
Default: Empathy

Embarking on Public Service with Self-Awareness and Humility

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Know Thy Role

The alchemy of the oath: from candidate to representative

Who you serve, and on whose behalf (...and it's not who you might think!)

Policy and quasi-judicial authority, NOT operations or subject-matter expertise

The unchosen team need not be dysfunctional

Know Thyself

What are your key values?

What do you consider non-negotiable in your relationships, your work, and your world?

What are your beliefs about leadership and how you lead?

Awareness of your own **assumptions** about what is important is critical to relating to and working with others.



1. My Core Values

→ Legacy

Spending time on things that will outlast me and make things better

→ Novelty

New experiences, challenges, people

→ Loyalty

Fierce defense and support of my own

→ Humor

Finding things to laugh about, especially in moments of strife

→ Courage

Doing what's needed, even if unpopular



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Core values drive your
decision-making
and can make you feel
fulfilled – or compromised.

Let's identify them!

(Get out something to write on...)

Acceptance	Cleanliness	Dependability	Generosity	Intelligence	Passion	Satisfaction	Talent
Accomplishment	Collaboration	Determination	Giving	Intensity	Patience	Security	Teamwork
Accountability	Comfort	Dignity	Goodness	Intuitiveness	Peace	Selflessness	Thoughtfulness
Accuracy	Commitment	Discipline	Gratitude	Joy	Persistence	Self-	Timeliness
Achievement	Common sense	Discovery	Greatness	Justice	Playfulness	development	Tolerance
Adaptability	Communication	Drive	Growth	Kindness	Pleasure	Self-reliance	Toughness
Adventure	Community	Effectiveness	Happiness	Knowledge	Poise	Sensitivity	Tradition
Altruism	Compassion	Efficiency	Hard work	Lawfulness	Potential	Serenity	Tranquility
Assertiveness	Competence	Empathy	Harmony	Leadership	Power	Service	Transparency
Attentiveness	Confidence	Empowerment	Health	Learning	Presentness	Sharing	Trust
Authenticity	Connection	Endurance	Honesty	Liberty	Productivity	Significance	Truth
Authority	Consciousness	Energy	Honor	Logic	Professionalism	Simplicity	Understanding
Autonomy	Consistency	Enjoyment	Hope	Love	Prosperity	Sincerity	Uniqueness
Awareness	Contentment	Enthusiasm	Humility	Loyalty	Purpose	Skillfulness	Unity
Balance	Contribution	Equality	Humor	Mastery	Quality	Solitude	Vision
Beauty	Control	Ethicalness	Imagination	Maturity	Realism	Spirituality	Vitality
Boldness	Conviction	Excellence	Impact	Meaning	Reason	Spontaneity	Wealth
Bravery	Cooperation	Experience	Improvement	Meaningful	Recognition	Stability	Welcoming
Brilliance	Courage	Exploration	Independence	work	Recreation	Status	Winning
Calm	Courtesy	Fairness	Individuality	Motivation	Reflection	Stewardship	Wisdom
Candor	Creation	Faith	Influence	Novelty	Reputation	Strength	Wonder
Capability	Creativity	Family	Innovation	Openness	Respect	Structure	
Caution	Credibility	Fortitude	Inquisitiveness	Optimism	Responsibility	Success	
Certainty	Curiosity	Freedom	Insightfulness	Order	Results-oriented	Support	
Challenge	Decisiveness	Friendship	Inspiration	Organization	Rigor	Surprise	
Charity	Dedication	Fun	Integrity	Originality	Risk	Sustainability	



Brain Dump

→ List all the values that
are important to you in
your life and work

(No limits; don't think too
hard!)



Let's refine

→ **Cross off all the values
you could tolerate being
absent, compromised, or
of lesser importance**

(It doesn't mean they're not
important, but they're not the
most important.)



Not done yet...

→ **Narrow your list to 3-5
non-negotiable values**

(What are the values that – *if compromised* – would lead you to make changes OR feel very unfulfilled in your personal, social, and professional life?)



Your Core Values

→ Ta-da! This is your list of
non-negotiables

This is your easy litmus test
for decision-making,
communication, ***and***
empathy.

SMALL GROUP DISCUSSION:

How might your

CORE VALUES

clash with the values of
people around you, or with
your new role?

Leadership Preferences

(No Myers-Briggs, Enneagram, or DiSC needed)



2. My Leadership Beliefs

→ **I am an executive leader.**

I am best in roles where I'm in the primary decision-making and authority role.

→ **Consensus slows processes.**

I dislike having to get everybody (or at least the majority) to agree on a course of action.

→ **The best teams are built intentionally.**

I work best with people I like/respect and in teams that are created deliberately.

→ **Articulating a vision is critical to inspiring others.**

I am a visionary and a communicator, which has made me a successful leader.

INDIVIDUAL REFLECTION:

- What do I believe about myself as a leader?
- What are my preferences for how I lead?
- How would I describe my leadership style?

SMALL GROUP DISCUSSION:

How might your
LEADERSHIP BELIEFS
about yourself help or
hinder you in your new
role?

Default: Empathy.

We are programmed to judge as a tool for survival (heuristics).

We cannot stop judging.

But we CAN train ourselves to start from an empathetic place.

Let's reframe.

