



C-LEVER LEADERSHIP

A Guide to Self-Discovery

*Purpose is “the place where your deep gladness and the world’s great hunger meet.”
~ Frederick Buechner*

C-lever is based upon the belief that we are born with a purpose and deepest desire is to fully express that purpose. Further, we have a powerful ability to mold ourselves to meet our purpose.

This Guide to Self-Discovery seeks to help you answer the following questions:

- Who am I?
- What am I here to do?
 - What are my gifts?
 - What do I value?
- What is the legacy I want to leave?
- What supports me in being who I am?

Knowing the answers to these questions allows us to:

- Understand what attracts us and what we attract
- Filter opportunities and focus on those that will allow us to employ our purpose
- Express ourselves, who we are and what we stand for, more confidently
- Know how to support ourselves so that we can remain resilient
- Make meaning of our lives.

An individual who is able to answer these questions can live an integrated, fully expressed life.

These questions have important interrelationships. Coming up with clear answers may require non-linear self-discovery, some of which can be performed independently and some of which is best performed with outside help.

Identifying our purpose on the planet can be much easier said than done and the road map for defining that purpose may be an indirect one. For those who find purpose to be illusive, divining their purpose is an exploration of strengths and values and lifetime experiences.

*“A purpose is far more than a good idea; it’s an emotionally charged path in your work and life that provides orientation and direction. It’s an internal locus of awareness and guidance which defines you by who you are and what you care most about, rather than where you find yourself at the moment. It is from this calling or purpose that you begin truly ‘composing a life.’ Purpose is not a strategy or a goal, although it is a powerful attraction for meaningful strategies and goals; it is the fundamental goal of your existence and your organizations existence.”
~ Robert K. Cooper and Ayman Sawaf from the book Executive EQ*

What You Value

The identification of values is important for many reasons. Our values represent what's important to us and what we prioritize as more important than something else. When our values are being honored, we operate in harmony and our awareness of our values can fade into the background. However, when our values are violated, THAT'S when our values make themselves known.

Often times a conflict with another person can be boiled down to a perceived violation of one's values. Similarly, when we feel conflicted about what to do or think, many times it's because we have two values in conflict with each other. In general, when we feel out of alignment or out of tune with our environment, in our relationships or within ourselves, it can often be attributed to a values conflict.

The following is a list of 187 values, some of which may overlap slightly with another one. Please review the list and identify your top 10 core values.

- | | | |
|--------------------|-------------------|------------------|
| 1. Acceptance | 31. Connection | 61. Fairness |
| 2. Accountability | 32. Consciousness | 62. Faith |
| 3. Acknowledgement | 33. Consistency | 63. Fame |
| 4. Adventure | 34. Contribution | 64. Family |
| 5. Affluence | 35. Control | 65. Fearlessness |
| 6. Appreciation | 36. Courage | 66. Fitness |
| 7. Art | 37. Creativity | 67. Flexibility |
| 8. Attractiveness | 38. Credibility | 68. Flow |
| 9. Awareness | 39. Curiosity | 69. Focus |
| 10. Balance | 40. Daring | 70. Friendship |
| 11. Beauty | 41. Decisiveness | 71. Frugality |
| 12. Being the best | 42. Dependability | 72. Fun |
| 13. Belonging | 43. Directness | 73. Generosity |
| 14. Boldness | 44. Discipline | 74. Gratitude |
| 15. Calmness | 45. Discovery | 75. Growth |
| 16. Candor | 46. Drive | 76. Happiness |
| 17. Care | 47. Duty | 77. Harmony |
| 18. Celebrity | 48. Ease | 78. Health |
| 19. Certainty | 49. Education | 79. Helpfulness |
| 20. Challenge | 50. Effectiveness | 80. Honesty |
| 21. Change | 51. Efficiency | 81. Honor |
| 22. Clarity | 52. Empathy | 82. Humility |
| 23. Cleanliness | 53. Encouragement | 83. Humor |
| 24. Comfort | 54. Endurance | 84. Imagination |
| 25. Commitment | 55. Energy | 85. Independence |
| 26. Community | 56. Enthusiasm | 86. Influence |
| 27. Compassion | 57. Ethics | 87. Ingenuity |
| 28. Competence | 58. Excellence | 88. Inspiration |
| 29. Competition | 59. Experience | 89. Integrity |

