

# Key Points for Presenting The Twelve Core Action Values

## Introduction

Emphasize that while everyone intuitively has good solid values, very few people have thought about what those values are, how they are reflected in how they spend their time and money, how they build relationships, deal with conflict, and deal with conflicting values.

The Twelve Core Action Values are universal and eternal, regardless of an individual's political opinions, religious belief or non-belief, ethnic background, or any other factor: from authenticity to leadership, these are the values we all aspire to.

Mention the interaction between organizational values (which drives strategy) and personal values (which drive culture).

The key premise of this course is that values are learnable skills, and that one should never stop working on that learning and practicing.

Describe how the course works: 12 overarching values, each with four cornerstones that put action into the value, and then practical strategies for enacting that cornerstone.

Describe the Bobbie Carlyle statue Self Made Man and explain the metaphor: to live a good life is like carving a statue by carving away the parts of you that you're not proud of and building upon those parts of you that reflect your authentic best self.

At the introduction it's a good time to introduce the rock exercise and building a cairn at the end of the course, and to introduce the 360 day journal.

Spend more time on Core Action Value #1 than any of the others, both because it lays the foundation for success and happiness (and failing to start with Authenticity can increase the risk that someone acting upon the other 11 values will all the more quickly be a successful fake), and because it illustrates how the entire course works.

The key points included in this outline are intended to help a Certified Values Coach Trainer (CVC-T) prepare for teaching the course on *The Twelve Core Action Values*; depending upon the structure of the course and the priorities of the organization and the instructor it is possible that not every point will be covered in class but you can encourage people to read on their own.

I am assuming that you will be teaching this course either in the format of 12 one-hour sessions or two full-day sessions. Because each one of the values and cornerstones in this course could be a full semester course in itself, you will obviously have to use judgment in deciding the key points to emphasize in your teaching. But if you are well organized and don't get carried away with too many stories you should be able to cover most of these key points in 12 classroom hours.

Above all, remember that this course is not about you or what people think of you as an instructor. You are sharing concepts and strategies that will help your coworkers be more effective in every dimension of their own lives.

Remembering that it's not about you, it's about them, will help you present the material with confidence and passion.

**This document is for exclusive use by Certified Values Coach Trainers (CVC-T) who are approved by Values Coach Inc. for teaching the course on *The Twelve Core Action Values*. For questions or help with either the content or process contact Joe Tye ([Joe@ValuesCoach.com](mailto:Joe@ValuesCoach.com)) or Michelle Arduser ([Michelle@ValuesCoach.com](mailto:Michelle@ValuesCoach.com)).**

## **Core Action Value #1: AUTHENTICITY**

### *Introduction*

Achieving authenticity is a process not an outcome; meant to be does not necessarily mean easy, inevitable, or pre-ordained.

You're more likely to achieve authenticity by building upon God-given strengths than by trying to compensate for your many weaknesses.

Ask this question: What would you do if every job paid that same and had the same social status? Then ask how people can bring that answer into their current work and/or build a bridge from where they are to who they are.

### *Self-Awareness*

Self-awareness begins with knowing who you are not but think that you are (e.g. the roles you play, past memories, moods and emotions, self-talk, etc.)

Pay attention to inner dialogue: remember that negative self-talk is telling yourself lies, then believing those lies, with the result that you act your way into them being your truth.

### *Self-Mastery*

Explain the Iron Triangle of False Personality: Ego reacts to being hurt or humiliated, stirring up painful emotions, which in turn lead to inauthentic ambitions.

Explain the difference between gut feel and intuition. The former is an emotional reaction (a feeling) that often steers you wrong, while intuition is a synthesis of past experiences, observations, and wisdom that leads to a sudden leap of understanding and usually steers you right.

To achieve self-mastery you must challenge negative self-talk, self-limiting beliefs, and self-imposed limitations.

Stay out of the victim spiral: learned helplessness leading to blame game leading to victim syndrome.

### *Self-Belief*

Believing in yourself is not the same as arrogance: quite to the contrary, arrogance is usually an outward reflection of inner inferiority complex.

Build upon the four levels of the Pyramid of Self-Belief: Self-Concept, Self-Image, Self-Esteem, and Self-Confidence.

