from them learn of their experiences. This would allow you to build a deeper empathy for those women who are still enslaved.

If you truly want to be a leader that is respected, that is followed, that is making a true difference in your community, you must find ways to build empathy for your community. If you are distant from them, if you truly do not understand them, and if your emotions are disconnected from theirs, then your work will not have as deep as an impact as it could.

What are some of the ways that you are separated or do not understand the struggles that your community members experience? Why are you separated or lack understanding? What can you do to change this?

How can you begin to build deeper empathy for your community?

What fears do you have about being more empathetic?

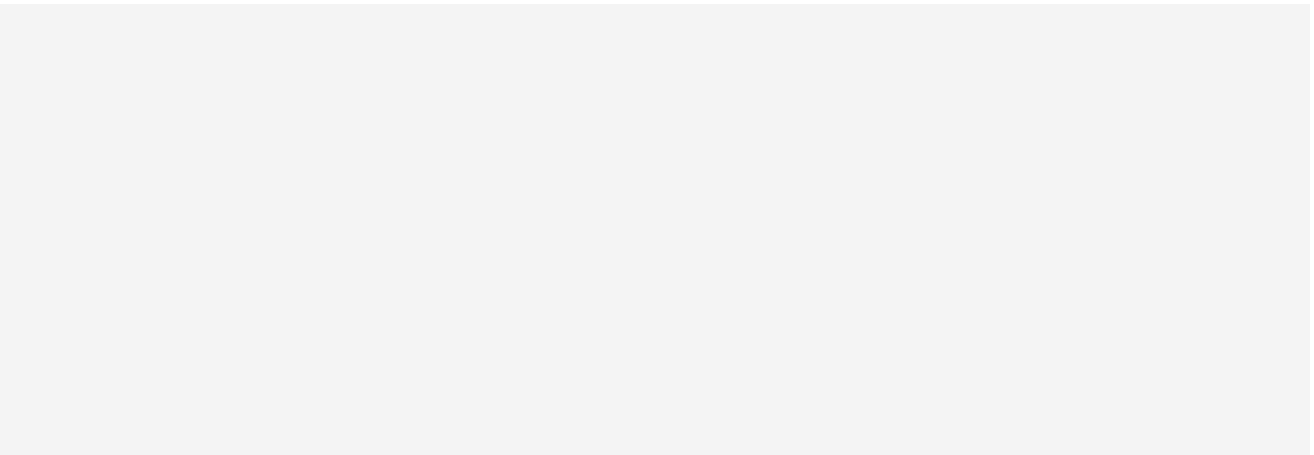
UNCONDITIONAL LOVE

True relationships will only happen when you determine to give love to the other. This is not based on their returned love to you, what you gain from the relationship, the qualities of the other, or even their desire to be in a relationship with you. **When you love someone without any conditions, you will gain their trust, respect, and the ability to know them as they truly are.**

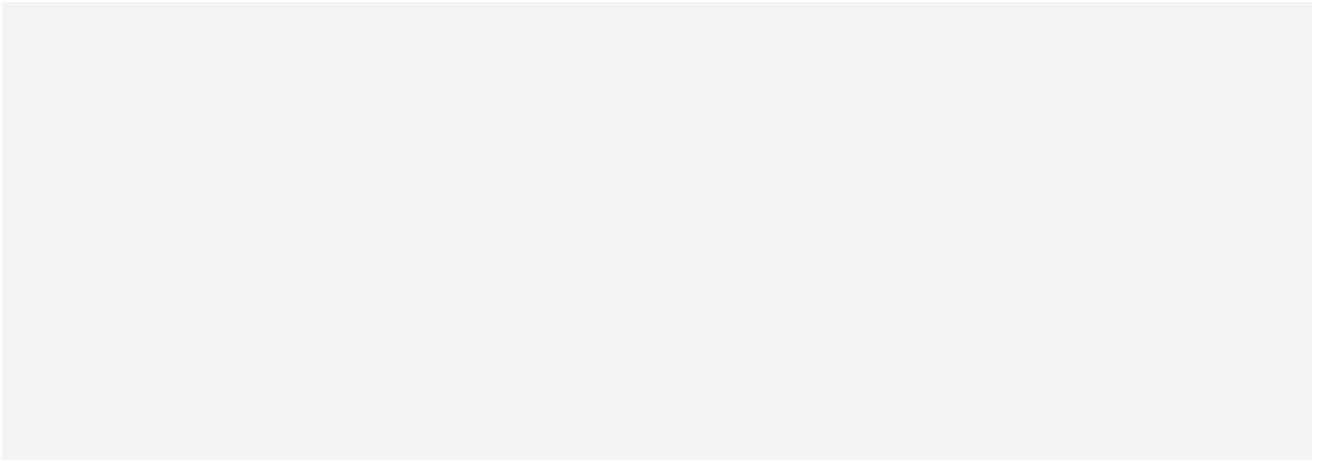
Unconditional love means that you continue to accept, to be in a relationship with the person, no matter what the other person does. Even if they refuse to build a mutual, cooperative relationship with you, you still love them. Even if they refuse to help you develop empathy for their struggles, you still love them. Unconditional love is incredibly difficult. Truly it is impossible. We are broken humans who do not have the capacity to always love other people despite their rejection of your love. But it is our responsibility to grow in capacity to love unconditionally each day. Unconditional love is something that we can learn to do better and better each day. We will never arrive at true, perfect unconditional love, but we should always try to do it better.

Maybe there are people in your community who are incredibly difficult to love. Most likely, they are the ones who need love the most. If these people experienced true love, then likely the reasons that they are difficult to love will begin to disappear and true change will take place in their lives. These are the people you should seek out the most. The people who are the most unlovable, the most marginalized, the ones who refuse to accept your love. Do not give up on them. Keep loving, keep giving, keep trying in different ways to love them and serve them. Soon you will find that the situation will change.

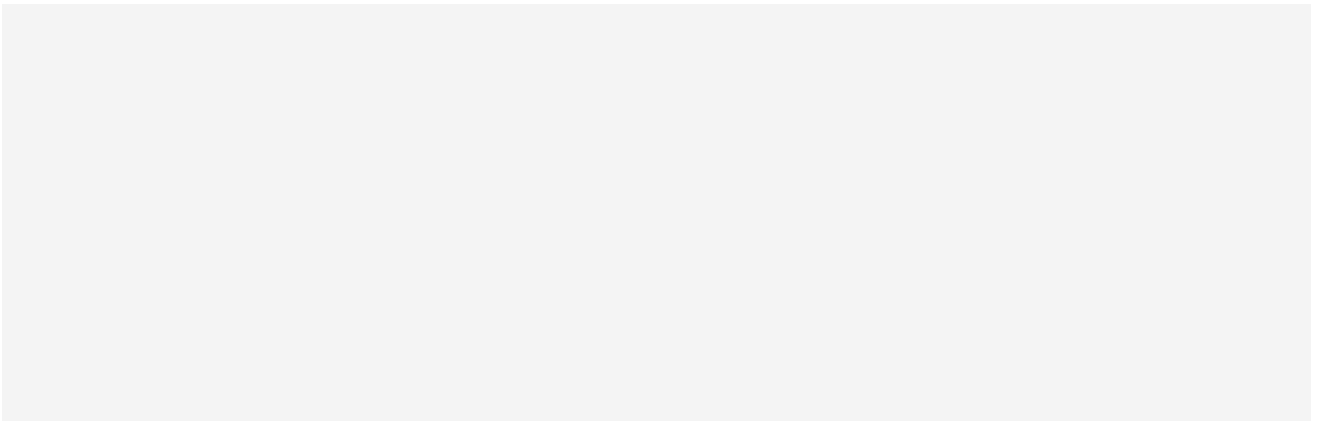
Who are some of the most unlovable people in your community or in your life? Why is it so difficult to love them?