- | | | |
|--------------------------|----------------------|---------------------|
| 30. Confidence | 60. Expertise | 90. Intelligence |
| 91. Intensity | 124. Philanthropy | 157. Simplicity |
| 92. Intimacy | 125. Playfulness | 158. Skillfulness |
| 93. Introspection | 126. Pleasure | 159. Solitude |
| 94. Intuition | 127. Power | 160. Speed |
| 95. Intuitiveness | 128. Practicality | 161. Spirituality |
| 96. Joy | 129. Preparedness | 162. Spontaneity |
| 97. Kindness | 130. Presence | 163. Stability |
| 98. Knowledge | 131. Pride | 164. Status |
| 99. Leadership | 132. Proactivity | 165. Strength |
| 100. Learning | 133. Reason | 166. Structure |
| 101. Liberty | 134. Reasonableness | 167. Success |
| 102. Logic | 135. Recognition | 168. Support |
| 103. Love | 136. Recreation | 169. Teamwork |
| 104. Loyalty | 137. Reflection | 170. Thoughtfulness |
| 105. Making a difference | 138. Reliability | 171. Thrift |
| 106. Marriage | 139. Resilience | 172. Timeliness |
| 107. Mastery | 140. Resolve | 173. Transcendence |
| 108. Maturity | 141. Resourcefulness | 174. Trust |
| 109. Meaning | 142. Respect | 175. Truth |
| 110. Mindfulness | 143. Responsibility | 176. Understanding |
| 111. Modesty | 144. Sacredness | 177. Uniqueness |
| 112. Nature | 145. Sacrifice | 178. Unity |
| 113. Openness | 146. Science | 179. Utility |
| 114. Optimism | 147. Security | 180. Variety |
| 115. Order | 148. Self-control | 181. Vision |
| 116. Originality | 149. Selflessness | 182. Vitality |
| 117. Partnership | 150. Self-reliance | 183. Warmth |
| 118. Patience | 151. Sensitivity | 184. Wealth |
| 119. Passion | 152. Sensuality | 185. Winning |
| 120. Peace | 153. Service | 186. Wisdom |
| 121. Perfection | 154. Sexuality | 187. Wonder |
| 122. Perseverance | 155. Significance | |
| 123. Persuasiveness | 156. Silence | |

Your Values in Action

Now that you've identified your top 10 values, write a sentence for each that describes what that value looks like in action.

1. _____
2. _____
3. _____
4. _____

5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Why You are Here

Your answer to the question, Why am I here, is the intersection of these aspects of your life:

- Who you are being when you are at your best
- What you are doing when you are passionately engaging your gifts
- The impact that you make on others

Being at Your Best

1. Who are a few of your “heroes”? What are the qualities or characteristics that are attractive about them? What inspires you about them?
2. What was the last person, book, event, movie, song (you pick) that you were truly inspired by? What was it about it that inspired you? How did it inspire you?
3. What is the pattern you see in who and what inspires you?
4. How are you like the people, books, events, movies, songs in your life which inspire you?
5. How do your values show up in how you “be” in the world?
6. Reflecting on your answers to 1 – 4, when you are at your best, how are you being?

Passionately Engaging Your Gifts

7. What do you LOVE to do? Why do you love it?
8. Why did you choose it?

9. What are you great at?
10. When have you been happiest/most engaged? What were you doing? What engaged you?
11. When you were a child, what gave you joy? What did you LOVE to do? What did you love about it?
12. When you were little, what did you want to be when you grew up?

Consider your answers to the last 6 questions as you complete the next part of the process.

Strengths

The identification of our strengths can begin to help us decode our purpose. Strengths are gifts we possess that make us unique, the things that come easily to us and are more difficult for others. Or they can be skills or capabilities we've chosen to hone and develop.

Review the list of character strengths and virtues developed by Peterson and Seligman below and/or [buy the book](#) and take a Strengths Finder assessment. Or you can review the strengths from the Strengths Finder assessment in Appendix I. Or you can choose strengths revealed in the questions above or some combination of all.