Low self-esteem can be just an excuse for cowardice and laziness.

### *Self-Truth*

Success or failure will make you more of who you already are.

Do you want to be one *of* a million or one *in* a million?

This is a great place to introduce the Direction Deflection Question (DDQ) and the Emotion Deflection Question (EDQ).

## **Core Action Value #2: INTEGRITY**

### *Introduction*

Mention the book title *If You Know Who You Are You Will Know What to Do*, which is the bridge between authenticity and integrity.

The root of the word integrity is integer, which has both an inner and an outer dimension. It means you can be relied upon to be consistent at home and at work, and that you appreciate that, as Mother Teresa said, we are all children of the same God.

Trust, respect, and reputation are not values – they are earned by being a person of integrity.

Malicious gossip violates the integrity of the gossiper and the dignity of the person being maligned.

Pay careful attention to your reference group (a fancy term for the people you hang around with), because over time you will take on many of their characteristics.

### *Honesty*

Honesty with others begins with self-honesty, including engaging in self-deception, which is reflected by denial, arrogance, procrastination, and blaming other people for your problems.

Any time you say the toxic words “I can’t” you are not telling the truth; add the word *yet* to that sentence and you shift the focus from the dead weight of the past to the bright potentials of the future.

### *Reliability*

Do what you say you’re going to do, when you say you’re going to do it, and to the best of your ability.

Procrastination and debt are the two biggest enemies of being reliably.

The retail mantra of underpromise and overdeliver is a great formula for being a more reliable person.

Eleven words that will help you be more reliable: Just Say No, Just Do It, Do It Now, and Turn Pro.

### *Humility*

Distinguish between principles and opinions. Just because you believe something doesn’t necessarily make it true, and just because you don’t believe something doesn’t necessarily make it false.

Jim Collins’ concept of level five leadership: intense personal will coupled with a personal humility.

Invite constructive feedback: 360 degree assess yourself: and laugh loudest when the joke is on you.

### *Stewardship*

There are only three possible uses of money: consumption, donation, and investment. Good stewards focus on the latter two.

We owe the world the debt of stewardship at three levels: personal, organizational, and global.

Being frugal today will assure abundance tomorrow. Have a conversation with the “You” of the future and you will be told to be more frugal with your finances and more responsible with your health.

### **Core Action Value #3: AWARENESS**

#### *Introduction*

Awareness has both an inner and outer dimension; a spatial and a temporal dimension.

Awareness is the key to success in virtually every dimension of life – as a parent, caregiver, manager, salesperson, managing time, managing money, etc.

Be Today, See Tomorrow – keep your attention in the present, keep your vision in the future.

The most important choice you make all day every day is the choice of what to give your attention to.

Awareness helps you harmonize the dance between the yin and yang of ego and soul.

#### *Mindfulness*

Almost all emotional pain is caused by mini out-of-body experiences: regret, anger, remorse, guilt, hate, shame, and the like are caused by you casting your consciousness back to the past; fear, worry, anxiety, dread, and the like are caused by you casting your consciousness out into the future.

Mindfulness is the key to emotional equanimity and spiritual peace.

The human mind automatically gravitates toward negative, frightening, and depressing thought patterns unless consciously structured so it's important to discipline the mind to think positively.

Slow down on the inside so you can speed up on the outside.

#### *Objectivity*

See the world as it really is – not as you think it should be, as it once was, as you fear it might become, or as you wish it were.

Challenge assumptions, labels, stereotypes, and first impressions

Play the Reporter Game to enhance your ability to be more observant and objective.

#### *Empathy*

Distinguish between commiseration, sympathy, and true empathy.

The principle of mutuality: the teacher needs the student as much as the student needs the teacher; the caregiver needs the patient as much as the patient needs the caregiver; two drunks in AA need each other.

Empathy is the essence of leadership charisma – the MMFI practice of Mary Kay Ash.

#### *Reflection*

Set aside time and have a place for silence and solitude to meditate, pray, and write in a journal.

You will never *find* time for this – you must *make* the time

Make the most of each day's golden hour – the first 30 minutes of your morning and the last 30 minutes before you go to bed.