How can you show love to these people in a new way?

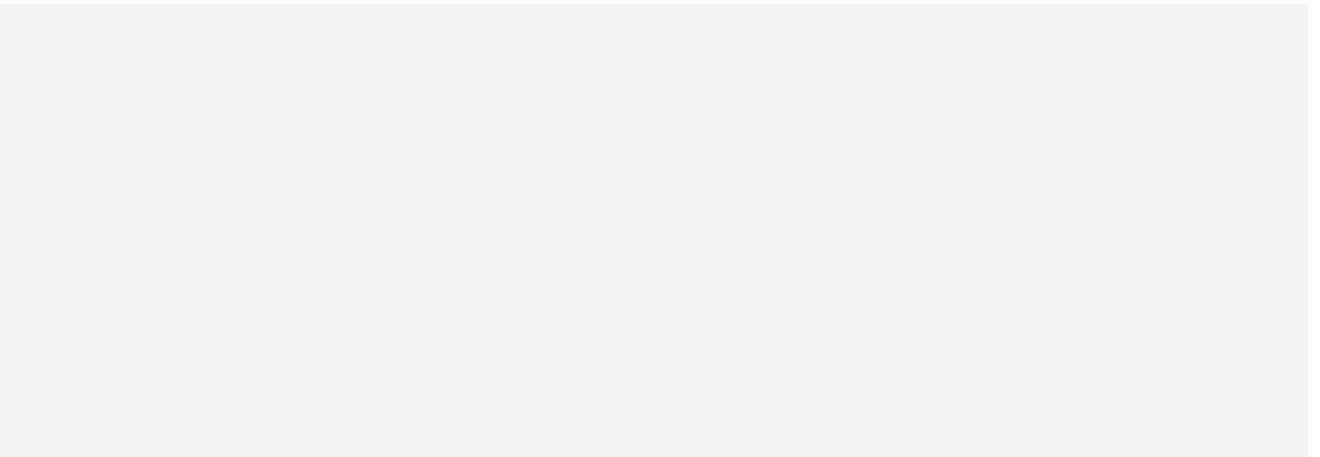


Do you have fears about loving others? How have your experiences in the past made it difficult for you to love people today? Are you scared of the risk you take when you choose to love someone else?



Loving someone unconditionally does not mean that you allow them to purposefully hurt you, abuse you, or take advantage of you.

How can you protect yourself from harm while still finding ways to loving others?



PURPOSEFUL LIVING AND VOCATION

Now, we will explore the final circle of authentic leadership - purposeful living through service to others. This is the vocation of your life. Vocation is a word that is difficult to define, but easy to see. Vocation is often defined as the job that you have. But it is more than just a job, **vocation is the thing that you do with your life that gives you true satisfaction, joy, and purpose.** Vocation is more than the job, career or profession that you practice, it is the expression of an inner calling, drive, or urge that you cannot turn off. Often your vocation is not how you earn money to survive, it is additional to your job. Vocation is what gives life meaning and purpose. **When we live in a way that fulfills our specific vocation, we are living out the full implication of what it means to be authentic people and leaders.**

Living a life that is full of purpose and is in harmony with our true selves is how our world will begin to change for the better. Someone may sell shoes for a living to provide for his family, but his vocation is expressed in the small ways that each of his customers is cared for, known, and valued. It is also expressed through his ability to provide shoes for those who are turned away from other shoe stores because of their poverty, social class, or other factors. The shoe salesman does not have a vocation for selling shoes; he has a vocation for caring for the needs of others, and giving love freely. A woman may work to help support her family, and though she likes her job, it is not her vocation. Her vocation is dedicating time to helping her children grow to be adults who are generous, loving, and responsible.

You will not automatically know your vocation. Your vocation is something you must work hard to discover. Remember, your vocation is not simply something you wish to do, who you wish you were but are not, or simply your good intentions. Vocation is who you are and who you were created to be. **You likely have one vocation in life, but it will be expressed or lived in different ways throughout your lifetime.** At times, your ability to live out your vocation will be limited by circumstances and relationships. Be patient and have persistence; if you are true to yourself and to faithfully pursuing the life path you have identified, your vocation will soon be found.

DISCOVERING YOUR VOCATION

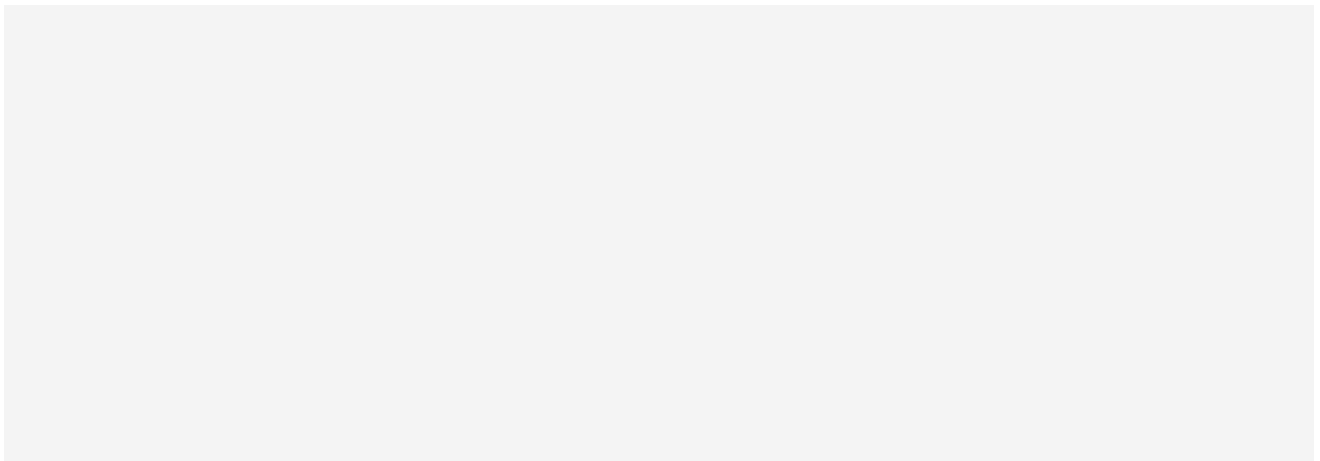
To discover your vocation, you must know yourself well. You must assess:

1. Your talents and capacity,
2. Your desires and deep joys,
3. Where you feel the brokenness of the world,
4. Your personality or temperament.

