



Tool 19-1. Leaders' Personal Beliefs

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Based on Chapter 19, "The Authentic Leader," in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

Purpose: Use this list of thought-provoking questions to explore your own or other leaders' personal beliefs:

- What are your 10 core leadership values that exist inside the inner of the two concentric circles that Amory Houghton explores?
- Think of five contemporary leaders whom you admire. What can they teach you about leadership? What could you teach them?
- Consider the past year. Did you make a decision that you wouldn't want to see on the cover of *The New York Times*? If so, what can you and your team do differently moving forward?
- Do a gut check. Are you being honest with yourself and your team when tough times or mistakes occur, or are you glossing over them and focusing on only the good points?
- What are the last five tough decisions you made? Rate your authenticity in handling those circumstances.