## **Core Action Value #4: Courage**

### *Introduction*

The absence of fear is not courage, it's brain damage. No fear, no courage; big fear, big courage.

Fear is a reaction, courage is a decision. Fear is the emotion people feel when they do brave things.

Distinguish between anxiety, fear, and worry and why it's important to properly diagnose emotional state.

### *Confrontation*

You feel fear because you care – if you didn't care you would not fear failure, humiliation, or loss.

Fear is your ally when it: alerts you to the fact that you are unprepared; galvanizes you to stop procrastinating and take necessary action; connect with other people; redirect your life priorities.

Give fear a name and it becomes just a problem – it's easier to solve problems than it is to conquer fear.

### *Transformation*

Fear can paralyze or catalyze; the physical symptoms of terror and exhilaration are identical, the only difference is the name you give to what you are feeling.

Fear can be a guide to action – the more afraid you are to take a certain action, the more probable it is that is exactly the action you must take to achieve important goals and become your best self.

When afraid of today (e.g. the bill collector at the door) keep your mind focused on the beautiful dream of the future; when afraid of the future (e.g. whether you'll be able to retire) keep your mind focused on the work in front of you in the immediate present.

### *Action*

Action is the hacksaw that cuts through the prison bars of fear. Positive thinking is expecting something and working to make it happen; wishful thinking is hoping for something and waiting for someone else to make it happen.

Proceed Until Apprehended – those three words are the antidote to learned helplessness.

Think Big, Start Small, Start Now, Never Quit.

Dare most when times are darkest because it is precisely in those times that a dollop of courage will have the greatest leverage on future outcomes.

### *Connection*

Caring is the root of courage – when you care enough about something you will find the courage you must have to do what you must do.

Dark days often create the most powerful human connections, something people in support groups often experience as they share their stories.

Imagine the beauty of a workplace that had a support group culture!

## **Core Action Value #5: Perseverance**

### *Introduction*

Fear is a reaction, courage is a decision. Perseverance is making that courage decision every day. Each of the seven promises of The Self Empowerment Pledge help to fortify commitment to persevere.

Every great accomplishment was once the “impossible” dream of a dreamer who refused to quit in the face of adversity. And the bigger the dream, the greater will be the challenge. Obstacles and setbacks are not optional – they are an inevitable part of the journey.

### *Preparation*

Prepare for inevitability of obstacles and setbacks at four levels: physical (including sleep and exercise), intellectual (including managing money), emotional (developing character strength to not be a victim when bad things happen), and spiritual (faith in your ability to handle problems and in the hope that everything will work out for the best).

The paradox of motivation: It's easy to be motivated when things are going great – it's also irrelevant because things are already going great. It's hardest to be motivated when things are falling apart, but that's also when motivation is most needed and when it has the greatest leverage. But if you wait until you need the motivation to start working on being a motivated person it might well be too late.

### *Perspective*

Whether it is the best of times or the worst of times is determined by your choice of attitude – a choice you make many times every day, and one of the most important choices of your lifetime.

The Pickle Pledge is a powerful tool for finding the blessing in disguise in every adversity and for preventing yourself from playing the victim/martyr game when things don't go your way. Thank God Ahead of Time is a great formula for immediately seeking that blessing in disguise so imagine the letters TGAoT tattooed on the inside of your forehead.

Everything can look like a failure in the middle but it's only a failure if you quit, so never lose hope. Feel free to share the poem The Hope Diamond from the book *The Healing Tree* (on the Values Trainer website).

### *Toughness*

Make the commitment to turn every adversity into an opportunity (one door closes another door opens) and to turn every grief into a gift.

Never blame other people for your problems (as legendary basketball coach John Wooden said, you can lose games and still be a winner, but when you start blaming others for the loss you become a loser).

Be tough *with* yourself by holding yourself to high standards and expectations but don't be tough *on* yourself by piling on guilt and negative self-talk if you don't live up to those standards and expectations – just commit to trying harder next time.