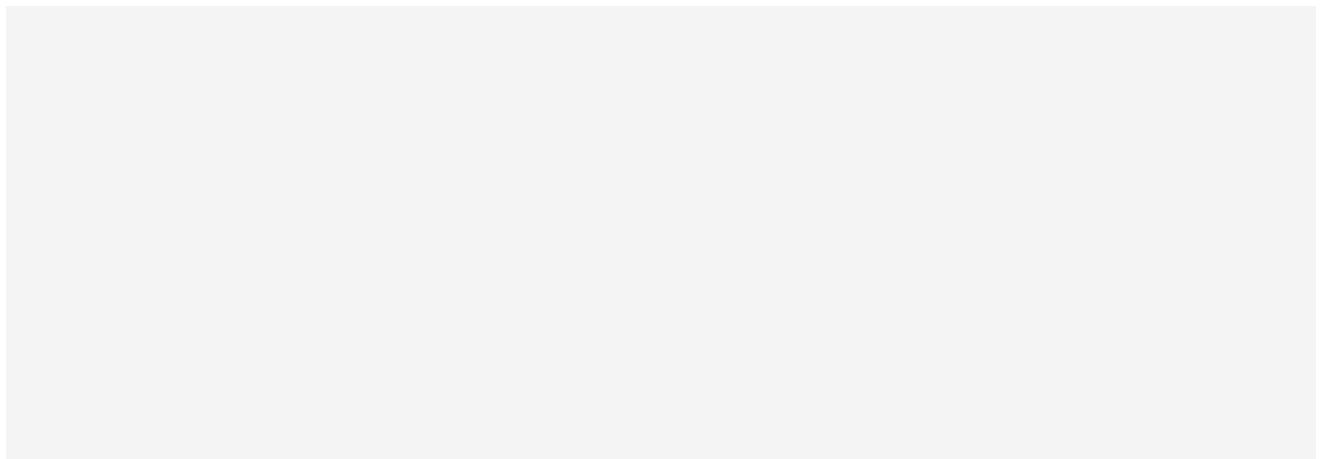
Not one of these areas is more important than the others. Who you are and who you are called to be in the world is found at the intersection of all four areas. But maybe one of these areas will be more important to you than the others, as you begin to identify your vocation and the focus of your life's work.¹

To identify your vocation, ask yourself these questions:

What is the passion, the desire, that reflects who I am?

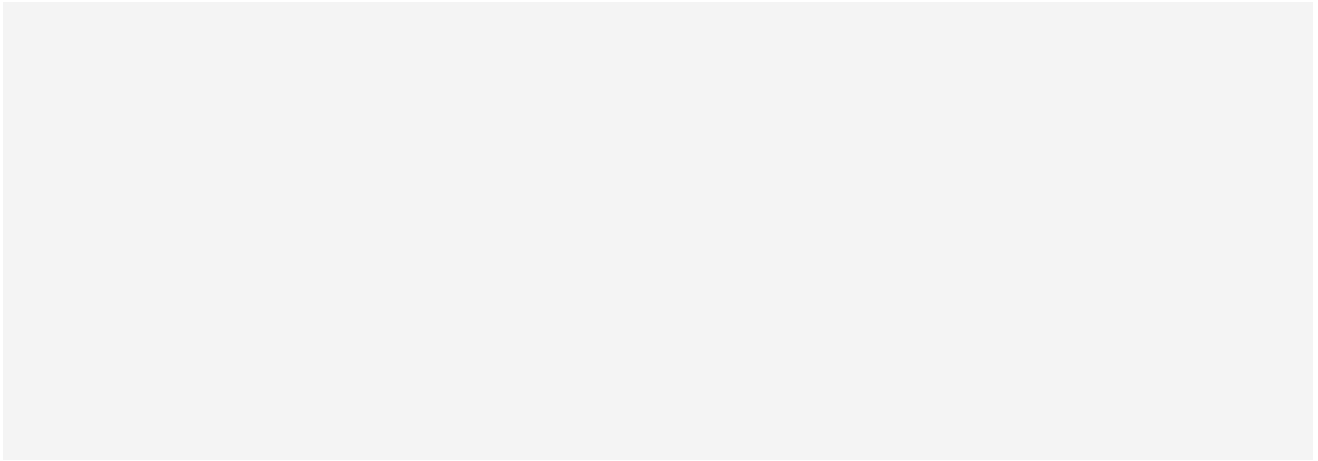


What is it that I really want to do?

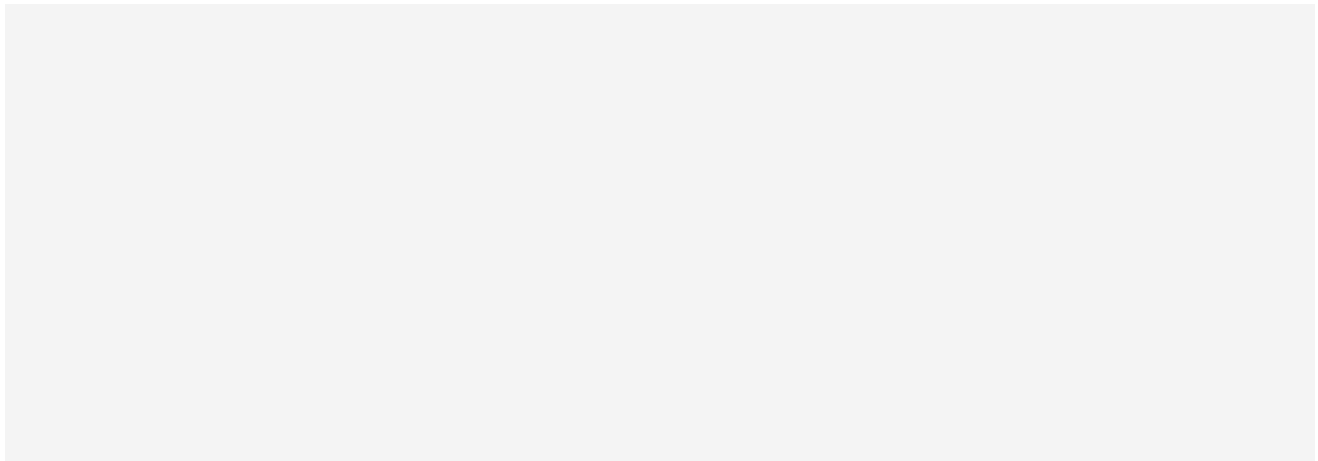


¹.Adapted from *Courage and Calling* by Gordon T. Smith

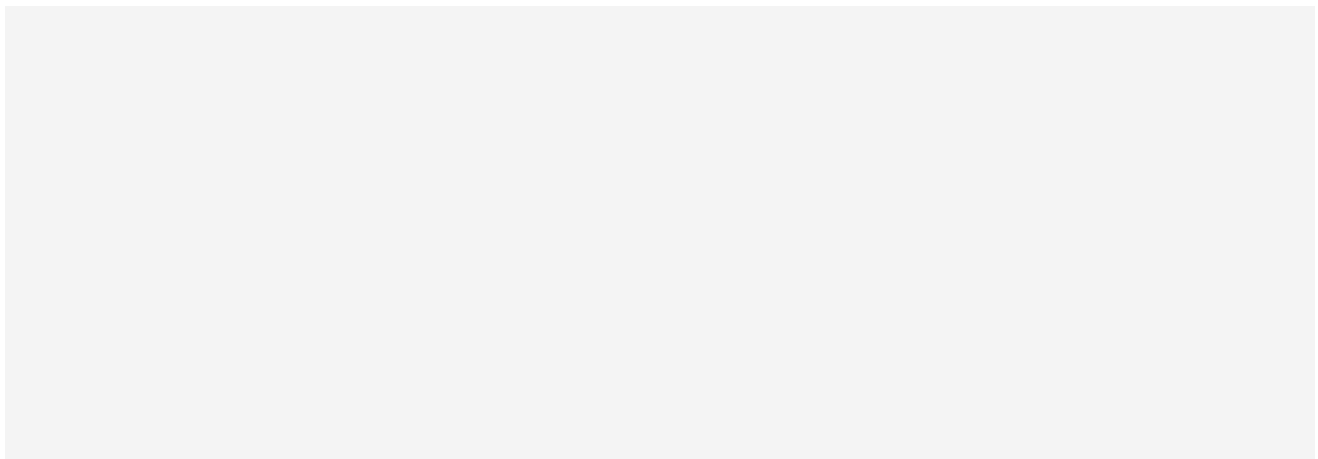
What really matters to me?



