

dare *to* *lead*TM

BASED ON THE RESEARCH OF
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Brave Leaders & Courage Cultures

10 BARRIERS TO COURAGE

Avoiding Tough Conversations

Avoiding Fears and Feelings

Low Levels of Trust

Being Stuck in Setbacks

Lack of Innovation

Action Bias

Diversity & Inclusion

Shame & Blame

Not Linking Values to Behaviour

Perfectionism

REFLECTION: Circle any of the barriers to courage are you seeing or experiencing in your organisation right now.

ACTION: Capture one personal action below to begin to remove one of these barriers and create a more courageous and inclusive culture.

Brave Leaders & Courage Cultures

THE FOUR SKILL SETS OF COURAGE

- 1. Rumbling with Vulnerability*
- 2. Living Into Our Values*
- 3. BRAVING Trust*
- 4. Learning to Rise*

THE HEART OF DARING LEADERSHIP

“A leader is anyone at any level who takes responsibility for finding the potential in people and processes and has the courage to develop that potential.” -Brené Brown

1. You can't get to courage without rumbling with vulnerability.

Embrace the suck.

2. Self-awareness and self-love matter.

Who we are is how we lead.

3. Courage is contagious.

To scale daring leadership and build courage in teams and organizations, we must cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation, and armor is not necessary or rewarded.



Rumbling with Vulnerability

THE DEFINITION OF VULNERABILITY

The emotion we experience when we feel risk, uncertainty, or emotional exposure.

YOUR CALL TO COURAGE

It's important to identify our call to courage. We need to build the skills required to walk into the arena, try new behaviours, experience falls and failures, get back up, learn, and try again.

We must actually change the way we show up with other people.

REFLECTION:

1. What is your personal call to courage as a leader? Where do you want to show up, where do you want to be braver? Be specific. (*E.g., I want to be braver at giving constructive feedback.*)

ACTION:

1a. Identify a specific change you would like to make to support your call to courage:

OR

1b. Identify a new skill you would like to learn to support your call to courage:

DEVELOPING EMOTIONAL LITERACY

“Emotional literacy is the foundation of resilience, empathy, compassion, and self-awareness.” -Brené Brown

Anxious

Belonging

Blame

Curious

Disappointed

Disgust

Embarrassment

Empathy

Excited

Fear/Scared

Frustrated

Gratitude

Grief

Guilt

Happy

Humiliation

Hurt

Jealous

Joy

Judgment

Lonely

Love

Overwhelmed

Regret

Sad

Shame

Surprised

Vulnerability

Worried

“Leaders must either invest a reasonable amount of time attending to fears and feelings, or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior.”



RUMBLE STARTERS

- 1. *The story I make up . . .***
- 2. *I'm curious about . . .***
- 3. *Tell me more.***
- 4. *That's not my experience (instead of "You're wrong about her, him, them, it, this . . .").***
- 5. *I'm wondering . . .***
- 6. *Help me understand . . .***
- 7. *Walk me through . . .***
- 8. *We're both dug in. Tell me about your passion around this.***
- 9. *Tell me why this doesn't fit/work for you.***
- 10. *I'm working from these assumptions—what about you?***
- 11. *What problem are we trying to solve?***

1. Which of these feel natural, that you could incorporate into the way you talk and interact with others?

2. Do you have any other good curiosity cues or starters that you've found effective in tough conversations?

3. Is there a particular comment or language that can pull you out of your values and intentions? When that happens, which of the rumble starter phrases can help keep you grounded?



Living into our Values

PERSONAL VALUES

As leaders, living into our values is one of the four skill sets that make up Daring Leadership.

This means we don't just talk about our values, we live them. It means that we take the time to get clear about what we believe and hold important, and we ensure that our intentions, words, thoughts, and behaviours align with those values.

COMPANY VALUES

Company values represent your company's identity. They are the principles and beliefs that underpin your culture and drive your business.

When your company values are translated into daily behaviours, so people know what is expected, encouraged and rewarded, they become the foundation of a courageous culture.

TOOL:

Follow the link to access a step-by-step process for groups and teams to operationalise your company values.

<https://daretolead.brenebrown.com/operationalizing-your-orgs-values/>

GIVING ENGAGED FEEDBACK

I know that I'm ready to give feedback when:

1. I'm ready to sit next to you rather than across from you.
2. I'm willing to put the problem in front of us rather than between us (or sliding it toward you).
3. I'm ready to listen, ask questions, and accept that I may not fully understand the issue.
4. I'm ready to acknowledge what you do well instead of just picking apart your mistakes.
5. I recognize your strengths and how you can use them to address your challenges.
6. I can hold you accountable without shaming or blaming.
7. I'm open to owning my part.
8. I can genuinely thank someone for their efforts rather than just criticizing them for their failings.
9. I can talk about how resolving these challenges will lead to growth and opportunity.
10. I can model the vulnerability and openness that I expect to see from you.
11. I am aware of power dynamics, implicit bias, and stereotypes.



COURAGE SKILL SET #3

BRAVING Trust

BRAVING DEFINITIONS

The acronym BRAVING breaks down trust into seven elements:

BOUNDARIES, RELIABILITY, ACCOUNTABILITY, VAULT, INTEGRITY, NONJUDGMENT, AND GENEROSITY.

BOUNDARIES: Setting boundaries is making clear what's okay and what's not okay, and why.

RELIABILITY: You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

ACCOUNTABILITY: You own your mistakes, apologize, and make amends.

VAULT: You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me any information about other people that should be confidential.