### *Learning*

Four good things can happen when bad things happen: 1) coping with adversity cultivates strength of character; 2) we learn more from our failures than we do from our success – if and only if we are paying attention and asking good questions; 3) the closing off of one path can make clear the presence of other potential paths; and 4) it is when we are flat on our backs that we often end up meeting the people who are most important to our lives.

Surmounting adversity prepares us for bigger challenges while inoculating against hubris, arrogance, and complacency.

## **Core Action Value #6: Faith**

### *Introduction*

Essential point: Faith as a value is not about religion – *everyone* needs faith.

Faith is the marriage of fidelity – being faithful *to* a person, an organization, a cause, and trust – having faith *in* a person, an organization, a cause.

The Four Pillars of Faith are faith in yourself, faith in other people, faith in the future, and faith in something beyond the visible material world (what some call higher power and some call God).

Faith as a value is reflected in genuine acceptance, as opposed to mere tolerance, of every other human being.

### *Gratitude*

Don't chase what you don't really want, don't want what you know you can't have, and appreciate what you do have.

If you are not grateful for what you have now what do you think will change to make you more grateful later, and if you're not grateful for little things how can you expect to come into big things?

Gratitude is the platform for optimism since more than anything optimism is simply gratitude in advance

Research has demonstrated that an attitude of gratitude is good for health, happiness, and success in life.

### *Forgiveness*

Carrying a grudge is like drinking poison in hopes of hurting someone else; the *I Ching*, the ancient book of Chinese wisdom, says that hatred is a chain that binds you to the object of your hatred.

The real beneficiary of forgiveness is the one doing the forgiving more than the one being forgiven. If someone describes having left a rock on the cairn as a miracle, almost every time it will be the miracle of forgiveness.

### *Love*

In the context of values love is not a mushy emotion, it is the willingness to work hard and sacrifice on behalf of others.

We need more words for "love" – I love my wife, I love hot dogs, and I love to ski have very different meanings.

In the workplace love requires a culture that is absolutely intolerant of bullying, lateral violence, and other malicious forms of toxic emotional negativity.

The Beatles got it right in their song lyrics: there's nothing you can do that can't be done, there's no one you can save that can't be saved – All You Need Is Love. They also sang that the love you take is equal to the love you make.

### *Spirituality*

Spirituality means different things to different people but in the context of this course it transcends specific religious belief systems. Especially in healthcare, we all have an uncompromisable obligation to honor the spiritual needs of the people we care for without in any way trying to proselytize religious beliefs.

The path leading from where you are now to becoming your authentic best self is at least in part a spiritual journey. Spiritual searching is the field upon which ego and soul interact.

A miracle is not an event and it is not a magic trick; the greatest miracles of all are the result of hard work and self-sacrifice (e.g. the miracle of the drunk earning sobriety). Expect a miracle but don't give the universe a deadline.

## **Core Action Value #7: Purpose**

### *Introduction*

The first line of Rick Warren's book *The Purpose Driven Life*: "It's not about you." A purpose is broader than a mission; purpose is lifelong and never "mission accomplished." The Values Trainer website has a downloadable card writing a purpose statement on one side and multiple missions statements on the other.

The work a person chooses to do, and the attitude with which they choose to do that work, are the hammer and chisel with which they carve the statue of "you" and the choices they make determine whether that statue becomes the authentic best self or something lesser.

### *Aspiration*

Without aspiration (ambition) there would be no cities, no universities or churches, no hospitals – we would all still be hunting and gathering. Every benefit we enjoy in our world is the result of aspirations of previous generations – it is now our obligation to repay this debt by creating a better world for future generations.

To aspire greatly see your job description as a floor and not a ceiling – as the platform to which you add your own special touches and not as a boundary that circumscribes the work you are willing to do.

Aspiration without action is just wishful thinking (hoping for something and waiting for someone else to make it happen), not positive thinking (expecting something and working to make it happen).

Aspiration occurs along three dimensions – having, doing, and being. While it's fine to aspire to have certain things, a great life comes from aspiring to do important work and make a difference, and to being an authentic best self person.

### *Intentionality*

To be intentional is to be determined (Wednesday's Promise) – to do or do not and not just to try then give up. Think big, start small, start now, and don't quit. Thinking in terms of progressive prototypes helps break big dreams into manageable goals.

