



HW HaltingWinter
Municipal Solutions

WORKBOOK

Know Thyself

Leading with
SELF-AWARENESS

www.HaltingWinter.com



INTRODUCTION

Know Thyself: Leading with Self-Awareness

A Leadership & Culture Program Workbook

*Leadership begins with the leader you bring to the table.
Know yourself deeply, lead others effectively.*

Welcome Note from Seth

Welcome.

You don't need another leadership cliché. You don't need another book telling you what you already know. What you need, and what this program is designed to deliver, is a framework that helps you slow down, look inward, and lead from a place of clarity and strength.

This first session is where it begins: with you. Before we can talk about strategy, culture, or collaboration, we need to uncover the one resource that shapes everything else—yourself.

Self-awareness isn't soft. It's the difference between leaders who react and leaders who respond, between cultures that burn out and cultures that thrive.

My encouragement is simple: take this seriously. Write in these pages. Be honest with yourself. Challenge the stories you've been telling. And use this workbook not just today, but as a guide you can return to when leadership feels heavy and the demands pile up.

Let's dive in.

Seth Winterhalter



INTRODUCTION

How to Use This Workbook

1. Engage in Real Time

- Use this workbook during our live session to capture insights, reactions, and practical steps.

2. Reflect Afterward

- Revisit each section within 48 hours. Reflection is where learning becomes change.

3. Revisit Monthly

- Keep this workbook with you throughout the Leadership & Culture Program. Each month builds on the last.

4. Be Honest, Not Aspirational

- The goal isn't to impress anyone—it's to know yourself. Write what's true, not what you wish were true.

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THE COST OF LEADING WITHOUT SELF-AWARENESS

The Hidden Threat in Leadership

The greatest threat to municipal leadership isn't infrastructure costs, housing shortages, or even budget shortfalls. It's leaders who don't know themselves.

Leaders who lack self-awareness lead out of reaction instead of intention. And reaction is like fighting wildfires on every front: urgent, consuming, and relentless—until it burns out the organization and the leader.

Without self-awareness, leaders:

- Burn out faster, working against their wiring.
- Break trust, blind to how their actions land on others.
- Build fragile cultures that survive on urgency, not intention.

This isn't about personality—it's about sustainability. The leader you bring to the table shapes everything else.

Quick Pulse Check: Where Are You Right Now?

Rate yourself for each of the following: (1 = strongly disagree, 5 = strongly agree).

I know my core leadership strengths and use them daily.



I can clearly name my weaknesses and blind spots.



My team would describe my leadership style the same way I would.



I can identify the situations that drain me and adjust accordingly.



I feel energized, not depleted, by the way I'm currently leading



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YOUR LENS ON THE WORLD

Exercise: Naming Your Lenses

Step 1. Reflect on the “glasses” you think you wear most often:

- Are they colored by confidence? urgency? anxiety? control? collaboration?
- What emotions or instincts dominate your decision-making?

Step 2. Write down:

- When has this lens helped me?
- When has this lens hurt me?

Reflection Space

- What “glasses” do I bring into leadership settings?
- What do I tend to see clearly? What do I tend to miss?
- If my team could name the lenses I wear, what would they say?

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DISC INSIGHTS IN ACTION

Guided Reflection: First Reactions

- What part of your DISC rang most true?
- What part frustrated you or didn't feel right?
- Did you answer the questions truthfully or aspirationally (who you want to be)?

Exercise: DISC in Your Role

Step 1. Look at your primary DISC style.

- Where in your current role are you leaning into your strengths?
- Where are you fighting against your wiring?

Step 2. Identify patterns.

- Which tasks energize you?
- Which tasks drain you?
- Are neglected projects tied to areas that fall outside your natural strengths?

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DISC INSIGHTS IN ACTION

Mini-Exercise: Municipal Realities Through DISC

- High D in Public Works: Great at pushing projects forward, but may bulldoze through staff concerns.
- High I in City Administration: Energizing in public meetings, but may lose focus on detail follow-through.
- High S in City Clerk Office: Creates trust and consistency, but may resist needed change.
- High C in Finance: Excellent at precision, but may stall when quick decisions are required.