Where am I most comfortable, at ease, and most joyful?



What do I passionately want to do to make a difference because I see a need?



Knowing your vocation can be easy, or very difficult. Some people already know without a doubt what their vocation is, while others have never given it much thought. If you do not yet know your vocation, or want to think deeper about what you think you already know, consider these questions.

What do I think about late into the night, when I am alone, and when I am not consumed by the stresses of this world?

When in my past have I felt the most joy while doing something? What particular aspects of this activity brought me joy?

What do I feel an inner drive towards? What must I do today in order to find meaning and fulfillment in my life in the future?

Within the limitations of my culture, economics, family, responsibilities, health, and other factors, what are the opportunities that I have today?

What I am feeling called to do here, at this time, in this place, in a way that I can be a means of life to others?

PRACTICING YOUR VOCATION

Ultimately, vocation is found when you truly know yourself and are true to who you are. As you begin to discover what your vocation is and how you can live it out today within the actual circumstances of your present life, you will need to maintain 5 principles and practices in order to have an authentic vocation:

1. Excellence
2. Truth
3. Diligence
4. Generosity
5. Rest

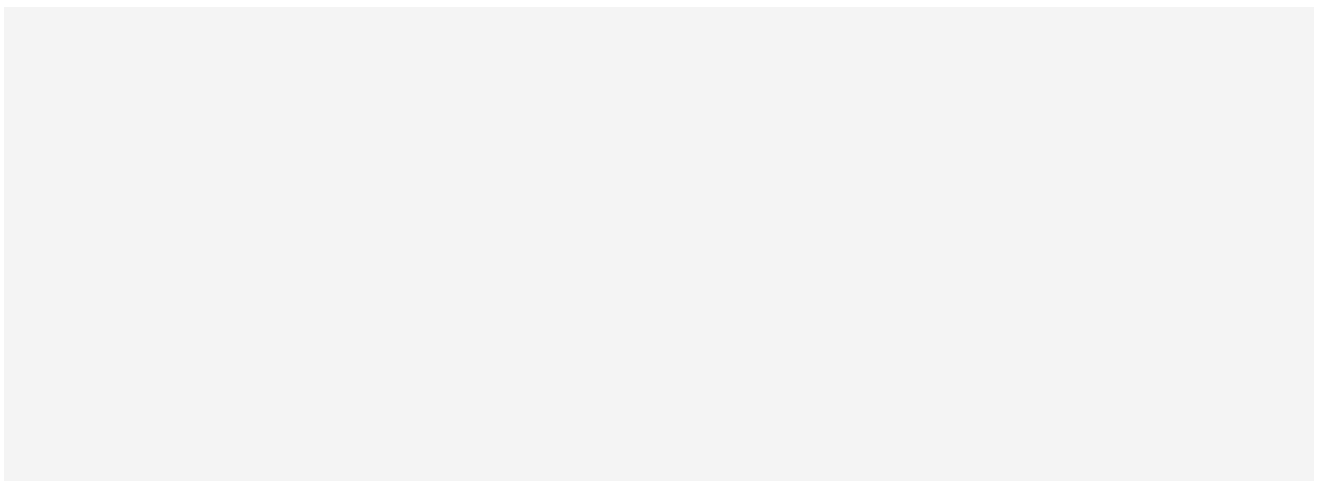
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EXCELLENCE

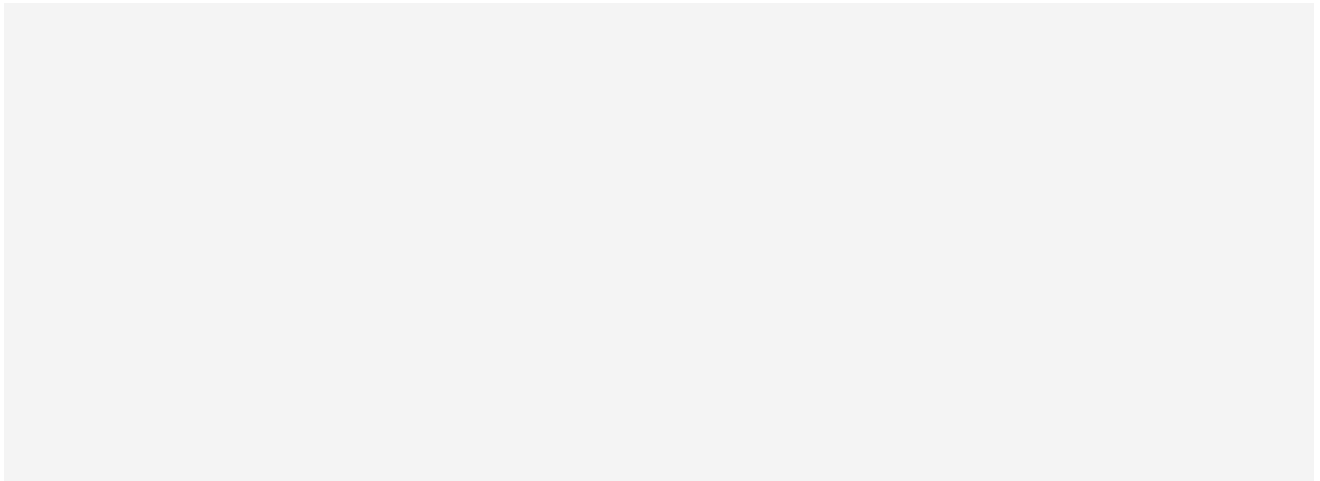
True vocation will require that you give your best – the best of your time, the best of your talents, the best of your character (moral integrity), and the best of your resources. This is not, however, the best as compared to anyone else. This is your personal best. Someone else's best may look nothing like your own. You must learn not to compare or create an internal competition with others.

Find a way to rest securely in the best that you are giving, without feeling any external or internal pressures, guilt, shame, or disappointment. Remember that excellence is learned slowly, and in small ways; it is learned through constant practice, self-awareness, and more practice. If you fail in any way, forgive yourself and try again.

