

dare
to
*lead*TM

BASED ON THE RESEARCH OF
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“It is not the critic who counts;

not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better.

“The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly . . . who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly.”

- Theodore Roosevelt

Please note: This is the quote as written. We encourage you to change the language to person, leader, or whatever best captures who you are.



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.



PERMISSION SLIPS

“The cave you fear to enter holds the treasure you seek.” -Joseph Campbell

Sometimes the first step in getting started is giving ourselves permission. Permission slips are a great tool to start building trust in a group and to start container building. It helps identify what might get in the way when learning and/or practicing new ways of showing up. For example, maybe you need to give yourself permission to:

Stay open minded | Ask for what you need | Pass during group sharing | Ask for more time | Be a learner, not a knower

What do you need to give yourself permission to do, feel, or not do in order to show up for this learning experience? Write your permission slips below or on a sticky note. You can write on a sticky note and place here. Write as many as you need.

CONTAINER BUILDING

Answer the questions from the facilitator. Everyone will share their answers and use them to develop group ground rules that you can use in your discussions throughout the workshop and even back on the job.








ARMORED LEADERSHIP VERSUS DARING LEADERSHIP

There are eleven elements of Daring Leadership. As you think about the culture of your team (or whatever group has been identified as your Dare to Lead cohort), rate the common indicators of each element on a continuum from 1 – 4.

ARMORED LEADERSHIP <i>Leading from Self-Protection</i>	TEAM AVERAGE	DARING LEADERSHIP <i>Leading with Grounded Confidence</i>
<i>Being a Knower and Being Right</i>		<i>Being a Learner and Getting it Right</i>
<p><i>Common Indicators:</i> We value being a knower and being right over being a learner and getting it right.</p>		<p><i>Common Indicators:</i> We value being a learner and getting it right over being a knower and being right.</p>
<p>“Not knowing” is often perceived as weakness.</p>		<p>Curiosity is encouraged and framed as courageous.</p>
<p>We often buy into the belief that “knowing” is the only value we bring.</p>		<p>We operate from the belief that leaders don’t always have all of the answers but often ask the right questions.</p>
<p>Asking for help is often perceived as weakness.</p>		<p>Asking for help is normalized and expected at all levels.</p>
<i>Tapping Out of Hard Conversations</i>		<i>Leaning into Vulnerability and Skilling Up for Hard Conversations</i>
<p><i>Common Indicators:</i> We avoid conflict and uncomfortable conversations, including performance feedback and conversations about race, gender, class, or other complex subjects.</p>		<p><i>Common Indicators:</i> Discomfort and vulnerability are normalized and seen as central to good work, so we are skilled up in having tough conversations.</p>
<p>We talk about people rather than directly to them concerning hard topics or hard feedback.</p>		<p>We talk <i>to</i> people not <i>about</i> people. We give and receive feedback in ways that align with our values and the organization’s values.</p>
<p>Kind and honest are often thought of as mutually exclusive.</p>		<p>We believe and model that clear, honest conversations are kind and valued.</p>
<p>Performance and behavioral issues are tolerated and/or ignored rather than addressed through difficult feedback.</p>		<p>We have a strong feedback culture built on respect (everyone gives, receives, and values feedback).</p>










ARMORED LEADERSHIP VERSUS DARING LEADERSHIP

ARMORED LEADERSHIP <i>Leading from Self-Protection</i>	TEAM AVERAGE	DARING LEADERSHIP <i>Leading with Grounded Confidence</i>
<i>Using Shame and Blame to Manage Ourselves and Others</i>		<i>Leading Ourselves and Others from a Place of Empathy, Accountability, and Learning</i>
<p><i>Common Indicators:</i> We often try to look, work, and deliver perfectly to self-protect against criticism, judgment and blame.</p>		<p><i>Common Indicators:</i> Rather than promoting perfectionism (which is outwardly focused: “What will other people think?”), we nurture healthy striving (which is internally focused: “How do I want to learn and grow? What are my goals? What do I think?”)</p>
<p>Blame and finger-pointing are norms when there are mistakes and failures.</p>		<p>We hold ourselves and each other accountable in a respectful way.</p>
<p>It’s hard to take risks or try new things, so cynicism and criticism are often more common than making a contribution.</p>		<p>We take thoughtful risks and make sincere efforts to achieve goals. Learning from mistakes is encouraged and valued.</p>
<p>People are reluctant to speak up because they fear being ridiculed or belittled.</p>		<p>Empathy and self-compassion are taught, modeled, and expected.</p>