Identify your tops 5-6 strengths.

Strengths of Wisdom and Knowledge:

Cognitive strengths that entail the acquisition and use of knowledge

1. ***Creativity*** [*originality, ingenuity*]: Thinking of novel and productive ways to conceptualize and do things.
2. ***Curiosity*** [*interest, novelty-seeking, openness to experience*]: Taking an interest in ongoing experience for its own sake; exploring and discovering.
3. ***Open-mindedness*** [*judgment, critical thinking*]: Thinking things through and examining them from all sides; weighing all evidence fairly.
4. ***Love of learning***: Mastering new skills, topics, and bodies of knowledge, whether on one's own or formally.
5. ***Perspective*** [*wisdom*]: Being able to provide wise counsel to others; having ways of looking at the world that make sense to oneself and to other people.

Strengths of Courage:

Emotional strengths that involve the exercise of will to accomplish goals in the face of opposition, external and internal

6. **Bravery** [*valor*]: Not shrinking from threat, challenge, difficulty, or pain; acting on convictions even if unpopular.
7. **Persistence** [*perseverance, industriousness*]: Finishing what one starts; persisting in a course of action in spite of obstacles.
8. **Integrity** [*authenticity, honesty*]: Presenting oneself in a genuine way; taking responsibility for one's feeling and actions.
9. **Vitality** [*zest, enthusiasm, vigor, energy*]: Approaching life with excitement and energy; feeling alive and activated.

Strengths of Humanity:

Interpersonal strengths that involve tending and befriending others

10. **Love**: Valuing close relations with others, in particular those in which sharing and caring are reciprocated.
11. **Kindness** [*generosity, nurturance, care, compassion, altruistic love, "niceness"*]: Doing favors and good deeds for others.
12. **Social intelligence** [*emotional intelligence, personal intelligence*]: Being aware of the motives and feelings of other people and oneself.

Strengths of Justice:

Civic strengths that underlie healthy community life

13. **Citizenship** [*social responsibility, loyalty, teamwork*]: Working well as a member of a group or team; being loyal to the group.
14. **Fairness**: Treating all people the same according to notions of fairness and justice; not letting personal feelings bias decisions about others.
15. **Leadership**: Encouraging a group of which one is a member to get things done and at the same maintain time good relations within the group.

Strengths of Temperance:

Strengths that protect against excess

16. **Forgiveness and mercy**: Forgiving those who have done wrong; accepting the shortcomings of others; giving people a second chance; not being vengeful.
17. **Humility / Modesty**: Letting one's accomplishments speak for themselves; not regarding oneself as more special than one is.
18. **Prudence**: Being careful about one's choices; not taking undue risks; not saying or doing things that might later be regretted.
19. **Self-regulation** [*self-control*]: Regulating what one feels and does; being disciplined; controlling one's appetites and emotions.

Strengths of Transcendence:

Strengths that forge connections to the larger universe and provide meaning

20. **Appreciation of beauty and excellence** [*awe, wonder, elevation*]: Appreciating beauty, excellence, and/or skilled performance in various domains of life.
21. **Gratitude**: Being aware of and thankful of the good things that happen; taking time to express thanks.
22. **Hope** [*optimism, future-mindedness, future orientation*]: Expecting the best in the future and working to achieve it.
23. **Humor** [*playfulness*]: Liking to laugh and tease; bringing smiles to other people; seeing the light side.
24. **Spirituality** [*religiousness, faith, purpose*]: Having coherent beliefs about the higher purpose, the meaning of life, and the meaning of the universe.

Strengths in Action

For each strength you've identified, write a sentence about how you've employed that strength.

1. _____
2. _____
3. _____
4. _____
5. _____

Your Proudest Moments

Look back over your life and identify 3 of your proudest moments. Focus less on solo achievements and more on events that impacted others. For each moment, answer the following questions:

- 1) What happened?
- 2) How were you being?
- 3) What strengths were you using?
- 4) What impact did you make?
- 5) What made you proud?

Who Am I

The Nature Exercise

Intention: The intention of the nature exercise is to employ your holistic right brain in describing yourself as an organic part of nature.