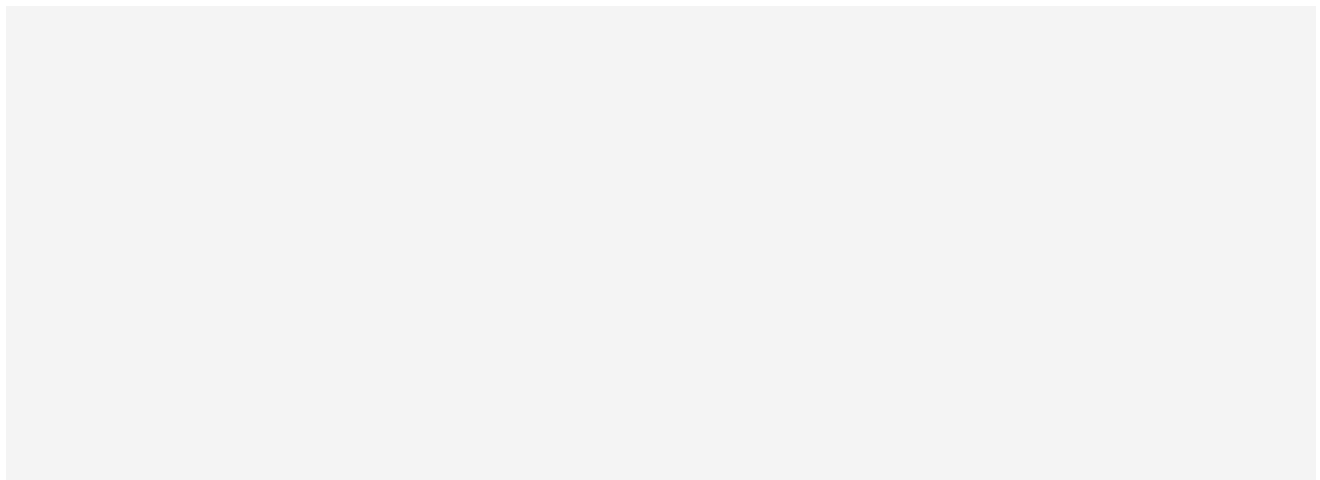
Do you give your best to your vocation? If not, how can you change this?



What prevents you from giving your best at times?



Do you fear that your best is not good enough?

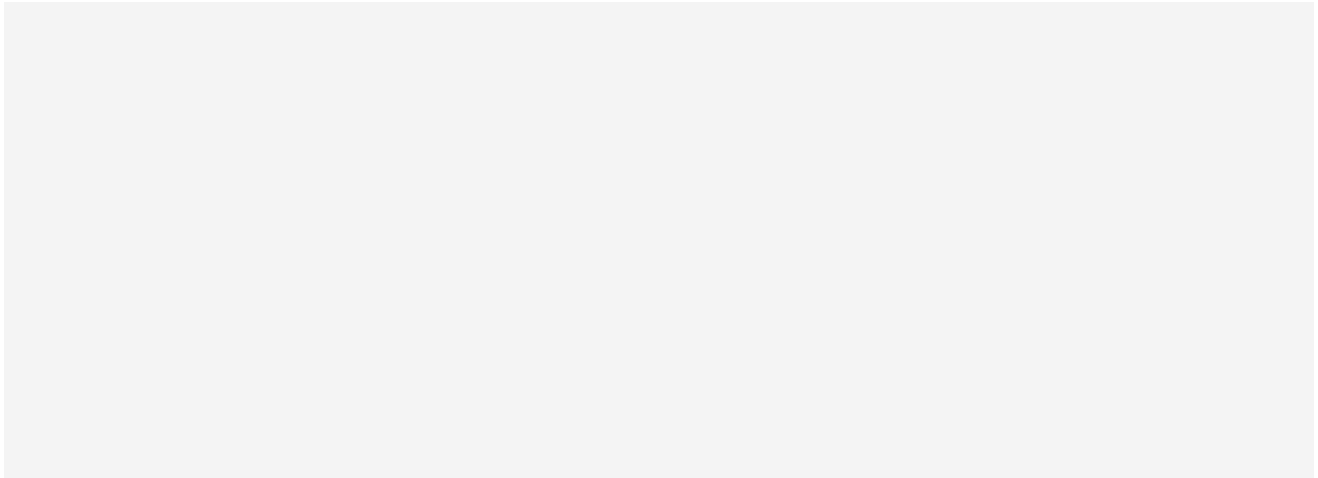


TRUTH

Our vocation must be focused on seeking truth and sharing truth. Truth means that we act in ways which call out the things in our lives, and in the lives of others, that reflect beauty, value, love, and relationships. Truth also means that we live a life filled with integrity (the quality of being honest and having strong moral principles; being whole and undivided) that we are people who are honest, true to our words and our promises, and live in a manner that is consistent with our values.

A vocation is never work that results in creating fear, hopelessness, injustice or separation in our own lives, in the lives of others, or in this world. People may have a job that perpetuates terrible things in this world, but a vocation is always something that pursues good.

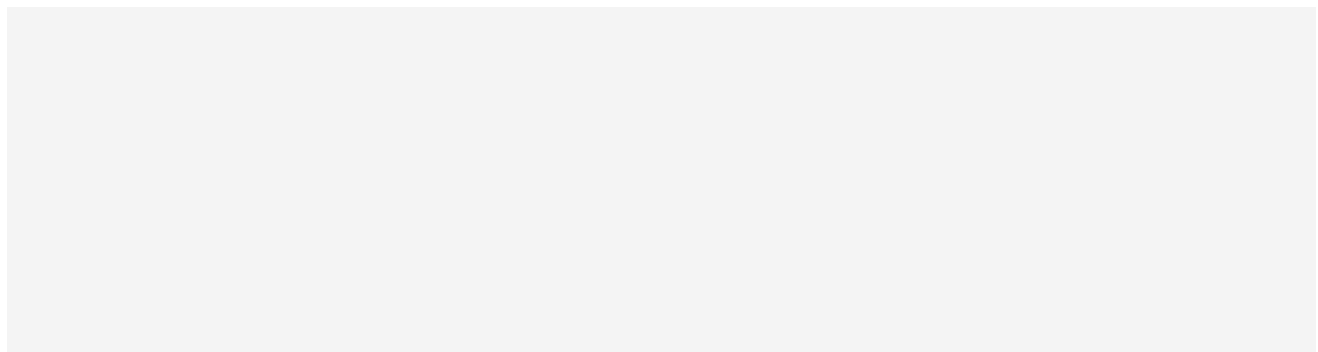
As you think about your own vocation, does it create more beauty, love, hope, and goodness in this world? If not, what can you do to change that?



DILIGENCE

Diligence means we are attentive, careful, thoughtful, and we have persistence in all that we do. We keep working even when it is not easy, or when we do not receive the things we wanted (such as praise from others, or the financial payment for our work). It means that you do your work with a care and commitment that does not change depending on the level of encouragement or praise that you are getting on that particular day. It means you work hard even if no one else notices your hard work. Diligence is hard work, but it is not over work. To stay true to our vocation, we must know when to stop.

Are you persistent in your work, or do you find yourself giving up easily?



Do you wish to stop doing your work because you are not getting from it what you wished you could?

GENEROSITY

Generosity means that we live our vocation for the sake of others, not ourselves. Our vocation is expressed through generous service to others in a way that empowers them rather than keeping them dependent on us. Keep in mind that generosity does not mean that you must serve everyone that comes into your life; remember that you are only a human being with limitations. You will not be able to live your vocation well if you are physically and emotionally tired from giving too much. Being an authentic leader means you learn that sometimes you must say no to people, even if saying no means they will continue to suffer, or even suffer more. You are limited and you must understand that.