Don't waste dissatisfaction on promiscuous complaining – rather focus it on creating healthy cognitive dissonance between an undesirable present state of affairs and the desired memory of the future (which we cover in the next value). Healthy and focused dissatisfaction with the status quo energizes; whining enervates.

To be intentional is to be just as focused on the work that's not fun as you are on the work that is fun.

### *Selflessness*

The paradox of selflessness – the more committed you are to goals that transcend personal interest the more certain it is that you will best serve your personal interest.

Whatever you most need in life the best way for you to get it is to help someone else get it who needs it even more than you do.

### *Balance*

Move from the tyranny of OR to the genius of AND (a concept from Jim Collins *Built to Last*) at work and in personal life by making wiser choices.

Avoid double bind (lose-lose) situations e.g. feeling guilty for doing work and not playing with the kids and then feeling guilty for playing with the kids and not doing your work.



## **Core Action Value #8: Vision**

### *Introduction*

Vision is the art of seeing the invisible (Jonathan Swift) and it is a God-given gift that only humans seem to have. You can remember the future more clearly and more accurately than you can remember the past.

Visualization and vision work together; visualization is seeing the process while vision is seeing the outcome; visualization is the verb while vision is the noun.

Define your future by your hopes and not by your fears, by your dreams and not by your memories (drawing exercise).

### *Attention*

What you choose to pay attention to today is the platform upon which you build your vision for the future. Attention is your most precious resource – you cannot “lend” attention you can only “pay” attention.

Attention has an inner dimension (paying attention to your own moods, emotions, and self-talk) and an outer dimension (paying attention to the people and the world around you).

One of the most important things to pay attention to is your reference group since your vision of the future and your determination to achieve your goals is heavily influenced by the people you spend most time with.

### *Imagination*

Imagination is like any other muscle – it atrophies when not used and gets stronger the more it is exercised.

A big goal gives you a motivational toolbox: 1) a compass that steers you toward the most important work; 2) a magnet that attracts people and resources; 3) a magnifying glass that multiplies your efforts; 4) a flywheel that helps you power through the inevitable difficulties; and 5) a spark plug that gives you the energy to start and sustain.

Worry and fantasy are abuse of imagination – worry is imagining something bad that you don't want to have happen and fantasy is imagining something great that you have no intention of working to make happen.

### *Articulation*

Transform a dream into a Memory of the Future with a plan, a timeline, a budget, a blueprint, and a plan.

The 6-A Formula for transforming a mere dream into a Memory of the Future: Aspiration, Articulation, Affirmation, Asking, Action, Adapting. Bonus – Adamant for being determined to make the dream of today the reality of tomorrow.

Another way to articulate your Memory of the Future is writing your own personal daily horoscope – a Youroscope!

If you read every book that's ever been written on goal-setting the one common theme will be to articulate your goals in writing – to write them down often and post them where you will see them often.

### *Belief*

Without belief dreams die. You must believe that you are capable of achieving your goals and that you deserve to enjoy the fruits of your success. You must confront and conquer the inner voice of judgment and rewrite negative self-talk. You just need belief (in yourself and in your goal) to make a start, and then build on that belief with every successive milestone achieved.

Mark 9:23 – all things are possible for one who believes.

## **Core Action Value #9: Focus**

### *Introduction*

As you become more clear about your purpose and your vision, you must be willing to focus your time, energy, and relationships, and material resources on achieving that purpose and fulfilling that vision.

How you spend your time and money says more about what your values really are than what you say they are says.

According to the Pareto Principle (the 80-20 rule) about 20% of your effort creates 80% of your results; you create leverage by spending less time on trivia and other people's priorities and more time on your most important goals.

### *Clarity (Target)*

No one on their deathbed ever says that they wish they'd watched more TV; the four major regrets people have are not having spent more time with family and friends (relationships), not having done things (experiences), not having taken better care of themselves (health), and not having been more responsible with their finances (money).

The more clear a goal is in your mind the more certain it is that you will achieve that goal.

It's a good thing to have lots of good intentions – by only working on a small number at any given time you can prevent them from deteriorating into broken promises and over a lifetime achieve a lot more of them.