ARMORED LEADERSHIP VERSUS DARING LEADERSHIP

ARMORED LEADERSHIP <i>Leading from Self-Protection</i>	TEAM AVERAGE	DARING LEADERSHIP <i>Leading with Grounded Confidence</i>
Fostering a scarcity-driven culture (“There is never enough _____”)		Committing to and modeling “We are enough, and we have enough.”
<i>Common Indicators:</i> We don’t acknowledge good work and small successes because we fear some people might become complacent and slow down.		<i>Common Indicators:</i> We regularly practice gratitude and celebrate milestones and wins.
Leaders use fear and uncertainty to drive productivity.		When there’s collective fear or uncertainty, our leaders acknowledge, name, and normalize it, with the goal of de-escalating it.
Exhaustion is rewarded as a status symbol.		Leaders model and respect boundaries and self-care.
Because our perceived value is often tied to our performance, we tend to hustle for our worth.		Our work and efforts are acknowledged, and we are valued as people even when we make mistakes or fall short.
There is a level of comparison and ranking that drives a mentality of win/lose and crush/be crushed.		We foster healthy competition that supports collaboration.
Professing Values		Practicing Values
<i>Common Indicators:</i> Organizational values are professed but not operationalized as behaviors, taught, practiced, or acknowledged.		<i>Common Indicators:</i> Organizational values are clearly articulated, operationalized as behaviors, taught, practiced, and acknowledged.
There are no consequences for behaviors that are outside of values if performance is solid.		Showing up in ways that align with organizational values is a component of meeting performance measures.





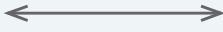




ARMORED LEADERSHIP VERSUS DARING LEADERSHIP

ARMORED LEADERSHIP <i>Leading from Self-Protection</i>	TEAM AVERAGE	DARING LEADERSHIP <i>Leading with Grounded Confidence</i>
<i>Driving a “Fitting In” Culture</i>		<i>Cultivating a Belonging Culture</i>
<p><i>Common Indicators:</i> Commitments to diversity, equity, and inclusion are not practiced, even when professed.</p>		<p><i>Common Indicators:</i> Commitments to diversity, equity, and inclusion are priority practices in strategy and decision making.</p>
<p>People are held to one narrow standard rather than acknowledged for their unique gifts and contributions. Assimilation is promoted and valued.</p>		<p>Diverse perspectives are cultivated, valued, and prioritized.</p>
<p>Strategies for dismantling systemic bias are reactive.</p>		<p>Strategies for dismantling systemic bias are proactive.</p>
<p>Care for and connection with others are NOT seen as requirements for effective leadership.</p>		<p>Care for and connection with others are seen as irreducible requirements of leading.</p>
<i>Leading for Compliance and Control</i>		<i>Leading for Commitment and Shared Purpose</i>
<p><i>Common Indicators:</i> The culture is based on hierarchies and wielding “power over” others rather than on shared power and distributed leadership.</p>		<p><i>Common Indicators:</i> The culture is based on sharing power with, distributing power to, and fostering power among people.</p>
<p>We struggle with persistent misalignment of authority and responsibility – we are often held responsible for outcomes we don’t have the power to make happen.</p>		<p>Leaders make a consistent effort to keep authority and responsibility aligned.</p>
<p>Decision making and delegating are often stripped of context and connection to the team or organization’s larger strategy, leaving us “just following orders.”</p>		<p>We make it a priority to provide context when making decisions and delegating, so people understand the purpose and bigger picture.</p>