Reflection Space:

- Where do you see yourself in these examples?
- Where do you see a blind spot that could create conflict with your role?

Exercise: Wildfire vs. Campfire

Wildfire: When your blind spots create reactivity, urgency, and chaos.

Campfire: When your strengths give warmth, energy, and focus to those around you.

Your Turn:

- What wildfire pattern do you recognize in yourself?

- What campfire strength do you bring to your team?

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STRENGTHSFINDER & WORKING GENIUS

Exercise: My Top Strengths

(If you've completed StrengthsFinder, fill in your results below. If not, use this space to note strengths you know about yourself from experience.)

Top 5 Strengths	How It Shows Up in My Leadership	How It Can Be Overused or Misapplied

Reflection Prompts

- *Which of your strengths are you underutilizing right now?*
- *Where do you see a strength slipping into overuse (becoming a weakness)?*
- *How might aligning your role more with your strengths increase your impact and energy?*

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STRENGTHSFINDER & WORKING GENIUS

Exercise: My Working Genius Grid

Think about the six types: **Wonder, Invention, Discernment, Galvanizing, Enablement, Tenacity.**

Use this table to sort them into categories that feel true for you:

Energizing for Me	Neutral	Draining for Me

Mini-Exercise: Strength Shift

- *What is one strength I want to lean into more this month?*

- *What is one draining task I can delegate, share, or redesign so I don't burn out in it?*

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THE 3 KEY INSIGHTS OF SELF-AWARENESS

Guided Framework: My 3 Insights

Insight	What This Means for Me	Example in My Leadership
WHAT I should be doing (strengths)		
HOW I should be operating (wiring)		
WHY I lead (purpose)		

Reflection Prompts

- ✓ *Am I spending most of my time in my strengths or in my weaknesses?*
- ✓ *What patterns in my wiring frustrate me most?*
- ✓ *What gives me energy to keep going when leadership feels overwhelming?*

Mini-Exercise: The Burnout Test

Think of one task on your desk right now that drains you.

- Is it draining because it's outside your strengths?
- Is it draining because it fights against your natural wiring?
- Or is it draining because it doesn't connect to your "why"?

Write it here: _____

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DRAFT YOUR SELF-AWARENESS STATEMENT

Guided Framework: Write Your Statement

Complete the prompts below in your own words:

- 1. My core strengths are...**
(Where do I bring energy, clarity, and consistent results?)

- 2. My predictable weaknesses are...**
(Where do I tend to get stuck, drained, or reactive?)

- 3. One action I will take this month to lead more effectively is...**
(How will I apply my strengths or protect myself from my weaknesses?)

Example Statements

- “My core strengths are vision and collaboration. My predictable weakness is avoiding conflict, which creates unresolved issues. This month, I will schedule weekly check-ins with my deputy so I can address challenges directly instead of letting them linger.”
- “My core strengths are precision and follow-through. My predictable weakness is overanalyzing decisions. This month, I will delegate routine approvals to my supervisor so I can focus on strategic priorities.”

Reflection Space

- If my team read this statement, what would they add?
- What would my supervisor or council expect me to include?

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IMPLEMENTATION & ACTION PLAN

Action Steps Tracker

1. One task I will stop doing

(Because it forces me to live in my weaknesses and drains my energy.)



2. One person I will lean on

(Who brings strengths in areas where I struggle.)



3. One way I will protect my strengths this month

(So I can lead with clarity, energy, and purpose.)



Accountability Box

- Who will I share my Self-Awareness Statement with?
- How will I ask them to hold me accountable?
- When will I revisit this workbook to track progress?

Final Reflection

- What's one word that describes how I feel leaving this session?
- What's one thing I'll do differently this week because of what I've learned?

About HaltingWinter Municipal Solutions

HaltingWinter Municipal Solutions partners with city and county leaders to transform culture, strengthen leadership, and build organizations where people thrive. Through keynote speaking, workshops, the Municipal Leadership Development Circle (MLDC), and our 9-month Leadership & Culture Program, we help public servants lead with clarity, courage, and impact.

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The HaltingWinter Podcast – Stories of municipal leadership across North America