In today's world you must inoculate yourself against all the external demands that are at work depriving you of your time and your money.

### *Concentration*

The One Big Yes requires lots of little no's. In order to say "yes" to the goals and priorities that are most dear to you, you must discipline yourself to say "no" to all of the distractions that the shopping mall, the internet, and the TV set put in front of you.

Direction Deflection Questions (DDQ) are an excellent method for disciplining you to focus your time and your financial resources on the things that really matter.

The will to fail (from the book *Wake Up and Live* by Dorothea Brande) is spreading yourself so thinly over so many goals that you never have time or energy to achieve the most important (but you always have the excuse that you failed to achieve your goal because you were too busy on something else).

### *Speed*

The faster you move the more you achieve.

Speed is a logarithmic function: double your speed and you can quadruple (or more) your results.

Creating and sticking to a daily to-do list can help you avoid distraction and move more quickly.

Imagine that every day is the day before vacation.

### *Momentum*

Get off the roller coaster – it's easier to stay in shape than it is to lose weight, gain it back, and lose it again.

$M = U+P$  – Momentum requires a strong sense of urgency to keep pushing ahead coupled with the patience to not burn out and stay focused on the goal for the long-term.

After achieving a goal move quickly to the next so as to avoid complacency and arrogance.

## **Core Action Value #10: Enthusiasm**

### *Introduction*

Enthusiasm is the master value – as Ralph Waldo Emerson said, nothing great was ever achieved without it. To be enthusiastic you must: 1) eliminate toxic emotional negativity; 2) stoke positive emotions; and 3) work to be cheerful and optimistic.

Enthusiasm is the catalyst for creating self-fulfilling prophecies and Memories of the Future. Without enthusiasm you won't make the commitment, do the work, and recruit the help you need to achieve your biggest goals.

The Pickle Pledge and The Pickle Challenge are great tools to spark both personal and organizational enthusiasm.

### *Attitude*

Attitude is everything (well, almost everything – a great attitude alone won't make you a great brain surgeon but a lousy attitude will make you a bad one). The attitude that you bring to your relationships, your work, and your life is the most important choice you ever make – and it's a choice you make many times a day.

A positive workplace begins with cultural intolerance for toxic emotional negativity – which is the emotional equivalent of toxic cigarette smoke. The culture of a workplace is defined by what you expect and what you tolerate, and over time what you tolerate will dominate what you say you expect.

The single biggest influencer of your attitude is your reference group – the people you spend most of your time with.

### *Energy*

Energy is life and it is the fuel for enthusiasm. More than we care to admit whether you have energy or give in to laziness is more a mental choice than a physiological condition. Personal energy is also the ultimately renewable resource – the more you expend the more you will have.

Body posture (sitting up straight), facial expressions (a big smile), and physical movement (walking faster) all contribute to a high energy state, which in turn determines whether and how successfully you achieve your goals.

Be an energy faucet, not an energy drain.

### *Curiosity*

The most enthusiastic person in the world is any 2-year-old kid and what is a 2-year-old always asking? Why? They are insatiably curious. To be more enthusiastic yourself, ask more and better (including dumber) questions.

Questions are more important than answers. If you want to get better answers in your life, ask better questions.

Fear – of asking questions, of looking dumb, and of failing – is the greatest learning disability on earth.

Being more curious begins with ignoring the inner voice of judgment that prevents you from asking and from trying.

### *Humor*

Laughter really is the best medicine. It is also a cushion against taking yourself overly seriously and a support for coping with adversity.

It is not really humor if the laughter comes at someone else's expense – putting someone else down in order to get a cheap laugh is not consistent with values-based leadership or relationship building.

Laugh for no reason – you'll feel better, you'll look better, you'll be more popular, you'll get more done – and it won't cost you a penny.

## **Core Action Value #11: Service**

### *Introduction*

Service is an outer reflection of you as your best self, and of the other 11 Core Action Values – to paraphrase Kahlil Gibran, service is love made visible.

Service is both what you do for others and the attitude with which you do it. It is Thursday's Promise of The Self Empowerment Pledge in action.

A law of the universe: Whatever you most need in life the best way for you to get it is to help someone else get it who needs it even more than you do.