ARMORED LEADERSHIP VERSUS DARING LEADERSHIP

ARMORED LEADERSHIP <i>Leading from Self-Protection</i>	TEAM AVERAGE	DARING LEADERSHIP <i>Leading with Grounded Confidence</i>
Leading Reactively		Leading Proactively and Strategically
<i>Common Indicators:</i> Decision making, problem solving, and delegation processes are often scattered, reactive and done without context of other organizational issues.		<i>Common Indicators:</i> Decision making, problem solving, and delegation practices are thoughtful, deliberate, and integrated with ongoing organizational strategies.
Our action bias (get it done now!) often leads us to try to solve problems that we haven't fully defined.		We invest in problem identification and definition.
During challenging times, we often either overreact or get paralyzed on decision making and delegation.		We have systems and skills in place that allow us to be thoughtful and decisive in our decision making and delegation during challenging times.
Resisting Change		Accepting and Embracing Change
<i>Common Indicators:</i> In the face of change, the fear of irrelevance leads us to feeling stuck, so we double down on nostalgia and “the way things used to be.”		<i>Common Indicators:</i> As things shift and change, we double down on learning and skill building while maintaining confidence about our ability to contribute.
Change and uncertainty lead to us becoming increasingly territorial, cynical, and/or critical.		In the face of change, we are open, collaborative, and curious about the future and what's possible.



ARMORED LEADERSHIP VERSUS DARING LEADERSHIP

ARMORED LEADERSHIP <i>Leading from Self-Protection</i>	TEAM AVERAGE	DARING LEADERSHIP <i>Leading with Grounded Confidence</i>
<p><i>Getting stuck in and owned by failures, setbacks, and disappointments</i></p>		<p><i>Owning our failures, setbacks, and disappointments through open discussion, learning from them, and embedding the learning in our work and our teams</i></p>
<p><i>Common Indicators:</i> Failures and setbacks are not openly discussed and analyzed.</p>		<p><i>Common Indicators:</i> We have skills and systems in place that normalize failures, setbacks, and disappointments, and we have a process to analyze and learn from them.</p>
<p>We often get stuck in past disappointments or let negative experiences define us.</p>		<p>Everyone is taught how to get back up after a fall and is held accountable for their own resetting skills.</p>
<p>Even reasonable failures and setbacks are stigmatized and a common source of shame.</p>		<p>Reasonable failures and setbacks are seen as a part of innovation and growth.</p>
<p><i>Perceiving leadership as “Being served by others”</i></p>		<p><i>Understanding leadership as “Serving others”</i></p>
<p><i>Common Indicators:</i> Leadership is about position and status.</p>		<p><i>Common Indicators:</i> Leadership is expected and cultivated at all levels.</p>
<p>Trust is undefined and expected.</p>		<p>Trust is operationalized into behaviors, taught, and earned.</p>
<p>Being vulnerable and practicing authenticity is only safe and seen as courage for some people, but not for everyone.</p>		<p>Being vulnerable and practicing authenticity is safe, modeled, and seen as courage in all people at all levels.</p>
<p>People tend to “hustle for their worth” because they’re unsure of their contribution.</p>		<p>Leaders make sure people know their value and what they contribute.</p>



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 behaviors, experience falls and failures, get back up, learn, and try again. We must actually change the way we show up with other people.

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

THE ARENA: a metaphor for a moment or experience when you share yourself (your ideas, feelings, opinions, experiences, art, etc.) knowing that you can't control the outcome or what people think.

2. When you think about where you want to be braver and what gets in the way, what is one "arena moment" in your professional life that you've faced or will face, and what are the skills and behaviors that you'd like to change or develop?

An arena moment for me is:

I'd like to change:

I'd like to build new skills around:

3. What is your group's call to courage? What is one thing that, if you can learn to tackle, you can apply the learnings to other challenges moving forward?



ASSEMBLING OUR ARMOR

We all use armor to protect ourselves, but that armor is heavy and prevents us from growing, being seen, and being in connection with others. When we're in fear, or an emotion is driving self-protection, there's a fairly predictable pattern of how we assemble our armor, piece by piece:

I'm not enough.

If I'm honest with them about what's happening, they'll think less of me or maybe even use it against me.

No way am I going to be honest about this. No one else does it. Why do I have to put myself out there?

Yeah. Who cares about them? I don't see them being honest about what scares them. And they've got plenty of issues.

It's actually their issues and shortcomings that make me act this way. This is their fault, and they're trying to blame me.

In fact, now that I think about it, I'm actually better than them.

1. Identify one situation that is likely to lead to you armoring up?

2. What does your "armoring up" process look like?

a. My body language:

b. My words:

c. My thoughts:

d. My go-to armoring behaviors:



Rumbling with Vulnerability

THE MYTHS OF VULNERABILITY

MYTH #1

Vulnerability is weakness.

MYTH #2

I don't do vulnerability.

MYTH #3

I can go it alone.