Directions: Create a time when you have at least 30 minutes to yourself to commune with nature. Take a journal or note pad with you. It can take place anywhere outside.

Identify something existing in nature that you want to take on, that you want to become for a few minutes. Go with the first thing that grabs you. Don't over analyze.

Once you've identified your item of nature, consider what it would be like to become that thing. Mentally crawl inside it. View the world from its perspective. Consider what a typical day would be like. Who are you, how are you, how do you feel, what do you want, what do you do. Immerse yourself in your new identity.

Write down your experience as this product of nature. Write your nature story.

Start with "I am....."

Read on only after you have completed the nature exercise.

Allow a day or two to pass after you've completed the Nature Exercise, then review what you've written. Answer the following questions:

- What did you learn about yourself?
- How are you like what you wrote about?
- How is the item of nature you chose a metaphor for you and your life?

Your Six Word Memoir

They say a life can be summed up in a sentence. Take the perspective of being at the end of your days. What would you want your six word memoir to say? For inspirations around six word memoirs, check out: <http://www.smithmag.net/sixwordbook/about/>

Review everything you've written and consider having a friend review it all as well. What are the patterns you see? Who are you being at your best? What are you doing and how are you doing it? What is the impact you are having on others?

Now, take a stab at answering the following questions (and ask your friend to do the same for you). Be positive. Describe who you are at your essence. It can feel like something that you are growing into. You don't have to be showing up that way all the time now. Your answers to these questions should have a gravitation pull that magnetically draws you toward them.

- Who am I?
- Why am I here?
- What is the legacy I want to leave?

Discuss your answers with the answers of your friend and see what feels true for you, what feels aspirational, like a life you want to live into. You'll know when you've got it. It will likely feel big and audacious and exciting and at least a little scary.

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, Who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be? You are a child of God. Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people won't feel insecure around you. We are all meant to shine, as children do. We were born to make manifest the glory of God that is within us. It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others." - Marianne Williamson

Namaste!

Appendix I – Strengths based upon the Strength Finder assessment

Achiever®	People strong in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.
Activator®	People strong in the Activator theme can make things happen by turning thoughts into action. They are often impatient.
Adaptability®	People strong in the Adaptability theme prefer to "go with the flow." They tend to be "now" people who take things as they come and discover the future one day at a time.
Analytical®	People strong in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.
Arranger™	People strong in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces and resources can be arranged for maximum productivity.
Belief®	People strong in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.
Command®	People strong in the Command theme have presence. They can take control of a situation and make decisions.
Communication®	People strong in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.
Competition®	People strong in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.
Connectedness®	People strong in the Connectedness theme have faith in the links between all things. They believe there are few coincidences and that almost every event has a reason.
Consistency® / Fairness™	People strong in the Consistency theme (also called Fairness in the first StrengthsFinder assessment) are keenly aware of the need to treat people the same. They try to treat everyone in the world fairly by setting up clear rules and adhering to them.
Context®	People strong in the Context theme enjoy thinking about the past. They understand the present by researching its history.
Deliberative®	People strong in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate the obstacles.
Developer®	People strong in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.

Discipline™	People strong in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.
Empathy™	People strong in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.
Focus™	People strong in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.
Futuristic®	People strong in the Futuristic theme are inspired by the future and what could be. They inspire others with their visions of the future.
Harmony®	People strong in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.
Ideation®	People strong in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.
Inclusiveness® / Includer®	People strong in the Inclusiveness theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.
Individualization®	People strong in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively.
Input®	People strong in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.
Intellection®	People strong in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.
Learner®	People strong in the Learner theme have a great desire to learn and want to continuously improve. In particular, the process of learning, rather than the outcome, excites them.
Maximizer®	People strong in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.
Positivity®	People strong in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.
Relator®	People who are strong in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.
Responsibility®	People strong in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.
Restorative®	People strong in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.
Self-Assurance®	People strong in the Self-assurance theme feel confident in their ability to manage

	their own lives. They possess an inner compass that gives them confidence that their decisions are right.
Significance®	People strong in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.
Strategic™	People strong in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.
Woo®	People strong in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with another person.



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