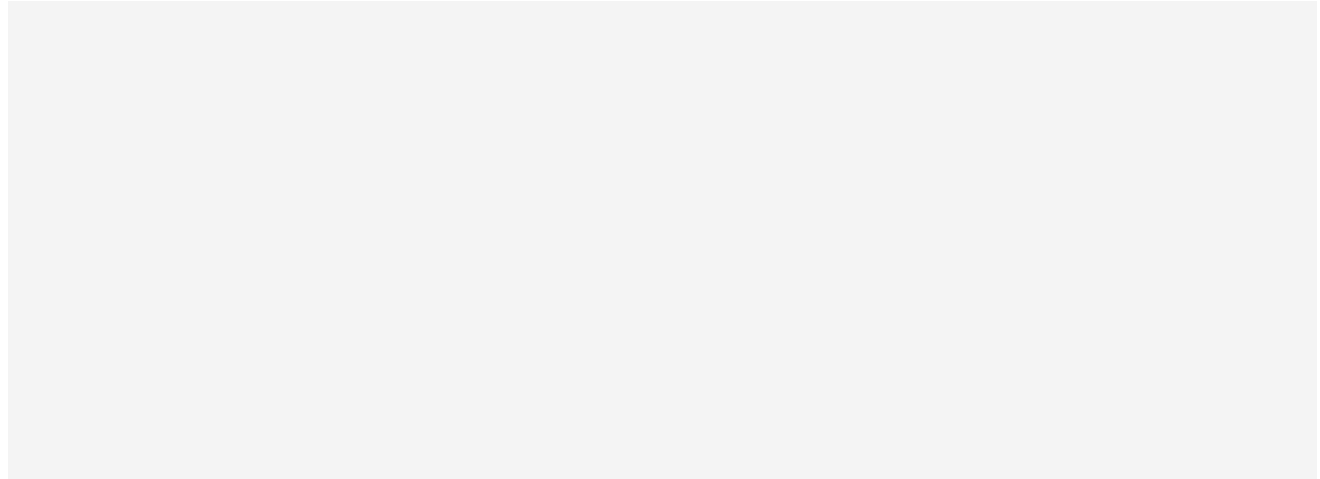
How generous are you today?

Do you do certain things so you can receive praise from other people, or because you feel you have the obligation to help them?

Do you often give too much of yourself, to the point where you have nothing left to give (time, resources, money, energy, or love)?

Do you give in such a way that keeps other people dependent on you? How can you change this?

Do you know how to say no to someone or a situation, even if it means that by you saying no, the person will continue to suffer? Do you understand and live by your limitations?



REST

Rest is so important. The Jewish and Christian belief and practice of Sabbath is one that we must all learn, no matter our religious worldviews. Sabbath is a day of rest. Jews and Christians practice Sabbath in various ways. However, it is fundamentally based on the belief that **we need true rest to be our true selves and practice our true life calling**. Regardless of your spiritual beliefs and practices, we suggest that you learn how to practice Sabbath so that you can have the rest, focus, energy, and right priorities in your work.

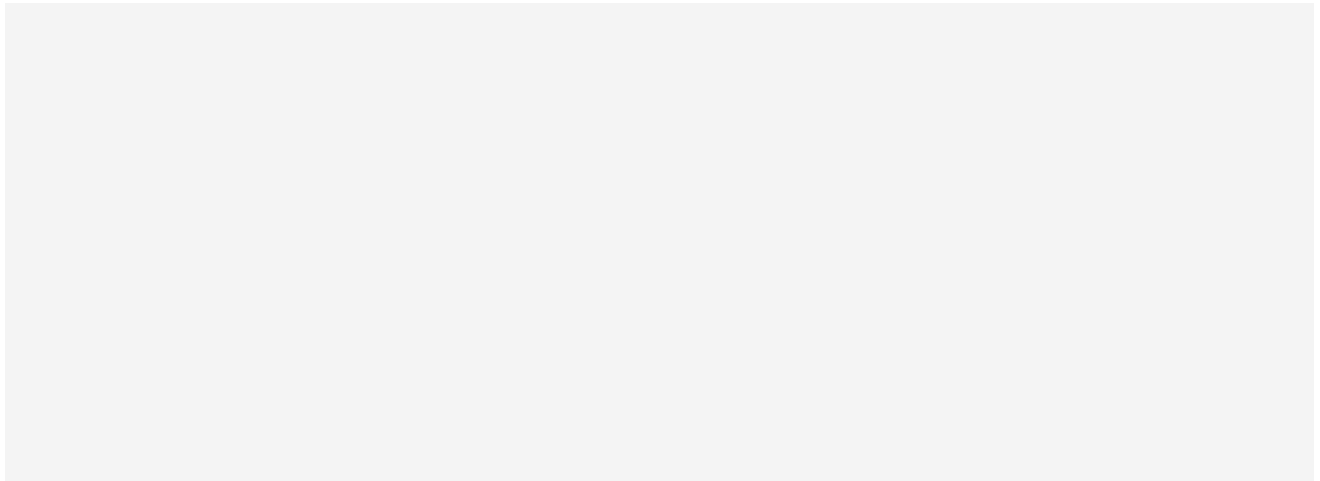
Sabbath is ultimately a time to step away from the rituals of everyday life, to step away from the stresses and responsibilities that you face, and to find balance and perspective that will keep us whole. Sabbath is also the belief that you are limited and that you cannot, and never will, be God. You cannot change the entire world, or even your entire community. You cannot accomplish everything. So, in resting you are reminded that even if you stop doing something for a while, the world will continue on without you.

You are needed and valued, and your vocation is very important. But, it is not ultimately your responsibility to save the world. So, rest and find peace! If you have never heard of or practiced Sabbath, we recommend you try the following.

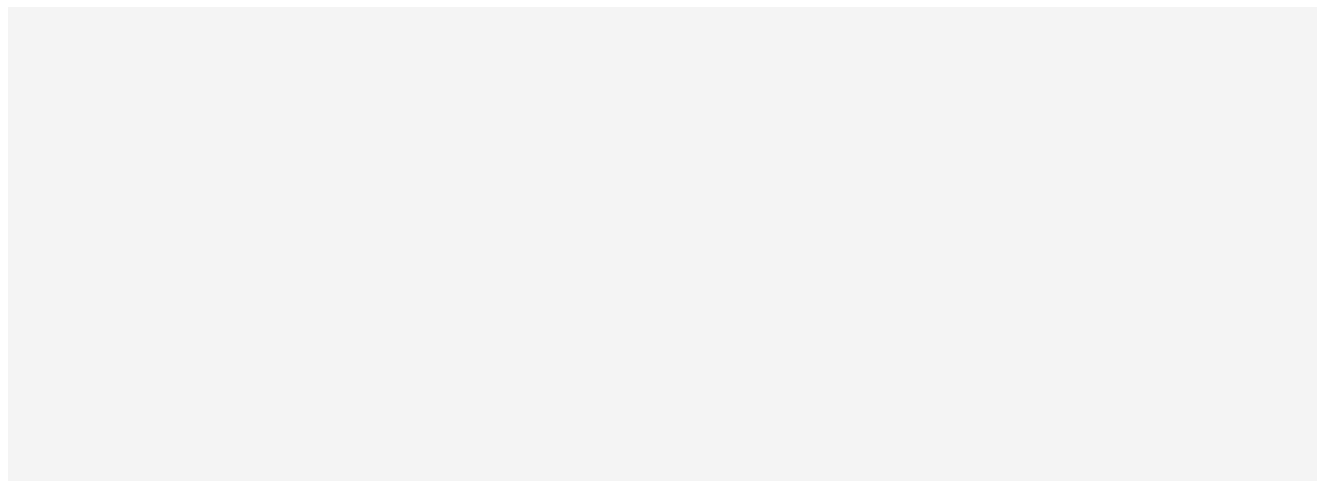
- Dedicate an entire day once a week, regardless of the day, to set aside for sleep, time with family and friends, and for pleasure. On this day, try not to do things that you consider part of your work.