INTEGRITY: Choosing courage over comfort; choosing what's right over what's fun, fast, or easy; and practicing your values, not just professing them.

NONJUDGMENT: I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

GENEROSITY: Extending the most generous interpretation to the intentions, words, and actions of others.

The BRAVING Inventory can be used as a rumble tool—a conversation guide to use with colleagues that walks us through the conversation from a place of curiosity, learning, and ultimately trust-building.



TRUST ON TEAMS

The frequency of behaviors on your team for each of the BRAVING elements:
 Never (1) | Rarely (2) | About 50/50 (3) | Often (4) | Always (5)

	OUR TEAM AVERAGE	OUR TEAM RANGE
BOUNDARIES		
RELIABILITY		
ACCOUNTABILITY		
VAULT		
INTEGRITY		
NONJUDGMENT		
GENEROSITY		

For your highest-scoring element, what are one or two behaviors that make it a strength that are important to sustain? *(E.g., Boundaries: We ask each other for help.)*

Element:

Behaviors:

For your lowest-scoring element, what are one or two behaviors that you commit to changing as a team so you can build trust?

Element:

Behaviors:

How do I lean into my values to enhance trust on my team?



Learning to Rise

THE RISING STRONG PROCESS

The goal of this process is to rise from our falls, overcome our mistakes, and face hurt in a way that brings more wisdom and wholeheartedness.

1. The Reckoning: Walking Into Our Own Story

Recognize emotion, and get curious about our feelings and how they connect with the way we think and behave.

2. The Rumble: Owning Our Story

Get honest about the stories we are making up about our struggle, then challenge these assumptions to determine what's truth, what's self-protection, and what needs to change if we want to lead more wholehearted lives.

3. The Revolution: Process Becomes Practice

Write a new ending to our story based on the key learnings from our rumble and use this new, braver story to change how we engage with the world and to ultimately transform the way we live, love, parent, and lead.



LEARNING TO RISE

WHAT USUALLY HAPPENS



WE REACT

THOUGHTS

#?! BEHAVIOURS

FEELINGS

WE OFFLOAD HURT

- ANGER
- BLAME
- SHUT DOWN / AVOID
- PEOPLE PLEASE
- NUMBING

MOVING AWAY MOVING TOWARD MOVING AGAINST

OUTCOME

↓ SELF TRUST ↑ ANXIETY

↑ STRESS ↑ DEPRESSION

↑ REGRET ↑ RESENTMENT

↑ RUMINATION

↑ PHYSICAL SYMPTOMS

RELATIONSHIPS

↓ TRUST

• BROKEN RELATIONSHIPS

THE RISING STRONG™ PROCESS

THE RECKONING

WALKING INTO YOUR STORY

1. KNOWING YOU ARE EMOTIONALLY HOOKED
2. GETTING CURIOUS ABOUT IT

STRATEGIES: BREATHE, MOVE, TALK, WRITE, CLARITY OF VALUES

THE RUMBLE

GET HONEST ABOUT THE STORIES WE ARE MAKING UP

UNLEASH YOUR CURIOSITY ABOUT:

1. THE SITUATION
2. THE OTHER PEOPLE IN IT
3. THE PART YOU PLAYED

KEY STRATEGY: SELF COMPASSION

THE REVOLUTION

TAKE WHAT YOU LEARNED IN THE RUMBLE & WRITE YOUR BRAVE NEW ENDING

OUTCOME:

↑ SELF LOVE

↑ EMOTIONAL FREEDOM

• MORE MEANINGFUL & WHOLEHEARTED RELATIONSHIPS



Dare to Lead Week by Week Online Workshop Schedule

WEEK 1

Introductions & Welcome to Dare to Lead

Lesson 1: The Heart of Daring Leadership

Lesson 2: Exploring the 16 armoured leadership behaviours we need to avoid and the 16 daring leadership behaviours we need to cultivate in order to build a courage culture

WEEK 2

Lesson 3: Setting the foundations of self-awareness & emotional literacy in leadership

Skillset #1 Rumbling with Vulnerability (lessons 4-7)

Lesson 4: Understanding vulnerability and the role it plays in daring leadership

WEEK 3

Lesson 5: Understanding shame and how it shows up in organisations

Lesson 6: Understanding empathy & the 8 ways we can get it wrong

Lesson 7: Exploring the 3 components of Kristin Neff's self-compassion model

WEEK 4

Skillset #2 Living into Our Values (lessons 8-11)

Lesson 8: Learning how values operate in our professional lives and the role they play in integrity in leadership

Lesson 9: Learning what skills and tools are required for grounded confidence and tough conversations

WEEK 5

Lesson 10: Learning the daring leadership skills that help give engaged feedback that sticks

Lesson 11: Understanding how the skills so far help set up leaders in a more daring way

WEEK 6

Skillset #3 BRAVING Trust (lessons 12 & 13)

Lesson 12: Exploring the Anatomy of Trust and applying the BRAVING model to build meaningful connection in relationships

Lesson 13: Learning how to apply the BRAVING model to building trust in teams and self-trust

WEEK 7

Skillset #4 Learning to Rise from setbacks (lessons 14 & 15)

Lesson 14: Building your emotional resilience part 1 The Reckoning

Lesson 15: Building your emotional resilience parts 2 & 3 The Rumble & The Revolution

WEEK 8

Integration (lessons 16 & 17)

Lesson 16: Synthesising key insights and learnings from the course

Lesson 17: Creating an action plan on how you will integrate the key learnings into your professional life

Lesson 18: Practicing gratitude and course completion