MYTH #4

You can engineer the uncertainty and risk out of relational vulnerability the same way you engineer it out of systemic vulnerability.

MYTH #5

Trust comes before vulnerability.

MYTH #6

Vulnerability is disclosure.

RUMBLE: a discussion, conversation, or meeting defined by a commitment to lean into vulnerability, to stay curious and generous, to stick with the messy middle of problem identification and solving, to take a break and circle back when necessary, to be fearless in owning our parts, and, as psychologist Harriet Lerner teaches, to listen with the same passion with which we want to be heard. More than anything else, when someone says, “Let’s rumble,” it cues us to show up with an open heart and mind so we can serve the work and each other, not our egos.



THE SIX MYTHS OF VULNERABILITY

Thinking about the six myths of vulnerability, complete or answer the following:

1. I grew up believing that vulnerability was . . .

2. For me, vulnerability feels like . . .

What does it physically feel like for me?

What does it emotionally feel like for me?

What am I thinking?

3. For each of the six myths of vulnerability, how much do you need to “unlearn”? Use a scale of 1-5 (1=no unlearning necessary, 5= I need to unlearn and re-learn a lot).

- Vulnerability is weakness.
- I don’t do vulnerability.
- I can go it alone.
- You can engineer the uncertainty and risk out of relational vulnerability the same way you engineer it out of systemic vulnerability.
- Trust comes before vulnerability.
- Vulnerability is disclosure.

4. If part or all of your job is minimizing systemic vulnerability, how does this shape your thoughts and feelings about the importance of relational vulnerability?



THE SIX MYTHS OF VULNERABILITY

5. In my organization, the messages and expectations about the general concept of vulnerability include:

7. How does the fear of being vulnerable keep you from entering the arena?

6. Think about the last time you did something brave. What role did vulnerability play?

8. How will you need to be more vulnerable to answer your call to courage?



The Arena

SECTIONS OF THE ARENA

The Cheap Seats

Reserved for those always hurling advice, judgment, and criticism, but rarely stepping into the arena.

The Season Ticket Holders

Comparison, scarcity, and shame always show up when we're trying to be brave.

The Box Seats

These are the people who built the arena to benefit themselves and others they believe are “like them.” Box seat holders determine our odds of success in the arena based on stereotypes, misinformation, and fear.

The Support Section

The two most important seats in the arena are empathy and self-compassion.



EXPLORING YOUR ARENA

1. Your hand is on the door of the arena . . . What is keeping you from going in? What feelings or thoughts are you experiencing?

2. What messages crop up as you try to enter the arena?

3. When you are trying to practice daring leadership in your arena, where do you look first? (*E.g., the box seats, season ticket holders, the cheap seats, or the support section with empathy and self-compassion seats?*)

4. What messages do you hear from the different critics' section? If you sit in your own critics' section, where do you sit? What do you tell yourself?



EXPLORING YOUR ARENA

5. What messages do you hear from the box seats? Do you sit in your own box seats? When you do, what do you tell yourself?

7. Do you ever sit in the seat of self-compassion (support section)? When you do, what do you tell yourself?

6. Do you have people in your arena(s) sitting in the empathy seats (support section)? If so, who?



Living Into Our Values

VALUES CLARIFICATION

Using the list of values, choose two values—the beliefs that are most important to you—that help you find your way when things are difficult, that fill you with a feeling of purpose. When selecting your values, ask yourself the following questions:

Does this define me? Is this who I am at my best? Is this a filter that I use to make hard decisions?

VALUE 1: _____

VALUE 2: _____



LIST OF VALUES

Accountability
 Achievement
 Activism
 Adaptability
 Adventure
 Altruism
 Ambition
 Authenticity
 Balance
 Beauty
 Being the best
 Being a good sport
 Belonging
 Career
 Caring
 Co-creation
 Collaboration
 Commitment
 Community
 Compassion
 Competence
 Confidence
 Connection
 Contentment
 Contribution
 Cooperation
 Courage
 Creativity
 Curiosity
 Dignity
 Diversity

Efficiency
 Environment
 Equality
 Ethics
 Excellence
 Fairness
 Faith
 Family
 Financial stability
 Forgiveness
 Freedom
 Friendship
 Fun
 Future generations
 Generosity
 Giving back
 Grace
 Gratitude
 Growth
 Harmony
 Health
 Heritage
 Home
 Honesty
 Hope
 Humility
 Humor
 Inclusion
 Independence
 Initiative
 Integrity