- Dedicate a part of each day to step away from work and focus on rest, relationships, and pleasure. Step away from things that might distract you and tempt you to work, such as text messages, email, or being in a space where others expect you to work. This could be setting aside a few hours each morning or night where you focus on your need for rest beyond simply sleeping.

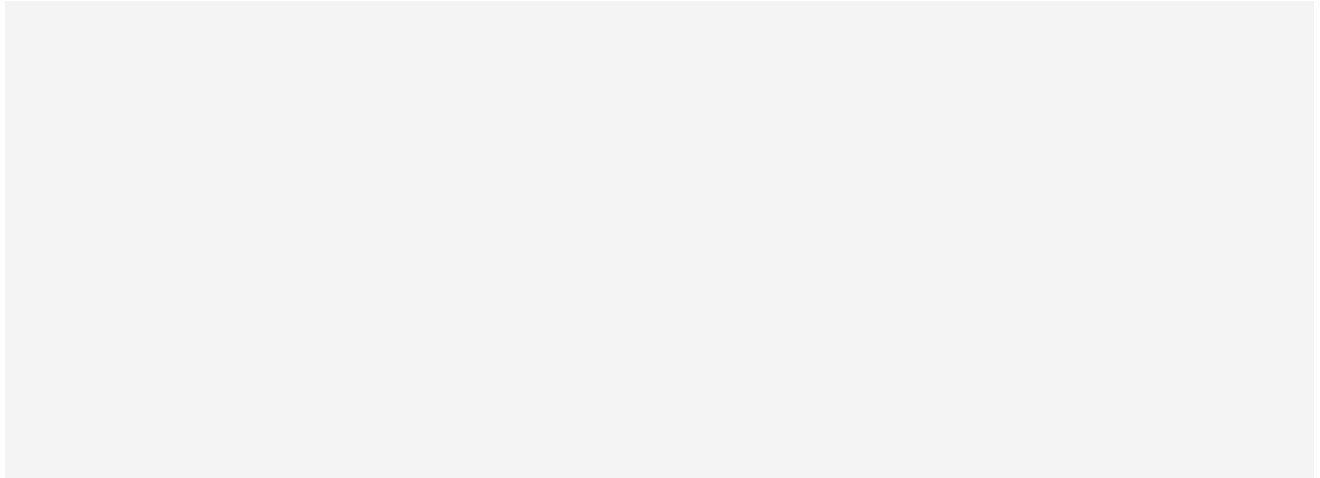
If you have never practiced taking a day of rest, what could be one thing you begin doing this week to allow yourself to have this day?



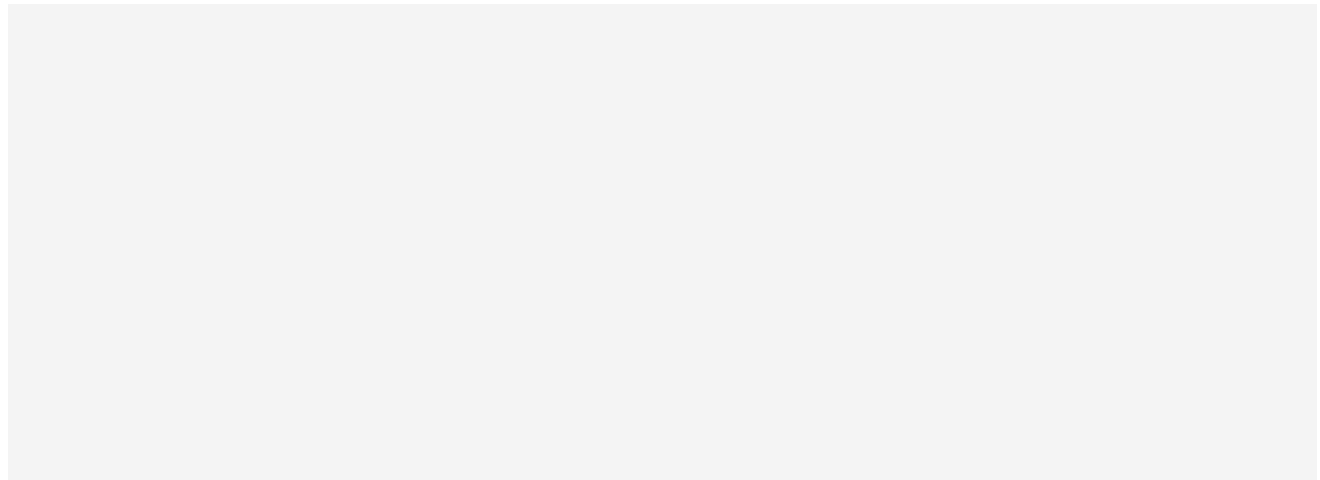
Do you work too much? Do you sleep enough (more than 7 hours a day)? Are you constantly tired? What could you change so that you have more time to rest?



What prevents you from having a healthy balance between work and rest?



How can you create greater accountability to prioritize rest? Can you tell others to help you? Can you create boundaries and rules to keep you from overworking?



KEEP GROWING

Keep in mind why we have this leadership section as part of our curriculum – we want you to find the confidence and commitment to your program, even when things are difficult. To do that, we want you to know yourself well. You will never stop growing as a leader and you must never assume that you have learned all that you need to learn. Leadership is a big responsibility, and in order to be a strong leader you must be humble, open to change, always learning, and build a community of people around you who can encourage you, keep you accountable, and support you.

To keep growing as a leader, we recommend you do the following things on a regular basis:

REFLECTION

When good and bad things happen to you, in your personal life or in your work, take the time to process those experiences. It is so easy to just keep doing this without taking the time to really think through them. We call this being on autopilot – you keep moving, doing, and working but there's no connection to your emotions or self-reflection. This is not healthy for a leader. A good, true leader will always be able to look at what is happening in their life and be able to find meaning in those events – whether the events are good or bad, difficult or joyful.

There are a few ways that you can practice this act of reflection, we suggest you try these activities and find one that works best for you.

- **Regularly-Recurring Reflections:** Have a journal that you write in regularly. Use this journal to record events in your life and to reflect on the events.
 - What have you learned from this event?
 - How was this event difficult for you?
 - What do you wish you would have done differently?
 - What do you need to do in order to act differently next time a similar situation occurs?