### *Helpfulness*

The paradox of servant leadership is that you become a better leader by trying to serve than by trying to lead.

When one person helps another both are helped – and often the one giving the help is the greatest beneficiary.

See your job description as a floor not a ceiling, as a platform upon which to add your service not as a limitation on what you are willing to do.

### *Charity*

An abundance mindset is reflected in being a generosity faucet, not in being a money magnet. It is the difference between the ultimate misery of King Midas and the unbridled joy of Johnny Appleseed, who didn't count the seeds in each apple but rather counted the apples in each seed.

Don't wait to win the lottery before making a commitment to generosity – a windfall will only make you more of who you already are.

Practice Extravagant Generosity in Small Ways – it will come back to you in ways you could never have expected. A treasure shared is a treasure multiplied.

### *Compassion*

True compassion begins with non-judging. Remember – we tend to judge others by their actions but judge ourselves by our intentions. Meanwhile, others are judging us by our actions while judging themselves by their intentions.

Spreading rumors and gossip about other people is a particularly malicious violation of compassion.

Without action, the emotion of compassion is just a good intention.

### *Renewal*

You cannot pour out of an empty pitcher. The first answer to the question "who cares for the caregiver?" must be the caregiver his or herself.

You will never find time for meditation, exercise, writing in a journal, reading a good book, or signing up for additional education. You must *make* time. Remember, the One Big Yes (including saying yes to yourself) requires lots of little no's.

In a variation on the paradox of motivation, the times when renewal is most important are times of personal challenge and crisis. With a commitment to renewal, loss of a job, midlife crisis, financial or health challenges, or any other apparent adversity can be transformed into the opportunity for renewal and redirection. But the time to cultivate the necessary strength of character is *before* you are called upon to exercise it.

## **Core Action Value #12: Leadership**

### *Introduction*

Anyone who makes practices Core Action Values 1-11 will become the sort of person who, through their example, influences and inspires others. And that is an excellent definition of what it means to be a leader.

Management is a job description – leadership is a life decision. You don't need a job title to be a leader, and in today's turbulent world we need leaders in every corner, not just in the corner office.

Proceed Until Apprehended isn't just an antidote to learned helplessness – it's also a great formula for leadership mindset.

Transactional leadership is running the business, transformational leadership is changing people – helping others be their best selves and achieve their most important goals in life. The purpose of this course is to help people be the latter.

People don't quit a mission, they will only quit a job; people don't leave a team, they will only leave an organization; people don't desert a leader, they will only desert a boss. Leadership inspires loyalty and loyalty is to the organization (and the family) what gravity is to the solar system.

### *Expectations*

Leaders set high expectations and then continue to raise the bar. They help people, at a personal level, move from the tyranny of "or" to the genius of "and" by learning skills and strategies to become their best selves.

An essential element of being a values-based organization is defining and enforcing ZTBs – zero tolerance behaviors – including bullying, malicious gossip, and other egregious forms of toxic emotional negativity.

The most important task of leadership (as opposed to management) is to create the expectation of success (Memories of the Future) and then inspire the confidence and capability of people to achieve those expectations.

### *Example*

As a Certified Values Coach Trainer, and more generally as a leader in your organization, family, and community, you are always on stage. It is your responsibility to set a positive example of living The Twelve Core Action Values.

When someone accepts the duties and privileges of being a manager and/or of being a CVC-T, they give up certain freedoms, including the freedom to engage in toxic emotional negativity.

### *Encouragement*

The word encouragement means to inspire courage – as a CVC-T you have the opportunity and the privilege of inspiring others to have the courage to live their most authentic lives and to pursue their most authentic dreams and goals. Use stories and rituals to encourage.

It is most important to encourage people in times of stress and difficulty (which are also times when leaders are most tempted to hide out in meetings or offices). As Tolkien wrote in *The Lord of the Rings*, the best leaders show up where they are most needed and lead expected.

### *Celebration*

An important, and often overlooked, element of leading is cheerleading. And in most organizations no one suffers from chronic back pain because they have been patted on the back too often.

Find any opportunity for a celebration: celebrate successes and celebrate good faith failures.