Intuition
 Job security
 Joy
 Justice
 Kindness
 Knowledge
 Leadership
 Learning
 Legacy
 Leisure
 Love
 Loyalty
 Making a difference
 Nature
 Openness
 Optimism
 Order
 Parenting
 Patience
 Patriotism
 Peace
 Perseverance
 Personal fulfillment
 Power
 Pride
 Recognition
 Reliability
 Resourcefulness
 Respect
 Responsibility
 Risk-taking

Security
 Self-discipline
 Self-expression
 Self-respect
 Serenity
 Service
 Simplicity
 Spirituality
 Stewardship
 Success
 Teamwork
 Thrift
 Time
 Tradition
 Travel
 Trust
 Truth
 Understanding
 Uniqueness
 Usefulness
 Vision
 Vulnerability
 Wealth
 Wellbeing
 Wholeheartedness
 Wisdom

Write your own:



TAKING VALUES FROM PROFESSING WORDS TO PRACTICING BEHAVIOR

Answer the following questions to dig into your values.

VALUE #1: _____

1. What is one behavior that shows you are operating in alignment with this value?

2. What is one behavior that shows you are operating out of alignment with this value?

3. What's an example of a time when your behaviors were fully aligned with this value?

VALUE #2: _____

1. What is one behavior that shows you are operating in alignment with this value?

2. What is one behavior that shows you are operating out of alignment with this value?

3. What's an example of a time when your behaviors were fully aligned with this value?



TAKING VALUES FROM PROFESSING WORDS TO PRACTICING BEHAVIOR

1. What does it feel like when you're living into your values?

2. What are the early warning indicators or signs that you're living outside your values?

3. Who is someone who knows your values and supports your efforts to live into them?

4. What does support from this person look like?

5. What can you do as an act of self-compassion to support yourself in the hard work of living into your values?



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?



Clear is kind. Unclear is unkind.

Sometimes speaking the truth feels like we are being unkind, especially when sharing difficult information or feedback. But in reality, dancing around the truth is unkind. When we avoid stating the truth—when we are vague or ambiguous under the guise of being kind—it is often because we are trying to lessen the discomfort for ourselves, not for the other person.



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.



GIVING ENGAGED FEEDBACK

1. Where are your feedback strengths?
What are you good at doing in a feedback situation?

2. What is one specific behavior or practice that will help you improve?

3. What are your top two values and how can you use them to help you give engaged feedback?

4. We will sometimes find ourselves on the receiving end of feedback from someone who is not skilled at giving it. What's one thing you can do to live into your values when receiving feedback?



RECOGNIZING DEFENSIVENESS IN FEEDBACK CONVERSATIONS

Walk through the questions to understand how you may become defensive during feedback conversations.

1. Think of a conversation when you received difficult feedback. While in a conversation like this, what physical signs suggested you were becoming defensive? *(E.g., Fold arms over chest, hands in pockets, dry mouth)*

2. What defensive thoughts came up for you? *(E.g., Listening for what I don't agree with, they haven't heard my side of the story, they aren't seeing the big picture)*

3. What were you feeling that suggested you were becoming defensive? *(E.g., Anxious, frustrated, overwhelmed)*

4. When you are receiving difficult feedback and you recognize yourself becoming defensive, what is one change you can commit to practicing? *(E.g., Lean into curiosity, ask questions, learn the other person's perspective, suggest making time to talk about the issue at a later date, slow down the conversation)*



THE RUMBLE: WRITING MY SFD

“When we deny our stories and disengage from tough emotions, they don’t go away; instead, they own us; they define us. Our job is not to deny the story, but to defy the ending—to rise strong, recognize our story, and rumble with the truth until we get to a place where we think, Yes. This is what happened. This is my truth. And I will choose how this story ends.”

-Brené Brown

1. Choose a “face down in the arena” moment to use as you practice the Learning to Rise process. You can pick a current fall or past fall.

SFD WRITING PROMPTS:

The first thing I want to do:

My thinking:

My emotions:

My beliefs:

My body:

My actions:



THE RUMBLE: WRITING MY SFD

2. Write your SFD. The unedited, unfiltered story I made up or the story I told myself:

SFD CHECKLIST:

Honest Unfiltered Unedited Possibly Unshareable