- **Daily Reflections:** Keep a journal that you write in daily. In this journal, practice writing three short sentences each night.
 - What is one thing that happened today that you are grateful for and why are you grateful for it?
 - What is one thing that happened today that was difficult for you and what made it difficult? How can you prepare yourself in the future for a similar situation.
 - What is happening tomorrow that you need to prepare for today?

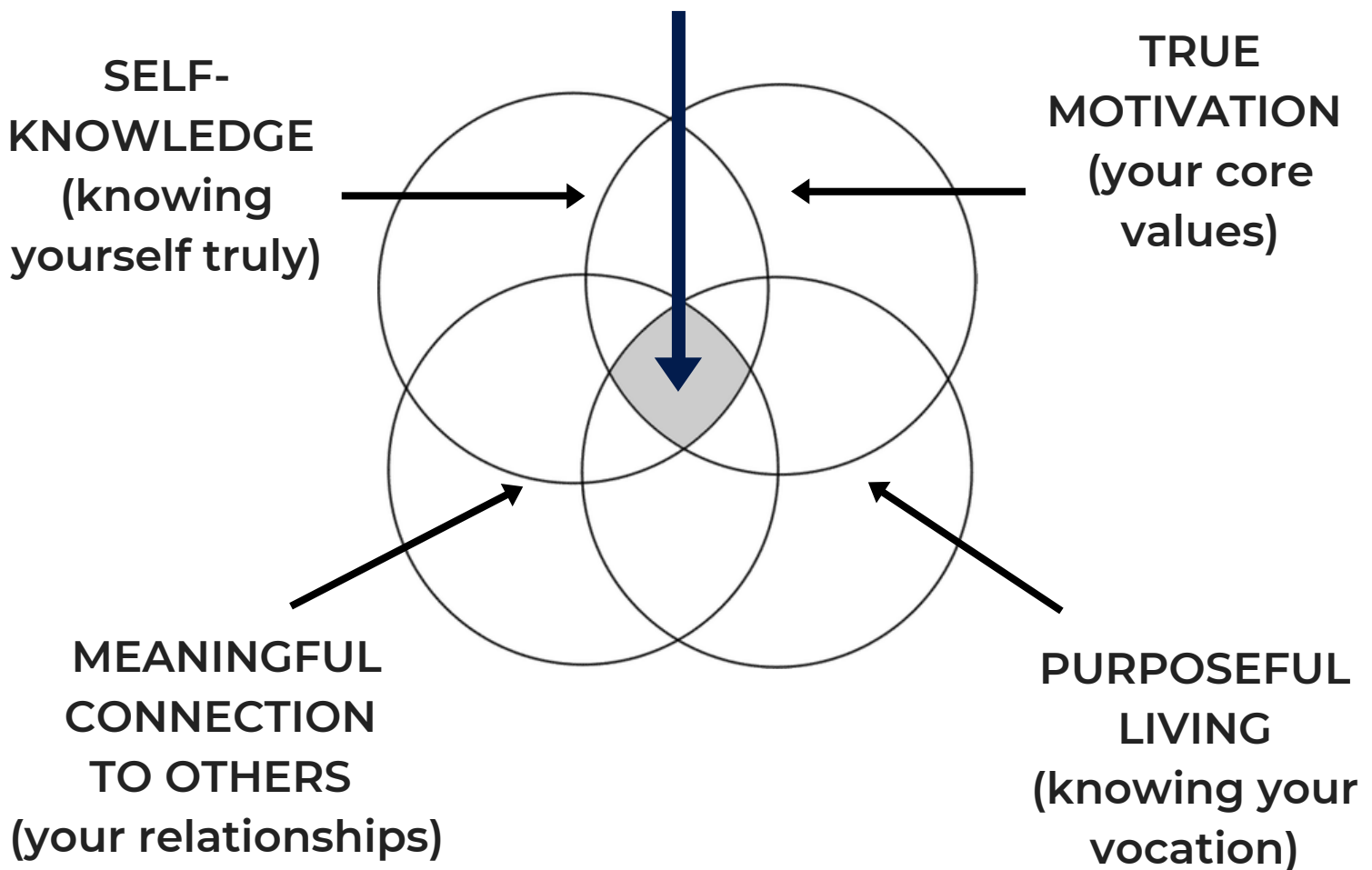
- **Weekly Reflections:** In the lesson, we discussed the idea of Sabbath. Regardless of your religious beliefs, this is a good practice to have in your life. To take one day of the week where you step away from all your work so that you can rest, reflect, and do things that are enjoyable for you. On this day, try to begin your morning with some time to reflect on the past week. You can write down your reflections if you want.
 - What happened this week and how did it affect you?
 - What do you see lacking in yourself that you need to focus on in order to do better in similar situations in the future?
 - What is coming up in the coming week that you need to prepare yourself for?

- **Quarterly Reflections:** A few times a year, set aside one day where you will not do any work, but will give yourself the time and space to reflect. It is best for you to give yourself time alone to do this, go someplace that is quiet and alone. Bring a journal to write in. Look back at the last few months and reflect on what happened, how you handled it, how you are changing, and what changes you still want to work on.

SUMMARY

In this course, we have explored the belief that anyone has the potential to become an effective and authentic leader if the person has four important qualities: self-knowledge, true motivation, meaningful connection to others, and purposeful living.

EFFECTIVE & AUTHENTIC LEADERSHIP



We have spent this time asking you many questions, giving you opportunities to think deeply about your life and experiences, so you can have the confidence it takes to be an effective and authentic leader.

SELF-KNOWLEDGE

Leadership begins with understanding who you are, and why you should do or should not do this work. Once you know yourself well, and once you know why you are called to do this community work, then you will have a deep, unshakable and steadfast confidence that will sustain you when things get hard. And they will get hard! That is a guarantee! If you have a strong confidence in yourself as a leader, then you will not give up easily, and you will not question yourself.

Leadership is also about knowing that you cannot save the world, and it is not your responsibility to save it. You are a person with weaknesses and limitations. A great leader knows his weaknesses and limitations, and does not force himself to be someone he cannot be. He learns to accept those weaknesses and limitations, and will surround himself with other people who can fill the gaps of his weaknesses and limitations.

MOTIVATIONS

A great leader knows herself well enough to know her core values - what motivates all her decisions and all of her actions. In knowing her core values, she is able to be confident in all that she decides and all the roads that she chooses for her life and her work.

MEANINGFUL CONNECTIONS

True leadership cannot be done alone. As an authentic leader, you have a meaningful connection to other people resulting in their respect of you and their desire to follow you as a leader. Your relationships are built on a foundation of trust, mutuality, equality, and service to one another.

You have learned how to develop empathy for those you serve, stepping into their lives and their emotions so you can understand their experiences. And you have learned that unconditional love is the foundation for all of your relationships. Without love that accepts the other person as they are, not as they should be, a leader will never have people who will follow him

PURPOSEFUL LIVING

As a leader, you have identified your life's purpose and calling. You have a well-developed vision for your life's path that empowers you and encourages you to persist when your strength falters or circumstances are difficult. This vocation, which is much more than just a job, is what drives all the work that you do.

Remember, great leaders are always growing and changing. Do not try to make all these changes at once. Find one thing you want to focus on and do that with excellence. Once that change is mastered, move on to the next. You have a lifetime to grow your leadership capacity! Do not rush the process and be patient with yourself.

And remember, demonstrate this to others so that they can become great leaders themselves!

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