"These NIMBY neighbors are ignorant and entitled."



"My colleague is a jerk and he didn't read his packet... again."



"My partner is nagging me again after a late and exhausting council meeting."



"The planning director thinks he's smarter than everyone else."



Judgment:

"These NIMBY neighbors are ignorant and entitled."

"My colleague is a jerk and he didn't read his packet... again."

"My partner is nagging me again after a late and exhausting council meeting."

"The planning director thinks he's smarter than everyone else."

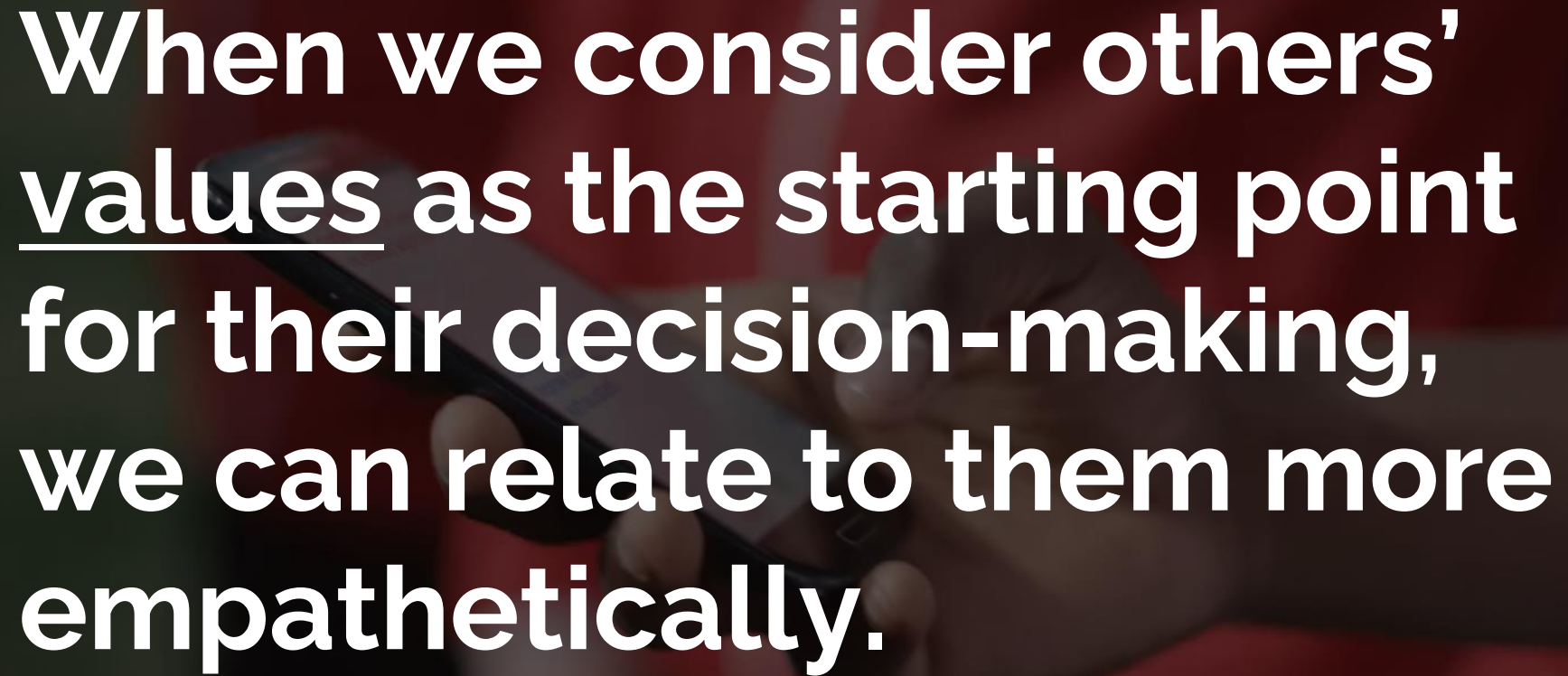
Empathy:

"These neighbors must feel fearful of what they don't know and are feeling a loss of control in the face of change."

"My colleague might be going through a tough time personally/at work that is demanding a lot of his attention."

"My partner must feel like they're carrying a heavier load or feeling left out since I've been away so much."

"The planning director may have a hard time knowing what others don't know."

A person's hand is holding a smartphone, with the screen displaying some content. The entire image is overlaid with a semi-transparent red filter. The text is written in a bold, white, sans-serif font, centered on the image.

When we consider others'
values as the starting point
for their decision-making,
we can relate to them more
empathetically.

What we know and have experienced is unique to each of us.

Our baselines are not the same.

When we expect others to know what we know and to value what we value, we fail to communicate with empathy, and we often fail to communicate at all.

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Empathy is not accepting
someone's point of view
as correct, but rather
understanding why they
hold it.

When conflict or disagreement arises, evaluate whether your **VALUES** are clashing with theirs, then use **EMPATHY** to explore their baseline.

A hand holding a smartphone is visible in the background, slightly out of focus. The phone's screen shows some indistinct content. The overall background is a dark, reddish-brown color with a subtle texture.

The most effective leaders
practice **empathy, self-
awareness, and humility.**
Over and over again.



Default: Empathy.

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